Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr
Bridgend County Borough Council

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

Rydym yn croesawu gohebiaeth yn Gymraeg. Rhowch wybod i ni os mai Cymraeg yw eich dewis iaith.
We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.

Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate
Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694
Gofynnwch am / Ask for:

Ein cyf / Our ref:
Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 29 August 2023

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held as a Hybrid meeting in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB on **Monday, 4 September 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 5 - 34
   To receive for approval the minutes of 05 09 22, 27 10 22, 15 12 22, 18 01 23 and 02 03 23.

4. Director of Social Services Annual Report 2022/23 35 - 158
   Invitees

   Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services and Health
   Councillor Neelo Farr - Cabinet Member for Community Safety and Wellbeing

   Claire Marchant - Corporate Director - Social Services and Wellbeing
   Jacqueline Davies - Head of Adult Social Care
   Laura Kinsey - Head of Children's Social Care
   Andrew Thomas - Group Manager - Sports and Physical Activity
   Pete Tyson – Group Manager - Commissioning
   Mark Wilkinson – Group Manager – Learning Disability, Mental Health & Substance Misuse
   Michelle King - Integrated Community Services Manager- CRT (Bridgend Locality)
   Shagufta Khan - Social Work Lead – Adult Social Care

By receiving this Agenda Pack electronically you will save the Authority approx. £00.00 in printing costs

5. Strategic Workforce Plan 159 - 186
Invitees:

Councillor Huw David – Leader of the Council
Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services and Health
Councillor Hywel Williams - Cabinet Member for Finance, Resources and Legal

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

Paul Miles – Group Manager – Human Resources and Organisational Development

6. Corporate Plan Delivery Plan Targets 187 - 208
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. ICT Resilience 209 - 212
Invitees

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

Carys Lord - Chief Officer - Finance, Performance and Change
Martin Morgans – Head of Performance and Partnerships

8. Conclusions and Recommendations

9. Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee Nominations 213 - 234

10. Forward Work Programme Update 235 - 286

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

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 5 SEPTEMBER 2022

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD REMOTELY - VIA MICROSOFT TEAMS ON MONDAY, 5 SEPTEMBER 2022 AT 10:00

Present

Councillor A Williams – Chairperson

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

Officers:

Lucy Beard	Scrutiny Officer
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Jessica Mclellan	Scrutiny Officer
Janine Nightingale	Corporate Director - Communities
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

18. APOLOGIES FOR ABSENCE

Councillors Heidi Bennett, Paul Davies and Graham Walter gave their apologies that they would need to leave the meeting early.

Officers
Laura Kinsey – Head of Children's Social Care
Andrew Thomas - Group Manager, Sports and Physical Activity

Invitees
Councillor Rhys Goode - Cabinet Member for Wellbeing and Future

Councillor Jon-Paul Blundell gave his apologies that he would need to leave the meeting early.

19. DECLARATIONS OF INTEREST

Councillor Heidi Bennett declared a personal interest in agenda item 3 as she is employed by organisation which delivers prevention and wellbeing support in connection with Bridgend County Borough Council.

20. DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2021/22

The Deputy Leader and Cabinet Member for Social Services introduced the report by commending the Corporate Director, Social Services and Wellbeing on her leadership and for keeping the workforce engaged and informed throughout the challenges they had faced and expressing her thanks to their Officers who had been innovative and proactive.

The Corporate Director, Social Services and Wellbeing presented the Director of Social Services Annual Report 2021 to the Committee, for scrutiny prior to consideration by Council on 20 September 2023.

The Chair thanked the Corporate Director, Social Services and Wellbeing and Members discussed the following:

- The key aspects of the service being shown in the report regarding balance between agency staff and council staff, overall cost, churn of staff in the breakdown across different parts of the service and the number of open vacancies.
- Initiatives underway, including working with Bridgend College, bringing in people from different sectors, growing their own social workers, international recruitment, looking at how to convert agency workers into permanent workforce and applications for market supplement policy in children's social care.

- Clarification that the pressures were external and an all-Wales issue.

- The process for and how the critical incident referred to in the report had been triggered by the situation they had found themselves in within the Information, Advice and Assistance Service previously.

- The increase in the number of people contacting the service and concern over the number of assessments undertaken and the significant increase in demand being seen.

- Discharges from hospital and high levels of staff absence in-house, whether Care and Repair were being used to their full potential, the new discharge hub at the hospital having recently been introduced with Care and Repair sitting alongside with their social workers and Discharge Liaison Service and minor adaptations.

- Examples of how best practice from other local authorities was incorporated following the Care Inspectorate Wales Quality Assurance Inspection, to further reduce the need for statutory interventions, including reviews in the area of prevention, Local Area Coordinators, conversations with colleagues in Carmarthenshire about contracts, electric vehicles and overcoming barriers, conversations with authorities who had implemented the Signs of Safety Model, investment in earmarked reserves and working with an Improvement Partner from the Institute of Public Care.

- Operating models being considered going forward, multi-agency support model needed, implementing trauma informed models of practice (given the complexity of children requiring residential provision), looking at how it could be reflected within the Signs of Safety Plan, and integrated working with Health and the Third Sector.

- Conclusions and recommendations of the Improving Outcomes for Children Board to date.

- The high levels of staff absence in Adult Social Care in-house services attributed to Musculoskeletal or Non work-related stress.

- The significant reduction in the percentage of assessments completed within the statutory timescale of 42 days in the Children's Performance dashboard, the particular pressures impacting on performance of the service and the focus on improving both the quantitative and qualitative performance.

- Reducing the number of hours of care provided and mitigating the need for support referred to in the Adult Performance Dashboard
- Context around the number of inquiries completed within the 7-day timescale and those more than 7 days, with many being completed within 8 or 9 days and a large proportion of safeguarding referrals including care providers, Health colleagues and the Police.

- How accuracy and correct information was being ensured through quality assurance under the Recovery, Reset, Renewal and Social Care Recovery Plan, with information being entered through optimal use of the system and with Inspectors undertaking their own quality assurance.

- Reasons for and what was being done about the high percentage of care experienced children who had experienced three or more placements and / or one or more changes of school, including:
  - Establishment of the Care Experienced Children's Team;
  - Huge pressures on residential and fostering placements;
  - Reunification workers in place;
  - Stabilising placements and supporting foster families where there were challenges;
  - Therapeutic service being developed;
  - Foster care provision;
  - Support worker role available out of hours.

- The initial assessment that had been made on the future key priorities for 2022-23, including:
  - Securing a stable workforce;
  - Daily monitoring;
  - Priorities to be built on and included in future reports;
  - Infrastructure around performance and quality assurance;
  - New planning groups;
  - Sixth Goals program.

- Growing their Own Scheme being a key to long term success, and the international recruitment of staff.

- The work of the Corporate Parenting and Participations Officer; ensuring the mechanism for reaching out to all their care experienced children and giving them the opportunity to engage and be involved.

- The survey work undertaken with secondary school pupils to set wellbeing baselines for the Council's review of play sufficiency and whether it could be rolled out to primary schools.

- The next steps on the different quality standards and reflecting what was in the Corporate Plan and then the Directorate Business Plan, for future monitoring by the Committee.

- The important and critical checks needing to take place for taking people from enquiry to foster care which took around six months, and ways to improve the effectiveness of those timescales.

- Changes made regarding the first year of practise for the newly qualified joining the local authority, with practice educators linking and regular opportunities for newly

qualified students to come together with their peer groups, making sure they received the right support, supervision and induction from day one in the service.

- The total of £12.8m budget pressures identified in the 2023-24 Budget Process, where those budgetary pressures sat in the Directorate and the impact on service delivery as the shortfall would be a significant budgetary pressure on the Directorate.

- Concerns regarding the alignment of the finances needed to deliver statutory services with the availability of finance, the three key contributing factors being, the increase in need and demand, a massive workforce challenge and the unit cost of provision significantly increasing.

The Chairperson advised that there were no further questions for the Invitees, thanked the Invitees for their attendance and advised that they may leave the meeting.

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

1. That the Report should include data and graphics to demonstrate the impact of staffing pressures on the Directorate.

2. That the Report make reference to the Corporate Risk Register when referring to the Critical Incident instigated in 2022.

3. That the Report should reflect not only the increase in demand on Social Care but also the complexity and nature of referrals being made (particularly in Children's Social Care).

4. That the Committee write a letter, in support of the Deputy Leader, to the Welsh Minister for Social Services regarding budgetary pressures.

and the Committee requested:

5. A written response regarding the Adult, Children and Wellbeing Quality Standards detailing the up to date/current position on each of the 'Next Steps' outlined in the Report.

6. A copy of the letter sent by the Deputy Leader to the Deputy Welsh Government Minister for Social Services regarding workforce concerns.

7. Information regarding the Discharge Hub at the Princess of Wales Hospital and information on how Care and Repair support the Service.

8. Information on the innovative ways in which the Council is recruiting staff.

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.

21. FORWARD WORK PROGRAMME UPDATE

The Senior Democratic Services Officer – Scrutiny presented the Committee with the Forward Work Programme (FWP) in Appendix A for discussion and consideration, requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend, requested the Committee to identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3.

She also advised that the Recommendations Monitoring Action Sheet was attached as Appendix B to track responses to the Committee's Recommendations made at previous meetings.

Members requested that the report upon Progress on the Performance of Disabled Facilities Grants, including the support arrangements provided by Neath Port Talbot report, be scheduled as soon as possible.

The Senior Democratic Services Officer – Scrutiny referred to the item already listed on the FWP in Appendix A and advised that a written response on a position statement at the end of the year would be provided from Officers shortly and the report would then follow.

Members requested a report upon the housing crisis, particularly looking at a partnership approach and inviting Registered Social Landlords (RSLs), Private Landlords and the Authority's Housing Officers.

Members requested that Scrutiny Officers look at the scheduling of the following reports on the FWP having regard to the availability of the key invitees:

- Delivery of the Cost of Living Payment Scheme;
- Workforce Recruitment and Retention;
- RSL Invitees for the Homelessness, Housing and Empty Properties.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3 and this could be revisited at the next meeting.

There were no requests to include specific information in reports for the next meeting.

RESOLVED: The Committee considered and approved its Forward Work Programme in Appendix A subject to the above additions and requests and noted the Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings, in Appendix B.

22. URGENT ITEMS

None.

The meeting closed at 12:27

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MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN HYBRID IN THE COUNCIL CHAMBER, CIVIC OFFICES/REMOTELY - VIA MICROSOFT TEAMS ON THURSDAY, 27 OCTOBER 2022 AT 10:00

Present

Councillor A Williams – Chairperson

H T Bennett	F D Bletsoe	P Davies	S J Griffiths
M L Hughes	M Jones	G Walter	AJ Williams

Officers:

Lucy Beard	Scrutiny Officer
Lynne Berry	Group Manager Housing & Community Regeneration
Joanne Ginn	Housing Solutions Team Leader
Ryan Jones	Strategic Housing Commissioning Manager
Rachel Keepins	Democratic Services Manager
Meryl Lawrence	Senior Democratic Services Officer – Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Jessica Mclellan	Scrutiny Officer
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

24. APOLOGIES FOR ABSENCE

Councillor Richard Granville, Councillor Ross Penhale-Thomas and Councillor Tim Thomas.

Councillor Heidi Bennett gave her apologies from 11.30am and Councillor Paul Davies gave his apologies from 12.30pm.

Officers:
Carys Lord - Chief Officer - Finance, Performance and Change
Janine Nightingale – Corporate Director for Communities

Invitees:
Councillor Jane Gebbie - The Deputy Leader and Cabinet Member for Social Services and Wellbeing
Councillor Neelo Farr - Cabinet Member for Regeneration

25. DECLARATIONS OF INTEREST

Councillor Freya Bletsoe and Councillor Amanda Williams declared personal interests in agenda item 4 as a person known to them is in temporary accommodation.

26. BUDGET MONITORING 2022-23 QUARTER 2 REVENUE FORECAST

The Deputy Head of Finance presented the report, the purpose of which was to provide the Committee with an update on the Council's revenue financial position as at 30 September 2022.

The Chair thanked the Deputy Head of Finance and Members discussed the following:

- Whether the funds from the projected underspend on the Council Tax Reduction Scheme needed to be returned to Welsh Government or

retained in general Council funds and, considering the cost-of-living crisis, whether it was prudent to have a modest raise in the Council Tax to ensure a higher collection rate.

- The meaning of the term, 'channel shift pressures'.
- Where the one-off efficiency savings would be made, whether they had yet been identified and whether there had been any applications received from Directorates to draw down from the Budget Reduction Contingency Reserve.
- What alternatives were being considered to the most significant budget reduction proposals unlikely to be achieved in full in the financial year.
- Reasons for the significant variances, particularly projected overspends, in the each of the Directorates including the projected:
  - overspend in Adult Community Learning;
  - overspend in Learning Disabilities Home Care and Day Opportunities;
  - overspend and volatility in Planning and Development; and
  - underspend in Housing and Homelessness and the possible impact of the 6-month Ukrainian Refugee Host Sponsorship coming to an end.
- Steps being taken to try to address the workforce challenges within Social Services, the cost and reliability of agency staff and difficulties with recruitment across the Authority.
- The terminology around the use of reserves for capital projects, how often they are reviewed and how the purpose of reserves held could best be communicated to the public.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

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

1. The Committee fully supports the Council's discussions with the UK Government regarding further funding or continuation of the 'Homes for Ukraine' Scheme and noted the impact of the 6-month sponsorship period implemented through the Scheme coming to an end and the risk of refugees becoming homeless. The Committee agreed to monitor this as part of their FWP.

2. That when the Council look to make a press release regarding the upcoming budget consultation that Officers be mindful of improving communication to residents and improving understanding of the budget and purpose of reserves held.

Budget Research and Evaluation Panel (BREP)

3. That BREP consider how the budget is set for the Social Services and Wellbeing (SSWB) Directorate to reflect the demographics of the County Borough, the level of demand and the statutory duties of the Directorate.

4. That early indications of each Directorate's proposed draft budgets be presented to BREP with potential options for budget reductions at the next related meeting each Director has been invited to attend.

and the Committee requested:

5. That they receive greater detail on the reasons for the 56.2% variance and significant overspend in the Planning and Development section of the Communities Directorate which the Committee noted was an understaffed department.

6. A written response from the Corporate Director -Social Services and Wellbeing on the following:

   a. The reliability of agency workers and providers;
   b. The cost difference between an agency worker compared to a full time Social Worker;
   c. On average, how many agency workers work in the SSWB Directorate; and
   d. The average length of stay for agency workers in the SSWB Directorate.

27. TEMPORARY ACCOMMODATION

The Head of Performance and Partnerships presented the report the purpose of which was to update the Committee on the provision of temporary accommodation within Bridgend County Borough Council.

The Chair thanked the Head of Performance and Partnerships and Members discussed the following:

- Concerns about whether the current service procurement measures were the most appropriate to ensure protection for the most vulnerable people in our communities and what lessons could be learned from recent negotiations with commercial temporary accommodation providers, acknowledging that the most recent matter involved an extension of an existing agreement rather than a new contract.
- Whether the 21 individuals placed into temporary accommodation were in accommodation provided by contracted providers and concerns about whether their placements were at risk.
- Whilst acknowledging the pressures on temporary accommodation, the likely impact of Part 4 of the Renting Homes (Wales) Act 2016 on the availability of private and social rental properties its effect on the Authority.
- That the new legislation could result in empty properties coming back into use more quickly and the positive impact this could have on Bridgend.
- Whether the new legislation regarding fitness for human habitation apply to temporary accommodation.
- Concerns regarding the upheaval and stress caused to a family moving into temporary accommodation and the package of support offered to families in this situation.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and advised that they may leave the meeting.

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

7. That a review be conducted on the procurement of temporary accommodation and how to secure its longevity and that this be reported back to the Committee at an appropriate time.

and the Committee requested:

Information on the package of support that is provided to families and individuals relocated to temporary accommodation with particular consideration of the impact on the welfare of children who are relocated away from family and friends and whether they have to change school.

28. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the Committee with the Forward Work Programme (FWP) in Appendix A for discussion and consideration, requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend, requested the Committee to identify any further items for consideration on the FWP having regard to the selection criteria in paragraph 4.3 and presented the FWPs for the Subject Overview and Scrutiny Committees 1, 2 and 3 as Appendices B, C and D for coordination and oversight of the overall FWP.

She also advised that the Recommendations Monitoring Action Sheet was attached as Appendix E to track responses to the Committee's recommendations made at previous meetings and the Recommendations Monitoring Action Sheets for each Subject Overview and Scrutiny Committee were also attached as Appendices F, G and H.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3, and this could be revisited at the next meeting.

There were no requests to include specific information in the item for the next meeting.

RESOLVED:

That the Committee considered and approved its Forward Work Programme in Appendix A, noted the Forward Work Programmes for the Subject Overview and Scrutiny Committees following consideration in their latest respective Committee Meetings in Appendix B, C and D, and noted the Recommendations Monitoring Action Sheets to track responses to the Committees' recommendations made at previous meetings in Appendices E, F, G and H.

29. URGENT ITEMS

None.

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON THURSDAY, 15 DECEMBER 2022 AT 10:00

Present

Councillor A Williams – Chairperson

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

Officers:

Lucy Beard	Scrutiny Officer
Claire Hamm	Conservation and Design Team Leader
Rachel Keepins	Democratic Services Manager
Claire Marchant	Corporate Director Social Services and Wellbeing
Jessica Mclellan	Scrutiny Officer
Alex Rawlin	Corporate Policy & Public Affairs Manager
Helen Rodgers	Revenues Manager
Eilish Thomas	Finance Manager - Financial Control & Closing
Kelly Watson	Chief Officer Legal, HR and Regulatory Services
Delyth Webb	Group Manager - Strategic Regeneration

31. APOLOGIES FOR ABSENCE

Councillors Heidi Bennett, Paul Davies and Graham Walter gave their apologies that they would need to leave the meeting early.

Invitees:
Councillor Jane Gebbie, Deputy Leader and Cabinet Member for Social Services and Early Help and Councillor Neelo Farr, Cabinet Member for Regeneration.

Councillor Jon-Paul Blundell, Cabinet Member for Education gave his apologies that he would need to leave the meeting early.

32. DECLARATIONS OF INTEREST

None.

33. APPROVAL OF MINUTES

RESOLVED:

That the Minutes of a meeting of Corporate Overview and Scrutiny Committee dated 30 June 2022 be approved as a true and accurate record.

34. QUARTER 2 PERFORMANCE REPORT 2022-23

Chief Executive's Directorate

The Chief Executive presented an overview of the performance of his Directorate, highlighting challenges in workforce, recruitment and retention, uncertainty around budgets, increased costs and inflation.

The Chair thanked the Chief Executive and Members discussed the following:

- When performance data subject to benchmarking would be made available and trend data relating to the previous year performance rather than the set annual targets.
- The corporate-wide risk of workforce and, in relation to recruitment, vacancies being advertised on the Council's website and in some specialist journals and magazines, with some advertisements being for multiple roles.
- Whether there was an indication from Welsh Government (WG) regarding the final budget settlement and whether the revised budget proposals and full financial ledger would be available for the next meeting of the Budget Research and Evaluation Panel (BREP).
- Working with landlords and the role of planning in the Council's policy of bringing empty properties back into use.
- The issue of sickness absence due to non-work-related stress and the wellbeing support available for staff.
- The targets and missing data regarding Disabled Facilities Grants and e-learning.
- The in-depth Digital Strategy review following work regarding hybrid working and digital aspirations and priorities.
- The discrepancy between the green status attributed to commitment WBO2.2.3 relating to preventing homelessness and the shortage of suitable accommodation in the County Borough.

Communities Directorate

The Corporate Director – Communities presented an overview of the performance of her Directorate, highlighting the underspend driven by a large number of vacancies, steps being taken with regard to recruitment, the possibility of the cessation of some services due to lack of resources, challenges with Member Referrals and providing context around some of the Performance Indicators graded as red.

The Chair thanked the Corporate Director – Communities and Members discussed the following:

- The responsiveness to Member Referrals and the safety and reliability of temporary fixes to boilers in estate services.
- The number of Community Asset Transfers completed in year.
- Sources of capital receipts and the reuse shops at Pyle and Maesteg.
- Measures to address sickness absence attributed to Musculoskeletal disorders across all Directorates and the impact of sickness on ability to provide services.
- Which services may need to cease due to financial pressures, which areas in the Directorate were not meeting performance targets and whether any other in year savings had been identified.
- The Caerau Heat Scheme, funding and viability.
- Changes to the agreement and disposal fees for residual waste at the Materials Recovery & Energy Centre

Education and Family Support Directorate

The Corporate Director – Education and Family Support presented an overview of the performance of his Directorate, highlighting that there were no schools in any Estyn category of concern, the significant improvements in the Bridgend Youth Justice Service, that the Welsh in Education Strategic Plan (WESP) had been approved by WG, context regarding areas where performance exceeded targets, staffing challenges (particularly in catering) and that current underspend was likely to be exhausted by home to school transport pressures.

The Chair thanked the Corporate Director – Education and Family Support and Members discussed the following:

- The number of and challenges associated with permanent exclusions, the contributory factors and support available.
- Additional, specialist staff and best practice associated with safeguarding referrals and escalating behaviours.
- The downward trend in Welsh speakers in the recent Census, Welsh language provision to improve targets and the ambitious WESP for schools and families.
- Sufficiency of school facilities and time for provision of free school meals, the lack of appeal of limited hour school catering contracts, the prospect of pilot schemes for the Universal Primary Free School Meals roll-out with emphasis on equity for all pupils and an update on the upgrading of kitchen facilities.

Social Services and Wellbeing Directorate

The Corporate Director – Social Services and Wellbeing presented an overview of the performance of her Directorate highlighting the increasing need and demand for services and statutory support, workforce pressures, particularly in children's social care (CSC) and adult home care, the improvement check by Care Inspectorate Wales in CSC, the key areas of pressure, particularly in the provision of statutory care and support plans and the excellent outcome and focus on prevention and wellbeing services.

The Chair thanked the Corporate Director – Social Services and Wellbeing and Members discussed the following:

- The targets regarding the percentage of care leavers who completed at least 3 consecutive months of employment, education or training and the WG Basic Income Pilot Scheme.
- Measures and support to alleviate sickness and workforce pressures.
- Recruitment plans to lower the vacancy threshold in Bridgend to bring it more in line with other local authorities and reduce reliance on agency staff.
- The number of reablement packages completed, mitigating need for support and the prospect of a change to national indicators to demonstrate the positive performance in a more meaningful way.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

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

1. To ensure the time of the Corporate Overview and Scrutiny Committee (COSC) is used to maximum benefit, that the Subject Overview and Scrutiny Committees should scrutinise in detail matters in the remit of those respective Committees.

2. That the Task and Finish Group considering fixed and permanent exclusions look at and identify best practice in terms of management of pupil behaviour.

and the Committee requested:

Communities

3. How many Community Asset Transfers have been completed between April and September 2022.

4. With reference to the Performance Indicator DCO16.9 CP WBO3 on page 48 of the agenda reports pack, to what does the £275,000 remaining capital receipts relate.

5. The budget breakdown of the remaining £9,000,000 not committed to contracts.

Education and Family Support

6. An update on the number of and themes surrounding fixed and permanent exclusions.

7. An update following the Cabinet Member for Education's meeting with the Welsh Government Minister to discuss the unattractive limited hours offered in school catering contracts and whether a person seeking to fill the position would have their benefits affected or lost.

35. COST OF LIVING PAYMENT SCHEME ROLLOUT

The Chief Officer – Finance, Performance and Change presented the report the purpose of which was to inform the Committee of the processes undertaken and lessons learned from implementing the Welsh Government funded Cost of Living and Discretionary Cost of Living Schemes.

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

- What support is available to vulnerable individuals in receipt of payments from the Scheme.
- The limitations of systems and software which led to difficulties in implementation of the Scheme and steps taken to ensure they are fit for purpose for high-level service in the future.
- The delays and discrepancies between different local authorities in the efficiency of payments from the Scheme.

- The fitness of purpose of the system for future schemes, its use in existing processes such as administering Council Tax and Winter Fuel payments and lessons learned from each scheme.
- The level of Member Referrals due to difficulty with payments, the invalid web link in written correspondence to residents and the lack of support for staff of libraries and other community hubs to assist people with queries.
- That Bridgend was not the best or the worst in its administration of the Scheme and that 98% of the allocation had been paid.
- The timescale for the Digital Strategy review and input from communities and the importance of clear, simple and accessible communications with the public.
- The extent of the work undertaken and schemes administered by a relatively small team during the pandemic.
- That Members should have received a detailed briefing regarding the difficulties experienced with the Scheme to allow them to assist and manage the public's expectations.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

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

8. An update on the likely commencement of the Digital Strategy review and that it be placed on the Forward Work Programme for COSC as a pre-decision item.

9. That when there are difficulties in rolling out schemes such as the Cost of Living Payment Scheme, that Members be briefed so that they may cascade information to the public and help manage their expectations.

36. RE-DEVELOPMENT OF MAESTEG TOWN HALL

The Corporate Director – Communities presented the report the purpose of which was to provide the Committee with an overview of the progress of the Maesteg Town Hall project to date.

The Chair thanked the Corporate Director – Communities for the presentation and invitation to Members of a site visit and reminded Members that, as the project was ongoing, they were prohibited from discussing any commercially sensitive or confidential aspects.

Members discussed the following:

- Concerns regarding the process including, the timeline leading up to the upper limit of the contract being reached, the process of Delegated Powers in the release of additional funds and the role of Scrutiny Chairs.
- That there should be lessons learned from the Maesteg Town Hall project and in the information sharing regarding the use of Delegated Powers to all Members, particularly Scrutiny Chairs.
- The reasons why the decision was not called-in and why the matter was explored at today's meeting.

- The restrictions like for like replacements at the site and the costs associated with them.
- The sufficiency of funds invested into the pre-commencement surveys, the extent of the surveys and whether the problems identified were on the risk register.
- That it was not known that the upper end of the contract value was being reached until the costing was received and that further compensation (unforeseen from when the works were specified) events were less likely to re-occur as most of the deconstructive and repair work had been completed.
- The merits and disadvantages of front-loading labour and resources to complete the project as soon as possible.
- The extensive working with Mace, Knox and Wells and Cadw.
- The extent to which the project had been monitored by Cabinet and the involvement of the relevant Cabinet Members.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and advised that they may leave the meeting.

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

10. A written response regarding a recovery programme to include:

    a. whether the project can be frontloaded with additional workers to complete the project in a shorter timescale; and
    b. if so, how much it would cost; or
    c. whether it would be better to keep costs to a minimum; and
    d. the time of delivery/delays against costs for frontloading.

11. Assurance that there will be no further delays or expenditures incurred for the project.

Following completion of the project, that a lessons learned report be placed on the Forward Work Programme for COSC.

37. INTERIM BUDGET RESEARCH AND EVALUATION PANEL REPORT

The Chairperson of the Budget Research and Evaluation Panel (BREP) presented the report the purpose of which was to provide the Committee with an update from BREP's deliberations, findings and recommendations to date.

There were no questions from Members.

RESOLVED:

That the Committee approved the recommendations made by BREP and their submission to Cabinet and Senior Officers to inform the development of the draft budget proposals for 2023-24 following receipt of the Welsh Government provisional local government settlement.

38. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the Committee with the Forward Work Programme (FWP) in Appendix A for discussion and consideration, requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend, requested the Committee to identify any further items for consideration on the FWP having regard to the selection criteria in paragraph 4.3 and presented the FWPs for the Subject Overview and Scrutiny Committees 1, 2 and 3 as Appendices B, C and D for coordination and oversight of the overall FWP.

She also advised that the Recommendations Monitoring Action Sheet was attached as Appendix E to track responses to the Committee's recommendations made at previous meetings and the Recommendations Monitoring Action Sheets for each Subject Overview and Scrutiny Committee were also attached as Appendices F, G and H.

The Head of Democratic Services reference the large number of reports scheduled for the following meeting on 31 January 2023 but highlighted that all provided Members with context for the setting of this year's budget and that for future years.

The Committee expressed concerns regarding the length of the Committee meetings and discussed the number of statutory reports to be considered and that meetings would sometimes, inevitably, be longer to accommodate these.

Having considered the Forward Work Programme Update, the Committee requested the Digital Strategy be added to the FWP.

The Committee discussed the forthcoming report on Disabled Facilities Grants and requested that representatives of Bridgend Care and Repair and some of the contractors be invited to attend for the scrutiny of the report.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3, and this could be revisited at the next meeting.

There were no requests to include specific information in the items for the next meeting.

RESOLVED:

That the Committee considered and approved its Forward Work Programme in Appendix A, subject to the above additions and requests, noted the Forward Work Programmes for the Subject Overview and Scrutiny Committees following consideration in their latest respective Committee Meetings in Appendix B, C and D, and noted the Recommendations Monitoring Action Sheets to track responses to the Committees' recommendations made at previous meetings in Appendices E, F, G and H.

39. URGENT ITEMS

None.

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MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON WEDNESDAY, 18 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	M Jones	RL Penhale-Thomas
T Thomas	G Walter	AJ Williams	

Officers:

Lucy Beard	Scrutiny Officer
Rachel Keepins	Democratic Services Manager
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Jessica Mclellan	Scrutiny Officer
Chris Morris	Accountant
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

41. APOLOGIES FOR ABSENCE

Invitee:
Councillor Hywel Williams, Cabinet Member for Resources had advised he would be joining the meeting slightly later.

42. DECLARATIONS OF INTEREST

Councillor Paul Davies declared an interest that a family member worked in the Waste Enforcement Team.

43. MEDIUM TERM FINANCIAL STRATEGY 2023-24 TO 2026-27

The Chief Officer – Finance, Performance and Change presented a summary of the report, the purpose of which was to present the Committee with the draft Medium Term Financial Strategy 2023-24 to 2026-27, which set out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy included a financial forecast for 2023-2027 and a detailed draft revenue budget for 2022-23.

The Chairperson thanked the Chief Officer Finance, Performance and Change and the whole Team for the comprehensive report and Members discussed the following:

- How aligned the draft MTFS would be aligned with new objectives in the Corporate Plan and reflect the objectives next year.
- While the principles underpinning the MTFS were sound, it would be useful when BREP met next year to see the calculations behind the conclusions to the draft budget proposals.
- Pressures on back office functions.
- The need for national legislative commitments e.g., Homelessness, Climate Change, Social Care, etc.to be fully funded from central government and the representations made by Cabinet and WLGA to make the case that national legislative commitments are fully funded.

- Consequentials for funding Care and support in Parc Prison, Welsh Medium provision, Universal Primary Free Primary School Meals.
- What work has been done to implement the Socio economic Duty.
- What could be done to explore longer term building Council's own housing capabilities to alleviate temporary accommodation, and exploration of solutions with RSL partners and bringing voids back into use.
- Potential for exploring additional income generation, reviewing fees and charges, council tax collection rates based upon proposed increase and the council tax reduction scheme.
- Inflation impact on pay costs, energy costs for Council buildings and contracts.
- School places and availability and planning for future expansion for population needs.
- Feasibility, deliverability and impact of 2% school budget saving on spend on education, potential for redundancies and impact on deficits.
- Pressure from ceasing previous short term Grant funding in Social Care.
- Maintaining safety net provision if a provider fails.
- Pressures on Adult and Children Services and the need to protect.
- Sufficiency of £700k for Homelessness Prevention.
- Potential increase in fly tipping if Waste Enforcement Team cut and underspends in Communities.
- Collaboration with Cardiff Capital Region City Deal and also with Cwm Taf Morgannwg Regional Partnership Board.
- Sharing office space e.g., with South Wales Police.
- Property and building maintenance – potential assets for disposal, letting of Ravenscourt partially as it is partly used by the MASH Team and social workers working closely with them.
- Pressures in HR, Legal and Finance impacting on Directorates, reviewing how things are done, improving efficiency and increasing digital use.
- Workforce recruitment and retention and sickness absence levels, balancing filling key roles to deliver services but managing sickness.
- Costs of Agency staff.
- Digital transformation.
- Procurement alignment with net zero carbon strategy.
- Potential for using Reserves.
- Increased rate of real living wage form June 2023.
- Cost pressure for fully funding Ukrainian refugees post leaving host families.
- A safe footpath to a school to replace need for a bus and impact on environment.
- How to communicate to residents the council tax increase and where money is spent on which services.
- Only 7% of budget reductions due to policy changes and whether to look at discretionary services to protect statutory services in the future.
- Whether the underspend in Chief Executives Directorate and Council Wide budgets masks pressures in Social Services.
- Growth in relation to pay and non-pay and £1M allocated to CW2.
- No future year figures in Social Services and future demand modelling.
- COM 5 proposed budget saving to remove contribution to RNLI and ongoing discussions with Trecco Bay and potentially with Porthcawl Town Council.
- Whether any other budget reductions had been considered before those proposed.

The Chairperson advised that Members of the Committee who wanted to ask questions had all spoken, so as there were no further questions for the invitees, thanked them for their attendance and invited them to leave the meeting.

RESOLVED:

Following consideration of the report and appendices, the Committee made the following Recommendations for consolidation and inclusion in the report to Cabinet on the draft MTFS, including the proposed budget pressures and budget reduction proposals within the remit of this Scrutiny Committee, as part of the budget consultation process:

1. That Cabinet carefully considers the impact and cost of any necessary intervention by statutory services due to the removal of discretionary services, such as the Waste Enforcement Team in the Communities Directorate.

2. The Committee endorsed the recommendation made by BREP that *Cabinet raise with Welsh Government, the Panel's expectation that all national legislative commitments must be fully funded to allow the Council to have the capacity to deliver them in an efficient manner.*

   That the Committee continue to lend their weight to lobbying of Welsh Government and central Government that has already taken place so that the Revenue Support Grant is not affected by any policy changes.

3. That consideration be given to more joint working across Directorates and more collaboration within the authority and external partners; working towards a 'One Council' approach.

4. The Committee endorsed the recommendation made by BREP *that it was essential that the public be informed of the proposed increased level of Council Tax as soon as possible with clear reasons and rationale for the increase.* The Committee also felt that it should be appropriately communicated to the public that for every £1 spent on services provided by the Council, only around 27 pence is funded from Council Tax.

5. In relation to COM5, the Budget Reduction Proposal of £38,000 by removal of support to RNLI for Lifeguards at Porthcawl Beaches, the Committee expressed concerns about funding provided to a golf tournament to actively encourage the public to visit Porthcawl and that this Budget Reduction Proposal would put the public at risk. It endorsed BREP's recommendation that *discussions be held with Porthcawl Town Council* **and Trecco Bay** *regarding potential funding and consideration also be given to decreasing the proposed budget reduction.*

6. Given that the risk status for the majority of the budget reduction proposals are marked red and have not fully developed, it is imperative that Cabinet consider the deliverability of the proposed budget reductions and the implication on setting a balanced budget.

7. Given the proposed 2% reduction on schools delegated budgets and the indicative 1% reduction every year thereafter for the MTFS period, that Cabinet provides more detail on how they are going to deliver the proposal and consider what impact that would have on individual schools and whether it would push any individual schools into a deficit position.

8. The Committee acknowledged the importance of back-office services such as, HR and legal and that emphasis should be on the necessity to ensure operational delivery is not compromised.

9. In order to meet the recommendations and conclusions from the Care Inspectorate Wales Inspections, the authority must have an adequate legal team and paralegals in place, rather than a reliance on agency staff. The Committee noted that whilst these roles were not entirely visible to the public, they had a crucial role in ensuring services are improved and recommended that Cabinet be mindful of that when considering the budget in areas of human resources and organisational development.

The Committee requested:

10. Given the reliance of the Social Services and Wellbeing Directorate on short term grant funding, the value of short-term grant funding be presented to the next meeting of COSC on 31 January 2023.

11. Feedback following the discussions between the Cabinet and the Welsh Government Minister regarding support for Ukrainian Refugees and their hosts.

12. With regard to the CEX1 Budget Pressure of £700,000 in homelessness support, whether there are any specific grants available to the Council in this area and, when a Ukrainian host placement comes to an end, whether the monthly payments that would have been made to hosts, could instead be paid to the Council to help fund temporary accommodation.

13. The Committee noted that the MTFS contingency reserve figure currently stands at £906,000 and that there had been no draw down this year. The Committee proposed to explore at its next meeting on 31 January 2023, whether and how there might be a drawing down on that particular reserve in order to sure up services proposed to be cut.

14. An explanatory note be presented to the meeting of COSC on 31 January 2023 from each Corporate Director on whether they can identify any significant variances (increase or decrease) in their budget for 2023-24 together with any narrative.

15. That the occupation and prospect of letting wings of Ravenscourt and Civic Offices be kept under review to identify any additional income that may be generated and any future savings.

The Committee endorsed the following BREP Recommendations:

1. That the BREP process in 2023/24 commence as soon as possible in the financial year to allow for more detailed discussions on the budget to enable the Panel to provide more meaningful Recommendations. The Panel requested that they be presented with:

a. the full budget book breakdown to include all the various options being considered by Cabinet;
b. greater narrative by cost centre; and
c. information about discretionary and statutory services, a cost breakdown of what is statutory and what is discretionary and the impact of any potential budget reductions on each.

2. Concerns were expressed over the high risk of deliverability of the proposed budget reductions given that the risk status for the majority of the proposals are marked red and have not been worked up yet. The Panel would have liked more narrative from Corporate Directors/Officers setting out how they were to achieve the proposed

reductions and recommended that this information be provided to future Meetings of BREP.

7. The Panel considered the proposed removal of the waste enforcement team would be counterproductive and lead to increased costs in the areas of waste and fly tipped waste removal. The Panel recommended that alternatives to a complete removal of the team be explored and supported the proposal of possibly merging teams to provide a reduced service rather than a complete removal of the waste enforcement team.

13. In light of the majority of responses to the public budget consultation indicating that respondents supported Council Tax remaining the same, that a response be provided to respondents who engaged to ensure they understand the rationale behind the budget and the reason for decisions taken to ensure they feel that their views are valued and have been taken into consideration.

44. URGENT ITEMS

None.

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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 THURSDAY, 2 MARCH 2023 AT 10:00

Present

Councillor A Williams – Chairperson

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

Officers:

Lucy Beard	Scrutiny Officer
Debra Beeke	Group Manager – Human Resources and Organisational Development
Lynne Berry	Group Manager Housing & Community Regeneration
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Carys Lord	Chief Officer - Finance, Performance & Change
Jessica Mclellan	Scrutiny Officer
Alex Rawlin	Corporate Policy & Public Affairs Manager
Mark Shephard	Chief Executive
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

53. APOLOGIES FOR ABSENCE

Councillors Paul Davies, Simon Griffiths, Martyn Jones, Ross Penhale-Thomas and Tim Thomas gave their apologies that they would need to leave the meeting early.

Invitees:
Councillor Huw David, the Leader of the Council gave his apologies that he would need to leave the meeting early.

54. DECLARATIONS OF INTEREST

None.

55. APPROVAL OF MINUTES

RESOLVED:

That the Minutes of a meeting of Corporate Overview and Scrutiny Committee dated 21 July 2022 be approved as a true and accurate record.

56. WORKFORCE, RECRUITMENT AND RETENTION

The Group Manager – Human Resources and Organisational Development presented the report, the purpose of which was to provide Committee with information relating to the recruitment and retention of the council's workforce.

The Chair thanked the Group Manager – Human Resources and Organisational Development and Members discussed the following:

- What more could be done to raise awareness of the workforce challenges faced by the Council and management of expectations, due to a lack of resources to deliver the preferred quality and standards.
- Development of a Strategic Workforce Plan and Delivery Plan.
- The time elapsed between an application and commencement into a role.
- Delays attributed to Disclosure and Barring Service (DBS) checks and references which are essential to safeguarding, renewals and transferability of DBS.
- Capacity in Human Resources (HR) and the importance of back-office functions in the smooth running of the Council, the operating model in HR and annual benchmarking.
- The working relationship between Directorate Group Managers and HR to ensure efficient processes.
- Concern regarding the age profile of employees and whether retired employees were returning via agencies, the possibility of an employee referral programme and surveys regarding the recruitment process.
- The Guaranteed Interview Scheme for Service Personnel, engagement with veterans and promotion of the Council as a good employer, its family friendly policy, good pension arrangements and career progression prospects.
- Challenges of recruitment to particular roles including Welsh speaking teachers and whether the Market Supplement Policy could assist with recruitment.
- The importance of consistent use of exit interviews in the Authority and meaningful analysis of the information gleaned.
- The funding arrangements and number of graduates recruited via the graduate schemes and plans to develop recruitment via apprenticeships.
- Working with schools, colleges and universities to attract people into social care and other careers in the Council, the prospect of attracting Ukrainian refugees to posts and hard to fill posts such as limited hour contracts in school catering.
- Retention, internal and external recruitment, succession and development planning and career progression.
- Advertisement of vacancies on the Council website, targeted recruitment and more inventive ways to advertise.
- The application process and use of the Market Supplement Policy and discussion regarding an all Wales pay evaluation and review of job descriptions.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

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

1. In recognition of the value that veterans can bring to Council roles and the Council's Guaranteed Interview Scheme for Veterans that meet the essential criteria for a role, that consideration be given to how best to target veterans to encourage them to apply for vacancies.

2. That a review be undertaken to consider the time elapsed between applications to adverts for positions and the time for those new employees to start in their new posts.

and the Committee requested:

3. A written response confirming:

    a. Whether any of the Council's graduates are funded from the Cardiff City Region (CCR) Graduate Scheme; and
    b. If not, whether any funding would be forthcoming from the CCR Graduate Scheme to fund future graduate positions; and
    c. How many graduates that are funded through the CCR Graduate Scheme work in local authorities.

4. A breakdown of time periods over which the 144 apprenticeships took place.

A breakdown of how many new employees completed their probationary period of employment and how many new employees left the authority within the first 12 months of their employment.

57. CORPORATE PLAN DELIVERY PLAN 2023 - 24

The Corporate Policy and Public Affairs Manager presented the report, the purpose of which was to present the Committee with early thinking on the Corporate Plan Delivery Plan 2023-24, evaluate options and consider timescales for development and publication.

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

- Moving away from backward-looking measures to measures which drive forward transformation, trend data to demonstrate progress and a move toward Objective and Key Results (OKRs) to measure future success.
- The importance of a consistent approach towards the Red, Amber, Green (RAG) statuses and the necessary resources and tools to support the performance management framework.
- Putting in place measures that residents would like to see used, based on things important to them.
- How best to drive forward the new Ways of Working and next steps in the measurement of them.
- The importance of measuring performance in a proportionate and focussed manner.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and, advised that if they were not required for the next Item, they may leave the meeting.

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

5. That the plan should:
   a. Move away from Key Performance Indicators (KPIs) which look back at what has happened in favour of measures that drive behaviour to a transformative change, e.g.:
      i) Business process measures
      ii) Customer experience measures
   b. Have the support of ICT colleagues to assist with the production of a quality programme which allows for a straightforward and prompt analysis of any measures of concern; and
   c. Demonstrate, across all Directorates, a consistency of approach and understanding of the RAG status.

6. That consideration be given to the inclusion of OKRs which often provide context to KPIs and measures and to the inclusion of trend arrows which may demonstrate areas which have improved and areas which may have declined.

7. In recognition of the intention for the Delivery Plan to be resident focussed, Officers and Members be mindful that measures developed be what residents would consider important to them.

and the Committee requested:

That the Officers map out ideas and what other local authorities are doing to measure how to best drive forward best ways of working and present this to Members at the Members Development Session to be scheduled at the end of April 2023.

58. DISABLED FACILITIES GRANT - PROGRESS REPORT AND POSITION STATEMENT

The Chief Officer – Finance, Performance and Change presented the report, the purpose of which was to update the Committee on the actions taken to progress improvements to the Disabled Facilities Grant (DFG) service and provide information on the position to date.

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

- The number of people waiting for DFGs and the reasons for the lengthy delays.
- The prospect of using third party organisations, such as Bridgend Care and Repair, to assist with the backlog of adaptation work and the new operating model allowing the Council to take autonomy over the process and start to make progress.
- Whether cases were triaged to prioritise the most complex cases amongst the most vulnerable and the necessary planning for larger adaptations.
- The Authority's policy on topping up DFGs, what happens to adaptations in social housing when a tenant moves out or passes away, numbers of DFGs awarded by tenure and the existence of a database of adapted properties in the Borough.

- Whether the Authority is at risk of additional costs due to assessments of need undertaken by occupational therapists (OT) and the instances of residents requiring temporary alternative accommodation whilst extensive works are carried out in their homes.
- Concerns about residents unable to be discharged from hospital whilst awaiting home adaptations and causing backlogs, as referrals must be received from an OT and any assessment must be undertaken in the home to ensure the appropriate adaptation.
- The importance of improved communications to ensure management of expectations and the development of a clear leaflet to address queries and confusion.
- Communication with planning and registered social landlords to ensure sufficiency of accessible properties within new housing developments.

The Chairperson advised that there were no further questions for the Invitees, thanked Invitees for their attendance and advised that they may leave the meeting.

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

8. The Committee noted that an information leaflet was being co-produced with Occupational Therapists advising DFG applicants of the contact details and process, and recommended that consideration be given to other ways in which communication with applicants can be improved; noting the need for the communication to be accessible to all applicants and to assist in managing their expectations.

9. That the information contained in the leaflet referred to in 10. above be made available on the Council's website.

and the Committee requested:

A breakdown of the number of DFGs awarded by tenure over the last three years.

59. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the Committee with the Forward Work Programme (FWP) in Appendix A for discussion and consideration, requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend, requested the Committee to identify any further items for consideration on the FWP having regard to the selection criteria in paragraph 4.3 and presented the FWPs for the Subject Overview and Scrutiny Committees 1, 2 and 3 as Appendices B, C and D for coordination and oversight of the overall FWP.

She also advised that the Recommendations Monitoring Action Sheet was attached as Appendix E to track responses to the Committee's recommendations made at previous meetings and the Recommendations Monitoring Action Sheets for each Subject Overview and Scrutiny Committee were also attached as Appendices F, G and H.

Having considered the Forward Work Programme Update, the Committee indicated that they would like to monitor the proposed efficiency savings against schools delegated budgets, lessons learned from the Cost of Living Payment Scheme rollout and parking charges for blue badge holders.

The Committee requested that the challenges of recruiting Welsh speaking teachers into the County Borough be included in the scope of the report on Welsh in Education Strategic Plan and be considered for addition to the Annual Forward Programme at the next Scrutiny Planning Meeting for SOSC 1.

The Committee also requested that the progress of DFGs be reviewed by SOSC 2 with particular focus on Social Services and Health involvement.

The Committee expressed concerns regarding the length of time responses to some of its recommendations had been outstanding and the Scrutiny Officer advised that older items had been chased and Directors reminded of the need to provide timely responses.

There were no further items identified for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3, and this could be revisited at the next meeting.

There were no requests to include specific information in the items for the next meeting.

RESOLVED:

That the Committee considered and approved its
Forward Work Programme in Appendix A, subject to the above additions and requests, noted the Forward Work Programmes for the Subject Overview and Scrutiny Committees following consideration in their latest respective Committee Meetings in Appendix B, C and D, and noted the Recommendations Monitoring Action Sheets to track responses to the Committees' recommendations made at previous meetings in Appendices E, F, G and H.

60. URGENT ITEMS

None.

The meeting closed at 12:45

Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**04 SEPTEMBER 2023**
Report Title:	**SOCIAL SERVICES ANNUAL REPORT 2022/23**
Report Owner / Corporate Director:	**CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING**
Responsible Officer:	**DEBBIE MORGAN GROUP MANAGER, BUSINESS STRATEGY, PERFORMANCE & IMPROVEMENT**
Policy Framework and Procedure Rules:	**There is no effect upon the policy framework or procedure rules.**
Executive Summary:	**The Director of Social Services Annual Report 2022/23 is a statutory requirement providing citizens, regulators and key partners with an overview of how the Social Services and Wellbeing Directorate has performed over the past year.** **The report reflects on 2022/23, highlighting key achievements and challenges whilst also outlining the Directorate's key priorities for 2023/24.** **In line with the Social Services and Well-being (Wales) Act (2014), performance is reported against six quality standards highlighting key actions completed in the year, how we have performed against these standards during the year and the key actions for 2023/24 to enable us to achieve our priorities.** **Whilst the cover report highlights our key priorities for 2023/24 the Director's introduction of the annual report notes the key thematic areas for improvement for 2023/24:** • **Hearing and acting on the voice of children and families, adults and carers** • **Securing a stable, well-supported, motivated and permanent workforce** • **Improving practice** • **Maximising the impact of our services and interventions**

	• **A more effective response to children and families, adult and carers, with complex needs** • **Seamless working with partners** • **Better intelligence and information systems** **Engagement and consultation are a key aspect of the report and how we undertake these activities as well as an overview of feedback is included. The report also highlights how feedback links to our key actions.** **A summary of key regulatory activity undertaken in the year is included in the report and focuses on inspections of regulated services; the Performance Evaluation Inspection of Children's Social Care in May 2022 and the November 2022Improvement Check of Children's Social Care. The summary includes key findings and how we will respond.** **The report also outlines how we support our workforce and notes our key partnership arrangements both within the Council, as well as with partner agencies and third sector organisations.** **Finally, the report highlights our financial resources noting the key challenges and pressures that the Directorate and the Council face in order to deliver statutory services.**

1. Purpose of Report

1.1 The purpose of this report is to present to the Committee the Director of Social Services' draft Annual Report for 2022/23, and request that Members scrutinise the report, the analysis therein of the strengths and areas for improvement in Bridgend Social Services, and the next steps set out, in preparation for consideration by Council on 20th September 2023.

2. Background

2.1 Following the implementation of the Social Services and Well-being (Wales) Act 2014 (SSWBA), Welsh Government developed a performance framework which aimed to ensure that authorities report on and performance evaluate against, the well-being outcomes of the SSWBA. The overarching objective of the SSWBA is to improve the well-being outcomes for people who need care and support.

The Act seeks to do this by:

- transforming the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
- promoting partnership working in social care; and,

- enhancing the preventative role of social care and health, setting out overarching well-being duties to reduce or delay the need for care and support.

2.2 The performance framework provides the foundations of the Council's duty to appoint a statutory Director of Social Services who must report annually to Council on the effectiveness of social services and well-being in the authority area.

2.3 The methodology for the format of the Annual Report is prescribed under the Code of Practice, to measure social services' performance which sets standards which must be reported on. These standards, in turn, reflect the national outcomes framework. The approach to inspection, engagement and performance review is similarly focused on outcomes, with an emphasis on engaging with people to learn about their experiences and listen to their views.

3. Current situation / proposal

3.1 The SSWBA, places strong emphasis on promoting the well-being of people who need care and support and carers who need support. It is important that the views and voices of people and their carers are heard.

3.2 The aim of the Annual Report **(Appendix 1)** is to provide the Council and people living in Bridgend County Borough with an overview of social care. It aims to highlight the progress made over 2022/23, being clear about strengths as well as areas for improvement, and identify priorities for 2023/24.

3.3 The preparation of the report involved an analysis, based on evidence of effectiveness. Workforce across the services have contributed to the development of this report and there is evidence within the report of feedback from people who use social services together with feedback from third sector partners.

3.4 The guidance for the report sets out the sections in relation to the six national quality standards for well-being:

1. Working with people to define and co-produce personal well-being outcomes that people want to achieve;
2. Working with people and partners to protect and promote people's physical and mental health and emotional well-being;
3. Taking steps to protect and safeguard people from abuse, neglect or harm;
4. Encouraging and supporting people to learn, develop and participate in society;
5. Supporting people to safely develop and maintain healthy domestic, family and personal relationships;
6. Working with and supporting people to achieve greater economic well-being, to have a social life and live in suitable accommodation that meets their needs.

3.5 The report provides a summary of the main achievements in 2022/23 considering the challenges faced and also highlights the priorities for the Directorate in 2023/24. The analysis draws on progress against the Social Services and Wellbeing Directorate Business plan, performance data for each service area in Adults' and Children's Social Care, the views of Care Inspectorate Wales (CIW) as the regulatory and inspection body for social services and social care in Wales and feedback from people who have experienced social services and well-being and their carers.

3.6 The report evidences key service developments and improvements made during 2022/23 whilst recognising those areas where improvements and change are required. The report also identifies the significant risks and challenges faced as the Council moves forward. This information has informed our key priorities for 2023/24.

3.7 This report acknowledges the support of the whole Council, our partners in Bridgend Association of Voluntary Organisations (BAVO), Cwm Taf Morgannwg University Health Board (CTMUHB), the Cwm Taf Morgannwg region, our cultural and leisure partners; Halo and Awen, and the whole social care sector. It pays tribute to the exceptional commitment to the most vulnerable people in society of the social care, prevention and well-being and social work workforce.

Inspection of Local Authority Social Services

3.8 CIW completed a Performance Evaluation Inspection (PEI) of Children's Social Care in May 2022, with the report and associated action plan being presented to Subject Overview and Scrutiny Committee 2 on 15th September 2022.

3.9 In November 2022, the CIW completed an improvement check of Children's Social Care which focused on progress made in areas identified for improvement during the PEI. A summary of the improvement check is included in the report and key areas noted include:

- Workforce fragility.
- Increase in numbers of children subject to the child protection register, care experienced children and children receiving care and support.
- Leader and Senior Management commitment to continuing improvement.
- Strengthened managerial oversight and quality assurance.

3.10 In response to the improvement check, and to ensure continued improvement, the Directorate reviewed and updated its action plan with progress reported to Cabinet, the Outcomes for Children Board, Member Advisory Panel and the Subject Overview and Scrutiny Committee 2 following their publication.

3.11 The Directorate is also in the process of refreshing the strategic plan for children and families in Bridgend. The refreshed plan will focus on sustainable improvement outlining a service, workforce and financial strategy for working with children and families at risk in Bridgend. The plan will be considered by Cabinet in Autumn 2023.

3.12 As indicated in the November 2022 improvement check, CIW continue to closely monitor our performance and progress and in June 2023, a Joint Inspection of Child Protection Arrangements (JICPA) led by CIW in partnership with Estyn, Heath Inspectorate Wales (HIW) and His Majesty's Inspectorate of Constabulary (HMIC) was undertaken. It is anticipated that the findings of this report will be published in Autumn 2023.

Priorities for 2023/24

3.13 The priorities consist of Council wide priorities and those specifically for Adult Social Care, Children's Social Care, and Prevention and Wellbeing. The Directorate will implement the actions as set out in the 2023/24 Social Services and Wellbeing

Directorate Business Plan. The key priorities for Social Services and Wellbeing in Bridgend are:

Children's Social Care

As noted in 3.12, Children's Social Care are developing a sustainability plan to be considered by Cabinet in the Autumn and will cover the following themes which align with the overall Directorate themes:

- The voice of children and families
- Our workforce
- Our practice
- The impact of our services and interventions
- Our response to families with complex needs
- Our work with partners
- Our intelligence and information systems

The priorities for Children's Social Care in 2023-24 are:

- Implement new residential provision and operating model which meets the needs of children and young people who will be accommodated there;
- Enhance in-house foster care capacity and implement therapeutic support service for foster carers;
- Reduce variability in the quality of practice through implementing Signs of Safety model of practice, supported by a quality assurance framework;
- Embed learning from child practice reviews;
- Progress the children's social worker workforce plan including International social work recruitment; 'Grow our own' initiatives; focus on workforce wellbeing; and enhanced recruitment campaigns and marketing;
- Fit for purpose operating models/ structures across children's social care ensuring resourced establishments with good practice level caseloads across teams;
- Finalise and implement the commissioning strategy including how we support children and families with disabilities and targeted prevention at the edge of statutory intervention.

Delivery of the plan will enable us to address the following key challenges:

- Reducing the number and proportion of children and young people who need to experience care and safeguarding in Bridgend.
- Helping more families in Bridgend stay together and bring their children up to be resilient and successful adults.
- Working with our partners to make sure families get the right help at the right time.
- Re-focusing our resources on more cost-effective support for families with complex needs rather than expensive substitute care experiences.

Adult Social Care

The key priorities within Adult Social Care for 2023-24 are:

- Resetting reablement.

- Transformation of Learning Disabilities.
- Working with regional partners to remodel community services (and grant funding) in accordance with the Welsh Government 'Further Faster' policy.
- Implement an improvement plan to address waiting lists for Deprivation of Liberty Safeguard assessments and renewals.
- Implement a new operating model following a social work review.
- Continue to modernise the organisation of care and support at home including elimination of split shifts and use of electric vehicles.
- Increase the number of assessments offered to unpaid carers.

Prevention & Wellbeing

The key priorities within our prevention and wellbeing service for 2023-24 are:

- Implement a leisure strategy and option appraisal of contract.
- Roll out local community co-ordination across the County Borough.
- Work with partners to continue to focus on the most vulnerable.

There are additional specific priorities identified at the end of each of the 6 quality standards as set out within the annual report.

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 Within Bridgend, the implementation of the duties and responsibilities under the SSWBA, supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the well-being goals of a Healthier and more equal Bridgend and Wales are supported.

5.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver well-being outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- **Long Term**: Social Services is demand led and the SSWBA focusses on sustainable prevention and well-being outcomes for the future. There is a requirement to meet the needs of people in the longer term and, due to increased contacts, rising demographics and increasing complexity, the continued improvement and transformation of services remains a priority.

- **Prevention:** The report highlights developments by the Directorate in line with the SSWBA. For example, we worked in partnership with Edge of Care services to support family resilience via an early intervention and prevention model and worked collaboratively with BAVO to support them in co-ordinating a range of community representative networks to support the prevention and wellbeing agenda.

- **Integration**: The implementation of the SSWBA requires local authorities to work with partners to ensure care and support for people and support for carers is provided. A key example of integration can be found within our Prevention and Wellbeing Service who work with third sector partners HALO and AWEN to deliver cultural, leisure and wellbeing services across the borough.

- **Collaboration**: The collaborative approaches noted in the report, are managed and monitored through various regional collaborative boards. These include the Cwm Taf Morgannwg Regional Partnership Board (RPB) and the Cwm Taf Morgannwg Regional Safeguarding Board (CTMSB). Working regionally enables the Directorate to strategically plan and deliver local services by optimising available resources. At a Bridgend level the Bridgend Multi-Agency Safeguarding Team (MASH) is co-located with agencies including South Wales Police, social landlords and the third sector to provide a collaborative approach to safeguarding and our Integrated Network Cluster Teams work with CTMUHB in the delivery of services.

- I**nvolvement**: Our key stakeholders are the people who use our services, and it is important their voice is heard and acted upon. During the year we have undertaken engagement and consultation activity via a number of channels including surveys, stakeholder meetings, focus groups, feedback forms and the social services complaints and compliments process. An analysis of a number of engagement activities is highlighted within the report.

5.3 The priorities outlined within the annual report are reflected within the Directorate's business plan and are aligned to the appropriate Corporate Wellbeing objectives.

6. Climate Change Implications

6.1 There is no impact or link to Bridgend County Borough Council's climate change aspirations as a result of this report. The annual report does illustrate work within the Directorate to reduce the social care carbon footprint such as the securing of electric vehicles for homecare workers.

7. Safeguarding and Corporate Parent Implications

7.1 How we support and continue to improve and strengthen our safeguarding arrangements is a key theme throughout the annual report and remains a key priority for 2023/24.

7.2 Key actions are noted under quality standard 3, "Taking steps to protect and safeguard people from abuse, neglect or harm". Examples include:

- We worked in partnership with CTMSB and the Cwm Taf Workforce Development Team to deliver a programme of safeguarding workshops focused on improving practice in areas identified within Child and Adult Practice Reviews.

- Bridgend Locality Safeguarding and Community Safety group (BLSCSG) meetings are held quarterly with wider partners including third sector, community safety and public protection.

7.3 Key safeguarding priorities for 2023/24 are also noted under quality standard 6 and examples include:

- ensuring learning from reviews and other in-depth analysis is systematically embedded through learning, training and development and follow up quality assurance and review.

- working with partners to implement the integrated safeguarding 'Ground Operations Support System' (GOSS) to enhance the sharing of information in relation to safeguarding individuals.

7.4 The Directorate is the Corporate Parent for all care experienced children. During 2022/23 the Corporate Parenting and Participation Officer engaged with key staff, multi-agency partners, council members, care-experienced children and care leavers through a variety of events and focused groups to develop and launch the Corporate Parenting Strategy resulting in a co-produced strategic document.

7.5 During 2023/24, the Corporate Parenting and Participation Officer will facilitate an action planning engagement event for the Corporate Parenting Board to set out how the strategy will be implemented and its impact measured.

8. Financial Implications

8.1 Whilst there are no direct financial implications from this report, the short, medium and long term sustainability of social services, well-being and prevention presents growing challenges on the Council to meet these statutory responsibilities and deliver a balanced budget. Part 8 of the SSWBA requires the Head of Paid Service and the Director of Social Services to ensure Councillors have clear advice on the level of resources required for a local authority to effectively deliver its social services functions.

8.2 The report highlights the significant issues in respect of the Directorate's budget to meet the need for social care services in Bridgend. Although the Directorate was able to drawdown £3.809 million from earmarked reserves the financial position at year-end 2022/23 was an overspend of £10.868 million.

8.3 The annual report highlights the key areas of overspend which are linked to ensuring we have the services and workforce required to deliver our statutory responsibilities against a backdrop of:

- an exponential increase in demand in children's social care;

- an increase in the number of independent residential placements in children's social care;
- and pressures in learning disabilities and older persons residential placements.

8.4 A whole Council approach to systematically progressing service reviews and a detailed understanding of their budgets is essential in preventing escalation of care need. This required further support from sustainable, aligned service and financial plans. As noted in 3.11, a sustainability plan for children and families will be considered by Cabinet in the Autumn. This plan has financial implications of £3.5million which is highlighted in the annual report. A detailed review of practice and commissioning in learning disabilities will also be presented to Cabinet in the Autumn.

9. Recommendation

9.1 It is recommended that the Committee scrutinises the content of the Director of Social Services draft Annual Report for 2022/23 and provides feedback to be considered in preparation for the full report being presented to Council on 20th September 2023.

Background documents

None

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SOCIAL SERVICES AND WELLBEING DIRECTORATE

Director of Social Services Annual Report

2022/23



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1. Directors Introduction

How Well We Have Performed

This is my third annual report as Corporate Director of Social Services and Wellbeing in Bridgend. This report is prepared as a statutory requirement under the Code of Practice issued under Part 8 of the Social Services and Well Being (Wales) Act 2014 (the Act) . It describes how Bridgend County Borough Council have exercised our functions, our performance during the year, and developments and action taken to further improve our services and support.

I would like to start this annual report by paying tribute to the workforce who have been tireless in delivering wellbeing, prevention, social work and social care services to the most vulnerable citizens in our county borough. These endeavours have been in the context of unprecedented levels of contacts in children's social care and safeguarding activity in children's and adult's social care and more challenging work in all service areas as the medium to long term impact of the pandemic and the immediate impact of the cost of living crisis are evident in the lives of our citizens. I would like to thank everyone who works in these services for their commitment, caring, passion and compassion for doing the right thing often in very challenging circumstances. Despite these challenges the joy of social care, the impact good social services and wellbeing has on people's lives, continues to inspire and motivate all who work in, and are connected to it.

I would also like to thank Councillors and colleagues across the Council for the corporate priority afforded to social services. This has been evident in the number of areas including the leadership of the Corporate Management Board to the Improving Outcomes for Children Board; working with human resources to develop and deliver innovative workforce plans such as international recruitment of social workers, working with colleagues in Communities to develop new residential services and electric vehicles for care workers, working with early help workforce in the Council to support children and families preventatively, and with finance to develop business cases to address the significant service and financial pressures evident. It takes a whole village to raise a child, it certainly takes a whole Council to ensure good social services and the evidence of this One Council approach has been key in improving regulatory confidence in the Council.

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My thanks also extend to our partners - third sector partners in Bridgend and our commissioned providers, as well as our partners in the Cwm Taf Morgannwg (CTM) region. Together we have worked to keep adults and children well, connected and supported. There are many examples of innovation which have reduced the need for statutory interventions and the work of Halo, Awen and BAVO has been key in supporting the wellbeing of adults and children, families and carers. The increase in need has impacted on all partners and we have always committed to 'doing the right thing' together and many people have been safeguarded and well supported.

It is important for me to acknowledge in this introduction the leadership of the Cwm Taf Morgannwg Regional Safeguarding Board (CTM RSB). The RSB plays a fundamental role in commissioning and publishing Child Practice Reviews. In November 2022 the Child T Child Practice Review was published which set out the learning for all agencies following the tragic murder of Logan Mwangi. The RSB's leadership, not just of the review's commission and publication, but its oversight of the implementation of the actions to address the recommendations of the review, and its work with all partners to gain trust and confidence of our communities in safeguarding arrangements has been fundamental to improvements made. An open, transparent and supportive culture is the basis for effective safeguarding. The tragic events of 2021 impacted all partners and all our workforces considerably and we have worked together to challenge and support each other as we committed to learning and improving.

I would also, and most importantly, like to pay tribute to the people we work with and alongside – the children, families, adults and carers of Bridgend County Borough. Despite the challenges, the positives of social care has been more evident this year and I hope that some of this excellent work is evident in some of the case studies within this report and there is growing optimism for the future. The people we work with and alongside inspire daily. We have really focussed on hearing and acting on the voice of people in our individual practice, but also on participation and engagement in our strategic work. Our Corporate Parenting Strategy has been led, and launched by our children and young people and our Learning Disability Action Plan co-produced with people with learning disabilities. Our young carers ambassadors are young carers themselves and are key in supporting their peers in schools. This is really great evidence that we are at our best when we recognise the skills and capabilities people have in their own lives and support them to shine!

1. Directors Introduction

A Significant Improvement Agenda

In 2022/23, the Social Services and Well-being Directorate has had a clear focus on continuous improvement of quality and performance. The context for this focus has been significantly increasing need and demand in children's social care, unprecedented challenges in the health and social care system at the interface between community and hospital, and a fragile workforce position in adult and children's social care.

In this last year we have needed to make significant improvements at pace in key areas most notably children's social care where Care Inspectorate Wales (CIW) expressed their 'serious concerns' to the Council in August 2022, following a Performance Evaluation Inspection (PEI) in May 2022 and a critical report regarding a BCBC children's care home. Rapid improvements have been made in key areas, and CIW confirmed they no longer had 'serious concerns' but considered that children's social care 'requires improvement, in an improvement check undertaken in November 2022. Progress was noted - 9 areas identified 'Improvements made, further action is required' and 2 areas identified 'Significant improvements made and must be sustained'. The focus is now on ensuring sustained improvement, embedding new models of practice, enhancing the impact of targeted services which prevent the need for statutory intervention Key to delivering all these improvements is a well-supported, motivated, predominantly permanent workforce.

The key messages in this report are:

- people are experts in their own lives – genuine co-production, listening and acting on what they tell is important to frontline practice and service developments;
- the importance of data, evidence and analysis to good and effective services and a culture and practice of continuous improvement;
- a culture which is open and transparent, emphasises compassionate leadership is fundamental to improvement – being firm, fair and always kind;

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- that despite an unprecedented increase in contacts, and all levels of safeguarding and child protection activity in children's social care, quantitative performance has been good and shows the exceptional endeavours of our frontline workforce and managers;
- more work is needed to consistently improve qualitative performance and reduce the reliance on agency workforce in children's social care;
- there are many positives in adult social care, with longstanding and effective integrated community teams, good mental health services and outcome focussed commissioned services;
- there have been some challenges in adult services, and pressures across the whole health and social care system, including the timeliness of social work assessments and social care services and there is a need to 'reset' the way we work in learning disabilities and our reablement services;
- our health and social care services for people living with frailty and dementia are operating close to full capacity – in the care home and care and support at home sectors – and we need to grow and develop these services;
- the importance of getting the fundamentals of social care right – excellent social work practice, good supervision and timely services which support people to live as independently as possibly, connected to their families and communities;
- we need time to embed our newly launched models of practice - Signs of Safety in children's social care and Outcome Focussed, Strength Based in adult social care - and our new supervision and quality assurance polices;
- building on the many strengths in our prevention and wellbeing and early help services there is a strong case for prioritising resources in a targeted way prior to needs escalating and requiring more intensive intervention, recognising that Bridgend is a county in which we support more people through statutory social care services than some comparable authorities;
- the value of all our social services and wellbeing workforce and, in a challenged labour market, the need for our workforce plans and actions to reflect the culture, practice and commitment to work/life balance that is fundamental to the wellbeing, retention and recruitment of our workforce;
- the scale of the financial pressures the need to align our service, workforce and financial plans and strategies to sustainably achieve the very best outcomes we can in a resourced constrained environment.

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Many Strengths to Build on

We have clear purposes for social services and wellbeing in Bridgend.

Our purpose is:

We exist to exercise our legal and moral duties to help those who need care and support in Bridgend to have the best possible life.

The principles which guide us are:

- Promoting choice and control for the people we work with by actively listening, and acting on what people tell us matters to them.
- Treating people with respect for them, their culture, their characteristics, beliefs and language.
- Being outcomes focused and strengths-based in understanding and acting upon what
- matters to the people we support.
- Respecting people's privacy and dignity.
  Taking relationship-based approaches with people, helping them to have autonomy
- and reach their full potential.
  Safeguarding and protecting people whenever needed.
- Seeking greater equality and inclusion for people who need care and support.
  Working in constructive and creative professional partnership with our colleagues.

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We recognise the importance of culture – how we work together and with us – as important as strategies and plans:

- Delivering meaningful involvement and engagement of people, families and communities in our work together. “Nothing about me without me.”
- Building a stable, supported, well-motivated workforce, good retention and recruitment, leading to an optimal mix of skills and capabilities, with a reputation of being a safe, supportive, reflective organisation that professionals want to work for.
- Demonstrating compassionate leadership which gives clarity, structure, excellent supervision, high support and constructive challenge.
- Developing teams which have the capacity to fulfil their purpose and responsibilities and are good places to work and develop professional practice.
- Delivering practice that is outcome-focused and strengths-based, building on strong relationships with families and professional partners.
- Having quality assurance and performance systems which promote excellent practice within a culture of transparent learning and continuous improvement.
- Working as an integrated, seamless ‘whole system’ across the Council, statutory partners, the third sector and commissioned providers.
- Recognising our limitations, constructive and straightforward reporting of problems and genuine learning from mistakes.

We are developing strategic plans for children’s and adult services which will bring together the actions to deliver sustainable improvement over the next 3 years. In line with our principles, these plans will be informed by significant engagement with a range of stakeholders. The plans are based on 7 priority areas all of which need to progress to move to overall performance to a ‘good’ judgement over the next 3 years. These themes are:

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- Hearing and acting on the voice of children and families, adults and carers
- Securing a stable, well-supported, motivated and permanent workforce
- Improving practice
- Maximising the impact of our services and interventions
- A more effective response to children and families, adults and carers with complex needs
- Seamless working with partners
- Better intelligence and information systems

In children's social care a number of improvements were noted in CIW's Improvement Check – published 15/02/23. Strengths identified in key areas:

- Partnership at a strategic and operational level
- The voice of the child evident in practice and in service developments
- Staff feel well supported
- Strong and effective governance
- Improved performance management and oversight

In addition, the Council's independent advisor on children's social care Phil Hodgson noted:

'' Performance within Bridgend Childrens Social Care is good given the volume and context of the increased activity, and the staffing and workforce pressures. This performance reflects well on managers and practitioners across the whole of the Bridgend Childrens Social Care Services, who are doing an amazing job in very difficult circumstances".

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In children's social care we will be building on the following strengths:

- Excellent quantitative performance across key performance indicators despite exponential increase in levels of activity;
- Corporate parenting strategy co-produced and launch led by our children and young people; progress recognised as genuinely sector leading in listening and acting on what matters to our children;
- Positive progress with implementing 'Signs of Safety' as the model of practice and back to basics training evaluated positively;
- Corporate support to ensure that all vacant posts are covered and most teams operating above establishment to meet need in a timely way and keep caseloads at a reasonable level;
- International recruitment – up to 20 social workers from overseas are being welcomed to Bridgend;
- Agreed position with other Welsh local authorities on a Memorandum of Cooperation to improve the quality and cost effectiveness of the engagement of agency social workers;
- Significant improvements achieved in Multi Agency Safeguarding Hub (MASH) and Information Advice and Assistance service – high levels of performance and low caseloads in all parts of the service – one service approach
- Social work support officer roles implemented across children's social care;
- Good progress to improve practice in identifying and acting on the exploitation of children, establishing new partnership working arrangements and permanent exploitation posts successfully recruited;
- CIW noted significant improvement checks in how the voice of children is reflected in practice and improvements in management oversight;
- Significantly improved situational awareness through performance dashboards at team, service, and whole service level, supported by effective corporate governance;
- Increased offer and uptake of advocacy;
- Systematic approach to acting on learning from audits and reviews and good progress in addressing recommendations in a timely way.

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In adult social care:

- Bridgend adult social care has been high performing and leading practice in the integration of health and social care in Wales with an experienced professional workforce and focus on continuous improvement;
- Excellent examples of strength based, outcome focussed practice evident across adult social care at the practice launch and in the Continuous Improvement Group which demonstrate that there are many strengths in social work practice to build on;
- Learning disability services are highly effective in hearing the voice of people with care and support needs, and ensuring that people, drive the development of services; a person with learning disabilities now chairs the local planning group;
- Significant improvements made in reducing the number of people waiting for a social work assessment and improving the timeliness of assessments;
- Some improvements in reducing waits for care and support and improved recruitment into in-house services following a review of rota arrangements with the aim of eliminating 'split shifts' and increasing flexibility of hours for the frontline workforce;
- Electric vehicles being trialled in in-house care and support staff to support reduction in carbon emissions;
- Successfully achieving the switch of analogue to digital to support the modernisation of the telecare service which is supporting 2600 people to remain as independent as possible;
- Development of integrated dementia service at Bridgend Resource Centre which is supporting people with advancing dementia and giving carers a much needed break;
- Successful transfer of G4S support staff into the Council's in-house care and support service;
- Excellent integrated practice to support adults with mental ill health acknowledged in CIW/HIW inspection of mental health services in North Community Mental Health Team;

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- Positive regulatory inspections across Council provided regulated adult care and support services in Bridgend with CIW reports reflecting that the standard of care and support provided across the services is of a good standard with good relationships between staff and individuals receiving care and support;
- Positive work with care home providers to develop new provision to improve access to specialist care through the commissioning of additional specialist capacity in Abergarw.

Across children and adult services we have worked to develop a consistent leadership and management culture and approach to workforce across the directorate. Our strengths include:

- A commitment to recognise and celebrate strengths that already exist by appreciating, recognising and learning from good practice;
- Modelling a culture of compassionate leadership which is firm, fair and kind;
- Launch of Social Worker and Occupational Therapy Charter on World Social Work Day
- Be-spoke management and leadership development programme underway which focussed on quality and performance, supported by our improvement partner;
- New supervision and quality assurance policies;
- Management and leadership development programme with improvement partner is focussed on quality and performance;
- A commitment to research in practice supported through Community Care Inform.

Our prevention and well-being services are leading edge in Wales in their approach to enabling people to be healthy, well and connected. These programmes have increasingly focussed on the most vulnerable, preventing escalation of their needs. There are examples of positive practice working with people of all ages in the County Borough including:

- The active young people's development programme;
- Discovery days for children with disabilities;

1. Directors Introduction

- The development of a young carers network, young carers ambassadors and expansion of benefits through the young carer's ID card;
- Supporting employment in our partnership with Awen Cultural Trust in Wood-B and B-leaf;
- Local community co-ordinators connecting people to what is available in their communities and developing opportunities where they don't exist;
- Our Bevan exemplar super agers programme;
- The feel good for life programme in partnership with Halo Leisure for people living with dementia and their carers.

In summary, Bridgend has many strengths – there are good relationships with partners locally and regionally – the NHS, South Wales Police, probation and our social care providers. Prevention and Wellbeing services have been recognised as genuinely 'best in class'. There is a strong history of integrated services for older people – the team around Mrs. Jones which are at the leading edge of integration. There are a good range of mental health services and good practice in this area. Children's services have improved in the last year. The social services commissioning team has good relationships with social care providers There is also well evidenced co-production of people taking a lead in designing their services, e.g. learning disabilities, carers networks and care experienced children. People's voice is more evident in practice, and it is pleasing to see the increase in advocacy. All these strengths are underpinned by workforce who are are hugely committed and passionate about doing the right thing and making a difference to people's lives.

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Our Improvement Agenda - Commitment to Sustainable Improvement

It is important to acknowledge that in 2022/23 Bridgend Social Services and Wellbeing had to demonstrate significant improvements in a number of key areas. This was most evident in children's social care where the CIW PEI of May 2022 highlighted areas where rapid improvement was needed. Whilst some of the challenges we faced in Bridgend have been experienced in other parts of Wales, there have been particular issues faced in Bridgend children's services. Critically there has been a very significant increase in contacts and safeguarding activity and challenges in retaining and recruiting a permanent workforce. Working with our improvement partner, the Institute of Public Care, we have considered the experience of other local authorities who have had high profile tragic child deaths and the experience of children's social care in Bridgend is similar.

The Child T (Logan Mwangi) child practice review was published in November 2022. The Council and partners committed to working tirelessly to reflect on its findings and ensure the actions identified from the recommendations were progressed in a timely way. We acted quickly and strengthened our operational and strategic work with partners and this was recognised by CIW in May 2022 they noted 'The local authority has taken action to instigate immediate learning following recent critical incidents. The Cabinet approved a plan to deliver immediate improvements in February 2022 which focussed on 5 areas: practice, workforce, provision, partnerships and hearing and acting on the voice of the child. The immediate actions have been largely delivered and a new sustainability plan considered by Cabinet in Autumn 2023 to support sustainable improvements, and address the service and financial challenges.

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Strategically, the Improving Outcomes for Children Board chaired by the Chief Executive has provided effective corporate governance to the improvement programme whilst fortnightly political oversight has been exercised through gold, silver and bronze arrangements. As we move to the next phase of the improvement good corporate governance will continue to be required. The independent advice of Phil Hodgson, an expert in children's social care , has been key in giving robust analysis of the focus of the improvement programme and this independent advice will continue in 2023/24. The issues and risks that the Council will need to focus on in delivering the next phase of the improvement programme are:

- Fragility of workforce whilst improvements have been achieved due to operating above establishment and significantly over budget. The children's social worker workforce position at the end of 2022/23 was:
  - Permanent establishment in children's social care is: 122.91 fte.
  - Service is currently operating at 29% above establishment to meet all statutory duties in a timely way.
  - 20% vacancies in the permanent workforce.
  - All vacant posts (and more) are covered.
  - 38% of the current children's social worker workforce is filled by agency.
- Even with this additional capacity the caseloads in some parts of the service – safeguarding localities and independent reviewing officers have been higher than the standards we set ourselves and we are committed to their safe reduction;
- Caseloads at the 'front door' of children's services (IAA and MASH) have been kept at good practice levels. A 'managed' agency team has been key to regulatory and partner confidence and to achieving a timely and quality safeguarding response. This is not a sustainable longer term workforce solution. A permanent financial and workforce solution is needed to allay staff anxiety regarding the Council's commitment to sustaining good practice case load levels;
- The relatively low levels of permanent workforce in parts of our services impacts on the experience of families we work with - teams with higher agency workforce experience higher number of informal complaints, and families experience more frequent changes of social worker;

1. Directors Introduction

- The unprecedented levels of contact with children's social care has resulted in high levels of safeguarding and child protection activity. There is a need to 'rebalance' the way we work so highly skilled preventative services work with families with a range of needs to support more families, who consent to work with us and are motivated to change, to have their needs met outside of statutory services. There are high numbers of children in Bridgend who are care experienced, are registered on the child protection register and have care and support needs compared with other parts of Wales.
- Signs of Safety implementation is going well but is at a relatively early stage; there is evidence that whilst quantitative performance is good, quality of practice can be variable, and consistently working to our practice model is key to improvement;
- New policies which have been developed – supervision and quality assurance - need to be implemented fully in all parts of the service;
- Sufficiency of placements – residential and foster carers - is a significant challenge. In common with other Welsh Local Authorities, Bridgend has experienced more circumstances where we have had to support children in settings which are 'Operating Without Registration' which means additional risks need to be managed.

The actions required over the next 3 years to sustainably improve outcomes for children and families in Bridgend will be set out in a 3 year plan to be presented to Cabinet in Autumn 2023. The plan is based on detailed evidence and analysis of service, financial and workforce plans needed to achieve 'good' services within the timescales of the plan. Regulators are positive about the commitment to develop a sustainability plan and prioritise resources.

1. Directors Introduction

In adult social care, there has been an increase in contacts in the last year, but a slight reduction in assessments and the number of people with care and support plans. The winter of 2022/23 was particularly pressured for the whole of the health and social care system and Bridgend, as other areas, experienced significant challenge in always meeting people's need for care and support in a timely way. At times during the last year there were also longer waits for social work assessment than is optimal. Whilst social worker assessment waiting lists have largely been addressed, there remains a challenge in the number of people having their assessed care needs met in a timely way. The impact of the Covid 19 pandemic on people with care and support needs, including impacts on physical and mental health and wellbeing of extended periods of lockdown is still evident. The issues and risks in adult social care that the Council will focus on addressing are:

- Re-setting reablement services – reablement services are highly effective at reducing or eliminating the need for longer term care and support. There is need to increase reablement capacity to pre-pandemic levels to better mitigate the need for long term care
- A review of learning disability services will inform the transformation of practice and service delivery so people can be supported to live as independently as possible, in their own homes and communities;
- Waiting lists for Deprivation of Liberty Safeguards authorisations and renewals have risen and a move from UK government to delay (indefinitely) the implementation of Liberty Protection Safeguards means the Council needs to implement a plan to sustainably ensure these safeguards are in place in a timely way;
- Implementation of a review of the social work operating model for adult social care in Bridgend which will ensure the Council is best able to support people;
- Pressure across the health and social care system continues and operates at 95% capacity at all times – Welsh Government require 'further faster' changes to the health and care system to mitigate future winter crises; many intermediate care services are dependent on regional grant funding which is being reviewed and requires tapering and match funding;
- Whilst there have been improvements, retention and recruitment of the care workforce remains a challenge.

1. Directors Introduction



Stronger in Partnership

Partnership remains key to the effectiveness of social services and wellbeing in Bridgend. There are strong and effective strategic and operational safeguarding partnerships under the leadership of the CTM RSB of which I am the vice chair. There is strong involvement in Bridgend at all levels of RSB structures. At a regional level there is an executive steering group which provides timely oversight of safeguarding performance and holds statutory partners, including BCBC to account. At a Bridgend level there is a Joint Operational Group and an Interface Group which ensure any issues between partners can be resolved in a timely way. There is a culture of openness and transparency, challenge and support, recognising the impact of the increases in need across all partners. This provides significantly enhanced situational awareness and management oversight, using data and evidence to drive continuous improvement.

A focus of partnership working is support for workforce. Relationships with social care providers have remained strong and effective in the last year. The Council has undertaken an 'open book' exercise to ensure that a fair price of care is paid to care homes in the county borough and continues to have strong and effective relationships with social care providers working with all parts of the population.

The Cwm Taf Morgannwg Regional Partnership Board (CTM RPB) is chaired by the Deputy Leader of BCBC. The RPB has undertaken an assessment of the needs of the population of the region and developed an area plan to address these needs. All parts of the population have seen an increasing level of need for wellbeing, care and support following the Covid-19 pandemic and regional priorities are committed to working together to address gaps in services. The RPB has also developed a Market Stability Report which identifies commissioning priorities. The RPB is very effective at engaging with citizens across the region in hackathons which ensure the voice of people is strongly heard and driving priorities.

1. Directors Introduction

What next?

It is clear from the areas where there is strong and effective performance that the key success factors are: clarity of purpose, strong and effective leadership and management at every level, a well-supported, well-motivated workforce, strong partnership working, high standards of performance management and quality assurance and acting upon the voice and experience of people we are here to serve. All these factors are evident in parts of social services and wellbeing in Bridgend, most notably prevention and wellbeing, corporate parenting and Bridgend's integrated adult services and adult mental health services which have all been recognised independently and externally as highly performing.

There is good practice in all parts of the service but it is important to acknowledge the improvement journey in children's social care and parts of adult services. Significant progress has been made in the last year but there remain fragility, particularly around the workforce and financial position which combined with high levels of service pressure mean that the aligned service and financial plans that will be considered in 2023/24 are critical to sustainable improvement.

Models of practice need to be embedded and we need to continue to focus on supporting and growing our permanent workforce. More people can be supported to have their needs met preventatively – this is not only the right thing to do but invariably the most cost effective course of action. There is robust evidence in areas such as reablement and edge of care services to this effect and we need to target scarce resources where they will impact most.

Our thematic priorities for improvement are:

- Hearing and acting on the voice of children and families, adults and carers
- Securing a stable, well-supported, motivated and permanent workforce
- Improving practice
- Maximising the impact of our services and interventions
- A more effective response to children and families, adult and carers, with complex needs
- Seamless working with partners
- Better intelligence and information systems

1. Directors Introduction

Delivering these priorities requires leadership and management that is compassionate and a culture which continues to be open and transparent in respect of the challenges we face, supports improvement and prioritises what is important. There will be difficult times inevitably in the year ahead given the level of need that is evident and the resource and workforce challenges. There will be many more opportunities to celebrate what is working well. Our ability to manage through the unprecedented levels of demand in parts of our service is due to the dedication, commitment, and efforts of our staff, not only in social services and wellbeing but across the whole of the Council and in partner agencies. The genuine commitment of the people, communities, partners and the Council in Bridgend to come together in the most challenging of times to support our vulnerable people and the workforce dedicated to supporting them is heartening. This provides the basis for continued focused improvement and improving outcomes for our people in the coming year.

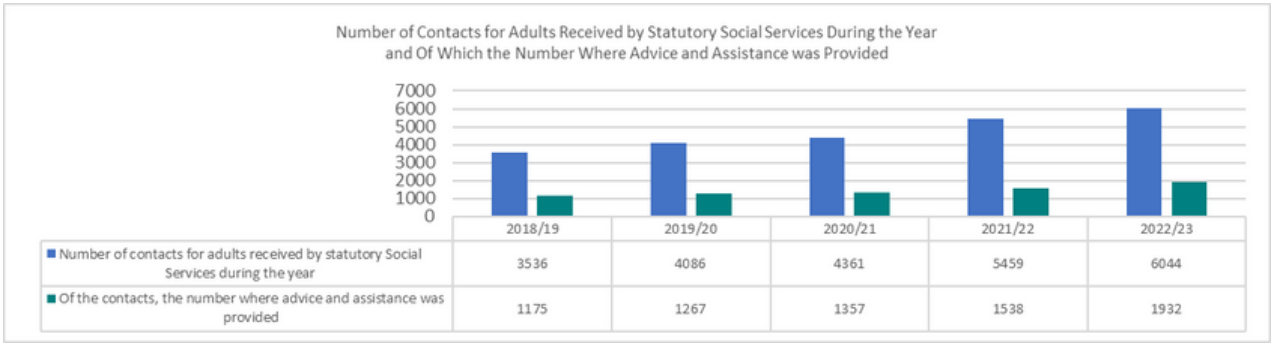
Claire Marchant
Corporate Director of Social Services and Wellbeing
July 2023

Adult Social Care

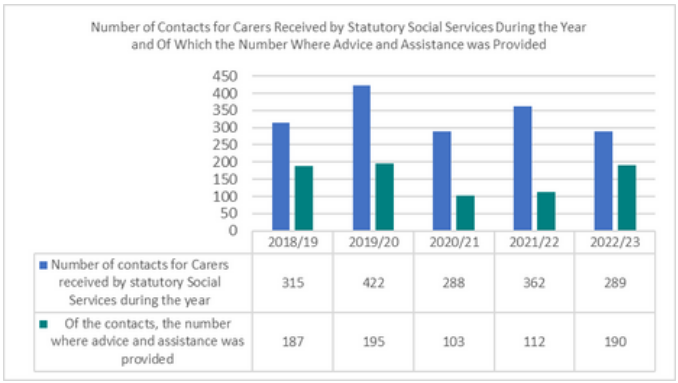


High Level Summary of Performance

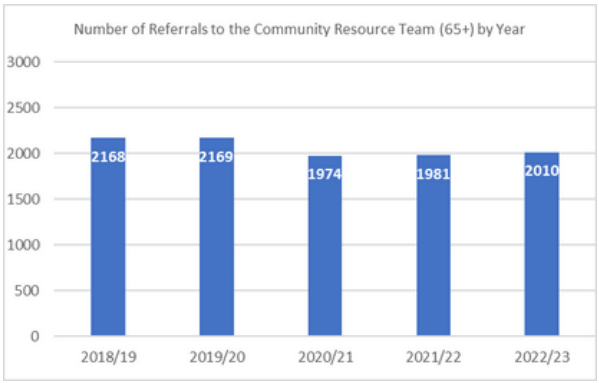
Contacts



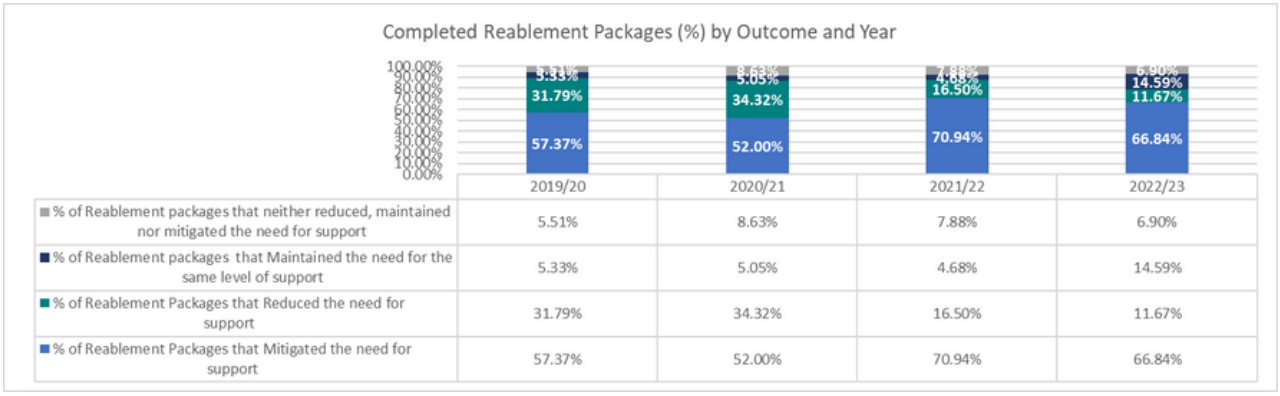
	2018/19	2019/20	2020/21	2021/22	2022/23
Number of contacts for adults received by statutory Social Services during the year	3536	4086	4361	5459	6044
Of the contacts, the number where advice and assistance was provided	1175	1267	1357	1538	1932



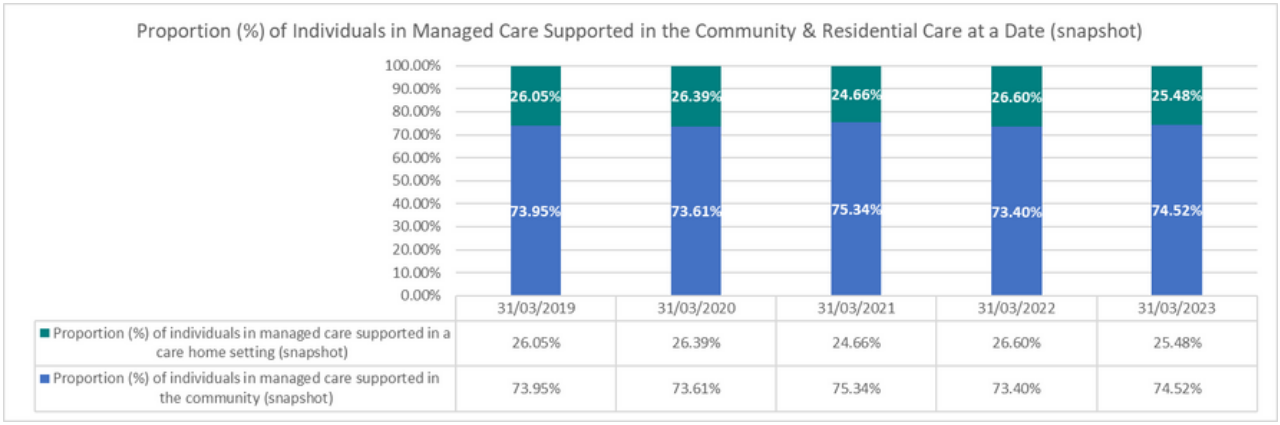
	2018/19	2019/20	2020/21	2021/22	2022/23
Number of contacts for Carers received by statutory Social Services during the year	315	422	288	362	289
Of the contacts, the number where advice and assistance was provided	187	195	103	112	190



Reablement & Services

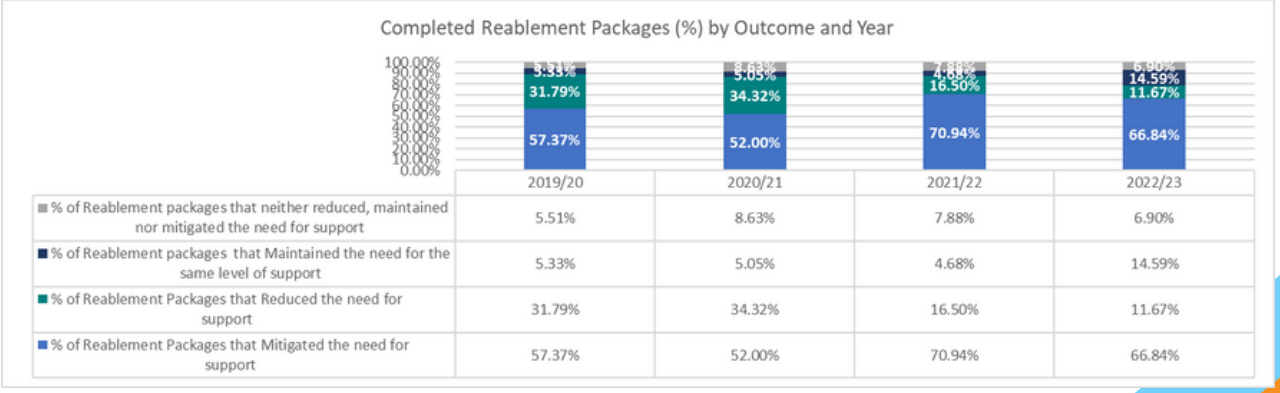


	2019/20	2020/21	2021/22	2022/23
% of Reablement packages that neither reduced, maintained nor mitigated the need for support	5.51%	8.63%	7.88%	6.90%
% of Reablement packages that Maintained the need for the same level of support	5.33%	5.05%	4.68%	14.59%
% of Reablement Packages that Reduced the need for support	31.79%	34.32%	16.50%	11.67%
% of Reablement Packages that Mitigated the need for support	57.37%	52.00%	70.94%	66.84%

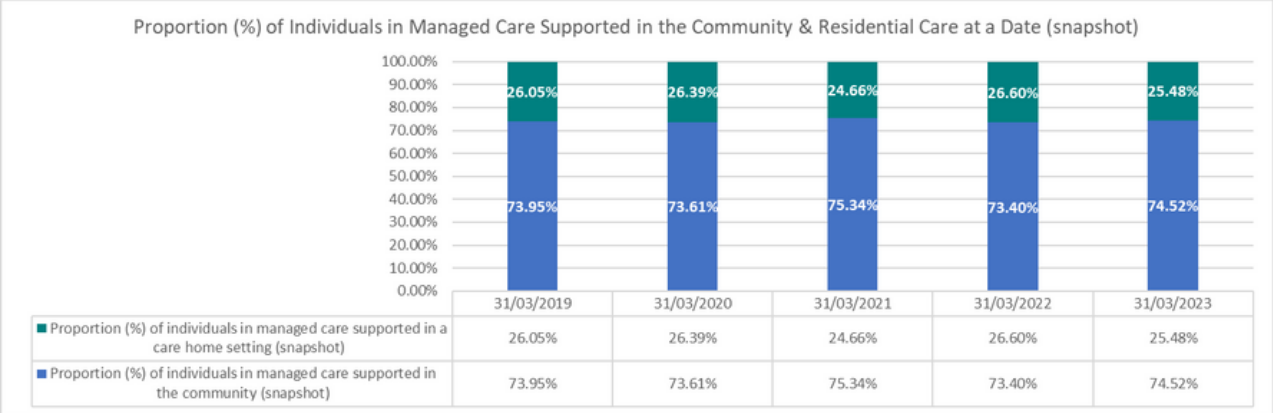


	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023
Proportion (%) of individuals in managed care supported in a care home setting (snapshot)	26.05%	26.39%	24.66%	26.60%	25.48%
Proportion (%) of individuals in managed care supported in the community (snapshot)	73.95%	73.61%	75.34%	73.40%	74.52%

Assessments, Support Plan & Reviews

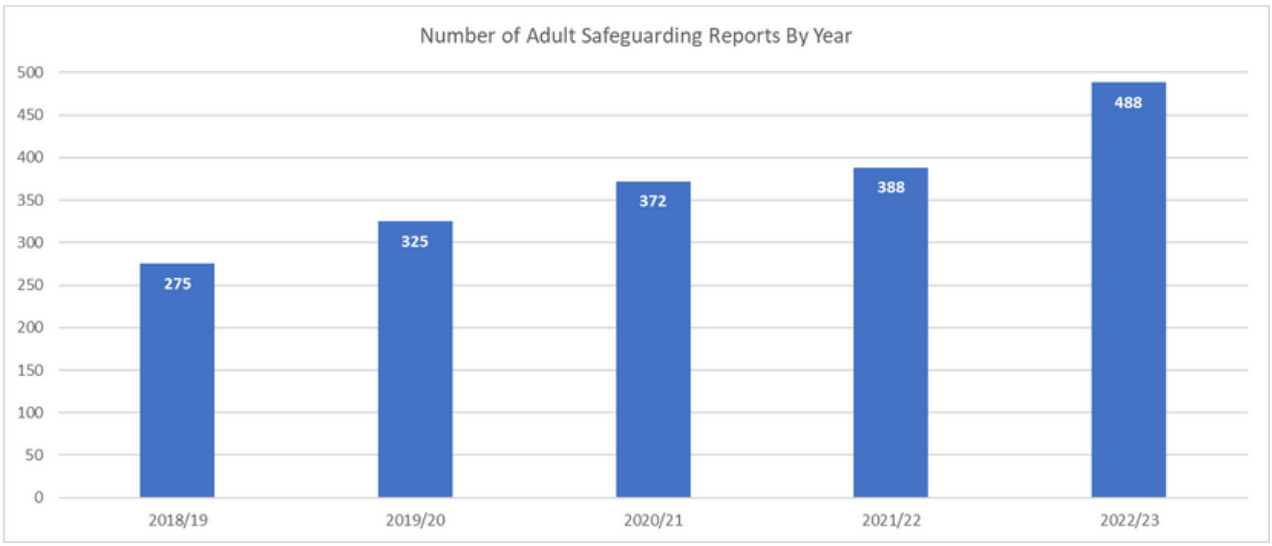


	2019/20	2020/21	2021/22	2022/23
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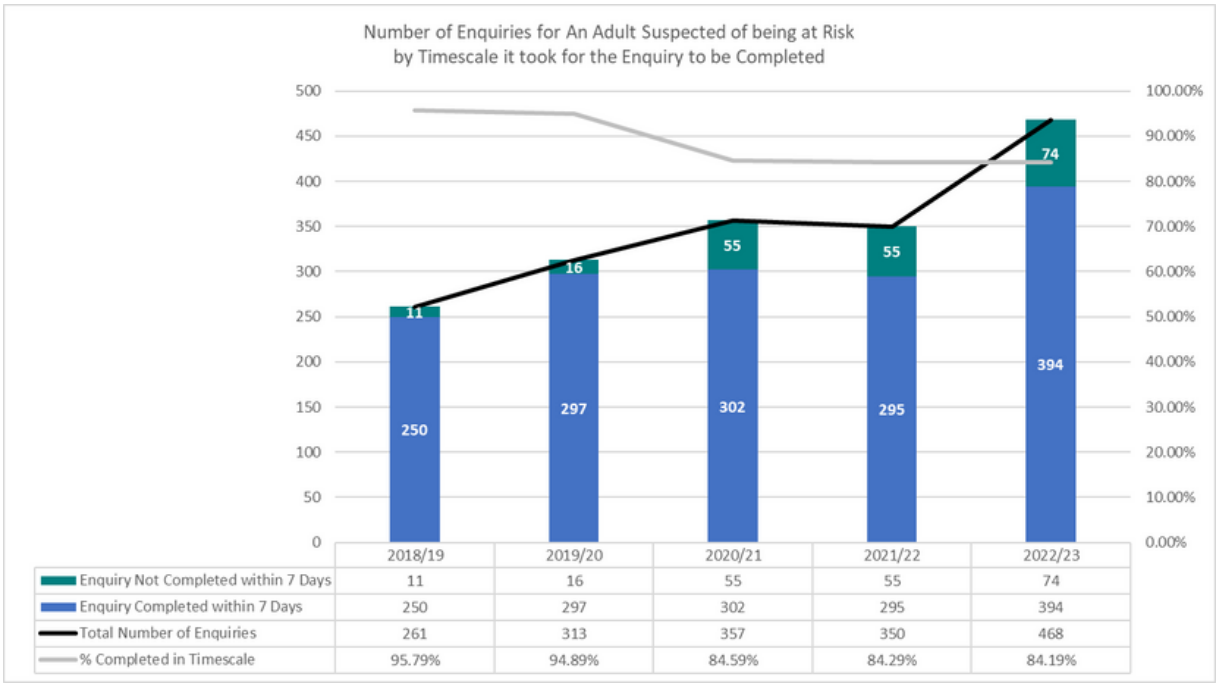


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Safeguarding



Adult Social Care



	2018/19	2019/20	2020/21	2021/22	2022/23
Enquiry Not Completed within 7 Days	11	16	55	55	74
Enquiry Completed within 7 Days	250	297	302	295	394
Total Number of Enquiries	261	313	357	350	468
% Completed in Timescale	95.79%	94.89%	84.59%	84.29%	84.19%

It has been a year of 'resetting' following the pandemic for adult social care. A summary of performance is highlighted below:

- There have been 7897 contacts in 2022/23 (23% increase from 2021/22) and 1815 assessments (9% decrease from 2021/22). Although the number of assessments completed decreased, we did see a 2% increase in the number of people with a care and support plan in place as of 31st March 2023 compared to the 31st March 2022. Contact, assessment and care and support plan data demonstrate our front door services are working well to ensure that people accessing the right person as the right time.

Adult Social Care

- 377 reablement packages were completed (7% decrease from 2021/22). When reablement is delivered it is very effective at maximising people's independence. The percentage of those reablement packages that increase the need for support decreased from 7.88% to 6.9%. reducing the need for ongoing care and support. Building reablement levels back to pre-pandemic levels to optimise its impact is a key priority for adult services.

- 213 Direct Payments for adults with care and support needs at 31st March 2023 which is a slight decrease from 2021/22; however there are more hours of direct payments being provided, reflecting the level of need.

- As of 31st March 2023, 25.48% of people who receive care and support were supported within a residential setting compared to 74.52% within the community. Whilst this is only a marginal increase in performance when compared to 31st March 2022 where we reported 26.6% and 73.4% respectively, it demonstrates our ongoing focus on supporting people to remain independent within their own home.

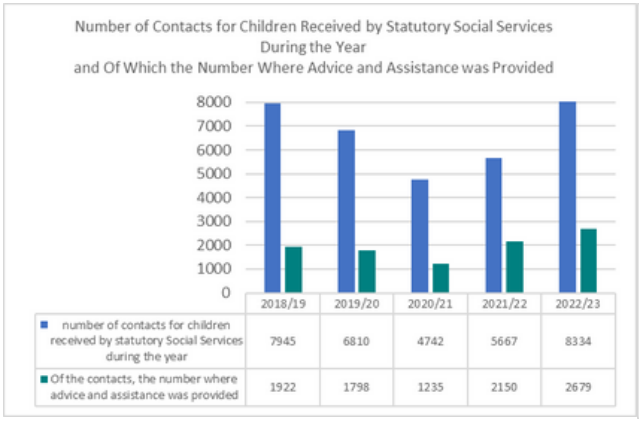
- 289 carers contacted the Council (a decrease of 20% compared to 2021/22). The number of carers with a care and support plan as at 31st March 2023 did increase by 26% when compared to the 31st March 2022. This is still a low number when compared to other local authorities, and whilst this could be due to the success of preventative services, more work will be progressed in 2023/24 to understand and ensure support for carers is the best it can be in Bridgend.

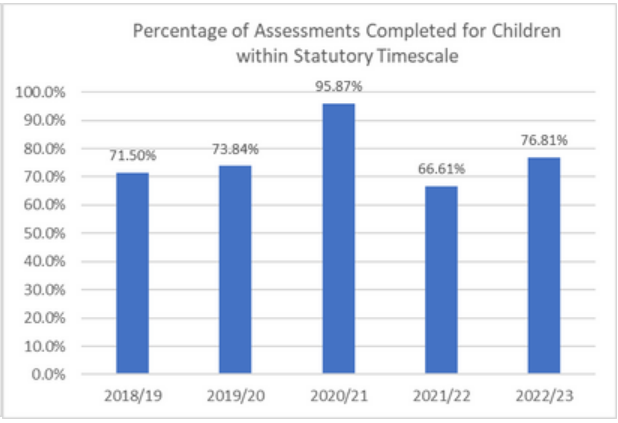
- The number of adults requiring an Independent Professional Advocate significantly increased from 90 in 2021/22 to 181 in 2022/23. We provided 96% (173) of those requiring an advocate with the service, as noted throughout this report continued promotion and support of the advocacy service is a priority for the coming year.

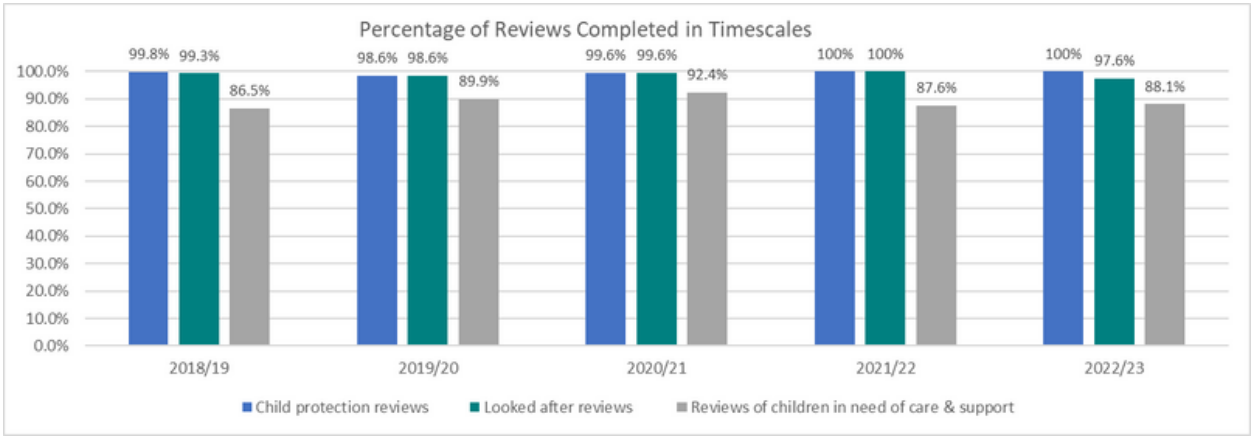


Children's Social Care

Contacts, Assessments & Reviews

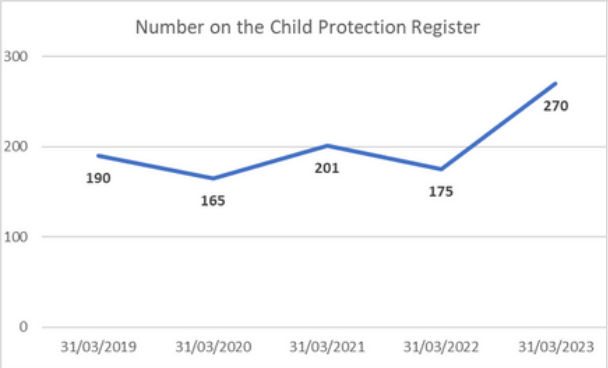


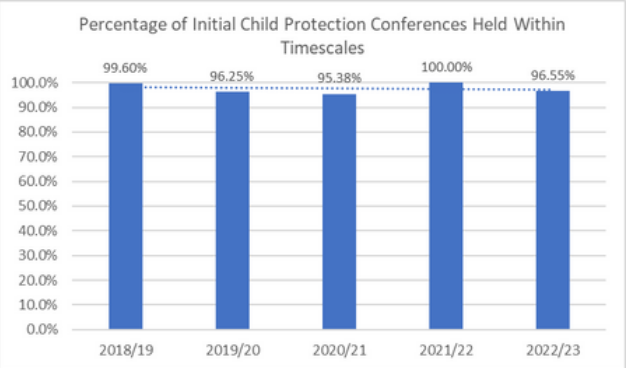


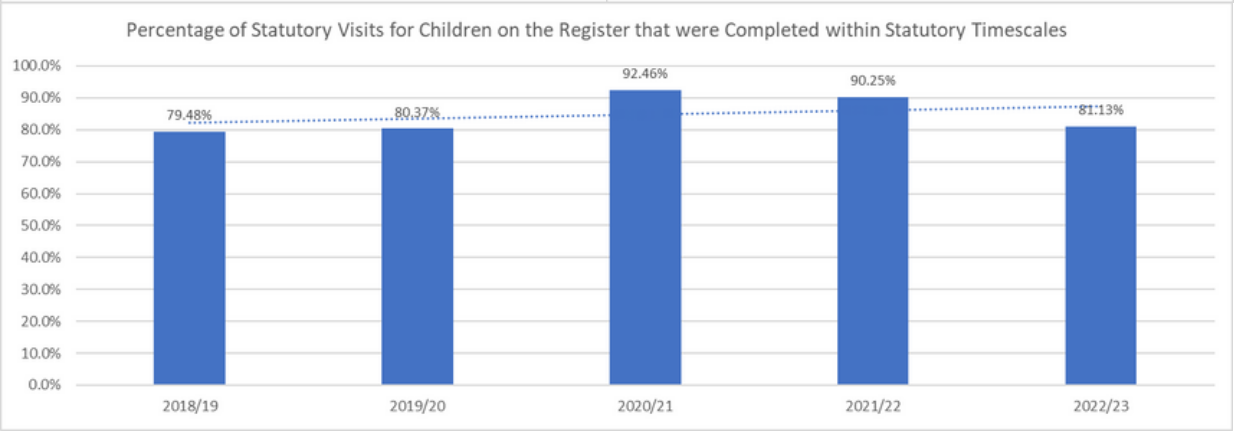


Children's Social Care

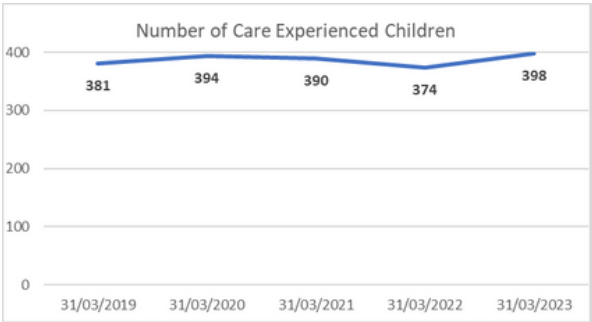
Child Protection

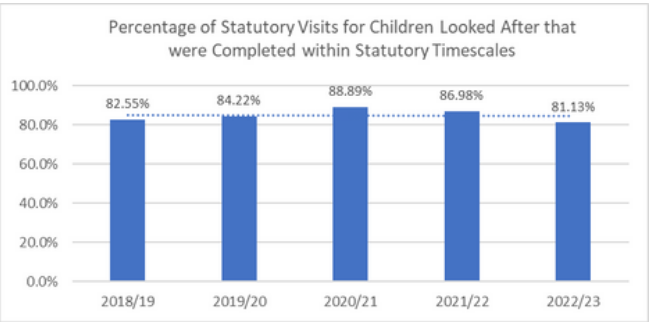




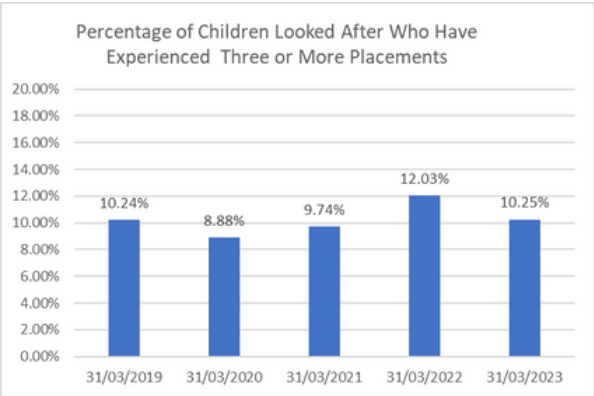


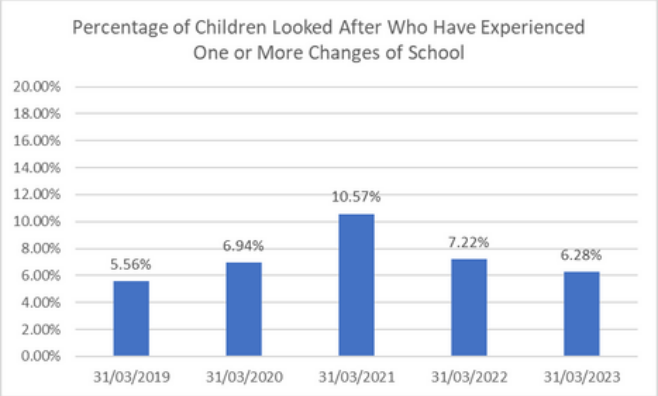
Care Experienced Children





Children's Social Care





2022/23 saw an exponential increase in contacts and safeguarding and child protection work in children's social care. Despite this, and the workforce challenges, quantitative performance was good.

- During the year contacts to children's social care grew exponentially by 47.1%. Increasing from 5667 to 2021-22 to 8334 in 2022/23. 99.5% screening decision made in 24 hours in 2022/23 which is excellent performance. The increase in contacts impacted on the number of children and families supported across children's social care:
    - 3114 assessments were completed in the year, which increased by 89.4% when compared to 2021/22.
    - There were 1202 children with care and support plans as at 31.03.23 (9.3% increase compared to 31.03.22).
    - There were 2154 initial strategy meetings in 2022/23 (98.3% increase compared to 2021/22)
    - There were 1557 completed S47 investigations in 2022/23 (80% increase compared to 2021/22).
    - There were 270 children on the child protection register as at 31.03.23 (54% increase compared to 31.03.23).

Children's Social Care

- The increased numbers of children and young people being referred to our services has proportionately increased the number of child protection registrations and the number of care experienced children. As of 31st March 2023, the number of children on the children protection register had increased by 54% to 270 and the number of care experienced children increased by 6.4% to 398. These numbers are comparatively very high when compared to the rest of Wales. CTM as a region has high levels of statutory interventions in the lives of children and families. Priorities for 2023/24 are to work with partners to consider whether preventative services can support more families outside of statutory children's services ·and to develop a common understanding of the threshold of need for statutory intervention.

- Whilst the number of child protection registrations has increased, 100% of child protection review conferences convened during 2022/23 were held within timescales. However, increased demand has impacted the compliance of reviews for care experienced children which has decreased from 100% in 2021/22 to 97.63%. To support this demand the Independent Reviewing Officer (IRO) Service has increased capacity in the team with the addition of 2.5 agency staff members, although the IRO caseloads remain higher than best practice levels.

- Performance around the stability of care experienced children remains positive with the percentage of care experienced experiencing three or more placements during the year decreasing from 12.03% as of 31st March 2022 to 10.2% as of 31st March 2023.

- Whilst, the 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 has increased from 54.55% in 2021-22 to 62.07% in 2022-23, the number engaging in the 12 months since leaving care has decreased from 64.05% to 54.17%. It is important to note that the numbers of young people engaged in the 24 months since leaving care remains higher than those in the 12-month cohort. 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.

How well our regulator has said we have performed



Regulated Services

Within Adult Social Care, inspections were undertaken of 5 regulated residential establishments. The inspections considered the wellbeing of individuals receiving care and support, the quality of care and support provided and the leadership and management of the service.

Overall, a good standard of care was reported across the service with the following areas noted as key strengths:

- relationships between staff and individuals receiving care and support;
- choice of food and positive mealtime experiences;
- provision of activities;
- and individuals are happy with their care and support and their needs are well met.

Whilst key strengths were identified, inspections also highlighted areas for improvement in a small number of the establishments, which included strengthening training and supervision arrangements. The key theme emerging across the service related to ensuring we have up to date policies and procedures in place.

The Directorate appointed a Policy Officer and since commencing their post the Policy Officer has prioritised and reviewed the relevant policies relating to the service. All areas for improvement and priority actions have been addressed.

Within Children's Social Care, 4 regulatory inspections were completed across our regulatory residential services and focused on the 4 core themes of Well-being; Care and Support; Environment; and Leadership and Management.

How well our regulator has said we have performed

The first residential inspection completed during the year was highly critical and identified 13 priority action notices. Prior to this inspection, the Council had already undertaken its own independent investigation which resulted in the establishment being placed into the Escalating Concerns safeguarding process and a “corrective action plan” being implemented. The service was placed into dormancy and an independent review commissioned and action on.

A key reflection from the escalating concerns process noted that the Council required a dedicated Responsible Individual for Children’s Social Care Homes and in November 2022 the new officer commenced their post.

The second residential inspection identified the following areas of strength:

- young people are supported to pursue activities that interest and maintain, where appropriate, relationships with friends and family;
- young people are supported to engage in education;
- and leadership and management are fully operational.

3 areas for improvement were identified which focussed on building on key processes to ensure consistency in the supervision and training of staff, ensure a full complement of permanent staff and further develop systems to monitor and review quality of care and support. An action plan was developed to ensure the areas of improvement were addressed and all have now been completed.

The final 2 residential inspections identified no priority action notices and no areas for improvement. Key strengths included:

- staff receive the required support and training to undertake their role;
- leadership and management is effective;
- and systems are in place to monitor care and support.

How well our regulator has said we have performed

Local Authority Inspections

CIW carried out their PEI of Children's Social Care in May 2022. Whilst some strengths were identified a significant number of areas requiring improvement at pace were highlighted. A summary of the main findings of the inspection were:

- Like many local authorities across Wales, BCBC has experienced challenges in relation to the provision and delivery of social care. Many of the pressures experienced by the local authority's children's services reflect the national pandemic recovery context including high levels of demand and increased complexity of people's needs. Critical workforce deficits in relation to social work recruitment, retention, and staff absence, had resulted in the loss of experienced staff and a competitive market for and an over reliance on newly qualified and agency social workers.

- CIW's assurance check undertaken in April 2021 highlighted some of these pressures and potential service risks, and those findings informed this inspection. The culmination of these pressures coupled with deficits in some systems and processes, including managerial oversight arrangements, has had a significant adverse impact on the delivery of some children's services in Bridgend County Borough. Concerns were identified in relation to the timeliness of the local authority's Information Advice and Assistance (IAA) service and the ability to meet its statutory responsibilities to promote and protect the well-being of vulnerable children and families.

- This inspection was undertaken at a time when senior leaders, managers and politicians had recognised the significant action and resource needed to improve the consistency and quality of children's services and had instigated an internal critical response plan, aligned to the local authority's directorate and corporate risk registers, to oversee the immediate remedial changes needed in relation to the identified deficits in their IAA service.

How well our regulator has said we have performed

The local authority's response has included the commissioning of a programme of independent quality assurance to provide an assessment of the strengths and areas for development in children's services and to inform practice development, the deployment of a managed care team and re-deployment of staff from across the service/council to provide additional support to those teams experiencing the most pressure. Management oversight and decision-making has been strengthened by increased frequency of supervision in priority areas and better collection and scrutiny of performance information data. Planning to reconfigure and improve the resilience and sustainability of the service in the longer term is also actively being taken forward.

- In March 2022, the local authority established a Children's Social Care Improving Outcomes Strategic Board, which is chaired by the Chief Executive of the Council and is supported by an independent advisor. The board provides regular oversight, challenge, and direction to enable the delivery of the local authority's strategic plan and areas for development.

- The local authority has taken action to instigate immediate learning following recent critical incidents. These incidents have been escalated to Cwm Taf Morgannwg Regional Safeguarding Board (CTM RSB) who is responsible for overseeing multi-agency Child Practice Reviews (CPRs). CTM RSB implemented an executive steering group to steer a rapid review of safeguarding in Bridgend County Borough. The steering group's purpose has been extended to include an assurance role across the region.

This inspection found there was too much variation in the quality of services and social work practice provided to children and families. CIW required that the local authority will need to assure itself of the pace, quality, delivery, and impact of its improvement activity.

How well our regulator has said we have performed

An action plan was developed in response to the recommendations made by CIW which was overseen by an independently advised Improvement Board, chaired by the Chief Executive which had been established in March 2022 prior to the inspection, in recognition by the Council of the need to strengthen leadership oversight and direction of the improvements required. Whilst the findings of the CIW inspection were very difficult, they did reflect the self evaluation of the Council and some improvements had started at the time of the inspection which was recognised by CIW in their judgement. This inspection, alongside the critical regulatory inspection, resulted in CIW expressing their 'serious concerns' with Bridgend children's services and a requirement for 'sustainable improvement at pace'.

In November 2022, the CIW completed an improvement check of children's social care which focussed on progress made in areas identified for improvement during the PEI. The summary of the improvement check noted the following :

- The workforce position remains fragile. The local authority is aware of the fundamental importance of having a stable and sufficient workforce to ensure there is sufficient capacity and capability to drive forward and sustain improvements.
- The local authority is experiencing rising numbers of children who are subject to child protection registration, care experienced children,1 and children receiving care and support. There continues to be an increase in the numbers of contacts/referrals received and a high level of demand for services coupled with increased complexity in the needs of children and families, which BCBC is responding to within the context of increasing financial pressures. eaders have a good line of sight on the current situation in children's services. The Chief Executive of BCBC continues to chair the Improving Outcomes for Children Board, which was set up in March 2022. The Board has made a positive impact through improved oversight of children's services and early help services, ensuring there is sufficient information about, and scrutiny of, performance.

How well our regulator has said we have performed

- Leaders and senior managers are committed to making improvements to support children's well-being. There continues to be a strong focus and a considerable amount of work underway to secure and monitor improvements in children's services. Improved systems have been implemented to monitor compliance and areas of risk and potential risk. The local authority has commissioned external expertise to support with identifying how well services are working, and how services can be improved or refined to maximise their impact and outcomes for children and families. The local authority continues to commission a programme of independent quality assurance to provide ongoing assessment of the strengths and areas for development in children's services and to inform practice development.

- On 24 November 2022, the Cwm Taf Morgannwg Safeguarding Board published the Child Practice Review in relation to the tragic death of Logan Mwangi. The Board and the agencies involved with Logan and his family during his short life, have accepted in full the findings of the Child Practice Review. The Safeguarding Board and the local authority have stated they will implement the review recommendations. We will monitor the local authority's progress regarding implementation of recommendations through our ongoing performance review activity.

- The local authority has strengthened managerial oversight and quality assurance, resulting in some positive developments in practice. Significant improvement plans have been formulated and new posts in children's services have been introduced to assist in driving plans forward. Implementation and embedding of improvement plans continue to be work in progress. However, the fragility of the workforce position remains a significant risk to the local authority achieving and sustaining improvements. The local authority must continue to assure itself of the priority status, pace, quality, delivery, and impact of its improvement activity.

How well our regulator has said we have performed

The response to the outcome of the improvement check and to ensure continued improvement, the Council reviewed and updated its action plan and recommendations and continues to report on progress to the Improving Outcomes for Children Board, Member Advisory Panel and the Overview and Scrutiny Committee. The rapid improvements evidenced between May and November 2022 were sufficient that CIW confirmed that they no longer had serious concerns with regards the Council's children's social care but that they considered that Bridgend children's services required improvement. A sustainable improvement plan, to ensure the rapid improvements are maintained and variations in quality addressed was required. CIW recognised that the Council had made significant short term investment to stabilise the fragility but was highly dependent on agency workforce to meet the levels of statutory work in a timely and effective way.

Work has progressed to refresh the Children's Social Care 3-year strategic plan with a focus on developing a sustainability plan which will set out a service, workforce and financial strategy on how the Council works with children and families at risk in Bridgend. The draft plan, informed by analytical work progressed by the Institute of Public Care and the Council, has been completed. This will be considered by Cabinet as a priority in Autumn 2023.

As indicated in the November 2022 improvement check, CIW continue to closely monitor our performance and progress. In June 2023, a Joint Inspection of Child Protection Arrangements (JICPA) led by CIW in partnership with Estyn, Heath Inspectorate Wales (HIW) and His Majesty's Inspectorate of Constabulary (HMIC) was undertaken. It is anticipated that the findings of this report will be published in early autumn 2023.

The Most Significant Risks We Face Going Forward

An open transparent culture and practice is fundamental in supporting continual improvement by enabling us to identify, manage and mitigate the challenges and risks we face. The Council continues to manage a number of inter-related risks and challenges.

- Risks to the safety and wellbeing of children and adults at risk require an effective, highly skilled response from multi-agency safeguarding partnerships with leadership from local authorities. There is a risk that, without adequate budgets and a sufficient experienced well supported workforce, the Council, and partner's safeguarding arrangements will not be effective, and that children and adults at risk will not be kept safe. Whilst the Council Social Services department is the lead agency for safeguarding, all partners need to respond together to the increase in need and complexity in Bridgend.

- Fragility of the workforce (permanent and agency).Whilst some improvements have been achieved, due to operating above establishment and significantly over budget in children's social care this is not sustainable. A short, medium and long term workforce plan is needed to achieve a permanent well-supported, resourced workforce establishment. In adult social care, whilst there have been improvements, retention and recruitment of the care workforce remains a challenge against the backdrop of an ageing workforce profile.

- To support children and families targeted preventative services which can support more families with multiple needs outside of statutory services are needed.

- Signs of Safety implementation is at a relatively early stage – and alongside the Strength Based, Outcome Focussed model of practice in adult social care needs long term systematic support to embed and impact.

- Service sufficiency to meet assessed need in a timely way is challenged in critical areas – most notably registered quality residential care and fostering for children and care and support at home and specialist residential provision for adults.

The Most Significant Risks We Face Going Forward

- The reduced levels of reablement compared to pre-pandemic mean some people are not benefiting from the opportunity reablement gives to retain or regain independent living skills. The re-setting of reablement – need to increase reablement capacity to pre-pandemic levels to mitigate the need for long term care – is a key priority in adult social care.

- There are significant service and financial pressures in learning disabilities with a need for a major review of learning disability services will inform the transformation of practice and commissioning.

- Waiting lists for Deprivation of Liberty Safeguards (DOLs) authorisations and renewals and a move from UK government to delay (indefinitely) the implementation of Liberty Protection Safeguards requires the Council to review the way it manages DoLs to safeguard vulnerable individuals.

- Pressure across the health and social care system continues and is the focus of Welsh Government as the system in Bridgend operates at 95% capacity at all times. Welsh Government require 'further faster' changes to the health and care system to mitigate future winter crises.

- Significant pressures are evident in respect of the budget to meet the need for social care services in Bridgend. Some specific grants which underpinned a balanced budget in previous years have ended. This combined with the increase in demand means there are significant overspends linked to the service and workforce required to meet our statutory requirements and the Council faces growing challenges in meeting the statutory social services requirements and setting and delivering a balanced budget.

- Wellbeing challenges faced by people following the pandemic and the cost of living crisis increase the need for preventative and social care services.

Looking to the Future
Key Priorities for 2023/24

Section 3 of this report outlines key priorities for 2023/24 against each of the 6 quality standards.

However, looking holistically across our services the key priorities for Social Services and Wellbeing in Bridgend in 2023/24 are:

The 7 themes across the directorate which we will be strategically progressing over the next 3 years are:

- The voice of children and families, adults and carers
- Our workforce
- Our practice
- The impact of our services and interventions
- Our response to children and families, adults and carers with complex needs
- Our work with partners
- Our intelligence and information systems

The key priorities for Social Services and Wellbeing in Bridgend in 2023/24 are:

Children's Social Care

Within Children's Social Care a sustainability plan is to be considered by Autumn Cabinet. The key priorities within the plan for 2023/24 are:

- Implement new residential provision and operating model which meets the needs of children and young people who will be accommodated there;
- Enhance in house foster care capacity and implement therapeutic support service for foster carers;
- Reduce variability in the quality of practice through implementing Signs of Safety model of practice, supported by a quality assurance framework;
- Embed learning from child practice reviews,
- Progress the children's social worker workforce plan including International social work recruitment; 'Grow our own' initiatives; focus on workforce wellbeing; and enhanced recruitment campaigns and marketing

- Fit for purpose operating models/ structures across children's social care ensuring resourced establishments with good practice level caseloads across teams;
- Finalise and implement the commissioning strategy including how we support children and families with disabilities and targeted prevention at the edge of statutory intervention

Delivery of the actions in the plan will enable us to address the following key challenges:

- Reducing the number and proportion of children and young people who need to experience care and safeguarding in Bridgend.
- Helping more families in Bridgend stay together and bring their children up to be resilient and successful adults.
- Working with our partners to make sure families get the right help at the right time.
- Re-focusing our resources on more cost-effective support for families with complex needs rather than expensive substitute care experiences

Adult Social Care

The key priorities within adult social care for 2023/24 are:

- Resetting reablement.
- Transformation of Learning Disabilities.
- Working with regional partners to remodel community services (and grant funding) in accordance with the Welsh Government 'Further Faster' policy.
- Implement an improvement plan to address waiting lists for Deprivation of Liberty Safeguard assessments and renewals.
- Implement a new operating model following a social work review.
- Continue to modernise the organisation of care and support at home including elimination of split shifts and use of electric vehicles.
- Increase the number of assessments offered to unpaid carers.

Prevention & Wellbeing

The key priorities within our prevention and wellbeing service for 2023/24are:

- Implement a leisure strategy and option appraisal of contract.
- Roll out local community co-ordination across the County Borough.
- Work with partners to continue to focus on the most vulnerable.
- Work corporately to understand options to address energy financial risks.

2. How are People Shaping our Services

We are committed to practice, service development and delivery being driven by people whose lives they impact on

The rights of children and adults should be evident in all we do

During the year, we revised our quality assurance framework to ensure the voice of people as a core standard in all quality assurance activity.

Here is a snapshot of engagement activities undertaken across the Directorate:

Adult Social Care

- Within Domiciliary Care Services, community meetings are facilitated by management teams and are accessible to all individuals; subject areas include health and wellbeing, 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.

- Within older persons residential services and learning disability accommodation services feedback is captured in quarterly care reviews by the Provider Service Manager and RI visits

- The regionally supported substance misuse group continues to meet on a monthly basis and has strong involvement from people with lived experience.

Case Study: 'Self-advocates providing training to Public Services'

People First Bridgend (PFB) is a local charity that advocates for the rights of adults with learning disabilities and autism. It has been funded by the local authority for 30 years and is one of the original People First advocacy groups in Wales. It has two contracts with BCBC: Statutory Independent Professional Advocacy, and Non-statutory Advocacy.

Non-statutory advocacy includes running self-advocacy groups and disability awareness training. PFB's self-advocacy group is called the Advisory Team, with a membership of 10-18 adults with learning disabilities and lower-functioning autism from around Bridgend County. These are PFB's self-advocates. The Advisory Team's purpose is to build the skills and confidence needed to speak up for themselves and to help represent the voice of Bridgend's learning disability community in local, regional, and national developments. The Advisory Team also steers the direction of PFB, ensuring it is true to its purpose and is member-led.

In January 2023, South Wales Police invited PFB to their headquarters as part of its 'Diversity Matters, Inclusion Wins' programme, which teaches staff and officers about the minority and disadvantaged peoples they may encounter during their duties. Seven members of PFB's Advisory Team delivered two training sessions to 100 trainee police. It covered what learning disability is, the different ways it affects people's communication and understanding, and how the police can better accommodate people's learning disabilities during encounters.

For the group work, trainee officers were split up and assigned a PFB Advisor. Each group was tasked with using their new knowledge to find out one thing about that person. For many trainees, this was the first time they had been given formal training on learning disability; for some, it was the first time they ever met someone with a learning disability.

2. How are People Shaping our Services

The purpose of the training was to break down negative stereotypes and assumptions trainees may have towards people with learning disabilities. The format encouraged experimentation and reflection. It allowed trainees to feel comfortable to make mistakes and learn from them in a safe and supportive activity. Trainees found the session powerful, especially the group work, commenting that there is no substitute for meeting real people with lived experiences. The benefits were mutual, as PFB Advisors were able to practice their self-advocacy skills, building their confidence to speak on equal terms with people in positions of power and authority.

This was a powerful example of how experienced self-advocates can use their skills to train public services and benefit the wider learning disability community. The confidence, understanding, and techniques that trainee officers gained will ensure other people with learning disabilities have better interactions with the police in the future. Of all the activities PFB does, the self-advocates are most proud of training public services. People cannot change their inherent characteristics, such as learning disabilities, but other members of society can adapt their behaviour and attitudes to be more inclusive of them. This is the fundamental lesson that self-advocates aim to teach through this training.

Children's Social Care

- The Bridgend Youth Voice Forum is independently facilitated by NYAS for Bridgend care experienced children.
- Consultation with Child / Young Person questionnaires to inform the Foster Carer Review.
- Consultations on behalf of the Brynmenyn Hub Project Board to name the new Residential Children's Home. After a series of interactive exercises, the young people chose for the home to be called 'Meadows View / Golygfa'r Ddôl'.
- Two of our young people represent Bridgend Care Experienced Children's Forum as Ambassadors for Voices from Care Cymru. They have been involved in a summit meeting with other care experienced young people and Ministers to discuss the radical reform of the care system in Wales.

2. How are People Shaping our Services

Case Study: Corporate Parenting Strategy

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. Professionals from different council departments, partner agencies and elected member also worked together to develop the strategy.

The strategy focuses on addressing the needs, views and wants of our care experienced children and young people to enable them to live happy and fulfilling lives. It includes a list of promises made by over forty professionals, carers and councillors representing multiple support services, stating their own personal commitment to children and young people.

The strategy has been welcomed by the Children's Commissioner for Wales, Rocio Cifuentes and Deputy Minister for Social Services, Julie Morgan MS, both of whom visited Bridgend to support the official launch of the Strategy. The launch event itself was facilitated by eight representatives of Bridgend Youth Voice Forum with professionals and politicians forming the audience.



People that Use Our Services



To ensure that we understand the needs of the people who access our services and work towards continual improvement, it is important that we understand their views and experiences.

Focus Groups

The Corporate Director of Social Services and Wellbeing held 2 focus groups to gain an insight into how people felt about the services they received over the last year.

The ***Care Experienced Children Focus Group*** highlighted that:

- the majority of young people know who contact about their advice and support;
- all felt that they have been treated with dignity and respect;
- all felt that they had been provided with the right information and advice when they needed it;
- the majority of young people were happy with the services they received;
- and all felt that they had been actively involved in decisions about how their care and support was provided.

Areas identified for improvement were to:

- ensure young people know who to contact in the absence of their worker;
- provide children and young people with a "social worker" profile including their contact number; ahead of them first meeting their worker;
- improve wellbeing support by ensuring young people understand where to go for information and advice; particularly at times of crisis;
- increase promotion of support and services available to young people via voluntary organisations.
- and to continue to increase the active offer of advocacy.

People that Use Our Services

The ***People First Focus Group*** highlighted that:

- the majority of people and their families had been provided with the right information and advice when needed but did not always know who to contact with regard to their care and support;
- whilst all were able to communicate in their preferred language there have been occasions where family members have had to request an easy-read version of documentation;
- the majority of people were satisfied with the services they received;
- whilst the majority of people noted they accessed voluntary organisations and community groups; it was noted that voluntary organisations are struggling to recruit volunteers.
- and it was also noted that people are struggling to access some community based services as, following the COVID-19 pandemic there is a decrease in the number of places accepting cash.

Areas identified for improvement were to:

- provide people with a “social worker” profile including their contact number;
- improve communication by producing easy-read documentation as standard for those people that require them.
- increase activity to promote recruitment of staff across all providers including voluntary and community groups.
- work with key partners in the third sector to raise awareness of issues being faced in people noting being able to pay for services via cash and explore alternative solutions.

On-line Surveys

To further inform this report and understand how we can improve our services we hosted 4 online questionnaires for people who have had experiences of our services over the last 12 month. A total of 73 responses were received across the 4 questionnaires:

- Adult Social Care 17
- Children & Young People 12
- Unpaid Carers 13
- Parents 31

People that Use Our Services

Each questionnaire contained questions that were common across all 4 or had questions that were specific to that service area.

An analysis of responses noted that we are performing well in the following areas:

- 58% of respondents noted that they knew who to contact about their social care.
- 97% of respondents were able to communicate in their language of choice.
- 83% of adults in receipt of social care and unpaid carers have been treated with dignity and respect.

It is important to acknowledge that the majority of people who responded to the surveys did not report a positive experience. Key areas for improvement noted via the online surveys were to:

- Further develop communication to ensure people accessing all areas of our service:
    - know who to contact about their care and support;
    - and are provided with the right information at the right time.
- Ensure everyone is involved in the decisions about how social care services are provided to them.
- Increase the number of assessments offered to unpaid carers.
- Raise the profile of community and voluntary based services to all people who access all areas of our services.

Whilst it is acknowledged that the response to the on-line surveys represents a small proportion of people, their families and carers that access our services the areas for improvement identified are consistent with those identified within the focus groups and priorities for improvement identified for service areas.

Staff

During the year, the Council held a survey for all staff members. The response rate for the Social Services and Wellbeing Directorate reflected 33% of our staff as of 30th December 2022.

Overall, an analysis of the responses of staff from the Directorate were on the whole positive. Key highlights included:

- 88% of staff either strongly agreed or agreed that their team provides a good and efficient service with 86% noting they felt their role made a difference.
- 88% of staff either strongly agreed or agreed they enjoy their role with 67% noting they feel valued at work.
- Whilst 67% either strongly agreed or agreed with being satisfied with the Council as an employer, 82% reported that working at the Council makes them want to perform to the best of their ability.
- 94% of staff reported having team meetings with 90% reporting they have one to one meetings with their manager.
- Overall, 82% of staff reported either strongly agreed or agreed that they receive the support they need from their line manager to do their job well; with 88% reporting that they have discussed their learning and development needs within the last month.

Since the survey was completed, the Council has set a new 5-year Corporate Plan with each Directorate currently reviewing their Business Plans to ensure that the Council's objectives are linked to their own priorities. Within Social Services and Wellbeing we have worked with the Divisional Management Teams to ensure that not only do service area priorities focus on key improvements but are aligned to the Corporate Objectives.

The Council has also reviewed its staff Health and Wellbeing pages on the Council's intranet pages. Literature and posters on how staff can access wellbeing services and support can be found at locations across the Council. Within the Social Services and Wellbeing Directorate a number of teams have undertaken group wellbeing sessions and the Health and Wellbeing Officer attended an Extended Managers Team meeting to promote the service. The Institute of Public Care is providing coaching to managers, and supporting teams to develop their team plans, linked to the Corporate Plan and Directorate Business Plan. The health and wellbeing of our staff will continue to be a priority for 2023/24.

Complaints and Compliments

During the year, the Directorate received 195 complaints and 259 compliments. Complaints and compliments continue to be an important aspect of how we use information from people to shape our services.

An analysis of complaints received during the year highlighted 3 key themes: lack of support, staff conduct and communication.

Information from complaints and compliments will be further analysed during 2023/24 to highlight areas of good practice as well as those for training or development.

It is pleasing that the number of compliments is higher than the number of complaints and it is important that we learn from what is working well, as well as areas for improvement. Here are a few of the compliments received during the year include:

"'A' and I would like to thank you all for everything you did for mum. Your kindness, compassion, care and laughter are so much appreciated. Mum loved seeing you all. She loved your chats and being able to tell you her stories. As you know it meant so much for mum that she could remain in the comfort of her own home – and you all made that possible. Thank you for working alongside 'A' and I and for your support to us. We miss you all. If ever you have a free moment to call in for a coffee and chat we would love to see you. We will be forever grateful to you."

Support at Home Service

People that Use Our Services

"'B' has agreed that the support can be 2 hours a week without any hesitation! Shows how far he has come in a year, lot more confident. Please thank the team for all the great work they do to transforming people's lives. He's doing fab!"

Supported Living Service

"I just wanted to record how complimentary 'C' was in terms of the support you are currently providing for her Mum and indeed how grateful 'C' is for this support which was reflected in her supervision. Please can I also take the opportunity to thank you for your input, as undoubtedly the support you have provided has allowed 'C' to remain at work in the long term."

Integrated Community Networks Team

"Without the help of your service, we would not be getting the support we are receiving, the carers are fabulous, very person-centred, they treat 'D' with the upmost respect and compassion.!"

CAP & Integrated Short Term Social Work Services

"I would like to raise a compliment for a staff member, 'V' in the Older persons Mental health team. My Mum, [name] was diagnosed with young onset Alzheimer's at the age of YY, 'V' became involved in 2017. My Mum had an excellent relationship with her from the beginning. 'V' always showed kindness to my Mum, myself and my sister and brothers.''V' was so caring and compassionate and worked so tirelessly in an unusual situation as Mum was so young. 'V' was very aware of Mum's age and how some services were just centred at "older" people and advocated for her on her behalf. ''V' always had Mum's independence at the forefront of everything. 'V' also helped when there were more delicate conversations that I know Mum would not want to have with us and R stepped in and helped the situation. 'V' arranged care and support that helped Mum remain in her home for as long as she did. 'V' supported us greatly when it was time to move Mum into a care home, it was a very planned calm move which was the best for my Mum. 'U's kind and compassionate manner was such a support to us in what has been a difficult journey.
Many thanks"

Older People's Mental Health Team

People that Use Our Services

Children's Social Care

"Following the RCPC for 'E' last week, I just wanted to write to tell you how impressed I was during the meeting to hear about the exceptional work completed with the family by 'W'.

I felt that the family had been treated with sensitivity and understanding and parents have been provided with the knowledge and skills they need to feel confident and positive about their future.

During the conference, parents advised that 'W'. has been 'amazing' and were full of gratitude for the care and support that they have been given. "
SW commended on their ability to engage meaningfully and positively with parents to bring about change

"Please can I share the fantastic news that 'X'. has created a virtual life story book; an amazing piece of work which included videos and animation chosen by the child. Well done, 'X'!"
Social Work Assistant - innovative and creative engagement with a child to help them understand their life story.

"'F' said you have been brilliant, have a wealth of knowledge and experience and they have found all your strategies and tips very helpful."
Kinship & Permanence Team

"'Z' has been nothing less than amazing (she has been a shoulder to lean on, someone who helped us through sad and difficult times, someone who has helped us make sense of the situation , someone who gives us a voice and more importantly someone who gives us optimism 24/7"
Placements & Fostering Team

"I met [name] today and he was very complementary about you both. He wanted me to know that he has a great social worker and the difference the work you have done with him around using public transport has made to his life.

We are obviously very lucky to have you both as assets in the service and I was chuffed to receive this feedback. Thank you both!"
Child Disability and Transition Team

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



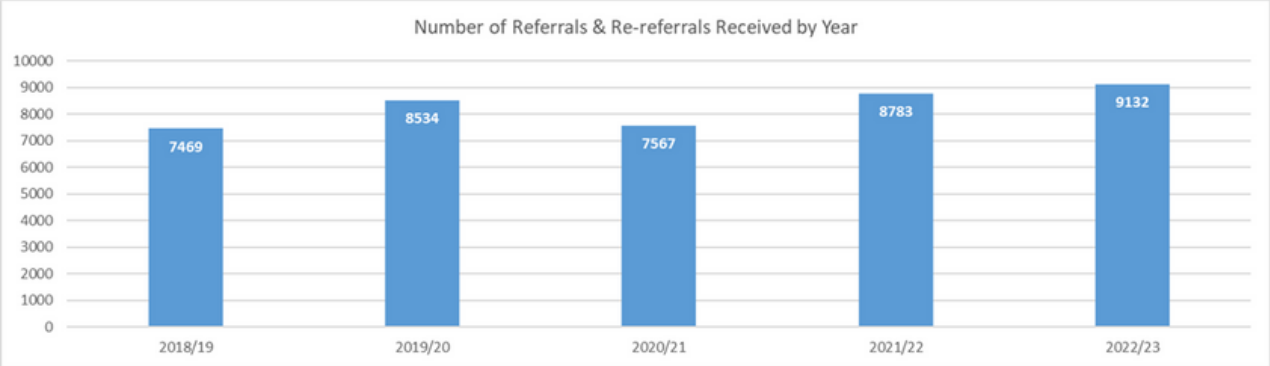
Quality Standard 1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve

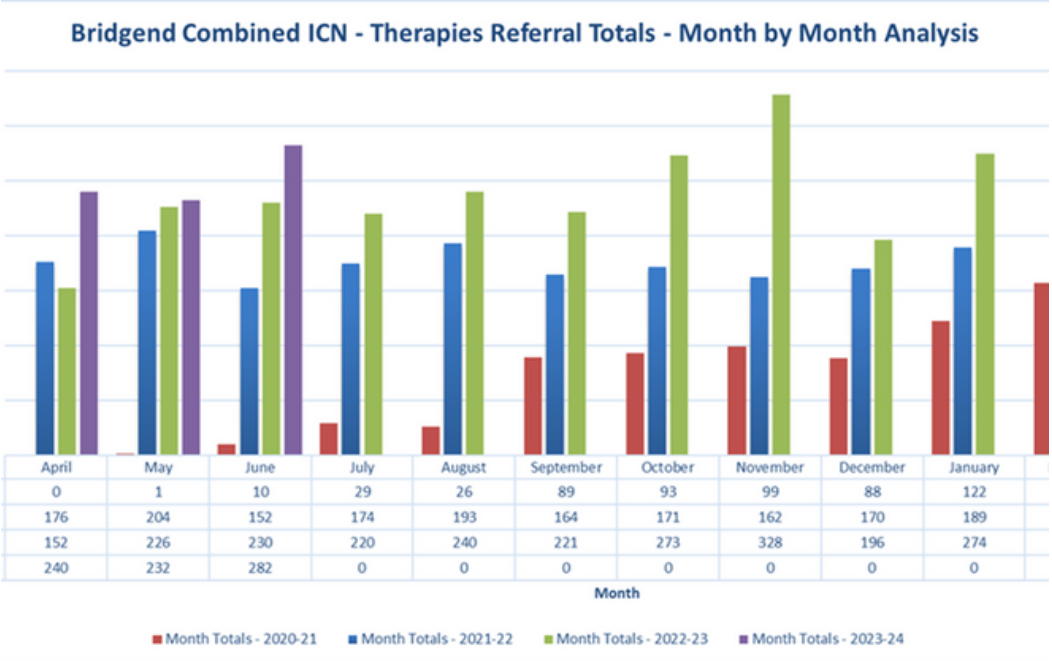
What we did

- Integrated community services have further consolidated the service delivery model that is based on multi-disciplinary working meeting the health and social care needs of an individual.
- We further developed the integrated complex dementia day service to allow people to access this service at localised hubs rather than travel to a centralised location
- We are continuing to explore ways of how we understand peoples experience of our services, including utilising people's stories at a senior manager and team level. We have also developed easy read information to enable feedback to be more accessible.
- We are exploring mechanisms of learning from compliments, complaints and stories and are embedding at all levels across adult services.
- We commissioned an independent opportunity assessment which is due to be completed in the next financial year and this has incorporated our strategic development of daytime opportunities.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care

How well did we do





What we are doing next

- Ensure that our integrated community services in Bridgend are sustained and enhanced in the new regional integrated model.
- Develop mechanisms to evaluate the impact of our integrated community services.
- Develop an action plan in relation to the outcome of the opportunity assessment.

It was a long referral and at the end [name] said "X I can't tell you how it feels to actually speak to someone who wants to listen and help and who actually cares, I can't thank you enough".

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



Quality Standard 2: Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing

What we did

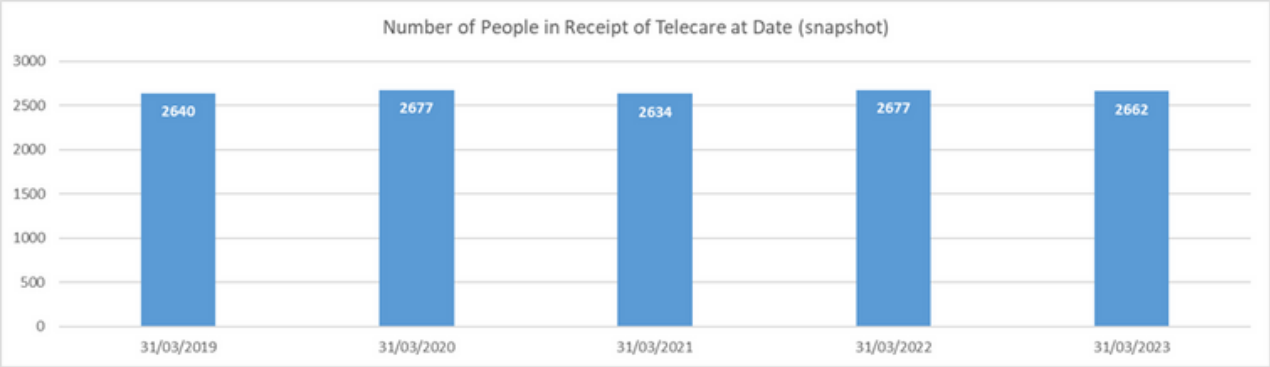
- Work began on the development of the local (BCBC-focused) Adult's Mental Health Strategy. An interim plan will be implemented in quarter 2 of 2023/2. This plan will be adapted following the publication of the national mental health strategy and will be regularly monitored by the joint operational group.

- Within our telecare service, the phased switchover from analogue to digital has begun and received excellent feedback about the quality of connection.

- The Continuous Improvement Group developed the final practice model for adult social care which was launched in April 2023 by the Deputy Leader and the Corporate Director of Social Services and Wellbeing. This model applies to all services, including integrated services, in addition we have aligned the Quality Assurance framework with his model to ensure our practice model is embedded to support continual service improvement.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care

How well did we do



84% percentage of files which were audited through the annual Assuring Quality Framework, evidenced that the person is central to all activity undertaken as per the ASC practice model.

Since the commencing the phased implementation from analogue to digital within our Telecare service in January 2023, 418 people have made the switch.

Case Study: A Strengths-Based Model Of Practice

In spring 2023, following a consultation period across Adult Social Care, a bespoke co-designed practice model of 'A Strengths-Based Model of Practice-Working to Achieve Outcomes' was launched to practitioners across various disciplines within the service. The formalised practice model ensures a common approach based on key behaviours and activities founded on dignity, respect, within a collaborative relationship that understands people's strengths and abilities, and `how these can be harnessed to assist people to achieve their personal wellbeing outcomes'.

Managers and staff in Adult Social Care collaborated to produce the practice model and the following vision statement within it:

"*Your wellbeing is important to us in Bridgend Adult Social Care. We will strive to empower people to live an independent life, exercise choice and control, and be fully informed. We will work with you, with openness and honesty, listening to you, supporting you to live the life you want to live and the goals you want to achieve*."

Launch events in April and June 2023 were supported by Councillor Jane Gebbie, Deputy Leader and Claire Marchant, Corporate Director Wellbeing Directorate and hosted by Jackie Davies, Head of Adult Social Care.

The event was attended by approximately 60-65 delegates, and showcased the new practice model to practitioners whilst also acting as a celebration of practice over many years since the Act was implemented and to acknowledge the progress that has been made in BCBC. The launch event showcased case studies, presented directly from staff who illustrated real life examples excellent practice.

Attendees of the events included a wide range of professionals, some of them being, Social Work practitioners, Occupational Therapist, Dementia Support Workers, District Nurses, Care Navigators, Dieticians, Physiotherapist and Speech and Language Therapist.





What we are doing next

- Develop workstreams to take forward the local (BCBC-focused) Adult's Mental Health Strategy interim plan. Working with partners to support tier 1 services including crisis response and early intervention services.
- Continue the analogue to digital switch-over of our Telecare Services and increase the number of people who benefit from telecare.
- Design new pathways for Technology Enhanced Care that will utilise remote monitoring opportunities to mitigate the wider risks to independence.
- Embed our new practice model and Quality Assurance framework to ensure we have a systematic way to monitor practice that demonstrates strengths based outcome focused practice.

It was a long referral and at the end [name] said "X I can't tell you how it feels to actually speak to someone who wants to listen and help and who actually cares, I can't thank you enough".

Case Study: Telecare

The Telecare service aims to support citizens in their own homes when they require additional support to remain independent. It offers the security of knowing someone can help 24 hours a day, 365 days a year.

All Telecare packages are tailored to each individual's needs to ensure the best outcomes are achieved for each individual. As each individual's needs change, the Telecare package can be adapted to best support them.

In 2017, BT announced plans to switch off their analogue telephone network by 2025 and replace it with an all-IP digital solution. The reason behind this decision is that the old network is no longer fit for purpose.

While 2025 is several years away, BCBC made the decision to become one of the first Welsh authorities to begin the switchover and are leading the way in digital technology implementation. Members of the project team regularly attend LIN meetings and update the other authorities on progress, next steps and lessons learnt.

£1.4 million funding for the project was agreed as part of the budget setting process and the project team manage this budget via the project team.

The project team are working closely with the approved contractor for the installations and maintenance contract, Care and Repair. The project is about to enter phase 4, where the remaining retrofit installations will take place by post code area. The 5th phase of the project will see business as usual installations taking place alongside the retrofit installations. In readiness for this, all installation documents have been refreshed and translated to Welsh where required.



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care

Quality Standard 3: Taking steps to protect and safeguard people from abuse, neglect or harm

What we did

- The Cwm Taf Morgannwg Regional Safeguarding Board (CTMSB) has led safeguarding across the region, ensuring there are clear processes to support the implementation of the Wales Safeguarding Procedures. The RSB has effectively led performance improvement by holding all partners to account, operating an effective sub-group structure, and commissioning, and monitoring implementation of recommendations from, practice reviews.

- The Council has designated senior managers for both Adults and Childrens Safeguarding.

- Adult Safeguarding is working in partnership with CTMSB and the Cwm Taf Workforce Development Team to deliver a programme of safeguarding workshops with a focus on improving practice aligned to areas identified within Adult Practice Reviews.

- BCBC has also contributed fully to participating in adult practice reviews learning events and provided Panel members and Chairs where required.

- We have held monthly Corporate Safeguarding Group meetings, chaired by the Corporate Director of Social Services & Wellbeing. A Safeguarding Data Dashboard is presented which provides safeguarding data from Childrens and Adult social care alongside relevant information from other Directorates including education, partnerships (which include community safety and VAWDASV and housing). The Corporate Safeguarding dashboard is reported to Cabinet Corporate Management Board.

- Bridgend Locality Safeguarding and Community Safety group (BLSCSG) meetings are held quarterly with wider partners including third sector, community safety and public protection.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

Adult Social Care

- There is a fortnightly Joint Operational Group, chaired by the Deputy Head of Children's Social Care which has strengthened partner situational awareness and ensures timely action can be taken when it is needed by any partner to manage capacity in light of the high level of safeguarding contacts. There is an effective professional escalation process (known as CRISP) but the strong joint working has meant all professional escalations have been managed at local level in the last year without a need to escalate to the RSB.

- There are good working relationships with police, CTMUHB, independent sector and other statutory partners e.g. South Wales Fire and Rescue, WAST, Domestic Violence services etc. for the Community Safety Partnership, Channel Panel and the PREVENT agenda.

- BCBC has reviewed and revised the structure within the Adult Safeguarding and Secure Estates Team. Increasing capacity by the creation of a dedicated officer for Deprivation of Liberty Safeguards / Liberty Protection Safeguards (DoLS/LPS). Alongside 1 Service Manager for Safeguarding and Secure Estate and 1 new Safeguarding Team Manager.

- BCBC has commenced preparation for the introduction of a new information sharing platform (GOSS) for Adults and Children MASH. This system will enable one of the recommendations of the Child T child practice review to be addressed.

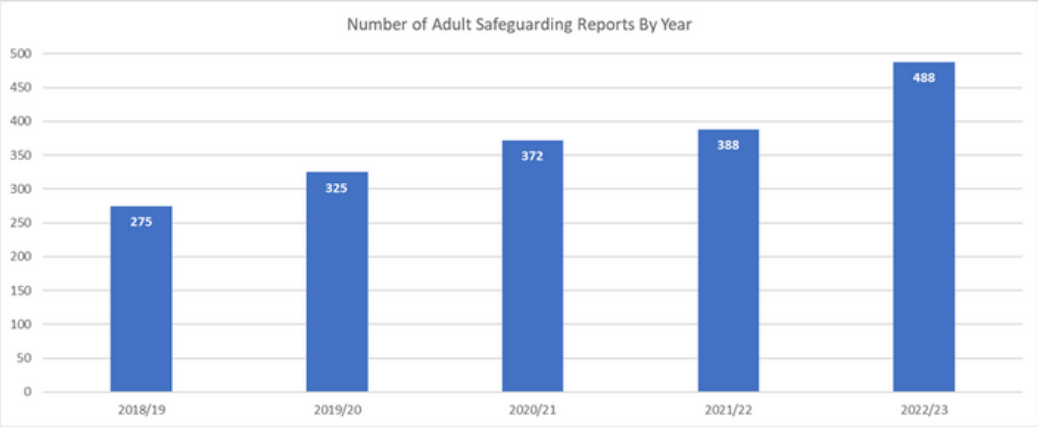
- BCBC has developed an escalation response which is activated by the Head of Adult Social Care to ensure critical care and support services are prioritised, where CTMUHB have declared Business Continuity Emergency status.

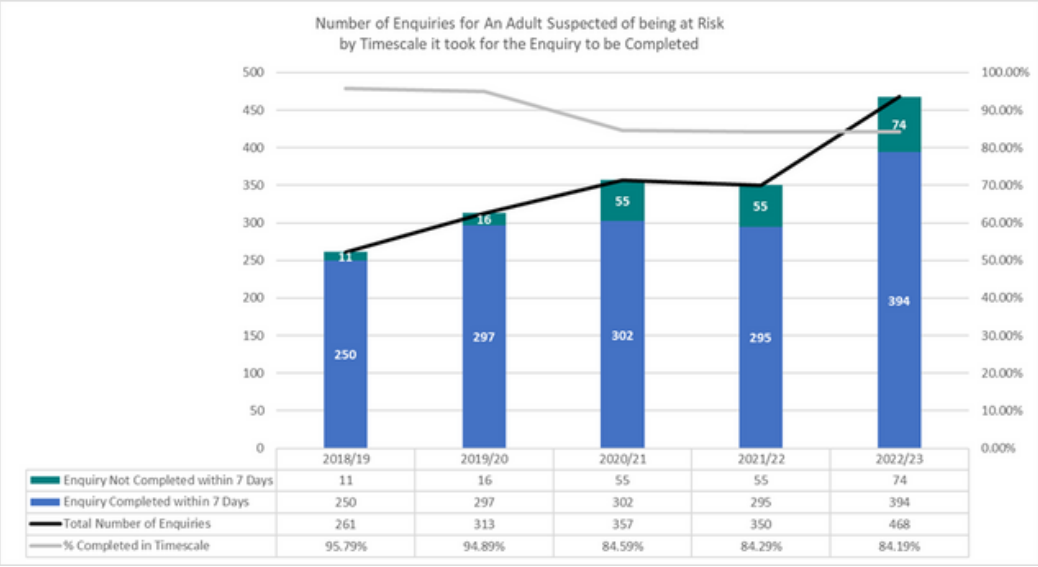
- Service Provider Review Panels have been set up on a bi-monthly basis to enable key partners to share information on the services we commission.

- Although, the implementation of Liberty Protection Safeguards (LPS) has been delayed by UK Government, Welsh Government agreed funding to further strengthen the Deprivation of Liberty Safeguards (DoLS) process over the next year to ensure people in the community are not unlawfully detained in regulated and community settings and that their rights are safeguarded.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care

How well did we do





What we are doing next

- Review our internal Dols processes to further strengthen our model ensuring the continued safeguarding of people's rights.
- Work with partners to implement the integrated safeguarding GOSS system which will enhance the sharing of information in relation to safeguarding individuals.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care

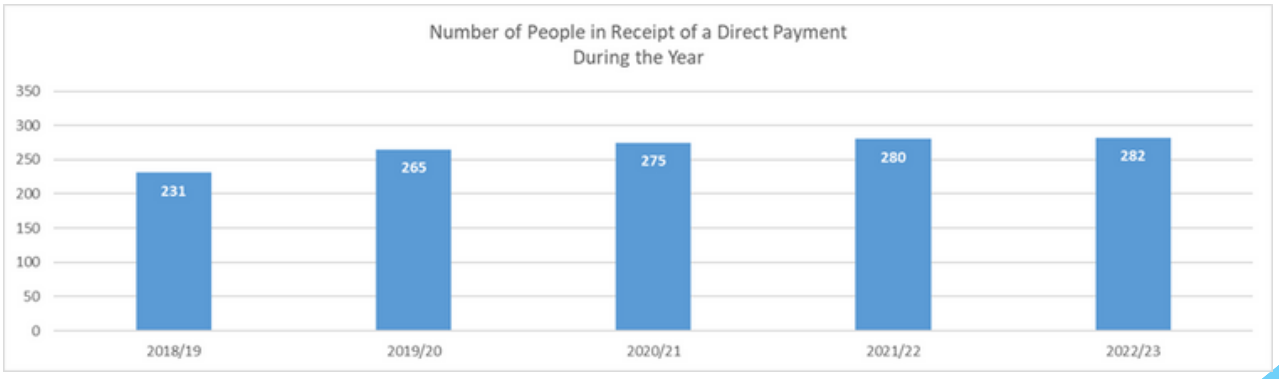


Quality Standard 4: Encouraging and supporting people to learn, develop and participate in society

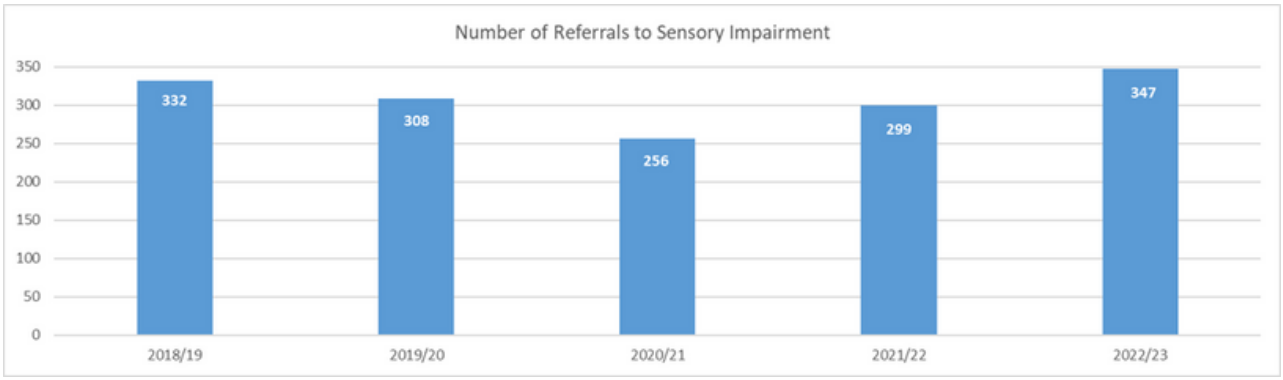
What we did

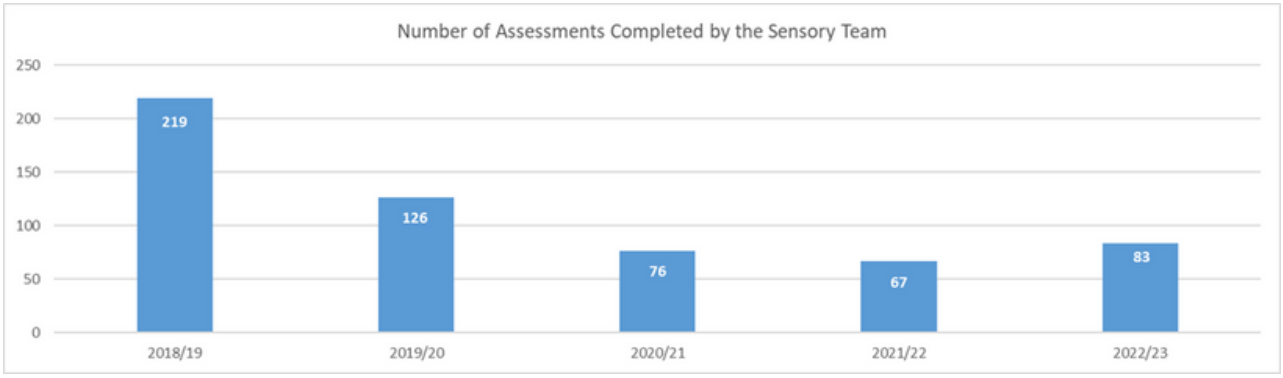
- In partnership with all stakeholders, day services have developed a robust Quality Assurance Tool to reflect the key values that underpin the principles of service delivery.
- A review of the adult social work arrangements has explored transition services for young people aged 14 to 25.
- In partnership with Cwm Taf Morgannwg University Health Board, 4 Community Hubs have been established and are strategically positioned across the borough to support people who are living with the effects of onset dementia.
- We appointed an external consultant to support the revision of the Direct Payments policy. A number of engagement sessions were held with parents and carers and the revised policy was agreed by Cabinet in June 2023.

How well did we do



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care





What we are doing next

- Continue to work in partnership with the Cwm Taf Morgannwg University Health Board on consolidating current arrangements to develop seamless services in line with the dementia standards for Wales

- We will develop an action plan in relation to the outcome of the opportunity assessment. The action plan will be supported by a number of workstreams.

- We will continue to embed the newly launched practice model in Adult Social Care which focuses on the strengths of individuals and active participation within their communities.

My time at the Hub was unforgettable. The experience enabled me to get back into a working routine, form friendships and gain knowledge of what services the community has to offer.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



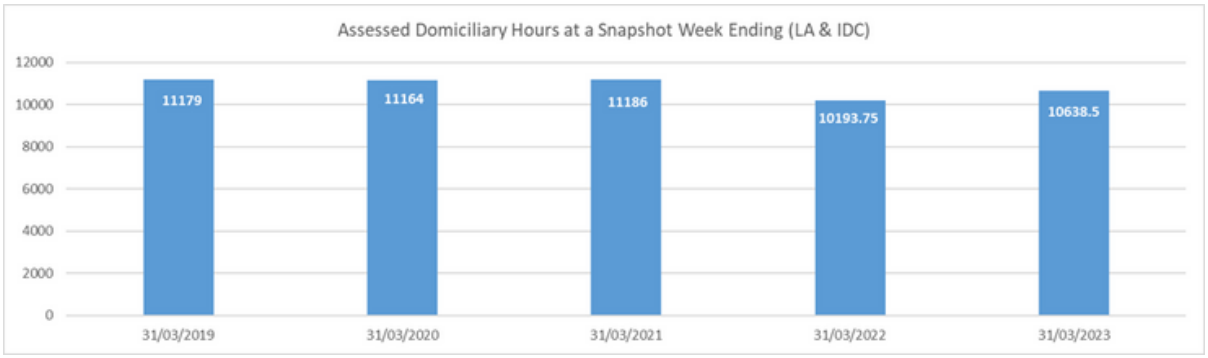
Quality Standard 5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships

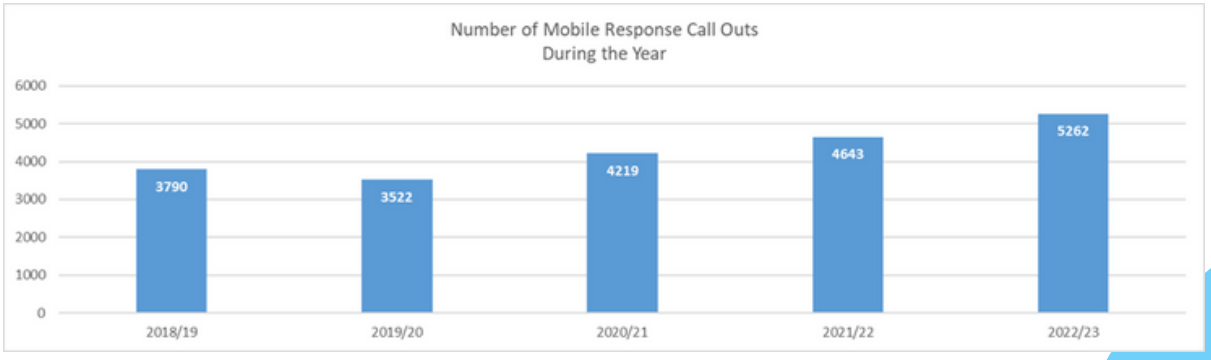
What we did

- To strengthen our complex dementia community and day services we established a specialist dementia resource at Bridgend Resource Centre and have recruited a Community Psychiatric Nurse and Occupational Therapist to the Haven - Complex Dementia Integrated Day Service.

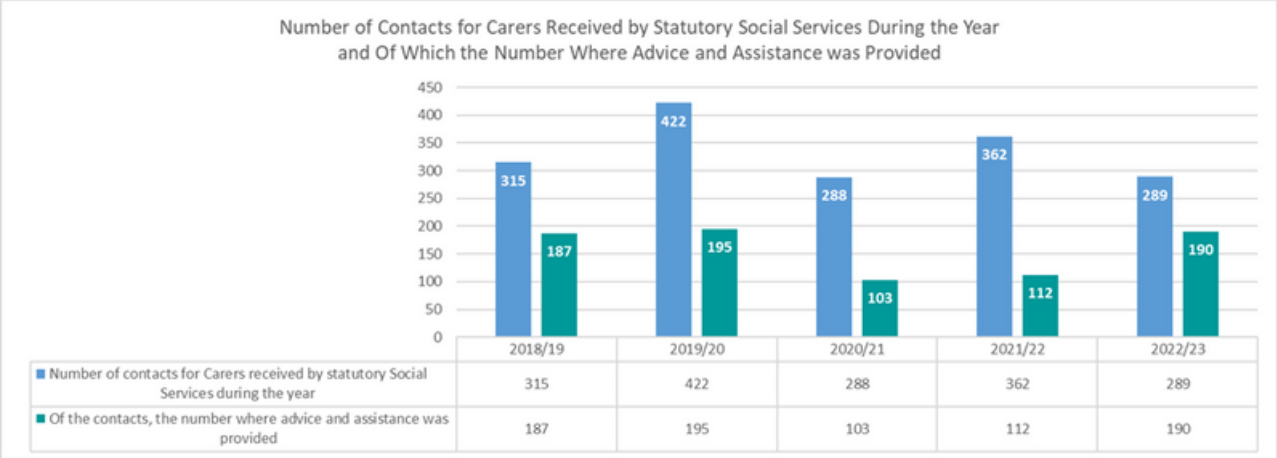
- To support the implementation of the 'Code of practice on the Delivery of Autism and Neurodiverse Services' we have designed a training plan for all staff working with people living with autism.

How well did we do





3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



	2018/19	2019/20	2020/21	2021/22	2022/23
Number of contacts for Carers received by statutory Social Services during the year	315	422	288	362	289
Of the contacts, the number where advice and assistance was provided	187	195	103	112	190

What we are doing next

- Review the dementia resource at Bridgend Resource Centre with a view to developing 'outreach' and community-based services and support models.
- Service development in line with national policy direction within our integrated community services which will include support at home workforce.
- Deliver the programme of training to support staff working with people living with autism and neurodiversity.

Many thanks, also on behalf of my brother X, for all the invaluable assistance you gave us before and in the lead up to getting respite care in place for X's partner X. You worked so hard, kept in touch and always had a positive word for us and your caring

Case Study: Complex Day Centre and the Integrated Community Network Team

Mr A has lived with Alzheimer's Disease since he was 62 years of age. The progression of his dementia had increased over time. He now requiring 24-hour care and support. This was provided by his wife solely, as he had declined formal support with his care and support needs. His wife was increasingly finding this stressful and there was now significant risk of the situation breaking down and Mr A requiring a care placement.

To support this couple, their social worker had arranged for a Dementia Support Worker to assist them at home in developing and delivering meaningful activities, that would provide Mr A with positive experiences. This provided support for his wife in her caring role and provided her with ideas on how to approach and care for her husband when he became stressed. A close and trusting therapeutic relationship which was formed between the worker and the couple.

Care needs continued to increase, and the social worker and dementia support worker assessed that Mrs A now required additional therapeutic support in assisting her husband at times of emotional difficulty. A referral was made into the Complex Integrated Day Service. This service provides an opportunity for an integrated assessment from a community psychiatric nurse and occupational therapist. They develop a therapy program that can then be used at home by the family and also for staff who provide care and support. They can also offer respite and meaningful activities in a therapeutic environment, that will compliment care and support currently provided.

Mr A was initially unwilling to attend the Day Centre. The community psychiatric nurse met with Mrs A, the social worker and the dementia support worker and a stepped support plan was developed to encourage gradual engagement and support at the Complex Day Centre.

Initially Mr A would be supported away from the main day centre in a quiet space within the Unit. The community psychiatric nurse and dementia support worker would spend some time with Mr A engaging him in activities that were meaningful to him. Music of his choice was played, and a rapport established. This allowed him to slowly adjust to the new environment at his own pace.

Gradually over time, Mr A was supported to integrate and spend more time at the Centre. This allowed time to adjust and process his surroundings, before moving into the next area. The community psychiatric nurse and the dementia support worker supported Mr A through this staged introduction into the centre. When comfortable he was then introduced into the main section of the day centre where meaningful activities were developed for Mr A, supported by day services staff. Therapeutic plans were developed within the Unit, to support Mr A when he became distressed and these were explained to the wife and dementia support worker, so these could be adopted at home also.

Mrs A, has told to the community psychiatric nurse that she was ‘thrilled’ that Mr A has now agreed to attend and how impressed she was at the professionalism and helpfulness of all the staff she had encountered at the Complex Dementia Day Centre, as well as the invaluable support of the Dementia Support Worker. She has explained how this has supported them to continue to live together at home and reduced the stress she was feeling within her caring role.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



Quality Standard 6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

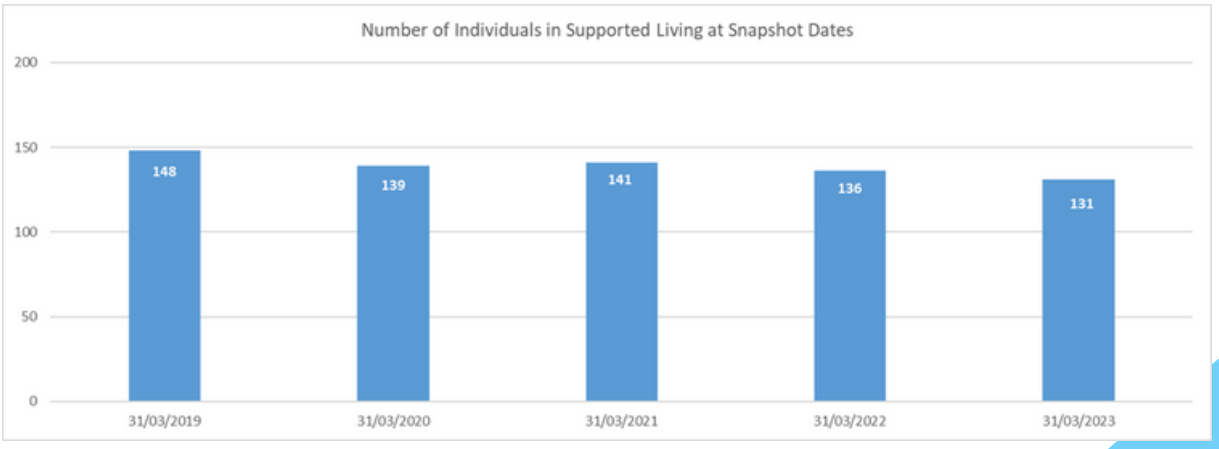
What we did

- Planning groups have been established across key population areas to develop Strategic Commissioning plans with a particular focus on accommodation based need ensuring suitable accommodation options are available to meet need.

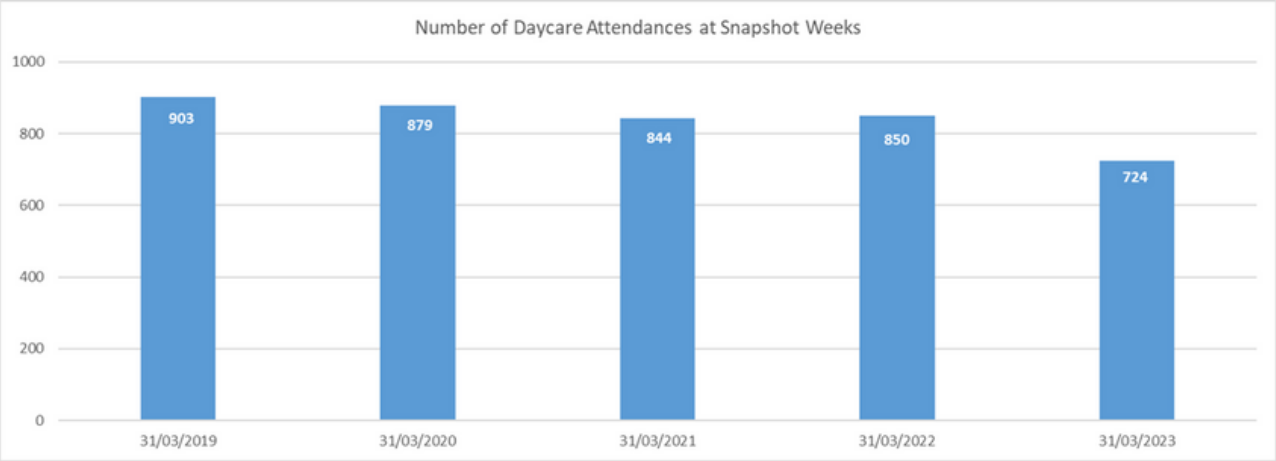
- With our Housing colleagues, we have jointly commissioned an independent consultant to support the development of an accommodation strategy and residential services strategy for older people, which has fed into the commissioning strategies being developed. We have also established a Housing with Care Project Group, jointly chaired by senior managers within Social Services and Wellbeing and Housing.

- To support the recruitment of staff within our Support at Home service, we have worked with the Corporate Communications Team and Engagement of Employability to develop promotional marketing materials and piloted the use of electric vehicles within the service.

How well did we do



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Adult Social Care



What we are doing next

- In line with the 10-year regional capital strategy and local housing with care project group we will seek to identify accommodation options to meet population need.
- Develop an action plan in relation to the outcome of the opportunity assessment which will include a workstream to support young adults with a learning disability to develop employability skills.

Fabulous place, very supportive. Kind staff. Very homely place. Excellent staff. Nothing too much trouble, Enjoyed my short experience. Helped me through a very difficult time.

Quality Standard 1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve

What we did

- Focused improvement plans have been developed for all the service areas and are reviewed routinely with the Corporate Director.
    - We have begun to implement signs of safety as our practice framework. This framework ensures Social Workers work in partnership with families and other agencies, ensuring families and children are recognized as being the experts in their own lives. This will mean Social Workers communicate clearly in a way that can involve families and their children in a way children understand, so that families and children can develop their own safety plans.

- Our Directorate quality assurance framework was revised and launched in December 2022. This framework ensures we have managerial oversight of services and we analyse reviews and feedback to continuously develop and improve services.

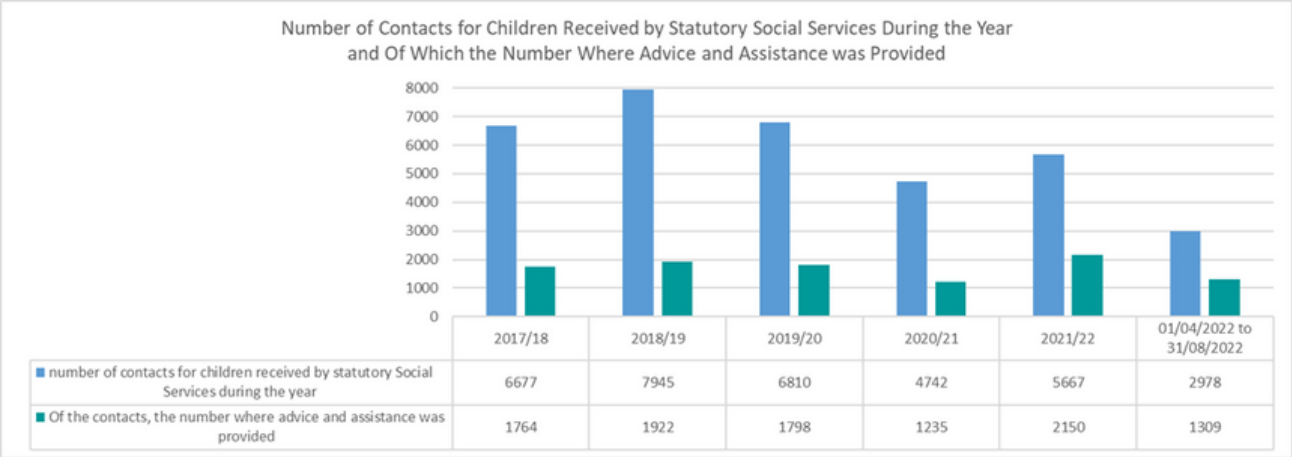
- We have also implemented quality assurance framework for children's residential services.

- The Corporate Parenting and Participation Officer has engaged with key staff, multi-agency partners, council members, care experienced children and care leavers through a variety of events and focused groups to develop and launch the Corporate Parenting Strategy resulting in a co-produced strategic document.

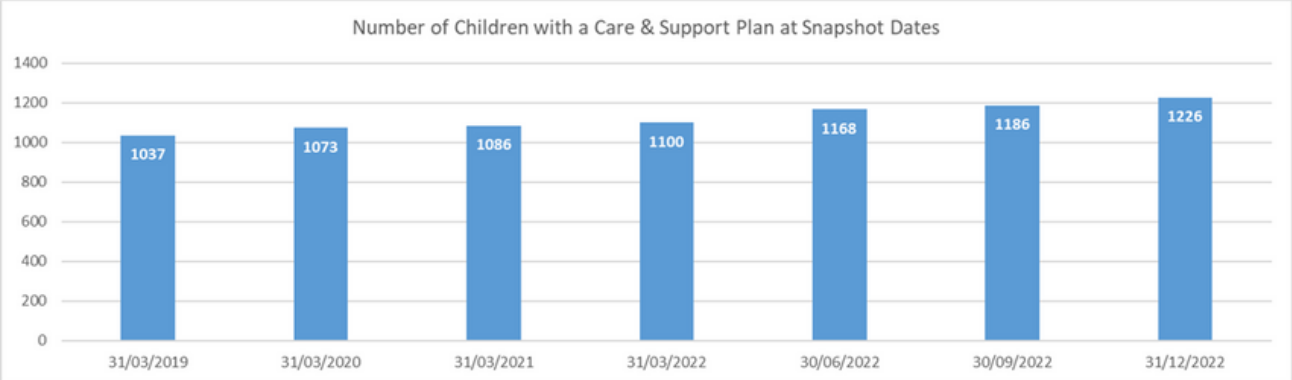
3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care

How well did we do





	2017/18	2018/19	2019/20	2020/21	2021/22	01/04/2022 to 31/08/2022
number of contacts for children received by statutory Social Services during the year	6677	7945	6810	4742	5667	2978
Of the contacts, the number where advice and assistance was provided	1764	1922	1798	1235	2150	1309



What we are doing next

- Develop an engagement and involvement framework so children and young people have an opportunity to become meaningfully involved in all aspects of the work of children's social care in Bridgend.
- The Corporate Parenting and Participation Officer will facilitate an action planning engagement event for the Corporate Parenting Board which will set out how the strategy will be implemented and its impact measured.
- Develop a parent's participation charter so the experience of the families who work with children's social care is understood and used enhanced practices and interventions.

'A' always updated me as the child's social worker, as well as the supervising social worker. She queried anything she was unsure of and provided feedback in a timely manner.

Case Study: Signs of Safety

Children Social Care is working with Wales' only Licenced Signs of Safety Consultant, Bev Edwards, to implement the Signs of Safety framework within Children's Social Care. Signs of Safety is a child protection framework which was developed in Australia in the 1990's and is now used in over 70 jurisdictions across the world, including a number of areas within Wales. The framework is hailed as being developed by Practitioners for Practitioners. Using a questioning approach, the model focusses on the strengths within families to ensure safety and good care. The framework uses assessment, danger statements and safety goals to assist Professionals and families through the child protection process. Families who have been involved in using this framework report to feel more positive about intervention, felt more included and more able to understand the 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. This was not only an opportunity to introduce Signs of Safety to the workforce, but also to celebrate existing good practice that is already happening in Bridgend Children's Social Care (some examples below). The Leadership Team also presented their Leadership Promise, which highlighted their commitment to staff and the families they work with.

Since then, throughout May and June, Children's Social Care staff have been attending two days 'Risk Assessment and Next Steps' training which has provided workers with an understanding of how to use the Signs of Safety approach when undertaking risk assessment and next steps planning with families and professionals.

Through experiential learning, workers had an opportunity to build a better understanding of the Signs of Safety approach, the practice principles and by using their own case example's, workers were able to gain an understanding of the risk assessment, next steps planning and how to involve Professionals, children, their families and carers in the assessment process, in order to agree an immediate family safety plan.

Further to this training, Children's Social Care staff will be part of practice intensive days ensuring the understanding of the framework and how they can embed it within their practice with families, children and carers. Following these practice intensive days, they will undertake a further five-day training, which will give workers time to further develop their skills in using the framework and its tools.

In addition to the training there are a number of workstreams as part of the implementation which will consider meaningful measures, system alignment, leadership and management, learning and development and partner agencies.

Good Practice Examples

Social Workers and Social Work Assistants have provided examples of where they have used a number of creative direct work tools with children to help achieve positive outcomes:

'' I used the circle of control tool to activate a positive mindset in a young person who was frequently going missing and was at risk of CSE. This exercise helped raise awareness within the young person of the risks, it helped him to reflect and change his behaviour.''

''I created a sensory life story book for a young girl who is non-verbal and blind. She had been in foster care since birth and in time the life story book will be converted to audio for her to be able to listen to it and understand.''

''I used hierarchy of needs with a child to help identify what they were doing well, what they were not doing well and what needed to change for the better. I used wallpaper with a child and completed a timeline of their negative and positive experiences.''

''I worked with a family that had no trust in Children's social care and initially did not engage, I was consistent and reliable, this helped build trust through just doing what I said I would. This led to them agreeing to me work with their child and they shared their worries for us to address.''





3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care

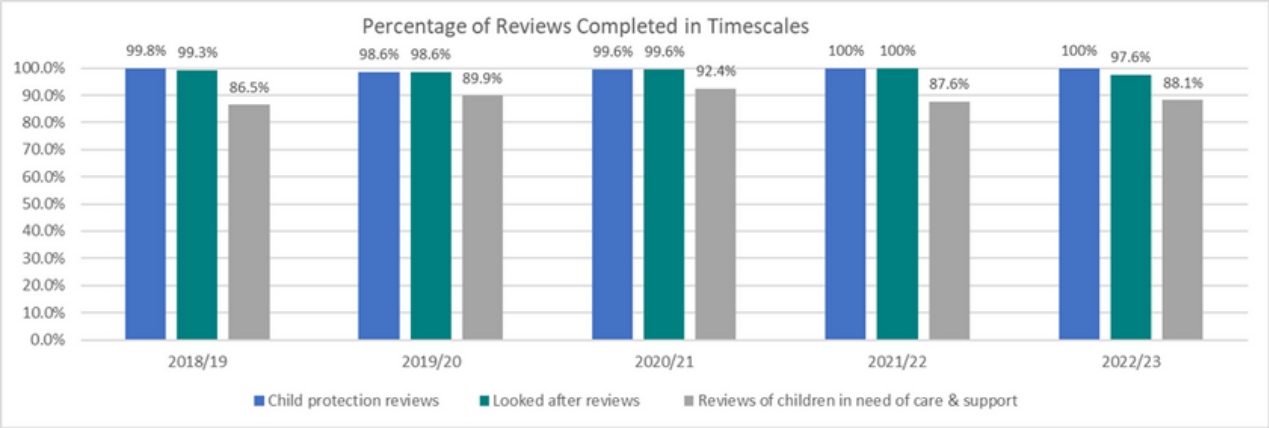


Quality Standard 2: Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing

What we did

- Leaders from children's social care and the health board have set up regular meetings to consider how we can work together more effectively to meet needs and promote better outcomes for children and young people.
- A system has been established to fast-track CAMHS assessments for care experienced children with highly complex needs.
- CAMHS colleagues have participated in stakeholder events and are working with us to extend our therapeutic services for care experienced children.
- Our advocacy provider, Tros Gynnal Plant has undertaken further work to raise awareness of their services. This has included presentations and the offer of support to Social Workers to promote the "Active Offer" to eligible young people and their carers.
- Foster carers, residential services staff and Independent Reviewing Officers (IRO;s) proactively encourage children to access advocacy services.
- Tros Gynnal Plant participated in our corporate parenting pledge event and made the promise that "Care Experienced Children and young people in Bridgend, along with care leavers, are able to access good quality and responsive advocacy services at a time and place that suits them".

How well did we do



Issue based Advocacy activity continued to increase during 2022-23.

We received referrals for 224 children and young people, who presented with 275 separate advocacy issues compared to 155 children and young people with 204 issues in 2021-22.

What we are doing next

- Implement the outcomes of an evidence based review into how we support children and families preventatively outside of statutory social care services.
- Develop an updated commissioning strategy for family support services.
- Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities, working closely with education.

"I feel confident about asking questions without being scared to"

I now feel confident when I join meetings with social services. I can ask questions as well.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care



Quality Standard 3: Taking steps to protect and safeguard people from abuse, neglect or harm

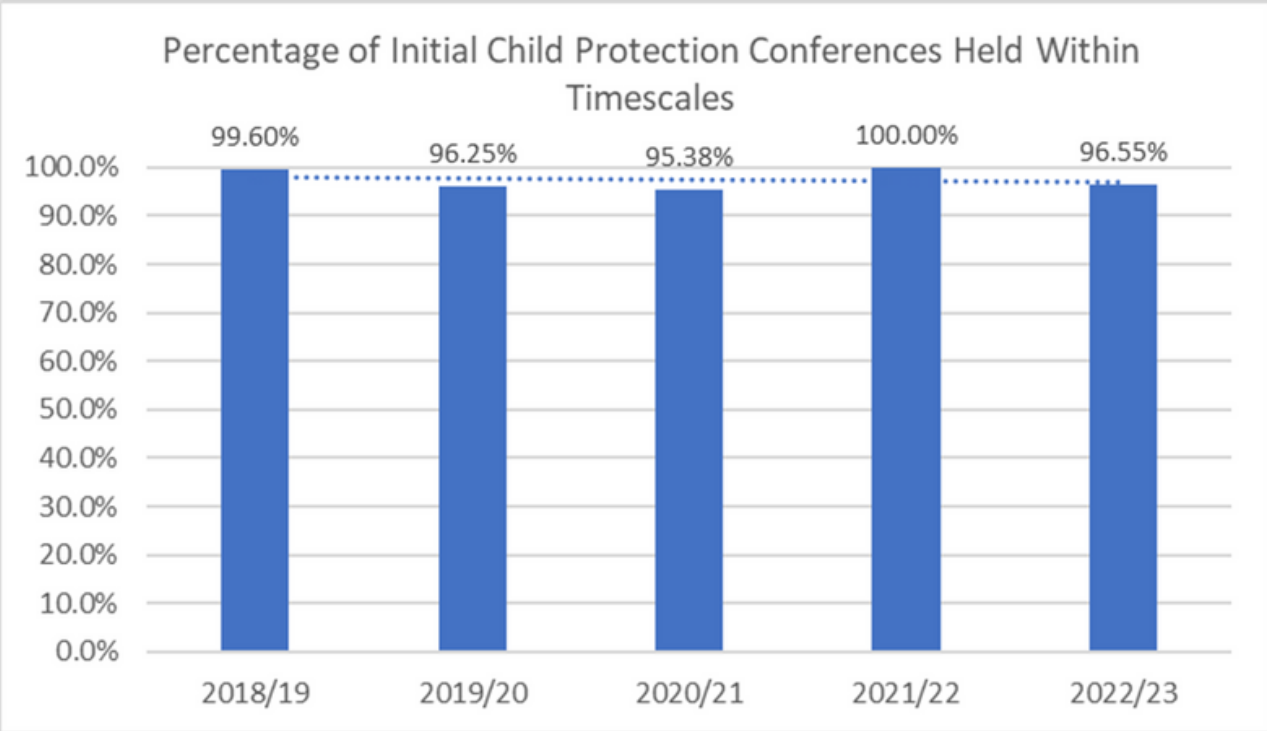
What we did

- The Director and Heads of Service for Adults and Childrens Social Care sit on the CTM Safeguarding Board. The Director operates as vice chair.
- The Director and officers of the Council are active participants on Board sub-groups and have chairing responsibilities. The Director chairs the exploitation sub-group.
- We worked in partnership with Board and the Cwm Taf Workforce Development Team to deliver a programme of safeguarding workshops with a focus on improving practice aligned to areas identified within Child and Adult Practice Reviews.
- We created and successfully recruited to two specialist exploitation senior social worker posts within Childrens Social Care and continued engagement of an experienced interim group manager with an expertise in exploitation to embed new ways of working.
- We have developed an exploitation screening tool for early recognition and intervention and introduced multi-agency panel to support working with children and adults at risk of or experiencing exploitation.
- We have delivered learning events and incorporated review findings into our in-house training including mandatory ‘Back to Basics’ safeguarding. We have introduced the Child Practice Review 7-minute briefings to quickly disseminate key learning.
- We completed a review of the operating model of IAA (Information, Advice and Assistance) services for Children and Families and have agreed the future design of the service.

- A Public Law Outline (PLO) team was piloted to test out the approaches required to support the implementation of the recommendations.

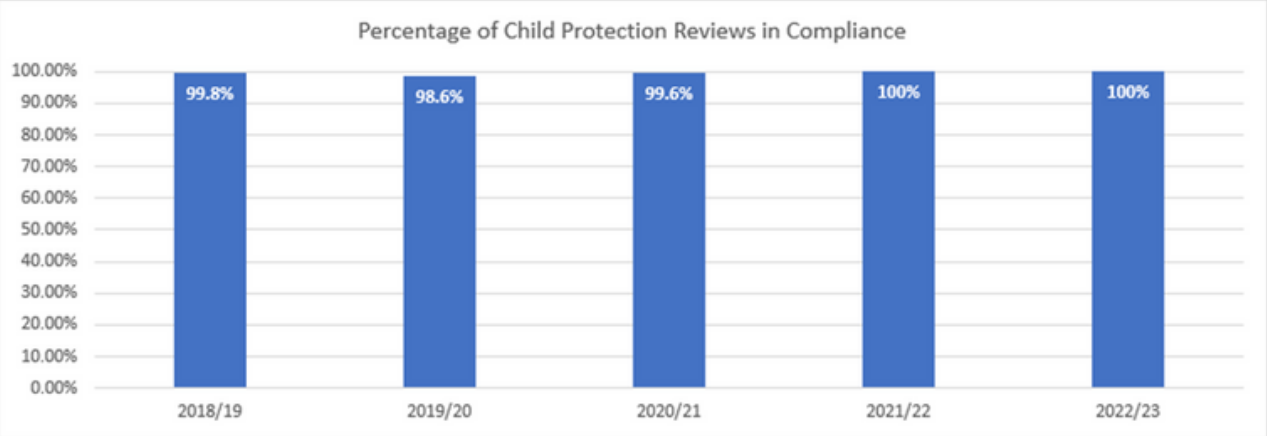
- We created and successfully recruited to a Corporate Safeguarding Officer post to support the Corporate Director for Social Services and Wellbeing to ensure accountability, monitoring and reviewing of corporate safeguarding working arrangements ensuring Bridgend Council adheres to Government guidance and legislation relating to their safeguarding roles and responsibilities.

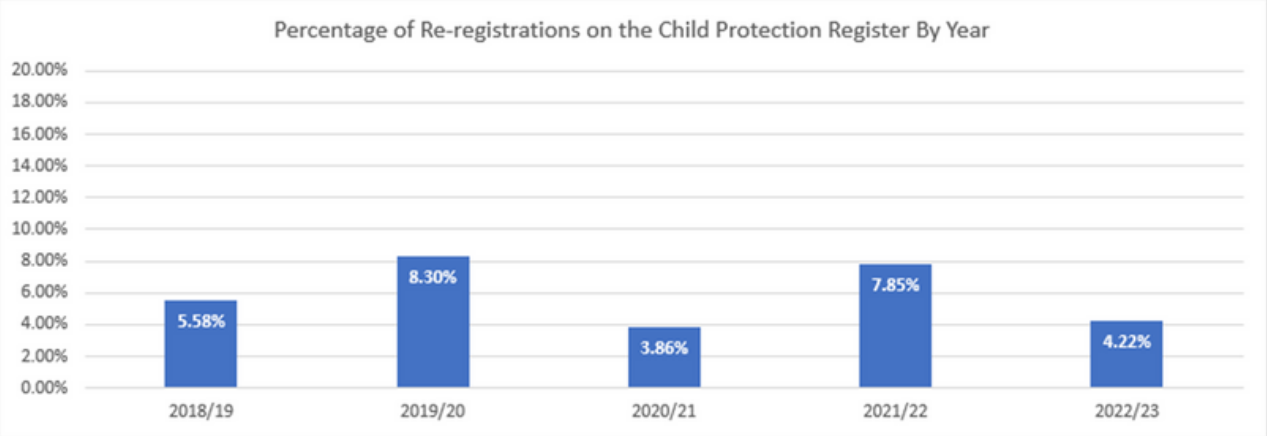
How well did we do

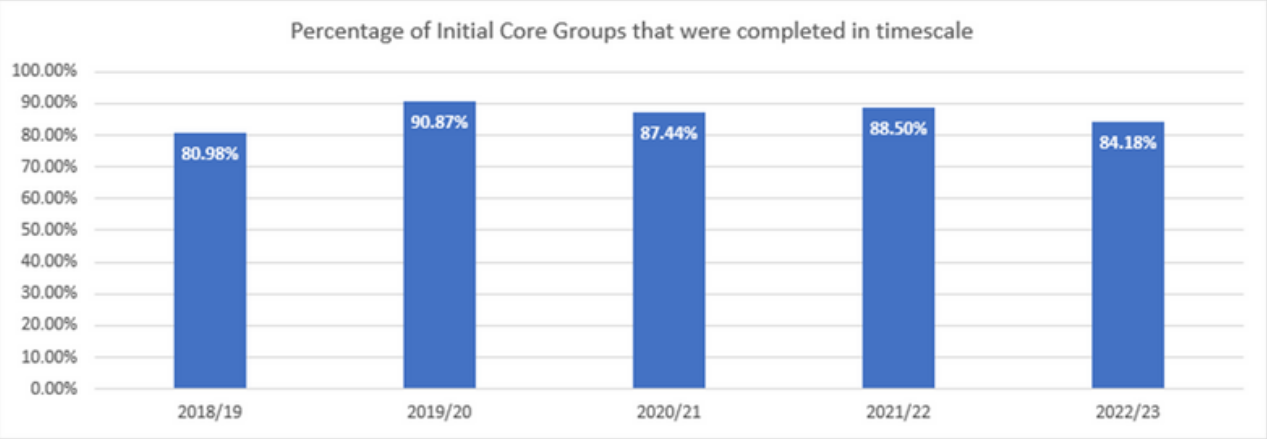


3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

Children's Social Care







What we are doing next

- Ensure that learning from CPRs and other in-depth analysis is systematically embedded through learning, training and development and follow up quality assurance and review.
- Delivery of the 'Signs of Safety' programme as planned across the service.
- Implement our multi-agency exploitation strategy
- Ensure the recommendations from the Public Law Outline working group reforms are embedded in our operating models

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care

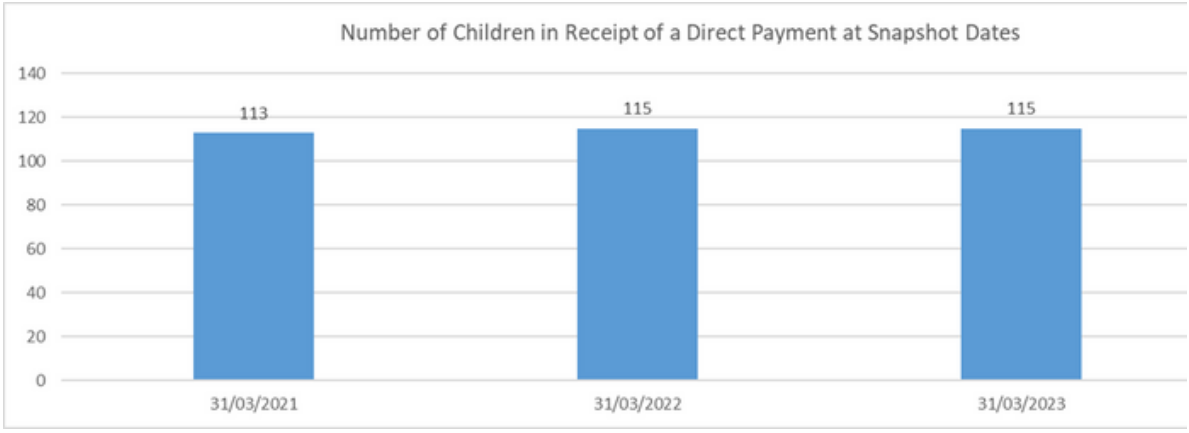


Quality Standard 4: Encouraging and supporting people to learn, develop and participate in society

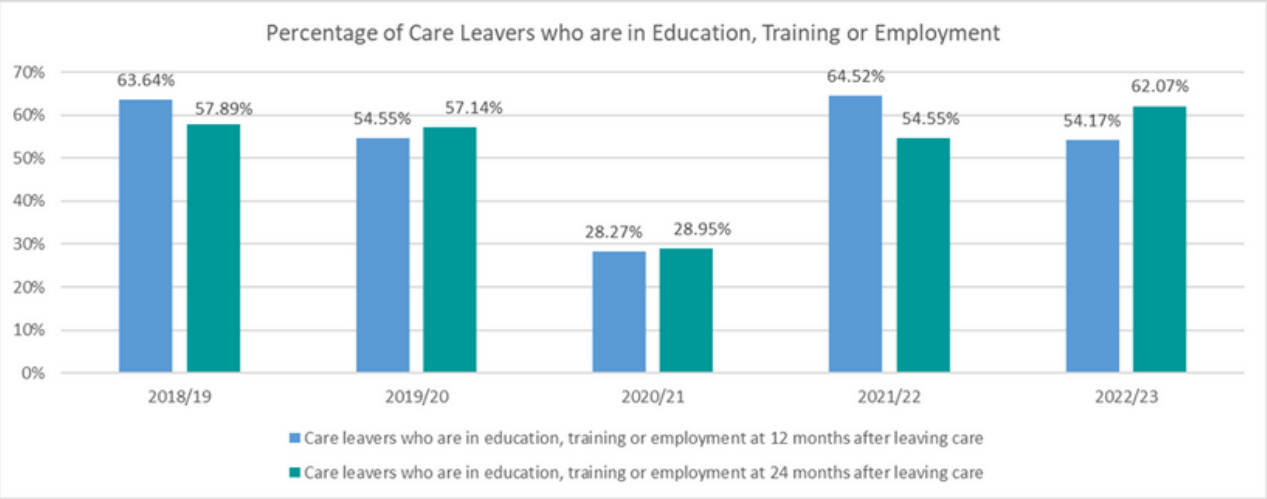
What we did

- We appointed an external consultant to support the revision of the Direct Payments policy. A number of engagement sessions were held with parents and carers and the revised policy was agreed by Cabinet in June 2023.
- We have established a children and young people's area planning board which will inform and finalise a commissioning strategy for disabled children and their parents/carers.
- We have implemented the Basic Income Pilot scheme for eligible care leavers which will conclude in June 2025.
- We have contributed to the national evaluation of the scheme commissioned by Welsh Government.

How well did we do



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care



What we are doing next

- Implement our Direct Payment Policy.
- Celebrate the achievements of our children and families with an annual celebration event.
- Using Shared Prosperity Funding. Appoint an Engagement and Skills Officer who will engage young people aged 19 or over who are leaving, or have just left, the care system and support them to build confidence in numeracy skills and refer eligible participants who are ready to gain accredited numeracy qualifications to the Bridgend Multiply Programme.
- Improve the Personal Education Plan process and consider how this aligns with the Individual Development Plan approach.
- Improve the school attendance of care-experienced children,
- Reduce the number of care-experienced children who are on a reduced timetable.

Just wanted to show case a lovely piece of work completed by X talking a child through the process of getting him back to school. Well done X another excellent piece of child focussed and child friendly work.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care



Quality Standard 5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships

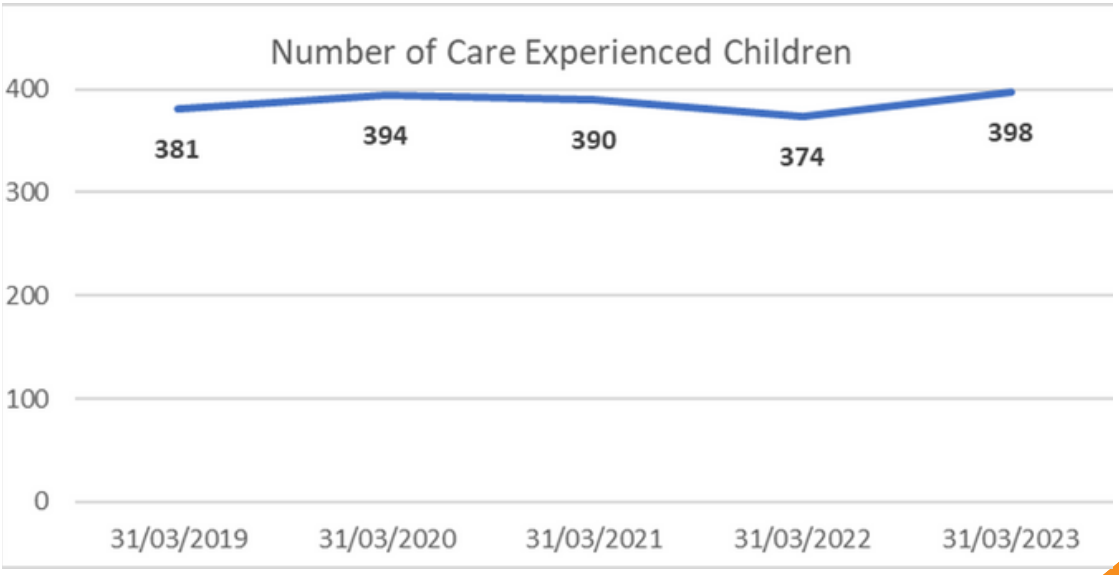
What we did

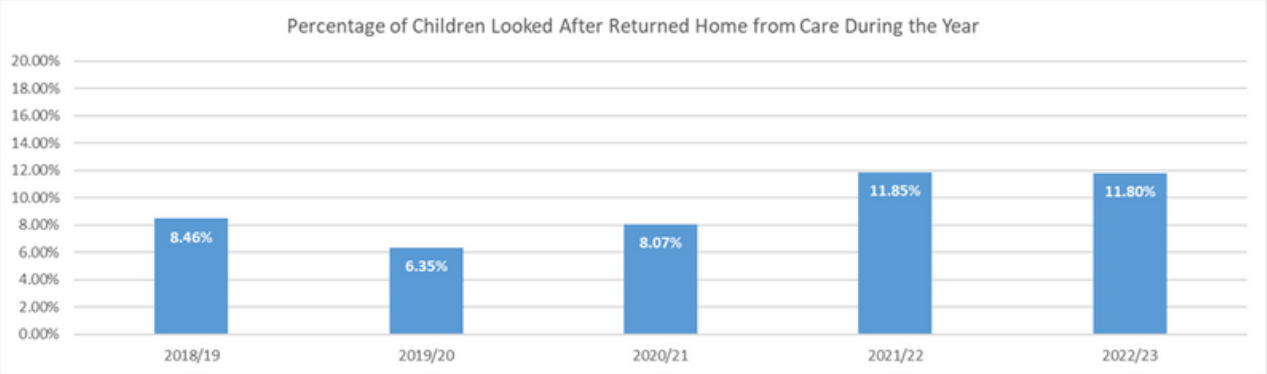
- Multi Agency Permanence Support Service continues to provide specialist support for care experienced children. This includes assessments, therapy and trauma informed carer training.

- The care experienced children reduction strategy is in place and part of its focus is on supporting special guardianship orders to ensure permanence. We have increased the number of special guardianship orders granted by 46% this year.

- Construction of the Golygfa'r Ddôl (formerly the Brynmeyn Children's Hub) is complete and it is anticipated that the hub will open in the Autumn.

How well did we do





What we are doing next

- Implement our care experienced children reduction strategy by safely reducing admissions and introducing an evidence-based framework to enable practitioners to make good judgement about the potential for safe reunifications and alternative orders / permanency arrangements.

- Commission and implement a placement support service to ensure the right multi-agency therapeutic input for children, young people and their carers.

'Y' advised that the advice given has been very helpful and the strategies suggested by 'D' have already made a great difference to the family.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Children's Social Care



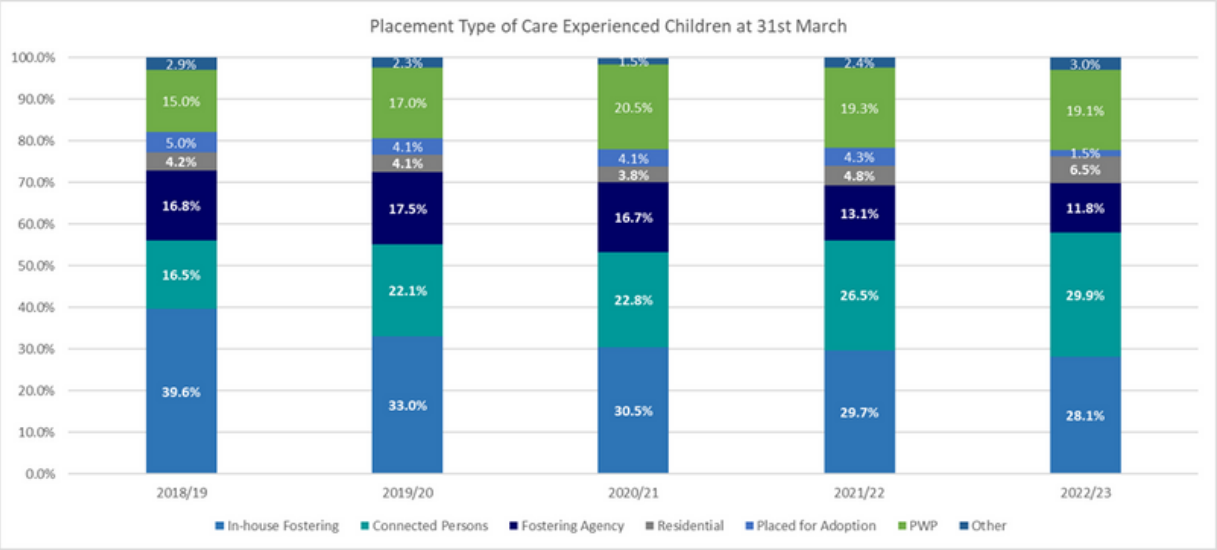
Quality Standard 6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

What we did

- The Foster Carer Charter was approved by the Corporate Committee Corporate Parenting Board and an implementation plan is in place to embed the principles.
- Following a review of Foster Carer allowances, Cabinet approved the increase of 5.5%. In recognition of the cost-of-living challenges, we utilised grant funding to provide an additional £100 payment to all foster carers.
- The solo residential provision was registered in November 2022 and has continues to offer a safe environment in line with children's assessed need.

How well did we do

General Foster Carers	2019/20	2020/21	2021/22	2022/23
Number of initial enquiries to foster received	142	104	96	54
Number of initial home visits/initial assessments conducted	49	43	25	22
Number of fostering assessments commenced	14	27	17	8
Number of new General Foster Carers approved	8	16	4	5



What we are doing next

- Complete the establishment of the children's assessment hub and commence provision.
- Develop and embed a therapeutic placement support contract for children with complex needs across our residential and fostering service, to address placement stability and sufficiency in preparation for the WG eliminating profit policy.
- Continue to work with Foster Wales to recruit a sufficient number of carers to provide foster placements within the local authority.
- Work with regional partners in Cwm Taf Morgannwg ensure there is sufficient quantity and quality of flexible provision for children who's needs cannot be met in standard residential or fostering provision

The CSW and Uncles were complimentary about the support that A and B offered to X and Y to make X's transition smooth. X said they went above and beyond and went out of their way to give X continuity and share information. They welcomed X and Y to their home resulting in a successful move.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

Prevention & Wellbeing Service



Quality Standard 1: Working with people to define and co- produce personal well-being outcomes that people wish to achieve

"It gives us all company, exercise and you make friends. That's a huge part of your life when you live on your own"

What we did:

- We continued to develop co-production opportunities with Carers and Young Carers. The Young Carers network is providing more “voice and choice” and via our continued partnership with BAVO a review of the resilient communities preventative support model and related workforce was completed.
- With the assistance of external funding we have been able to work with HALO to expand the “Feel Good for Life” opportunities. A peer review panel is in place to improve services.
- BAVO and Alzheimers Society have worked in partnership with communities and groups to support them in being more dementia friendly. Alzheimers and AWEN have begun developing cultural opportunities including dementia friendly library spaces.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service

How well did we do?:

- The community navigators supported 677 people in the community including the provision of training to 213 representatives of community groups on preventative opportunities. 176 people were more aware of volunteering opportunities.

- The young carers network has engaged over 280 young carers and young adult carer ambassadors are leading the network group. Wellbeing workshops were co-produced and ran, in partnership with young carers, a series of “You are Valued” days. The National young carers card scheme was enabled to support access to wellbeing activities. The carers wellbeing service was co-designed with unpaid carers.

- The Feel Good for Life programme has supported 200 people living with Dementia and their carers in physical and mental wellbeing support programmes. The National Lottery has provided 5 years investment to further progress the work and develop learning and insight.

What are we doing next:

- Continue to work with people living with dementia or cognitive impairment and carers to co-design services and opportunities.

- Invest in increasing the knowledge and skills of co-production amongst workforce and teams.

- Bridgend carers wellbeing service to engage with unpaid carers and connect to community based support

Case Study: Feel Good for Life

The Feel Good for Life programme delivered by Halo Leisure supports people living with dementia or cognitive impairment to manage their wellbeing and reduce loneliness.

Jeff became a full time carer for his wife when she was diagnosed with Alzheimer's and also developed severe sight loss. Taking on domestic tasks as well as caring responsibilities created challenges.

" The need to escape becomes a daily response when your stress levels peak from the intensity of looking after someone 24/7".

The Feel Good for Life programme helped Jeff and his wife connect with others and also linked him to improving knowledge of nutrition, relaxation and supportive information and contacts. Jeff also feels that he is closer to other carers who understand his situation.

"I have met some lovely people who understand what I am going through and felt great support from speaking to them. It was good to listen to how others manage their day and have the opportunity to listen and share".



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

Prevention & Wellbeing Service



Quality Standard 2: Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing

"Having a mentor like 'X' was great. It really helped me understand that no matter what might be going on in your life you could still achieve things and reach your goals"

What we did:

- We have worked collaboratively with BAVO to support them in co-ordinating a range of community representative networks that support the prevention and wellbeing agenda.
- Our National Exercise Referral Scheme is now fully operational. The scheme includes opportunities for digital access and the chronic conditions pathway has been expanded.
- As part of the Play sufficiency assessment we worked with young people and families with engagement conducted via the Bridgend Inclusive Network Group. We have also scoped opportunities to develop Disability Sport.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service

How well did we do?:

- 141 people attended community networks led by the third sector. 28 thematic network meetings were held in relation to prevention and wellbeing enabling 600 people to gain knowledge to manage their issues and included signposting to resources in the community. We worked with 11 partners to support the development of a carer friendly network group in growing collaborative approaches.

- The National Exercise Referral Scheme has developed new pathways focused on joint care and wellbeing. 1539 referrals were received in the year with 903 people attending initial consultations.

- Bridgend Inclusive Network Group has delivered training and helped build capacity in third sector groups, increasing the partners involved in the network. The Discovery Days programme progressed it's focus and is supporting young adults through transition to build life skills and community connections. The play sufficiency assessment and action plan has recognised the need to support diverse needs including disability, care experienced, young carers and safeguarding concerns.

What are we doing next:

- Identify how direct payment based approaches can support people to have more voice and control in regard to their wellbeing.

- Work with BAVO and broader third sector partners to rebuild and expand capacity to support people to live well in their communities.

- Increase our engagement in regard to people with diverse needs to shape and develop community based opportunities.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service



Quality Standard 3: Taking steps to protect and safeguard people from abuse, neglect or harm

What we did:

- A lead role, supported by Welsh Government has been established for a period of 2 years to support the development of Age Friendly Communities
- Training course held to increase activity delivery workforce and postural stability has been embedded in community activity programmes.
- New National Dementia Standards have been created which will influence how advising and supporting people should be progressed. A number of community based wellbeing opportunities have been co-produced to support people living with dementia or cognitive impairment.

How well did we do?:

- A specific Age Friendly Communities Lead has now been appointed and will build a Bridgend Age Friendly Network that engages partners and stakeholders. This will focus on how the 8 domains can improve the lives of older adults and bring generations of people together. Bridgend aims to become a part of the WHO Global Network of Age Friendly Communities.
- BCBC has supported Care and Repair to co-ordinate a range of partners to operate a Falls Prevention Network Group. Community activity staff as part of the older adults programme have been delivering physical wellbeing programmes to build strength and mobility, peer support and social connections in local communities. Digital approaches to supporting carer wellbeing have also been developing with Cwmpas.

- Our partnership with Alzheimers supported Dementia Connect activities, activity programmes as well as carers information and support. Community based activities supported over 400 users per quarter via multimedia approaches. 100% felt they were better able to make decisions, their adviser understood their needs and would recommend this service to others.

What are we doing next:

- Make further progress on building an Age Friendly Communities network of partners that includes a One Council collaborative approach to support older adults and bring communities together.
- Review the approach to providing advice and support that people living with Dementia or cognitive impairment require in line with the new National Dementia Standards and regional approaches to developing Life Guide roles.
- Develop the next phase of the Connecting Carers programme with partners and align to available resource.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service



Quality Standard 4: Encouraging and supporting people to learn, develop and participate in society

"It has made such a difference for me to see different things on-line and look for information like health and medical conditions....something I thought I'd never need really"

What we did:

- We have continued to operate the Super Agers programme and have secured investment from core preventative funding and external revenue to continue to support those aged 60 plus.

- An evaluation of community transport is ongoing which has identified the barriers to strategically develop different preventative approaches within communities. The directorate has continued to support the Bridgend Community transport service which has supported large numbers of day services visits per week and also the Town Rider scheme to connect people to community based wellbeing opportunities..

- By utilising social prescribing approaches linked to CTM Health Board and Regional Integration Funding we have been able to further develop opportunities for young carers, older adults, unpaid carers and whole household wellbeing.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service

How well did we do?:

- 76% of Super Agers participants valued the social components with 69% being more physically active and 64% improving strength, mobility and flexibility. There were positive improvements to mental wellbeing scores and a recognition of community support networks and reduction in loneliness.

- The books on wheels service has issued 48840 physical resources to our more vulnerable residents at home and this does not include digital and e-resources. Our libraries have also supported warm hub programmes and engagement with older adults on ageing well priorities.

- BCBC has retained 3 local community co-ordinators providing preventative support to over 150 beneficiaries per month. A broad range of referral partners have engaged with the service. Community navigator roles within the third sector are complementing this approach to community resilience. Awen supported a specific development post and social prescribing activities and Halo created specific roles for older adult interventions and children/young people

What are we doing next:

- Work collaboratively with community partners and across social care to identify how support can be developed for our more vulnerable citizens.

- Further evaluate the accessibility of community based preventative activities and how barriers can be mitigated including transport, community hub approaches and digital resources.

3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service



Quality Standard 5: Supporting people to safely develop and maintain healthy, domestic, family and personal relationships

"Mr and Mrs 'X' have made great friends with another couple attending the programme and have since attended other community groups. They feel like they are starting to build a community for themselves here in Bridgend"

What we did:

- Annual wellbeing support opportunities have been jointly developed between Children's Social Care and the Prevention and Wellbeing service to support hub programmes, trauma support and transition into communities.
- We engaged with unpaid carers to review the Carers Wellbeing Service and co-produced a new service specification. The new contract was established in April 2023.
- We operated a range of programmes to further develop family and whole household support activities. These included the Family Active Zone, Made for Mams and Early Years opportunities.

How well did we do?:

- Young carers are now fully involved in the co-production of opportunities. 170 young carers attended social opportunities and the partnership with BING is supporting 40 parent carers of children and young people with additional needs. Support for care experienced children has developed new pathways linking to community transition.

- The Carer Wellbeing Service supported 1582 individuals. There were 410 'What Matters' conversations and 581 people received information, advice or assistance including signposting. Of these, 194 full assessments were requested via the Common Access Point. Most referrals came from adult social carebut 177 came from other partners. There were 356 carers supported not previously identified. The carers assessment pathway has been reviewed.

- New family support programmes were developed including Happy Hands which supported 42 families, the Ti a Fi programme which also supported 42 families and early years play support for 54 families. Pre and post-natal activity training was delivered to 26 people and 100 early years resources created to support families. The FAZ programme has developed new digital approaches to maximise access.

What are we doing next:

- Develop a more consistent approach and easier to understand pathway in relation to full carer assessment and how that links to lower level "What Matters" conversations. Encouraging a broader range of third sector partners to work collectively and more collaboratively for the benefit of carers.

- Further develop targeted supportive opportunities within community settings, for care experienced children as part of the corporate parenting strategy, young people with safeguarding concerns, young carers and children with additional needs.

- Continue to build partnership working to support family wellbeing and resilience and early years supportive opportunities.

Case Study: Young Carers Network

During the year there has been co-production taking place with young carers and young carer ambassadors to develop a network that helps meet their needs. This has connected to a new young carers identity card that has seen 303 cards issued to young carers. The aim of the card has been to improve the visibility of young carers and to help more partners and stakeholders understand how they can help. The young carers have led the development of 10 awareness raising events and there has been partnership working with 10 local businesses to add value to the card scheme. As part of the network a series of 'we are valued' days have been supported with 165 young carers and their friends attending. These have been in partnership with local schools who have been creating support networks within school settings. During the year, the young carers ambassadors were recognised within the High Sheriff's Awards for their work in developing the young carers network.



3. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP
Prevention & Wellbeing Service



Quality Standard 6: Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets needs

What we did:

- We secured a broad range of investment to support delivery, community development and Third Sector opportunities. New investment streams are in place for 2023/24.
- An online streaming pilot was developed with unpaid carers in community settings. This included equipping community venues to deliver activities that supported physical and mental wellbeing

How well did we do?:

- The Summer of Fun programmes were delivered and the Holiday Playworks programmes supported young people known to social care. Targeted leisure access programmes were put in place for young carers and children with disabilities. We invested in a range of community led initiatives where needs had been identified by people with lived experience.
- The Connecting Carers programme in collaboration with Cwmpas supported 154 unpaid carers and engaged 31 community partners in network groups. Streamed support relating to anxiety management and mindfulness in community settings was developed. 6 new local services/opportunities were created. There were 76 people who reported improved awareness of local/regional support. A new carer wellbeing course was developed with social care recovery funding.

What are we doing next:

- Continue to target investments to support networks of vulnerable groups enabling them to have ownership and control of their wellbeing
- Develop leadership and employability programmes to build skills amongst young people including those who are more vulnerable.
- Develop additional resources with Cwmpas to support unpaid carers to manage their wellbeing and have lives beyond caring.

"The whole service has been outstanding. A complete support service. We have since had an ASD diagnosis, supportive services and a whole lot of relief for my brother"

4. How we do what we do



Our workforce and how we support their professional roles

Our workforce are our most valued resource and the recruitment and retention of staff continues to be a significant risk with challenges faced across the whole Directorate.

To support this challenge we progressed a number of key actions:

- Implemented a review of the social work operating model for adult social care and of operating models in children's social care to ensure the Council is best able to support people.
- Undertook an international recruitment campaign, successfully appointing 10 social workers who have either commenced in post or will be starting shortly. We will appoint up to 20 international recruits in the next year.
- Worked with other Welsh local authorities to agree a Memorandum of Cooperation to improve the quality and cost effectiveness of the engagement of agency social workers.
- Implemented social work support officer roles across children's social care to reduce the 'non social worker' tasks that professional social workers undertake.
- Agreed Corporate support to ensure all vacant posts are covered with a number of teams operating above establishment to meet need in a timely way and keep caseloads at a reasonable level.
- Created and successfully recruited to two specialist exploitation senior social worker posts within Childrens Social Care and continued engagement of an experienced interim group manager with an expertise in exploitation to embed new ways of working.
- Supported the recruitment of staff within our Support at Home service by:

    - working in partnership with the Corporate Communications Team and Engagement of Employability to develop promotional marketing material;
    - Reviewing the rota arrangements to move away from 'split shifts'
    - and piloted the use of electric vehicles within the service.

- Funded the appointment of a Marketing and Communications officer to support the Directorate to promote positively the opportunities in Bridgend social care.

Professional development is a key factor in supporting the recruitment and retention of staff. To ensure our staff feel valued and supported our Social Care Workforce Development Team develop and implement key training, learning and development opportunities:

What we did

We supported social care staff to develop their skills by:

- Continuing to work in partnership with the Cwm Taf Morgannwg Dementia Care Training Team to deliver a comprehensive programme aligned to the Good Work Framework and will be extended to include to informal carers.

- Managers, team leaders and support staff attending Active Support Training in the Supported Living Service, leading to a positive impact on enabling care being reported.

- Launching the Signs of Safety Practice Framework Framework across Children's Social Care and the Strength Based Outcome Focussed model across Adult Social Care.

- Providing an enhanced range of e-learning available to Foster Carers and Children's Residential staff via The Training Hub.

- Delivering a mandatory safeguarding 'Back to Basics - Strengthening Social Work Practice' training programme designed to create a solid foundation and consistency of practice across Children's Social Care, Early years and Family Support.

4. How we do what we do

- Utilising Welsh Government grant funding (approx. £54K) to deliver preparatory training in both Adults and Children's Services in Liberty Protection Safeguards awareness; assessing mental capacity, best interests, and preparing for the Court of Protection, and court skills. We also delivered awareness training for direct care managers and seniors across BCBC, the independent and voluntary sectors.

- Working in partnership with Cwm Taf Workforce Development Team and the Cwm Taf Morgannwg Regional Safeguarding board to deliver a programme of safeguarding workshops with a focus on improving practice aligned to areas identified within Child and Adult Practice Reviews.

- The creation of a manual handling training/assessor post. The postholder is working with community occupational therapists and other professionals to provide support and advice to those caring for a family member at home.

- Launching the Directorate's Social Work and Occupational Therapy Teams Charter during our Celebration of World Social Work day event in March 23 which was attended by 60 staff.

- Supporting workforce wellbeing as a priority, targeting specialist support to teams and workshops General wellbeing support is available from on-line resources provided by the Directorate and the Council.

- Reviewing our Supervision Policy and Practice Guidance to ensure they are more closely aligned to a focus on strengths, outcomes, and a reflective approach. This was supported by a commissioned training programme for supervisors and supervisees in assessment and case management, and direct care services.

- Commencing the development of and preparation to deliver an induction and core training programme for staff who will be working at a new Children's Residential Home due to open in the summer of 2023.

- Modelling a culture of compassionate leadership which is firm, fair and kind;

- Delivering a bespoke leadership management development programme with our Improvement Partner and working with the partner to support team development planning.

4. How we do what we do

We supported qualifying pathways to careers in social care and social work by:

- Creating a Social Care Assessor post to support authority and independent domiciliary and residential provider service managers to provide a through supportive induction for new social care workers; and then to progress on to a Health and Social Care Diploma which will allow staff to develop and demonstrate competence in their social care role.

- Continuing to provide secondment opportunities for staff to undertake the BSc Social Work degree at Bridgend College with 4 staff commencing in September 2022.

- Creating 4 social work trainee posts. The postholders have commenced a programme of placements within teams across both Adult and Children's Social Care alongside studying for a social work degree.

- The continued provision of support for staff on the Adult social care worker apprenticeship programme. All 3 apprentices have successfully secured social care jobs with the authority.

- Introducing a Social Services Practitioner Apprenticeship within Children's Social Care.

We supported strength based practice across the Directorate:

- In Adult Social Care managers developed a strengths based, outcomes focussed practice model. The model was launched at events for staff working in our integrated teams and a learning and development plan is being finalised for delivery in 2023-24.

4. How we do what we do

- In Children's Social Care implementation of the Signs of Safety practice framework has begun. Signs of Safety is a relationship and strength-based approach to working with children, young people and their families. It focusses on the safety and wellbeing of children and young people and keeps their voices and experiences at the centre of all plans. A programme of training has been developed with delivery from April 2023.

We supported Post qualifying programmes for social work by:

- Continuing to support newly qualified social workers via our First Year in Practice programme.

- Providing mentoring and assessment for social workers within their first three years of post-qualifying practice undertaking the Consolidation Programme via Consortiwm Y De.

- Supporting managers to access the IPC (Oxford Brookes University) Team Manager Development Programme.

How well did we do

- There was a 252% increase in the number of attendees at the Cwm Taf Morgannwg Dementia Care Training and a 107% increase in those going on to become Dementia Champions:

- 153 staff attended the mandatory safeguarding 'Back to Basics - Strengthening Social Work Practice' training programme

- 108 staff registered for and are working towards a health and social qualification at Level 2, 3, 4 or 5.

- 241 staff have attended wellbeing workshops and team events.

4. How we do what we do

- 4 staff enrolled on the first cohort of the new Social Services Practitioner Level 4 qualification with five staff allocated places on Cohort 2 commencing in September 2023.
- 11 staff achieved the Training, Assessment and Quality Assurance Award (TAQA).
- Provided 24 Practice Learning Placements for students studying for a degree in social work.
- 6 social workers completed the Consolidation Programme.
- Commenced support for 3 social workers to undertake a practice educator award.
- 4 social work team managers commenced the Team Manager Development Programme.
- Delivered two cohorts of the 3-day ILM endorsed Core Skills for Coaching training course.
- Launched the Directorate Leadership and Management Development Programme with 56 staff in attendance. The programme is being delivered by the Institute of Public Care (IPC) and has been co-produced with the Senior Management Team and an advisory group of managers from across the service and focusses on quality and performance;

Social Care Worker registration with Social Care Wales:

- Working alongside adult residential care home managers we have supported 128 adult residential care home workers to register with Social Care Wales by the required October 22 mandatory registration date.
- Domiciliary care staff have accessed a programme of CPD core courses to ensure they have the required training for their first re-registration with Social Care Wales.

4. How we do what we do

Building a digitally ready workforce

The Workforce Development staff have accessed training to support the delivery of effective virtual learning.

Staff working in Children's Social Care, early years and family support have received training on Video Interaction Guidance (VIG), which involves the use of media to enhance communication within family relationships.

To increase take up of e-learning and improve access to on-line training events we have purchased a number of laptops for use by foster carers. Foster carers have access to on-line safety training via the Training Hub.

To continue our commitment to research in practice, we have renewed our annual subscription to Community Care Inform Adults and Children's and there has been an increase in the number of staff who have activated their account. We have also developed bespoke Bridgend pages on the Community Care Inform websites.

We are upgrading our learning management system package to improve the on-line learning experience for staff (across the sector) enabling us to improve data management and reporting as well as addressing issues of recording e-learning activity and compliance.

4. How we do what we do

What are we doing next

- Increasing opportunities for students at school and further education establishments to access work experience placements within social care.
- Continuing to support the Social Services Practitioner programme and work with the Local Authority Consortium, City and Guilds/WJEC and Further Education Colleges to align the programme to the first year of the social work degree and secure the programme as an exemption from Level 4 of the degree.
- Working with partner Higher Education Establishments on the development of social work degree part-time routes at both undergraduate and post-graduate level.
- Extending the social work traineeship programme and offer a Level 7 Masters Programme.
- Recruiting an additional workforce development officer to support and assess the competence of our hosted student social workers.

Our Financial Resources and How We Plan for the Future

The increase in the quantum and complexity of work has been evident throughout this report. The level of need for social services and well-being is higher than ever before as evidenced through the CTM RPB Population Needs Assessment. Alongside this increase in need, which many areas of Wales are experiencing post pandemic, exacerbated by the cost of living crisis, there are also significant capacity challenges in respect of workforce and service availability. In Bridgend children's services there has been an exponential increase in contacts which analysis shows us is predictable and we would expect to continue for a number of years following high profile tragedies.

The net budget for the Social Services and Wellbeing Directorate for 2022-23 was £85.387 million and the actual outturn was £96.255 million which following a drawdown of £3.809 million from earmarked reserves (EMRs), resulted in an overspend of £10.868 million.



Our Financial Resources and How We Plan for the Future

A summary of the main financial pressures are:

- The exponential increase in need for children's social care as evidenced through increasing contacts, increasing numbers of assessments and high numbers of children on the child protection register. To keep the children safe and for the Council to meet statutory duties in respect of safeguarding children, there has been significant engagement of agency workforce to fill vacant posts and over the budgeted establishment– in particular this has placed pressure in the Multi Agency Safeguarding Hub and Information, Advice and Assistance Service, safeguarding localities and the Care Experienced Children's Team and the Children's Social Work Team in children's social care. A sustainability plan is being developed to inform the level of workforce required to sustainably deliver safe services in a way that reduces need for statutory interventions. Independent analysis commissioned by the Corporate Management Board has shown that there is a gap of £3.5 million in services that support children and families to achieve a sustainable operating model in which the local authority moves away from dependency on unfunded, over establishment agency workforce. This is key to moving from a Council that 'requires improvement' to consistently good outcomes for children and families.

- There is also an increasing complexity of need in adults' and children's services with service over spends for key population groups. Bridgend has a growing population and there are more people with statutory care and support needs post the Covid-19 pandemic. Practice continues to be strength based and eligibility criteria rigorously applied. Cost overspends are most 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. Some increased complexity can be attributed to the impact of extended Covid lockdowns on physical and mental health, but they also reflect cost pressures in social work teams to prioritise work that maximises independence.



- A reduction in specific grants previously available to social care services has also increased the pressure on core budgets in 2022-23. In 2021-22 significant one-off grant income was received such as the Social Care Recovery Fund (£2.916 million) and the Social Care Pressures Grant (£2.221 million). Whilst the Social Care Recovery Grant primarily funded one-off costs, the combined value of these grants (£5.137 million) supported pressures in 2021-22 and were primarily allocated to the following service areas:- Children's Social Care (£1.886 million), Learning Disabilities (£992,000), Prevention and Wellbeing (£617,000), Mental Health (£454,000) and Older People (£441,000).

In March 2023, as part of the budget setting process Council approved budget pressures of £8.174 million for the Social Services and Wellbeing Directorate for 2023-24. This will cover areas such as Real Living Wage (**£2.48 million was WG hypothecated Real Living Wage for care workers**), uplifts on commissioned contracts, demographic pressures, Children's Residential and Independent Residential Care, Learning Disabilities and increased demand and increased costs of commissioned services.

The Directorate has had a selection of EMRs made up of historical reserves and new reserves set up at the end of the 2021-22 financial year, funded from the under spend position. These earmarked reserves totalled £8.870m. These have been put in place to support some of the pressure areas identified above. Key areas supported by the EMRs include the Managed Team costs, the Grow Your Own Social Worker initiative, the Telecare Analogue to Digital migration and Social Work Capacity in the network teams. During 2022-23, £3.809 million of EMRs were drawn down and a further additional EMRs established totalling £1.015 million, leaving £6.076 million of EMRs going forward into the new financial year and beyond.

Sustainable and aligned service and financial plans, which maximise the impact of all services – statutory and non-statutory – to prevent 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 previously noted 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 also will be considered by Cabinet in Autumn 2023.

The end of year annual Social Services and Wellbeing financial summary can be found here in the Council Report outlining the revenue budget outturn for 2022/23:

Our Partnership Working, Political and Corporate Leadership, Governance and Accountability



The Council has recently published its new 5 year Corporate Plan for 2023-28. The key focus is "Delivering Together" via a one council approach working with key partners to support the best outcomes for people of the borough. As reflected in this plan, partnership and multi-agency working is integral in supporting the delivery of our services.

At a regional level the Directorate works closely with Cwm Taf Morgannwg University Health Board, Merthyr County Borough Council and Rhondda Cynon Taf County Borough Council to form the Regional Partnership Board. The Directorate is also a member of the RSB who in May 2023 published their 3-year Strategic Plan setting out safeguarding priorities for the region.

At a local level several of our services are co-located with key agencies. Bridgend Multi-Agency Safeguarding Team (MASH) is co-located with agencies including South Wales Police, social landlords and the third sector to provide a collaborative approach to safeguarding across the borough. Our Integrated Cluster Network Teams work with Cwm Taf Morgannwg University Health Board delivering services to people within the community and our Prevention and Wellbeing Service works with third sector partners, AWEN and HALO in the delivery of leisure, cultural and wellbeing services.
The Directorate works in partnership with Edge of Care services who form part of the Council's Family Support continuum to support family resilience via an early intervention and prevention model. Over the year, the service has worked successfully with a number of families, children, and young people to prevent them from becoming care experienced.

Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The Overview and Scrutiny Committee meet 4 times a year to examine our decisions and developments making recommendations on future delivery of our services. The Cabinet Committee Corporate Parenting Committee. chaired by the Deputy Leader, meets on a quarterly basis and is responsible for making important policy decisions on service provision for care experienced children and care leavers.

The Corporate Director of Social Services and Wellbeing is a member of the Council's weekly Cabinet Corporate Management Board and fortnightly Cabinet and Corporate Management Board. Corporate Leaders have further oversight of the Directorate's progress and performance against each of the Council's key objectives via the Council's Corporate Performance Assessment (CPA). These meetings and reporting mechanisms ensure robust corporate leadership and a clear link between the Directorate's strategic and operational priorities and the Council's overall objectives,

We monitor key performance and management information of all 3 service areas on a weekly, fortnightly or monthly basis at team, service and directorate level. This provides the Corporate Director and Heads of Service with managerial oversight ensuring we are on-track to achieving not only Directorate priorities but also Corporate and Regional priorities.

Links to all 2022/23 Cabinet, Council, Corporate Parenting and Overview and Scrutiny Committee reports and minutes that relate to social care can be accessed here.

Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**4 SEPTEMBER 2023**
Report Title:	**STRATEGIC WORKFORCE PLAN**
Report Owner / Corporate Director:	**CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY**
Responsible Officer:	**PAUL MILES, GROUP MANAGER HR & OD**
Policy Framework and Procedure Rules:	**There is no impact on the policy framework or procedure rules.**
Executive Summary:	**The Draft Strategic Workforce Plan 2023-2028 is being presented to the Corporate Overview and Scrutiny Committee for comments prior to formal submission to Cabinet in the Autumn.** **The Council's workforce plan expired in 2021 and work on the new strategic plan was paused as resources were targeted towards the response to the pandemic. Strategic HR capacity has been a factor, and this was identified during the Springing Forward – Strategic Workforce Management audit undertaken by Audit Wales in 2021/22 and received in October 2022.**

1. Purpose of Report

1.1 The purpose of this report is to present the draft Strategic Workforce Plan 2023-2028 to Corporate Overview and Scrutiny Committee for consideration and comment.

2. Background

2.1 The council's workforce plan expired in 2021 and work on the new strategic plan was paused as resources were targeted towards the response to the pandemic. Strategic HR capacity has been a factor, and this was identified during the Springing Forward – Strategic Workforce Management audit undertaken by Audit Wales in 2021/22 and received in October 2022.

2.2 The recommendations from the audit, which were reported through Corporate Performance Assessment, are set out below:

- Recommendation 1: 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.

- Recommendation 2: 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.

- Recommendation 3: 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.

2.3 Workforce planning was also an area of improvement identified as part of the Council's corporate self-assessment process and subsequent report. Workforce management was assessed as good, whilst it was considered that more capacity among managers and in the Human Resources (HR)/Organisational Development (OD) service, was required. The view was that the Council needs to focus on strategic workforce planning to assess workforce needs in the longer-term including pay, terms, and conditions. This will have to be balanced against the current budgetary demands and capacity issues.

3. Current situation / proposal

3.1 The Draft Strategic Workforce Plan 2023-2028 is at **Appendix 1** and includes:

- Alignment to our Corporate Plan and other key strategic priorities,
- Our workforce profile,
- Our future workforce themes and priority actions.

3.2 Service workforce planning will be developed and examples of approaches taken by other local authorities are being considered. The process will need to progress through close collaboration between Directorate managers and the respective HR Business Partners.

3.3 Co – produced delivery plans will be developed in response to the workforce themes, which will identify what we have done and what we plan to do next.

3.4 Strategic Workforce Planning training for HR officers has been undertaken and is due to be delivered by the Local Government Association to Corporate Management Board (CMB). This will be followed by training throughout the organisation to ensure Directorate managers have due regard to the Strategy when considering business or financial planning.

3.5 The draft Strategic Workforce Plan has been shared with Cabinet/CMB (CCMB), Heads of Service and the Trade Unions. All consultees have welcomed the approach and their feedback has been used to finalise the draft and there were no concerns raised by the TU's.

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

4.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected

characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal at this stage. This will be considered further as each delivery plan is developed.

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

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

6. Climate Change Implications

6.1 There are no climate change implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no safeguarding or corporate parent implications arising from this report.

8. Financial Implications

8.1 There are no financial implications associated with this report.

9. Recommendation

9.1 It is recommended that Corporate Overview and Scrutiny Committee consider the report and provide any comments.

Background Documents: None

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Delivering together, Our Strategic Workforce Plan 2023-2028

APPENDIX 1

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Foreword Chief Executive and Cabinet Member for Finance, Resources & Legal

Bridgend is an ambitious council that wants the best outcomes for all its citizens. We want our county borough to be a great place to grow up, study, work and live long and happy lives.

Our new Corporate Plan, 'Delivering Together', has recently been approved and sets out our wellbeing objectives and ways of working which are designed to improve how we deliver services for the benefit of our residents, in a collaborative, innovative and supportive environment. We know that local government currently faces many challenges around supporting our most vulnerable, dealing with a cost-of-living crisis, ongoing financial issues and importantly recruiting and retaining good quality staff, but also many opportunities to impact positively on the lives of local people.

The authority is one of the largest employers in the county borough, with around 6,000 individuals delivering over 800 services to 145,800 residents and 4,000 local business in the county borough.

Our employees possess a diverse range of skills, abilities, and experience necessary to deliver high-quality, value-for-money services to local communities.

We pride ourselves with matching the right people, with the right skills, to the right jobs in a way that benefits both our staff and the communities we serve. Bridgend Council employees not only have the chance to enjoy a rewarding career, with opportunities for development, but also to be part of the team that is shaping the future of a diverse and vibrant county borough, and live in one of the most attractive areas of South Wales, incorporating beautiful valleys, vibrant towns and a fantastic coastline.

Our residents deserve the very best from those who serve them and have a council they can be proud of - and you can help play an important part in this in a variety of important and exciting roles.

Working for our authority, you can expect to be treated equally and with respect. We value all our employees and aim to create a positive, progressive, and open culture that supports everyone to thrive.



Mark Shephard



Cllr Hywel Williams

Introduction

This strategic workforce plan links to and supports the council's priorities as set out in our Corporate Plan 2023-2028 - Delivering together. Best use of all council resources, its people, assets, and budget, will be crucial in delivering these ambitions in the next 5 years for the residents of the county borough.

Our workforce is central to the achievement of these wellbeing objectives, and we must plan ahead to meet future requirements. We recognise the importance of being able to recruit and retain a sufficient number of employees with the right skills and attitudes who can work collaboratively to deliver council services and priorities, within the resources available. This is increasingly important at a time of growing pressures on services, and whilst operating in a challenging recruitment market.

We must focus on developing the potential of our current and future workforce, where there is strong leadership, and our employees are supported and clear about accountabilities. We want employees to engage about how to make improvements and feel that their opinions are valued.

Setting out the corporate and cross cutting actions to meet the council's future workforce needs, this 5-year Plan aligns with other key strategies. The priority themes will be considered and clarified in the delivery plan that supports this plan and will be reviewed each year to ensure they are still fit for purpose.

Importance of workforce planning and development

The traditional definition of workforce planning is about getting the right number of employees in the right place with the right skills at the right time to deliver our vision and priorities.

In view of the complexity and ever-changing nature of local government there must also be flexibility within the workforce, to respond to internal and external changes.

Workforce planning makes the links between business planning and people plans for recruitment, retention, development, and training. It also provides the opportunity for longer term thinking about:

- Future pressures
- Priorities
- Services
- Skills
- Risks
- Demand

Our workforce planning arrangements need to assist the council to identify critical workforce issues and provide a structured and co-ordinated approach to building the capacity and capability of our workforce within available resources. It will inform action to:

- Ensure we have a workforce fit for purpose to deliver council priorities
- Recruit to essential front-line roles and retain a skilled and experienced workforce, taking action to address skill shortages
- Develop and motivate employees to achieve high levels of performance

Workforce planning is key to achieving service objectives through the implementation of effective strategies. This will involve:

- the analysis of the present workforce
- the identification of the future skills and competencies needed by employees
- the comparison between the present and the future workforce and the creation of strategies to address identified gaps

Information used to inform our plan

The workforce plan complements the council's wider strategic planning arrangements and its wellbeing objectives as set out in our Corporate Plan 2023-2028 - Delivering together, which drives the strategic direction of this plan.

It builds upon the previous workforce plan and, takes account of Medium-Term Financial Strategy and other key strategies and significant workforce issues which arise from the following:

- The corporate self-assessment judgements and subsequent report for 2021/2022
- The outcomes of the engagement, involvement, and consultation to inform the Corporate Plan
- Bridgend 2030 Net Zero Carbon Strategy
- The council's Digital Strategy 2020 - 2024
- A healthier Wales: Workforce strategy for health and social care
- Strategic Equality Plan 2020 to 2024
- Welsh Language Strategy 2021 to 2026
- Future Service Delivery project
- Staff survey 2022, feedback report March 2023
- Feedback from our Elected Members and recommendations from Committees
- Feedback from our engagement with trade unions based on our social partnership approach
- Relevant performance indicators
- Past plans and views from our regulators

Alignment of our workforce plan to our Corporate Plan – Delivering together, 2023-2028 and the Wellbeing of Future Generations (Wales) Act 2015

Our corporate plan sets out in general terms how the council will work differently and what our priorities will be. It responds to the short and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term. Sustainability is at the centre of all we do, including our commitment to achieving net-zero carbon status by 2030.

The pandemic forced us all to rethink how we work. Our employees, adapted to this change and we need to build-on this to respond to our new and future challenges.

A big challenge for us all in coming years with be the cost-of-living crisis. Rising bills and prices put a strain on the council ’s budget, which means we will have to work differently in the future. After a decade of austerity there is a need to improve efficiency and make better use of the resources we have.

The strategic workforce plan focuses on ensuring that the council’s workforce can meet current and future challenges whilst maximising opportunities to achieve the best possible outcomes. Aligned to key strategies, the requirements of the Well-being of Future Generations (Wales) Act 2015 to meet national well-being goals, are also embedded in our plan.

The Wellbeing of Future Generations (Wales) Act 2015

The Wellbeing of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of the council and has major implications for the long-term planning of service provision. The 7 well-being goals identified in the Act have driven the council’s new well-being objectives, which are designed to complement each other and be part of an integrated way of working to improve well-being for people in Bridgend County Borough.

The Council’s approach to meeting its responsibilities under the Wellbeing of Future Generations (Wales) Act 2015, including acting in accordance with the sustainable development principle, is reflected in several areas within the Corporate Plan and the strategic workforce plan.

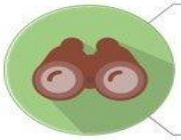
Our agreed well-being objectives are set out in the table below and show how we will contribute to the national wellbeing goals.

	Our Council's Well-being Objectives						
National Well-being Goal	Protecting our most vulnerable	Fair work, skilled, jobs and thriving towns	Creating thriving Valleys communities	Helping people meet their potential	Responding to the climate and nature emergency	Making people feel valued, heard, and connected	Supporting people to be healthy and happy
A prosperous Wales							
A resilient Wales							
A healthier Wales							
A more equal Wales							
A Wales of cohesive communities							
Vibrant culture and thriving Welsh language							
A globally responsible Wales							

In addition to the seven national well-being goals, the Wellbeing of Future Generations (Wales) Act 2015 puts in place the sustainable development principle and defines the five ways of working that public bodies must adopt to demonstrate they have applied the sustainable development principle.

APPENDIX 1

The Five Ways of Working



LONG-TERM - The importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effect.



PREVENTION - how deploying resources to prevent problems occurring or getting worse may contribute to meeting the body's well-being objectives, or another body's objectives.



INTEGRATION -the need to take an integrated approach, by considering how the body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



COLLABORATION - how acting in collaboration with any other person (or how different parts of the body acting together) could assist the body to meet its well-being objectives, or assist another body to meet its objectives.



INVOLVEMENT - the importance of involving other persons with an interest in achieving the wellbeing goals and of ensuring those persons reflect the diversity of the area which the body serves.

Future context - opportunities and challenges

The future will present both challenges and opportunities for the council. While we understand current workforce issues, corporate, service, and financial planning will help give insight to assist the development of workforce planning. Awareness of emerging matters and those that may present going forward will contribute to our planning and provide the best possibility of maximising opportunities and overcoming challenges to deliver our service ambitions in the coming years. Sustainability must be at the centre of what we do.

Within this context, the following factors are of relevance:

There are increasing demands on many council services, in part due to **demographic change** especially for our social care services. However, the impact of an ageing society extends beyond these services to areas that affect the lives of older people, including transport, housing, culture, leisure and built environment etc. This demographic is also reflected in our workforce, and we must take this into account in terms of succession planning, and as people extend their working lives, this may result in a greater call on the provisions of our HR policies that offer flexibility, such as flexible retirement and hybrid working.

We are continuing to face a difficult **financial challenge**, with a worsening economic climate, rising inflation and interest rates. These are reflected in the Medium-Term Financial Strategy (MTFS), which focuses on how the council intends to respond to the increasing pressures on public sector services, which have been exacerbated as a result of the Covid-19 pandemic, immediately followed by the existing cost of living crisis. It sets out the approaches and principles the council will follow to ensure financial sustainability and delivery on its corporate well-being objectives.

As there is uncertainty about the levels of funding in the future, we will have to make hard decisions about reducing or even stopping some services. This will be done in an open and transparent way, where there is early dialogue with employees and their trade union representatives, to minimise the impact and where possible find positive outcomes.

The **socioeconomic** challenges are significant, after a decade of austerity and the cost-of-living crisis. This impacts on our residents and employees, and we have needed to ensure that our wellbeing support for the workforce also includes advice and guidance on financial wellbeing.

The council declared its own **climate emergency** in June 2020 and set up its Climate Emergency Response programme. This has a commitment to achieve Net Zero carbon emissions by 2030 across its operations. Initial engagement has taken place with trade union colleagues, but this will need to develop over time to understand impacts on the council's workforce and skills required.

Councils are continuing to report **recruitment** difficulties and like many employers across the UK, we are operating in a challenging recruitment market, with high vacancy rates and skills gaps in some key areas of services. **Retention** of employees is also a challenge and particularly where there is competition from other employers. Many labour market reports reference the fact that recruitment is incredibly difficult at this time. We

know that vacancy rates and recruitment outcomes fluctuate across services, job roles and professions. The issues differ and therefore the solutions and actions must be fit for purpose as one size does not fit all. Finding sustainable solutions is a high priority.
It is critical for the council to be able to recruit and retain a sufficient number of employees with the right skills to deliver council services and priorities. It is also important that our workforce is inclusive and reflects diversity of our population.

The council has a strong track record of **partnership working** and embracing change to ensure quality in service delivery. Our corporate plan demonstrates how it is increasingly important to tackle the complex challenges facing our communities and the key services. We will need to ensure we are working effectively with other organisations and most importantly with local people. We will need to focus on supporting local people and directing them to advice and support, as well as directly delivering services.
We know that **absence levels** across councils are increasing so are committed to taking action to support employees achieve a positive sense of wellbeing in their working lives so that work performance and capacity within the council can be optimised and sustained for the long-term. We are committed to **maximise attendance** of our workforce, where sickness absence is reduced, and employee health and wellbeing is prioritised, whilst balancing the needs of the council.

There are significant advances in **digital technology**, and it is important ensure the council is fit for purpose and digitally enabled to support flexible and hybrid working. As our services are transformed, we must ensure our workforce has the right skill set and access to the right technology that supports their role which can subsequently improve outcomes. Transformation will be underpinned through strong leadership, agile working, and a digitally compatible estate.

Strong **leadership and management** will be key to meeting challenges and maximising opportunities. Especially in terms of retaining talent, doing more with less and driving efficiency whilst encouraging creativity. We will support and develop our leaders and managers so that they can deliver the council's vison and priorities.

Our Current Workforce

The council is a large organisation employing around 6,000 people across our schools and four directorates who provide around 800 services to support communities through all stages of life. As the main local employer with over 77% of the workforce living within the county borough. We also have services delivered through partnership and commissioning arrangements.

We are BCBC Workforce

Workforce detail as at 31.03.2023



We employ 5,948 employees



50% are employed in schools



22% are teachers

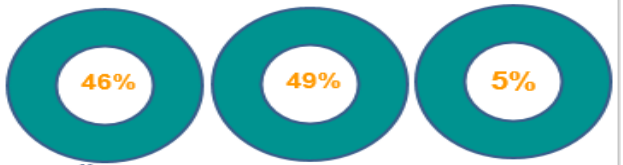
28% are support staff

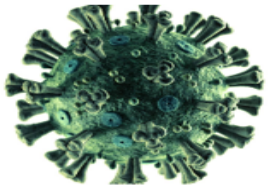
Gender

79% are Female

21% are Male

Working Patterns





13.20 Average FTE Days lost 202-2023

Stress absence (non work related) was the highest sickness absence.

[1]Starters & Leavers during 2022/23

448 New Starters

419 Leavers

Of the new starters, 40 left within their 1st year giving a turnover rate of:

8.9%

1 – excludes Schools

www.bridgend.gov.uk

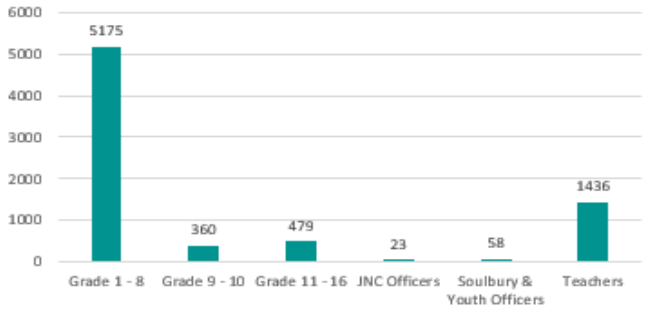
We are BCBC Workforce

The median pay in our council is

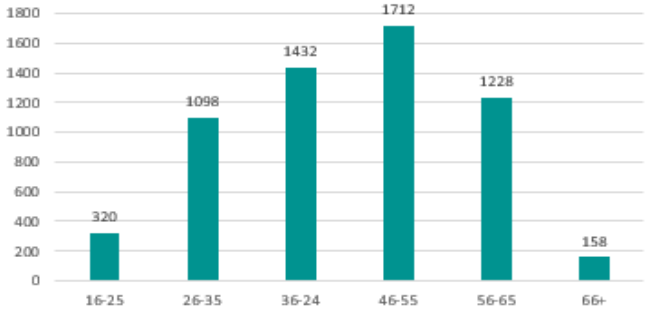
£23,620

The ratio between the lowest paid employee's earnings and the highest paid employee's earnings (as at 1st April 2023) **is 1:7.0**

Positions Per Grade



Age Profile



Equalities detail as at 31.03.2023

[2]Disabled

30%

of the county borough households have at least 1 person disabled under the Equality Act

9.3%

of the county borough households have at least 2 people disabled under the Equality Act

4.3%

of our workforce are disabled

Ethnic Minority

[3]2.2%

of our county borough are of Ethnic Minority

1.6%

of our workforce are of Ethnic Minority

Carers

4.9%

of our workforce are Carers

Cymraeg

1517

of our workforce are Welsh Speakers

A Little	1073
Fairly Good	163
Fluent	281

2 – Census 2021

3 – statswales as at 30.06.2022

www.bridgend.gov.uk

APPENDIX 1

Our Future workforce: themes and priority actions

The strategic workforce strategy sets out five priority workforce themes. Each theme sets out the immediate actions required as well as the longer-term developments which will need to be considered over the lifetime of this strategy.

Our Future workforce themes are listed below and a summary of what we have done and what we plan to do next is provided for each theme:

- Workforce Theme One – Supporting new ways of working and having a highly motivated and engaged workforce
- Workforce Theme Two – Attracting, recruiting, and retaining a workforce representing our communities
- Workforce Theme Three – Developing skills, abilities, and a high performing workforce
- Workforce Theme Four – Maximising attendance and supporting health and wellbeing of our workforce
- Workforce Theme Five – Achieving leadership development, workforce, and succession planning

APPENDIX 1

Workforce Theme One – Supporting new ways of working and having a highly motivated and engaged workforce

What we've done	What we plan to do next
Introduced a hybrid working model to offer a blended approach to take account of the wide range of services delivered by the council: o Flexible Working Hours scheme to reflect the new hybrid working arrangements and respond to employee feedback. o Aa new interim hybrid working policy that balances new ways of working and service needs to enable employee flexibility where possible. Consulted with trade union representatives on the council's proposed wellbeing objectives for the new corporate plan 2023-2028 Issued the 2022 staff survey, enabling employees to provide the views across seven themes: culture, the council's priorities (including the proposed wellbeing objectives), work performance, communications, knowledge and skills, employee wellbeing and hybrid working. Local Government Association (LGA) / Welsh Local Government Association (WLGA) undertook a peer assessment of the council's communication arrangements. Through partnership working with trade unions developed new and updated HR policies and protocols, relating to people management, employee wellbeing, and pension policies. Reviewed corporate induction framework and learning programmes.	Review the interim Flexible Working Hours scheme, taking account of the views and opinions of our employees, and service expectations. Assess feedback received on the hybrid working arrangements and review the interim policy alongside the National Joint Council (NJC) Remote / Home and Hybrid Working good practice guide. Use communications and development opportunities to embed the corporate plan across the organisation and raise awareness of the new ways of working. Launch the feedback report on the staff survey outcomes. Develop and implement actions in response to the staff survey findings, with a focus on culture and communications. Prioritise the implementation of a staff extranet site enabling all staff to use their personal devices to access systems and corporate communications. Progress outcomes and agreed actions relating to corporate communications. Review and amend HR policies protocols and managers guidance to comply with legislative requirements and organisational needs. Explore options for developing career pathways using professional frameworks, for hard to fill posts. Explore opportunities to celebrate success within the workforce and

Progressed actions within the workforce planning projects across the Social Services and Wellbeing Directorate, including review of roles and responsibilities in children's social work teams.	support a culture of recognition.

APPENDIX 1

Workforce Theme Two – Attracting, recruiting, and retaining a workforce representing our communities

What we've done	What we plan to do next
Ongoing improvement of the council's jobsite to promote the benefits of living and working in the County Borough. Increased advertising media for vacancies, including social media platforms and bespoke websites, e.g., The Welsh Government Apprenticeship Vacancy Service (AVS). Hosted, the annual jobs fair, in partnership with Department for Work and Pensions and local business. Recruited children's social workers internationally. Held a dedicated careers fair (as part of the annual jobs fair) for our secondary school pupils, with representatives from all Directorates promoting a wide range of career opportunities and employment with the council. Celebrated and promoted the council's apprentices at an event with the Chief Executive and the Leader during National Apprenticeship Week in Wales. Increased the number of graduates appointed and provided Graduates and Apprentices with development opportunities. Attended options days/evenings; schools careers fairs; skills sessions with pupils on interview and application preparation. Established new arrangements with managers (in support at home and catering service) to progress recruitment and new starters. Reviewed skills mix in teams and individual job specifications to ensure roles are advertised with essential qualifications and	Promote new policies and developments on the council's jobsite, promoting the council as a good employer. Improve the way in which vacancies are advertised, maximising the use of social media platforms and partnership working arrangements. Work with other organisations that promote diversity to target recruitment and improve the reach to potential candidates. Consider international recruitment for other professional roles. Raise the profile of council employment opportunities with those leaving the armed forces and encourage applications. Access resources available to the council via the Cardiff Capital Region (CCR) Venture programme, to support the recruitment of graduates. Work closely with Schools and Colleges to ensure that pupils have access to information about apprenticeship, trainee and graduate career options and careers in local government Provide training and or guidance for managers on recruitment and selection. Review the recruitment processes and the timescales involved to identify areas for improvement. Introduce corporate approach to exit interviews/questionnaires to gather information about reasons and destination of leavers. Review the market supplement policy.

experience as an alternative where possible. Developed bespoke recruitment and retention workforce plans in Social Services and Wellbeing for the two highest workforce priorities: domiciliary care workers and children's social workers.	Review the council's agency contract, and consider bespoke contracts linked to professional areas to better meet demand (where agency workers are required). Support the corporate parenting programme in its priority on education training and employment. Work with the Employability team to offer support to applicants to gain employment or improve employment prospects.

APPENDIX 1

Workforce Theme Three –Developing skills, abilities, and a high performing workforce

What we've done	What we plan to do next
Enhanced the support to managers to assist the grow your own programme. Supported our Apprentices to develop their skills. Delivered HR surgeries on managing employee performance: covering employee, induction, appraisal reviews, the probationary process, and managing capability. Delivered new bite size development sessions for managers and team leaders on coaching and mentoring. Worked with trade union learning representatives to access training via Wales Union Learning Fund (WULF). Introduced new monthly training calendar to promote development sessions and access to qualifications. Improved corporate training information on the intranet. Engaged in the review of the digital strategy. Designed new absence management training to better support new managers in managing absence. Provided bespoke organisational development interventions, e.g., co-ordinated staff engagement on the Social Work Charter; facilitated team building events.	Provide guidance or information sessions to raise awareness of the benefits of grow your own programmes and assist managers who are interested in recruiting a graduate or apprentice. Access resources available to the council via the CCR Venture programme, to support the development of graduates. Introduce bite size training for managers undertaking employee appraisals, focussing on objective setting, employee development and planning for the future. Support the Heads of Service group to plan and take forward actions arising from the staff survey, e.g., corporate briefing sessions. Maximise training and development support via WULF. Develop a holistic training communications plan, to include all forms of learning and skills development, access to qualification training and employment programmes. Assess the benefits for the organisation of Personal Learning Accounts to offer a wider range of qualifications to our employees. Identify the workforce implications and training needs emerging from the council's digital strategy. Work with partners, including Cardiff Capital Region, to ensure that the council maximises opportunities available for skills development.

	Identify workforce and skills requirements as the climate emergency response programme develops. Contribute to the review of the current Strategic Equality Plan and plan the development requirements for the workforce. Progress the learning and development priorities outlines in the Welsh language strategy.

APPENDIX 1

Workforce Theme Four – Maximising attendance and supporting health and wellbeing of our workforce

What we've done	What we plan to do next
Initiated a review of the council's approach to the management of sickness absence and health and wellbeing with a view to reducing sickness rates and improving positive attendance management. Extended the council's occupational health contract, to ensure outcomes of the review can be properly addressed. Reintroduced face to face occupational health appointments. Introduced new absence management training for managers through three sessions, covering policy and procedure, importance of compliance skills to conduct absence procedures. Progressed the health and wellbeing agenda: ○ Updated the health and wellbeing protocol ○ Progressed the corporate Health and wellbeing group and its activities ○ Developed a new Health Hub newsletter for employees and information leaflets and new intranet pages ○ Provided cost of living resources for employees Worked with colleagues across the Public Services Board to share good practice and resources on health and wellbeing.	Take forward agreed actions based on the recommendations from the holistic review of the management of attendance and a separate internal audit on managing absence. Develop a new managing attendance policy in partnership with trade union representatives, managers, and HR Business Partners. Become a Time to Change employer, to tackle the stigma and prejudice associated with poor mental health in the workplace. Introduce a development programme for employees to have better understanding and awareness of mental wellbeing and to access appropriate support, e.g., The Connect 5 programme (via WULF support across the Cwm Taf Morgannwg region). Augment the health and wellbeing offer to employees, through: ○ the Corporate Induction Framework ○ Health & Wellbeing Group initiatives ○ Health & Wellbeing roadshow ○ Supporting schools' wellbeing

APPENDIX 1

Workforce Theme five – Achieving leadership development, workforce, and succession planning

What we've done	What we plan to do next
During the pandemic our workforce planning activities were reactive in order to maintain critical service delivery and strengthen employee wellbeing measures. An assessment was undertaken of workforce management and planning as part of how the council uses its resources, for the 2021-2022 corporate assessment. We have reviewed the findings from the Audit Wales report, Springing Forward-Strategic Workforce Management. We have undertaken a review of our approach to workforce planning across the council, assess workforce planning strengths and areas for development, with the aim of informing the development of this strategic plan. We have provided workforce reports are for the Corporate Management Board (CMB) in addition to quarterly reports to Directorate Management Team meetings (including workforce analysis on headcount trends and turnover; absence; and performance management).	This Strategic Workforce Plan will set the direction for workforce planning across the council. Draft a more detailed initial delivery plan for the period up to 31 March 2024. Engage with trade unions on the progress of the delivery plan taking account of fair work principles. Develop processes and tools to embed workforce planning activities across our services, aligning this to business and financial planning. Hold a senior management session: "Strategic Workforce Planning for Senior Leadership Teams" for CMB, Heads of Service and HR Managers, delivered by the WLGA and the LGA to embed workforce planning throughout the organisation.. Participate in the review of the 10-year Health and Social Care Workforce strategy and learn from any good practice and use the findings to influence the service workforce planning Augment employee data to support workforce planning activities.

APPENDIX 1

Monitoring and updating our strategic workforce plan

We will work towards developing workforce planning across the organisation and ensure respective service workforce plans align to this strategic plan. This plan will be reviewed to take account of emerging priorities and workforce planning outcomes.

A more detailed delivery plan will be developed to monitor and enable progress to be reported. In some cases, monitoring will take place through the respective strategies and plans referenced in this strategy. The progress on these strategies will also influence future direction and will be considered when the strategy is reviewed.

Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**4 SEPTEMBER 2023**
Report Title:	**CORPORATE PLAN DELIVERY PLAN TARGETS**
Report Owner / Corporate Director:	**CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY**
Responsible Officer:	**ALEX RAWLIN POLICY AND PERFORMANCE MANAGER**
Policy Framework and Procedure Rules:	**Council priorities, aims, commitments and performance indicators in the Corporate Plan / Delivery Plan inform Service Plans which form part of the Policy Framework.**

Executive Summary:	• **Following the development of the Corporate Plan and Corporate Plan Delivery Plan, each Directorate has now produced a Business Plan, which includes targets against each Corporate Plan Performance Indicator.**
	• **These show –**
	  ○ **There are 99 Performance Indicators (PIs) for the seven wellbeing objectives (with 9 additional PIs for our new ways of working).**
	  ○ **More than half of indicators (55) are for reporting quarterly, and 44 for reporting annually.**
	  ○ **Trend data is available on 62% of indicators, with the other PIs being new.**
	  ○ **87% of indicators now have proposed targets.**
	  ○ **Just over half (52%) of indicators have targets to improve performance.**

1. Purpose of Report

1.1 The purpose of this report is to present the proposed annual performance targets for 2023-24 for the performance indicators in the Corporate Plan Delivery Plan (CPDP) that supports the Council's new Corporate Plan.

2 Background

2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan to help monitor progress against it. On 19 July 2023 Council agreed the Corporate Plan Delivery Plan 2023-24 which set out the Wellbeing Objectives and associated aims, commitments and

performance indicators that will help measure the Council's progress on its priorities.

2.2 Following the development of the Corporate Plan and CPDP, each Directorate has now produced a Business Plan, which includes targets against each Corporate Plan Performance Indicator and a clear rationale for the target. Directorates were asked to provide as many targets as possible, and comparable data for the previous year where possible, minimising the use of 'setting baselines' as an alternative to providing a target, and giving greater scope for trend analysis.

3. Current situation / proposal

3.1 The Performance Indicators and targets are included in **Appendix 1**. It shows:-

- There are 99 PIs for the seven wellbeing objectives.
- Over half, or 55 of the indicators are quarterly indicators, and 44 are annual.
- Trend data is available on 62% of indicators, the others are newer or have no comparable data available for 2022-23.
- 87% of indicators now have proposed targets.
- Just over half (52%) of indicators have targets to improve performance or are already set at their maximum level. A small number (16%) have targets to maintain performance. The others are new and are setting a target for the first time or establishing a baseline, or do not have comparable data available for the previous reporting period.

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

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

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

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

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

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

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

6. Climate Change Implications

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

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

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

9. Recommendation

9.1 The Committee is recommended to: -

- Consider the targets for the Corporate Plan Performance Indicators in **Appendix 1** and provide feedback, additions and comments for action before the report is considered by Cabinet and Council later in the year.

Background documents
None.

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Corporate Plan Delivery Plan 2023-24 – Performance Indicator Targets

WBO 1 - A County Borough where we protect our most vulnerable

Aim 1.1 Providing high-quality children's and adults social services and early help services to people who need them

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of eligible carers who were offered a carer's assessment (SSWB) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	80%	Developing internal processes and IT systems to strengthen recording mechanisms to improve the ability to measure the offer of carers assessments.
Timeliness of visits to a) children who are care experienced b) children on the child protection register (SSWB) *(Quarterly Indicator, higher preferred)*	a) 81.13% b) 82.14%	a) 80% b) 80%	a) 85% b) 85%	To continue to improve performance but also reflect the challenges there have been linked to recruitment and retention
SSWB40 - Safe reduction in the number of care experienced children (SSWB) *(Quarterly Indicator, lower preferred)*	398	<374	<374	Numbers increased significantly during 2022-23. This measure is reflective of pre-pandemic numbers.
CH/026 - Safe reduction in the number of children on the child protection register (SSWB) *(Quarterly Indicator, lower preferred)*	270	No target set	<270	Numbers increased significantly during 2022-23. Target set to see reduction.
Percentage of enquiries to the Adult Social Care front door which result in information and advice only *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	70%	Analysis of last 2 years data.
Total number of packages of reablement completed during the year (SSWB) *(Quarterly Indicator, higher preferred)*	377	New for 2023-24	370	Based on Pre pandemic and Qtr. 4 2022/23 data.
SSWB38c Percentage of reablement packages completed that mitigated need for support (SSWB) *(Quarterly Indicator, higher preferred)*	66.84%	48%	68%	Based on current activity. We anticipate increased numbers of referrals to the service.
Number of people who access independent advocacy to support their rights within: a) children's social care;	a)224 b)173	New for 2023-24	a)185 b)180	a) In line with the safe reduction of care experienced children, children on the child

b) and adult's social care. (SSWB) *(Annual Indicator, higher preferred)*				protection register and those requiring care and support. b) Seeking to increase performance from previous year.
DEFS29 Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (EFS) *(Quarterly Indicator, higher preferred)*	75%	70%	72%	Increased complexity in caseload

Aim 1.2 Supporting people in poverty to get the support they need / help they are entitled to

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	60%	To monitor the success of the scheme in supporting people to access benefits and allowances they are entitled to receive.
Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	60%	To monitor the success of the intervention by the Financial Assistance and Support Scheme

Aim 1.3 Supporting people facing homelessness to find a place to live

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
PAM/012- Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) *(Quarterly Indicator, higher preferred)*	19%	30%	20%	The Council has a duty to provide support for people presenting as homeless, but options can be limited due to the shortage of available accommodation in the County Borough
DOPS39 - Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation (CEX) *(Quarterly Indicator, lower preferred)*	7.6%	30%	10%	The Council does provide a range of advice and support options to limit the number of individuals who present as homeless

Aim 1.4 Supporting children with additional learning needs to get the best from their education

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS164 - Percentage of schools that have an ALN policy in place (EFS) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	100%	In line with the Additional Learning Needs and Education Tribunal Act (Wales) 2018

Aim 1.5 Safeguarding and protecting people who are at risk of harm

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
CORPB1 – Percentage of council staff completing safeguarding awareness training (CEX/All) *(Quarterly Indicator, higher preferred)*	77.33%	100%	100%	All staff to complete training
AD/024 - Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) *(Quarterly Indicator, higher preferred)*	84.19%	No target	85%	There has been a growth in the number of initial enquiries with staffing resource remaining the same which represents an increase in performance.
CH/003 - Percentage of Childrens referrals where decision is made within 24 hours (SSWB) *(Quarterly Indicator, higher preferred)*	99.53%	No target	100%	To continue to improve performance and ensure children are protected from harm
New - Percentage of child protection investigations completed within required timescales (SSWB) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	Baseline setting	New indicator for 2023/24 and system changes need to be made to enable accurate data capture.
Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) *(Quarterly Indicator, lower preferred)*	New for 2023-24	n/a	Baseline setting	First year of reporting, baseline to be established. The current wait time is 26 weeks so need to average throughout the year going forward. Need to analyse demand levels /capacity of qualified

				staff to undertake the assessment

Aim 1.6 Help people to live safely at home through changes to their homes

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Average number of days taken to deliver a Disabled Facilities Grant for: • Low level access showers • Stair lifts • Ramps • Extensions (CEX) *(Quarterly Indicator, lower preferred)*	New for 23-24	n/a	Baseline setting	Data will be reported as per the existing indicator (Average number of calendar days taken to deliver a Disabled Facilities Grant) while baseline data is recorded by adaptation type.
DOPS41 - Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (CEX) *(Quarterly Indicator, higher preferred)*	Data not available	98.1%	98%	To maintain current performance

Aim 1.7 Support partners to keep communities safe

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/ALL) *(Quarterly Indicator, higher preferred)*	94%	New for 2023-24	100%	All staff to complete training
Number of instances where CCTV supports South Wales Police in monitoring incidents (baseline)(CEX) *(Quarterly Indicator)*	New for 2023-24	n/a	Baseline setting	To collect, monitor and analyse the first year of data in order to set a meaningful target and rationale going forward
DEFS161 - Percentage of children being released from custody who attend a suitable education, training and employment arrangement (EFS) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	100%	Conditions of release from custody

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

Aim 2.1 Helping our residents get the skills they need for work

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM) *(Quarterly Indicator, higher preferred)*	392	347	350	To continue the level of support provided.
DEFS84 – Number of under-employed participants leaving Employability Bridgend with an improved labour market position (COMM) (*Quarterly Indicator, higher preferred)*	107	82	100	To continue the level of support provided.
Number of referrals to the employment service in ARC (SSWB) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	Baseline setting	First year of reporting. Baseline to be established.

Aim 2.2 Making sure our young people find jobs, or are in education or training

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS80 - The number of participants in the Employability Bridgend programme supported into education or training (COMM) *(Quarterly Indicator, higher preferred)*	387	213	727	To increase the number of participants
PAM046 - Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics (EFS) *(Annual Indicator, lower preferred)*	1.6	2.0	1.5	More young people identifying with a range of complex issues preventing them progressing into education or employment.

Aim 2.4 Attracting investment and supporting new and existing local businesses

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of businesses receiving support through Shared Prosperity Funding (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	20	To monitor the number of businesses supported and economic growth

Number of business start-ups assisted (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	52	To monitor the number of businesses supported and economic growth
Number of local businesses attending procurement workshops (Annual) (CEX) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	Baseline Setting	Provide workshops in line with our procurement strategy and the introduction of supplier relation management
Local spend on low value BCBC procurement and contracts under £100,000) (CEX) *(Annual Indicator, higher preferred)*	2.93%	New for 2023-24	4%	Increase the amount of local spends on low value purchases and contracts under £100,000.

Aim 2.5 Making the council an attractive place to work

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
CED29 - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees' ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? (CEX) *(Annual Indicator, higher preferred)*	a)41 b)67 c)77 d)40 e)84	a)39 b)74 c)79 d)48 e)83	a)42 b)74 c)79 d)48 e)85	Target set to show increase in positive feedback from staff in comparison to the previous survey conducted (2022-23 actuals)
Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work: b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives (CEX) *(Annual Indicator, higher preferred)*	a) 70% b) 53%	New for 2023-24	a) 71% b) 54%	Target set to show increase in positive feedback from staff in comparison to the previous survey conducted (2022-23 actuals)
Number of sign up of new subscribers to the staff extranet (CEX) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	Baseline Setting	To collect baseline data to understand how many staff are accessing the extranet. This will help set a meaningful target and rationale for future

Aim 2.6 Ensuring employment is fair, equitable and pays at least the real living wage

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of real living wage employers identified (by size of contract) (CEX) *(Annual Indicator, higher preferred)*	235	n/a	249	Increase the number of suppliers replying and becoming accredited

WBO 3 - A County Borough with thriving valleys communities

Aim 3.1 Investing in town centres, including Maesteg town centre

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of commercial properties assisted through the enhancement grant scheme (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	2	Shared Prosperity Fund allocation for year 1

Aim 3.3 Improving community facilities and making them more accessible

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Value of investment with CATs in Valleys (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	£200k	Possibly investment via CAT fund along with inward investment
Number of visits to venues for all purposes (SSWB) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	Baseline setting	New approach to capturing participation across a range of facilities. Recognition of post pandemic rebuilding of services

Aim 3.6 Encourage the development of new affordable homes in the valleys

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of affordable homes built in the Valleys (CEX) *(Annual Indicator, higher preferred)*	110	New for 2023-24	110	Provide an overview of new homes built on an annual basis by Registered Social Landlords

WBO 4 - A County Borough where we help people meet their potential

Aim 4.1 Providing safe, supportive schools, with high quality teaching

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS156 Number of schools judged by Estyn to be in 'significant improvement' or 'special measures' (EFS) *(Quarterly Indicator, lower preferred)*	0	New for 2023-24	0	School support is delivered by CSC, so there should be early support in place to avoid the outcome of any school requiring 'significant improvement' or in 'special measures'
PAM032 - Average 'Capped 9' score for pupils in Year 11 (EFS) *(Annual Indicator, higher preferred)*	No data available	No target set	Baseline Setting	Welsh Government has reinstated the data collection for the 2022-2023 school year. This reintroduction is for an interim period while Welsh Government develops further thinking to align with the introduction of new qualifications from 2025.
EDU016a/PAM007- Percentage pupil attendance in primary schools (EFS) *(Quarterly Indicator, higher preferred)*	No data available	No target set	90%	Pupil attendance is a critical measure as young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly.
EDU016b/PAM008 - Percentage pupil attendance in secondary schools (EFS) *(Quarterly Indicator, higher preferred)*	No data available	No target set	90%	
EDU010a Percentage of school days lost due to fixed-term exclusions during the school year in primary schools (EFS) *(Quarterly Indicator, lower preferred)*	0.02%	No target set	0.02%	Primary exclusions have remained static since COVID-19 lockdown, so targets remain the same as pre-pandemic levels.
EDU010b Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools (EFS) *(Quarterly Indicator, lower preferred)*	0.164%	No target set	0.12%	Secondary exclusions show an upward trend since COVID-19 lockdown due to behavioural changes and increased complexity of need.
DEFS155 Percentage of schools that have self-evaluated themselves as	90%	100%	100%	In line with guidance, to ensure schools are exercising their legal

'green' as part of their annual safeguarding audit (EFS) *(Quarterly Indicator, higher preferred)*				safeguarding obligations.

Aim 4.3 Expanding Welsh medium education opportunities

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS138 Percentage of Year 1 pupils taught through the medium of Welsh (EFS) *(Quarterly Indicator, higher preferred)*	8.04%	8.7%	8.7%	Welsh Government targets in accordance with Welsh in Education Strategic Plans (Wales) Regulations 2019.
DEFS157 Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EFS) *(Quarterly Indicator, higher preferred)*	6.62%	New for 2023-24	7.16%	Requirement to see an increase in learners studying through the medium of Welsh as per Welsh in Education Strategic Plans (Wales) Regulations 2019.
DEFS158 Number of learners studying for Welsh as a second language (EFS) *(Quarterly Indicator, higher preferred)*	1378	New for 2023-24	1437	Increase in learners studying Welsh as a second language as per Welsh in Education Strategic Plans (Wales) Regulations 2019.

Aim 4.5 Attract and retain young people into BCBC employment

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DOPS36 - Number of apprentices employed across the organisation (CEX) *(Annual Indicator, higher preferred)*	36	36	39	Target set to increase number of apprentices
Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX) *(Annual Indicator, higher preferred)*	70.8%	New for 2023-24	75%	Continue to improve the number of apprentices gaining employment

Aim 4.6 Offering youth services and school holiday programmes for our young people

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Participation in targeted activities for people with additional or diverse needs (SSWB) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	Baseline Setting	Welsh Government post pandemic investments have been removed and now using core resources.

Participation in the national free swimming initiative for 16 and under (SSWB) *(Annual Indicator, higher preferred)*	16691	New for 2023-24	Baseline Setting	Programme investment reduced and Welsh Government review taking place.
Participation in active for life and holiday playworks programmes (SSWB) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	Baseline Setting	Significant reduction in government funding, new approaches being developed.

Aim 4.8 Supporting and encouraging lifelong learning

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DEFS159 Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS) *(Annual Indicator, higher preferred)*	0.002%	New for 2023-24	1%	To ensure there are adequate learning opportunities for the adult population across the county borough.

Aim 4.9 Being the best parents we can to our care experienced children

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
SSWB48 Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the a)12 months since leaving care b)13- 24 months since leaving care (SSWB) *(Quarterly Indicator, higher preferred)*	a)54.17% b)62.07%	a)65% b)55%	a)60% b)65%	To improve on previous performance
CH/052 - Percentage care leavers who have experienced homelessness during the year (SSWB) *(Quarterly Indicator, lower preferred)*	10.27%	12%	10%	To continue to improve performance

WBO 5 - A County Borough that is responding to the climate and nature emergency

Aim 5.1 Moving towards net zero carbon, and improving our energy efficiency

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target

Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	By 5%	To progress our corporate energy efficiency
DCO20.01 Annual Gas Consumption across the Authority (kWh) *(Annual Indicator, lower preferred)*	24,362,648 kWh	Establish new baseline	23,144,515.6	Better control of heating and hot water systems
DCO20.02 Annual Electricity Consumption across the Authority (kWh) *(Annual Indicator, lower preferred)*	15,927,161 kWh	Establish new baseline	15,130,803	Install of LED lighting and Solar PV
DCO20.03 Annual CO2 related to gas consumption across the Authority (tonnes) *(Annual Indicator, lower preferred)*	4,458 tonnes	Establish new baseline	4,235 tonnes	Better control of heating and hot water systems
DCO20.04 Annual CO2 related to electricity consumption across the Authority (tonnes) *(Annual Indicator, lower preferred)*	3,080 tonnes	Establish new baseline	2,925 tonnes	Install of LED lighting and Solar PV
Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) *(Annual Indicator, lower preferred)*	47 (1)	New for 2023-24	40	Concentration modelled in the draft Air Quality Action Plan (AQAP) for the monitoring location of OBC -110. *Note (1) This represents the worst-case concentration recorded during 2022*

Aim 5.2 Protecting our landscapes and open spaces and planting more trees

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of green flag parks (target set to maintain) (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	2	Target set to maintain
Number of blue flag beaches (target set to maintain) (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	3	Target set to maintain

Aim 5.3 Improve the quality of the public ream and built environment through good placemaking principles

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
PAM/018 Percentage of all planning applications determined within 8 weeks *(Quarterly Indicator, higher preferred)*	64%	80.10%	80%	National Target for good performance
PAM/019 Percentage of planning appeals dismissed *(Quarterly Indicator, higher preferred)*	64%	66%	66%	National Target for good performance

Aim 5.4 Reducing, reusing or recycling as much of our waste as possible

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM) *(Annual Indicator, higher preferred)*	40.47%	40%	40	To maintain the existing targets
PAM/030 – Percentage of waste reused, recycled or composted a) reused b) recycled. c) composted *(Quarterly Indicator, higher preferred)*	71.38% a)0.68% b)51.01% c)19.69%	70% a)1% b)47% c)20%	70% a)1% b)49% c)20%	To maintain the existing targets
PAM/043 - Kilograms of residual waste generated per person (COMM) *(Quarterly Indicator, lower preferred)*	120.2kg	131.65kg	131kg	To maintain the existing targets
PAM/010 – Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness (COMM) *(Quarterly Indicator, higher preferred)*	98.05%	97%	98%	To maintain the existing targets

Aim 5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM) *(Quarterly Indicator, higher preferred)*	New for 2023-24	n/a	95%	To ensure effective progression of applications

WBO 6 - A County Borough where people feel valued, heard, and part of their community

Aim 6.1 Celebrating and supporting diversity and inclusion and tackling discrimination

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of council staff completing Introduction to Equality and Diversity E-Learning. *(Quarterly Indicator, higher preferred)*	12.07%	New for 2023-24	100%	All staff to complete training

Aim 6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Percentage of consultation participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months? *(Annual Indicator, higher preferred)*	46%	New for 2023-24	50%	Target set to improve performance
Level of engagement (Welsh / English) a) across consultations b) with corporate communications to residents using the digital communications platform c) across all corporate social media accounts *(Annual Indicator, higher preferred)*	a)8,267 b)795,335 c)1,230,698	New for 2023-24	a)>8,267 b)>795,335 c)<1,230,698	To improve the level of engagement across the county borough. Based on the number of people who engage in certain corporate consultations, open the digital communications bulletins, and engage with posts across all the social media platforms

Aim 6.3 Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
CED5 - Percentage first call resolutions (via Customer Contact Centre) *(Quarterly Indicator, higher preferred)*	75.91%	75.67%	75.92%	Target set to improve.
Number of online transactions using the digital platform *(Quarterly Indicator, higher preferred)*	103,347	New for 2023-24	>103,347	To promote channel shift and to increase the number of online transactions by customers

Number of hits on the corporate website *(Quarterly Indicator, higher preferred)*	1,398,559	New for 2023-24	>1,398,559	To improve on the information and advice that is available online to support residents further
Percentage of staff with Welsh language speaking skills (including schools) *(Annual Indicator, higher preferred)*	51%	New for 2023-24	52%	To improve the number of staff, including schools, with Welsh language speaking skills.
Percentage of council staff completing Welsh Language Awareness E-Learning *(Quarterly Indicator, higher preferred)*	12.40%	New for 2023-24	100%	All staff to complete training

Aim 6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM) *(Annual Indicator, higher preferred)*	10	20	15	A combination of 10 transfers ongoing being delivered and five new ones
Value of investment with CATs across Bridgend County Borough (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	£400k	Envisaged £300k plus investment from CAT fund along with inward investment
Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	200	Additional 3 roles to be created in new locations. Need to mobilise new programmes.

WBO 7 - A County Borough where we support people to live healthy and happy lives

Aim 7.1 Improving active travel routes and facilities so people can walk and cycle

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
New active travel routes (length in KM) (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	4km	Additional target routes

Aim 7.2 Offering attractive leisure and cultural activities

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of visits by older adults to physical activity opportunities supported (SSWB) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	Baseline Setting	New approach with reductions in funding.
Number of individuals who commence programmes and complete 16 weeks of activity (SSWB) *(Annual Indicator, higher preferred)*	350	New for 2023-24	350	Funding is limited by Public Health Wales.
Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) (SSWB) *(Bi-annual Indicator, higher preferred)*	44.6%	New for 2023-24	46%	National data captured every 2 years via National School Sport survey. Bridgend has been a top quartile performer.
Participation in the summer reading challenge in libraries (SSWB) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	2378	Agreement with Awen
Participation in Childrens events in libraries (SSWB) *(Annual Indicator, higher preferred)*	61,855	New for 2023-24	48,176	WG have removed funding used to support previous higher attendances.

Aim 7.3 Improving children's play facilities and opportunities

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Value of investment in play areas (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	£1m	The play areas to be improved in the next year.
Number of play areas that have been refurbished (COMM) *(Annual Indicator, higher preferred)*	New for 2023-24	n/a	20	Those targeted for completion

Aim 7.4 Providing free school meals and expanding free childcare provision

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
New DEFS163 - Percentage of nursery, reception, year 1 and year 2 learners offered a free school meal (EFS)	n/a	New for 2023-24	100%	In line with Welsh Government expectations

(Quarterly Indicator, higher preferred)				
New DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS) *(Quarterly Indicator, higher preferred)*	n/a	New for 2023-24	100%	In line with Welsh Government expectations
DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EFS) *(Quarterly Indicator, higher preferred)*	321	New for 2023-24	500	Phase 2A and 2B expansion complete

Aim 7.5 Integrating our social care services with health services so people are supported seamlessly

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of people recorded as delayed on the national pathway of care (SSWB) *(Quarterly Indicator, lower preferred)*	New for 2023-24	n/a	71	New national indicator for collating data. Target is based on first quarter to establish baseline.

Aim 7.6 Improving the supply of affordable housing

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
Number of completed affordable new build dwellings provided by RSLs (CEX) *(Annual Indicator, higher preferred)*	110	New for 2023-24	240	5 year target 500 units
Total number of empty properties returned to use with local authority intervention (CEX) *(Annual Indicator, higher preferred)*	5	New for 2023-24	5	This is a challenging environment and maintaining current performance is proposed

Ways of Working Indicators (not already included under Wellbeing Objectives)

Performance Indicator Description	2022-23 Actual	2022-23 Target	2023-24 Target	Rationale for Target
PAM/001 Number of working days per full time equivalent lost due to sickness absence (CEX/ALL)	13.20 days	No target	No target	To reduce sickness levels
Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CEX/ALL)	58.05%	New for 2023-24	80%	To ensure that all staff have a review and are set objectives

Percentage budget reductions achieved (Overall BCBC budget) (CEX/ALL)	72.1%	100%	100%	Target retained
DOPS34a) - Availability of voice and data network (CEX)	100%	99.99%	99.99%	Target set to maintain performance
DOPS34b) - Availability of storage area network (core computing) (CEX)	100%	99.99%	99.99%	Target set to maintain performance
DOPS34c) - Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices, and network connected devices (CEX)	99.99%	99.90%	99.90%	Target set to maintain performance
DCO16.9 - Realisation of capital receipts targets (COMM)	£3.71m	£3.775m	Nil	In line with disposal programme
DCO19.02 - Percentage of full statutory compliance across BCBC operational buildings (COMM)	78.6%	100%	100%	Always seek 100% full compliance
New- Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM)	New for 2023-24	n/a	100%	Always seek 100% full compliance

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Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**4 SEPTEMBER 2023**
Report Title:	**ICT RESILIENCE**
Report Owner / Corporate Director:	**CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE**
Responsible Officer:	**MARTIN MORGANS – HEAD OF PARTNERSHIP SERVICES**
Policy Framework and Procedure Rules:	**There is no effect upon the policy framework and procedure rules.**
Executive Summary:	**This report provides information for Members following the ICT disruption experienced in July 2023 and outlines the work being done to mitigate the likelihood of this occurring again.**

1. Purpose of Report

1.1 The purpose of this report is to provide the Corporate Overview and Scrutiny Committee with information regarding the Council's ICT infrastructure and proposals to mitigate future risks for the Committee's consideration and comments.

2. Background

2.1 The on premise datacentre is the foundation of all ICT services provided at Bridgend County Borough Council (BCBC). The datacentre was historically located at Sunnyside House, and more recently at Raven's Court. Datacentre infrastructure is composed of three critical hardware components:

- compute,
- storage, and
- network.

2.2 The storage and compute elements of the BCBC datacentre were purchased in 2017 and are approaching the end of their usable life. The current capital programme includes an allocation to replace this infrastructure in the current financial year.

2.3 The current ICT disaster recovery infrastructure is co-located within the Rhondda Cynon Taf primary ICT datacentre. All BCBC ICT systems data is directly

replicated to this infrastructure in real time, so an exact copy of the Council's data is always available at this remote site. All data is also backed up to a secure offsite location over night. The ICT Business Continuity Plan lists the key systems that will be made available in a priority order within 8 hours. Non key systems would be made available within 5 working days.

2.4 The Council is very dependent on ICT with regards to its day to day operations and has an excellent record with regards to reliability. This dependency has increased with the introduction of hybrid working, as staff and members are accessing systems remotely and many meetings now take place on a hybrid basis with attendees joining the meeting either in person or remotely.

2.5 Instances of major ICT outages are very low in Bridgend Council with only three having been experienced in recent years as summarised below :

- 2013 Core network hardware failure, 4 hours downtime
- 2020 External civil contractor cut fibre cable, 8 hours downtime
- 2023 Infrastructure hardware failure, 12 hours downtime

3. Current situation / proposal

3.1 Early on Monday 27th July 2023, the ICT service became aware that the compute, storage, and network elements of the datacentre hardware were not able to communicate. This resulted in a loss of ICT services across the Authority. As a result the following services were impacted:

- Email services, both internal and external to the Authority
- Telephony services
- Hybrid working platforms, so no meetings could take place
- No service specific ICT platforms could be accessed

3.2 It was quickly identified that the issues being experienced were not the result of a cyber attack. The internal and external ICT systems are subject to annual penetration tests as part of Public Sector Network Code of Connection requirements, these tests are conducted by a an accredited external company. Recent penetration tests highlighted no major security vulnerabilities.

3.3 Due to the complexity of the systems, external input was required from the supplier to identify the root cause of the issue. The cause of the problem was identified at 17:00 on the 27th July 2023 and a technological fix was applied which addressed the issue.

3.4 Other services in the Council did ensure that they could deliver critical services over this 12 hour period. Social Services confirmed that all safeguarding issues were dealt with over this time. All service areas have their own specific Business Continuity Plans, that are service led, they form part of the Councils Business Continuity Management framework.

3.5 A review was undertaken and work is now underway to reduce the risk of this type of event occurring again and to minimise the impact if it should occur. This includes:

- Due to the age of the current datacentre infrastructure, ICT completed a procurement exercise in June 2023 for a datacentre infrastructure refresh and the new datacentre infrastructure is due to go live in November. The new infrastructure chosen will be inherently more robust and this includes less single points of failure than our current infrastructure.

- The progression of hybrid working and the acceleration of cloud based ICT services has raised a new set of challenges. ICT are already implementing extra services to allow staff laptops to have full access to cloud services even in the event of full system outage. These include Outlook, Teams, and OneDrive.

- Further work is being carried out to implement resilience in the customer contact telephony service. It is essential that residents and businesses can make contact via telephone in the event of an ICT failure.

3.6 Alongside the datacentre infrastructure refresh project, ICT will be looking at the possibility of hosting the BCBC website on a Cloud based platform. This will allow us to present messaging to all staff and residents via personal devices in the event of failure.

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

4.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal.

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

5.1 The report contributes to the following goals within the Well-being of Future Generations (Wales) Act 2015:

A prosperous Wales - Improving ICT infrastructure and enablement to support Councils drive for a prosperous Wales.

A resilient Wales – Supporting the changes to working practices providing flexibility to Council officers.

A healthier Wales – Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information.

A more equal Wales – Flexible services, responsive to the needs of the most vulnerable.

A globally responsive Wales – Digital services reduces the need for journeys and resources such as fuel and paper, reducing Co2 emissions and use of resources.

6. Climate Change Implications

6.1 The consolidation of compute, storage, and networking into one solution has reduced the physical datacentre space requirement from six to three racks. This minimised footprint saves the Council money by avoiding costly over-provisioning. It also lowers energy consumption, helping the Council with reducing power needs and tackling climate change.

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 £1,260,000 is included in the Capital Programme for 2023-24 to procure and implement the datacentre refresh project.

9. Recommendation

9.1 The Committee are requested to consider the report and provide any comments.

Background documents: None

Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**4 SEPTEMBER 2023**
Report Title:	**CWM TAF MORGANNWG PUBLIC SERVICES BOARD (PSB) JOINT OVERVIEW AND SCRUTINY COMMITTEE (JOSC) NOMINATIONS**
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:	**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.** **The joint scrutiny arrangements and Terms of Reference were reported and approved by Council on 19 July 2023.** **This report seeks nominations of *three Labour Group* Members from the Committee to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee (JOSC) and asks the Committee to note the nominations made at its previous meeting on 24 July 2023.**

1. Purpose of Report

1.1 The purpose of the report is, pursuant to the 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 the Committee to note that there are to be 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 PSB Joint Overview and Scrutiny Committee (JOSC);

c) To request the Committee to note the nominations, made at its previous meeting on 24 July 2023, of the following Members of the Committee:

- Councillor Amanda Williams (nomination from the Bridgend County Independents Group);
- Councillor Alex Williams (nomination from the Democratic Alliance Group); and
- Councillor Freya Bletsoe (Substitute Member from the Bridgend County Independents Group to attend the PSB JOSC when one of the core Members are not available); and

d) To request nominations of ***three Labour Group*** Members from the Committee to the Cwm Taf Morgannwg PSB JOSC.

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 The Terms of Reference for the merged Joint Cwm Taf Morgannwg PSB Overview and Scrutiny Committee are attached as **Appendix 1** of the report

and were endorsed by Council on 19 July 2023. The Terms of Reference will be 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 and Members are referred to paragraphs 3.27 and 3.28 below for further information.

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 was 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.

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE ON 24 JULY 2023

3.23 The joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg PSB, as agreed by Council on 19 July 2023, were presented to the Committee at their meeting on 24 July 2023.

3.24 The Committee noted that there were to be nominations of ***five*** Members from the Committee to the Cwm Taf Morgannwg PSB JOSC, based on the political balance of the Committee, as follows:

- Three Members from the Labour Group;
- One Member and one Substitute Member from the Bridgend County Independents Group; and
- One Member from the Democratic Alliance Group.

3.25 The Committee nominated the following Members to the Cwm Taf Morgannwg PSB JOSC:

- Councillor Amanda Williams (nomination from the Bridgend County Independents Group);
- Councillor Alex Williams (nomination from the Democratic Alliance Group); and
- Councillor Freya Bletsoe (Substitute Member from the Bridgend County Independents Group to attend the PSB JOSC when one of the core Members are not available); and

3.26 The Committee agreed to defer the nominations of the ***three remaining Labour Group*** Members to its meeting on 4 September 2023 and the Committee is requested to make these nominations at this meeting.

3.27 The Committee were advised that the PSB JOSC training will take place, in person, on Tuesday 5 September 2023 at 11am and nominated Members of the Committee will have received an invitation to the face-to-face training in Abercynon.

3.28 All Labour Group Members of the Committee will have received holding appointments pending nomination of three Members at the meeting of the Committee on 4 September 2023. Nominated Labour Group Members will receive an invitation to this training as soon as possible following the Committee meeting.

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 Pursuant to the 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 and Terms of reference for the Cwm Taf Morgannwg PSB, following the transition to a single PSB for Cwm Taf Morgannwg;

b) Note that ***five*** Members from the Committee will be nominated (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 PSB JOSC;

c) Note the nominations, made at its previous meeting on 24 July 2023, of the following Members of the Committee:

- Councillor Amanda Williams (nomination from the Bridgend County Independents Group);
- Councillor Alex Williams (nomination from the Democratic Alliance Group); and
- Councillor Freya Bletsoe (Substitute Member from the Bridgend County Independents Group to attend the PSB JOSC when one of the core Members are not available); and

d) Nominate ***three Labour Group*** Members from the Committee to the Cwm Taf Morgannwg PSB JOSC.

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 Act[1] 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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Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**4 SEPTEMBER 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:	**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.**
Executive Summary:	**The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.** **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.** **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, note the Recommendations Monitoring Action Sheet for this Committee, note the Forward Work Programmes and Recommendations Monitoring Action Sheet for each of the Subject Overview and Scrutiny Committees.**

1. Purpose of Report

1.1 The purpose of this report is to:

a) Present the Committee with the Forward Work Programme attached as **Appendix A** for this Committee for consideration and approval;

b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;

c) Request the Committee to identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.7 of this report;

d) Present the Recommendations Monitoring Action Sheet for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at the previous meetings;

e) Present the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices C, D and E** following consideration in their respective Committee meetings; and

f) Present the Recommendations Monitoring Action Sheets for the Subject Overview and Scrutiny Committees attached as **Appendices F, G and H** to track responses to recommendations made at their respective previous Committee meetings.

2. 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.

<u>Best Practice / Guidance</u>

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 Committee approved its Forward Work Programme at its meeting on 3 July 2023 and has reviewed and added to it at subsequent meetings.

3.6 The Subject Overview and Scrutiny Committee Forward Work Programmes and Recommendations Monitoring Action Sheets are also being reported to the Committee for coordination and oversight of the overall FWP, following consideration by their respective Subject Overview and Scrutiny Committees. The SOSC FWP's and Recommendations Monitoring Action Sheets will be included in the standing FWP Update report as updated by each SOSC meeting.

Identification of Further Items

3.7 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

3.8 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.

3.9 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.

3.10 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.

3.11 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.

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

3.13 The Forward Work Programmes for the Subject Overview and Scrutiny Committees are attached as **Appendices C, D and E** for coordination and oversight of the overall Forward Work Programme.

3.14 The Monitoring Action Sheets for the Subject Overview and Scrutiny Committees are attached as **Appendices F, G and H** to track responses to recommendations made at their respective previous Committee meetings.

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 and approve the Forward Work Programme for this attached as **Appendix A**;

b) Identify any specific information the Committee wishes to be included in the reports for the next two meetings, including invitees they wish to attend;

c) Identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.7 of this report;

d) Note the Recommendations Monitoring Action Sheet for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at the previous meetings;

e) Note the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices C, D and E** following consideration in their respective Committee meetings;

f) Note the Recommendations Monitoring Action Sheets for the Subject Overview and Scrutiny Committees attached as **Appendices F, G and H** to track responses to recommendations made at their respective previous Committee meetings.

Background documents

None.

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APPENDIX A

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		**All Cabinet Members** **Officers** 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
Draft Corporate Plan Delivery Plan 2023-24		**Cabinet Members** Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; **Officers** Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
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		**All Cabinet Members** **Officers** 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
Quarter 4 Performance 2022-23		As above and Corporate Policy and Public Affairs Manager.
Corporate Self-Assessment 2022-23		**Cabinet Members** Leader of the Council; Cabinet Member for Finance, Resources and Legal; **Officers** 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		**Cabinet Members** Deputy Leader of the Council and Cabinet Member for Social Services Health; Cabinet Member for Community Safety and Wellbeing; **Officers** Corporate Director - Social Services and Wellbeing; Head of Adult Social Care; Head of Children's Social Care; Group Manager - Sports and Physical Activity; and Group Manager - Commissioning
Strategic Workforce Plan		**Cabinet Members** Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal; **Officers** Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and Group Manager – Human Resources and Organisational Development.
Corporate Plan Targets		**Cabinet Members** Leader of the Council; Cabinet Member for Finance, Resources and Legal;

		Cabinet Member for Community Safety and Wellbeing; **Officers** Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
ICT Resilience		**Cabinet Members** Cabinet Member for Finances, Resources and Legal; **Officers** Chief Executive; Chief Officer Finance, Performance and Change; and Group Manager ICT
Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee Nominations		NA

Monday 23 October 2023 at 10.00am		
Report Topics	**Any Specific Information Requested**	**Invitees**
Budget Monitoring 2023-24 – Quarter 2 Revenue Forecast		**All Cabinet Members** **Officers** 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
Scrutiny Annual Report		NA
Scrutiny Methodology and Key Performance Indicators		NA
Cabinet Committee Corporate Parenting Update	For the nominee from the Committee to Cabinet Committee Corporate Parenting to update the Committee on the information shared at the meetings of 20 July and 5 October 2023.	NA

Thursday 14 December 2023 at 10.00am		
Report Topics	**Any Specific Information Requested**	**Invitees**
Draft Medium Term Financial Strategy 2024-25		**Cabinet Members** Leader of the Council;

to 2027-28 and Budget Proposals*		Deputy Leader of the Council and Cabinet Member for Social Services and Health; Cabinet Member for Finances, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; **Officers** Chief Executive; Chief Officer Finance, Performance and Change; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Deputy Head of Finance; Head of Partnership Services; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate
Quarter 2 Performance Report 2023-24		**All Cabinet Members** **Officers** 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 Corporate Policy and Public Affairs Manager
Workforce Strategy Monitoring Action Plans		**Cabinet Members** Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal; **Officers** Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and Group Manager – Human Resources 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.

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		**Cabinet Member** Cabinet Member for Finance, Resources and Legal; and **Officer** Chief Officer - Finance, Performance and Change

Capital Strategy 2024 – 25 onwards		**Cabinet Members** Leader of the Council; Cabinet Member for Finance, Resources and Legal; **Officers** Chief Officer Finance, Performance and Change; and Group Manager – Chief Accountant
Budget Monitoring 2023-24 - Quarter 3 Revenue Forecast		**All Cabinet Members** **Officers** 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)		**Cabinet Members** Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; **Officers** Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
Quarter 3 Performance Report 2023-24		**All Cabinet Members** **Officers** 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 Corporate Policy and Public Affairs Manager
Cabinet Committee Corporate Parenting Update	For the nominee from the Committee to Cabinet Committee Corporate Parenting to update the Committee on the information shared at the meeting of 21 February 2024.	NA

APPENDIX A

Reports to be Scheduled		
Report Topics	**Any Specific Information Requested**	**Invitees**
Cessation of Ukrainian Refugee Host Sponsorship		**Cabinet Members** **Officers** **External**
Digital Strategy Review		**Cabinet Members** **Officers** Chief Officer - Finance, Performance and Change **External**
Review Progress of Disabled Facilities Grants		

APPENDIX B

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	Council Wide 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.	Scrutiny / Cabinet	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	Council Wide 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.	Scrutiny / Chief Officer – Finance, Performance and Change	**ACTIONED** – response and information circulated 22 August 2023.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 July 2023	Revenue Budget Outturn 2022-23	Council Wide 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	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	Recruitment 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	**ACTIONED** – response and information circulated 22 August 2023.

APPENDIX B

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	**ACTIONED** – response and information circulated 22 August 2023.
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	**ACTIONED** – response and information circulated 22 August 2023.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		forward recruitment for the Authority.		
3 July 2023	Revenue Budget Outturn 2022-23	Recruitment 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	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	Recruitment 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	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	Recruitment 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	**ACTIONED** – response and information circulated 22 August 2023.

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	EFS 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	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	EFS 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	**ACTIONED** – response and information circulated 22 August 2023.
3 July 2023	Revenue Budget Outturn 2022-23	EFS 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	**ACTIONED** – response and information circulated 22 August 2023.

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	Communities 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.	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	**ACTIONED** – response and information circulated 22 August 2023.
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	**ACTIONED** – response and information circulated 31 July 2023.
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	**ACTIONED** – response and information circulated 31 July 2023.

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.		
24 July 2023	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	The Committee recommended that consideration be given to partnership working with local farmers to source fruit and vegetables for school catering potentially at a lower cost.	Scrutiny / Corporate Director – Education and Family Support	Recommendations circulated requesting response.
24 July 2023	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	The Committee requested a graph demonstrating the exponential increase in the demand being experienced in children's social care over a 3-year period.	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	**ACTIONED** – response and information circulated 29 August 2023.
24 July 2023	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	The Committee requested copies of the case studies demonstrating the complexity being experienced in adult social care.	Scrutiny / Corporate Director – Social Services and Wellbeing	**ACTIONED** – response and information circulated 29 August 2023.
24 July 2023	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	Whilst recognising that it was too early in the year to provide a realistic projection of council tax income for this financial year, the	Scrutiny / Chief Officer – Finance, Performance and Change / Head of	Recommendations circulated requesting response.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		Committee requested whether a best case, worst case and predicted case scenario model could be provided to give an indication of the likely income from the collection of council tax	Partnership Services	
24 July 2023	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	The Committee acknowledged that one of the most significant budget reduction proposals unlikely to be achieved in full in the Communities Directorate was charging Blue Badge Holders for parking (COM 2), due to the traffic management team currently being engaged in the introduction of the national speed limit in built up areas. The Committee requested that a message be circulated among Members advising of the timescale for the necessary consultation regarding the Blue Badge Scheme.	Scrutiny / Corporate Director - Communities	Recommendations circulated requesting response.
24 July 2023	Quarter 4 Performance 2022-23	The Committee requested a breakdown, by Directorate, of: a. the cost of agency staff; and b. the cost differential between an agency worker and an	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	Recommendations circulated requesting response.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		equivalent full-time Member of staff.		
24 July 2023	Quarter 4 Performance 2022-23	The Committee requested with regard to the support provided to start-up business', a breakdown of the number which have benefitted from advice, start-up grants or other support.	Scrutiny / Corporate Director - Communities	Recommendations circulated requesting response.
24 July 2023	Quarter 4 Performance 2022-23	Concerns were expressed regarding the clawbacks for sickness absence in schools being based on pupil numbers rather than staff numbers and heard that the Schools Budget Forum (SBF) had asked that consideration be given to it being weighted differently. The Committee therefore requested an update when Education and Family Support Officers and Finance Officers had discussed the matter and prior to the next SBF.	Scrutiny / Corporate Director – Education and Family Support	**ACTIONED** – response and information circulated 29 August 2023.
24 July 2023	Quarter 4 Performance 2022-23	The Committee requested details of the options being considered to enable the reuse shop at Maesteg Community Recycling Centre to reopen.	Scrutiny / Corporate Director - Communities	**ACTIONED** – response and information circulated 29 August 2023.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
24 July 2023	Corporate Self-Assessment 2022-23	The Committee requested an update report detailing the outcome of the Council's partnership with Valleys to Coast and £500,000 contribution towards bringing 35 long term empty properties back into use.	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	Recommendations circulated requesting response.

APPENDIX C

Draft Outline Forward Work Programme
Subject Overview and Scrutiny Committee 1

Draft to be considered by Subject Overview and Scrutiny Committee 1 on Monday 11 September 2023

Friday 26 May 2023 at 11.00am		
Report Topic	**Information Required / Committee's Role**	**Invitees**
EFS Strategic Plan	Provide Subject Overview and Scrutiny Committee 1 (SOSC1) members with an opportunity to view and comment on the draft Education and Family Support Directorate (EFS) Strategic Plan 2023-2026.	**Cabinet Members** Cabinet Member for Education **Officers** Corporate Director – Education and Family Support Group Manager School Support Group Manager Inclusion and School Improvement School Programme Manager Group Manager Business Support Group Manager Family Support **CSC** Managing Director Assistant Director for Curriculum and Professional Learning Principle Improvement Manager **Headteacher Nominees** Headteacher Nantyfyllon Primary School Headteacher Penfai Church in Wales Primary School Headteacher Bryntirion Comprehensive School and Chair of BASH **External**

Thursday 13 July 2023 at 11.00am – CANCELLED		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Draft Outline Forward Work Programme		NA

APPENDIX C

Monday 11 September 2023 at 11.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Youth Justice Service Update and Operational Plan	T12 within the Education Directorate Strategic Plan	**Cabinet Members** Cabinet Member for Education **Officers** Corporate Director of Education and Family Support Operational Managers, Youth Justice Service **CSC** N/A **Headteacher Nominees** N/A **External**
Draft Outline Forward Work Programme		NA

Thursday 12 October 2024 at 11.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Whole School Approach to emotional health and wellbeing		**Cabinet Members** Cabinet Member for Education Cabinet Member for Community Safety and Wellbeing Deputy Leader of Council and Cabinet Member for Social Services **Officers** Group Manager Inclusion and School Improvement Group Manager Family Support **CSC** **Headteacher Nominees** Headteachers Wellbeing Lead **External** Youth Council members

APPENDIX C

Monday 4 December 2024 at 11.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Adult Community Learning	Proposed Information report	**Cabinet Members** Cabinet Member for Education **Officers** Corporate Director of Education and Family Support **CSC** **Headteacher Nominees** **External**
Youth Services report	Pre-meeting site visit to small, medium, and large primary school. Further details on funding as well as consideration of provision of staff, kitchen equipment and space for pupils. Delays in Capital Schemes – Universal Free School Meals; looking at schools and whether they are ready	**Cabinet Members** Cabinet Member for Community Safety and Wellbeing **Officers** Corporate Director of Education and Family Support **CSC** **Headteacher Nominees** **External**

Thursday 18 January 2024 at 11.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals		**Cabinet Members** Leader of Council Deputy Leader of Council and Cabinet Member for Social Services and Early Help Cabinet Member for Finance, Resources and Legal Cabinet Member for Education **Officers** Chief Executive Chief Officer Finance, Performance and Change

		Corporate Director Education and Family Support Head of Education and Family Support Interim Deputy Head of Finance Interim Finance Manager Budget Management: Communities, Education and Family Support **CSC** **Headteacher Nominees** Chair of Schools Budget Form Chair of BASH **External**

Monday 18 March 2024 at 11.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Curriculum for Wales Update and Welsh in Education Strategic Plan (WESP)	2 March 23 – Recommendation from COSC - The challenges of recruiting Welsh speaking teachers into the County Borough be included in the scope of the report on Welsh in Education Strategic Plan.	**Cabinet Members** Cabinet Member for Education **Officers** **CSC** **Headteacher Nominees** **External**

Items to be scheduled 2024/25

- Universal Primary Free School Meals (UPFSM) Programme – early summer 2024.
- RLN implementation update – June / July 2024.
- Annual review of EFS Plan and direction of travel.

Potential Items to be scheduled

- Upgrading of older school facilities that are not being replaced under school modernisation.
- Home to school transport / safe routes to schools
- Governing Bodies – Support and funding. Invitation to be extended to representatives and the Governors Association.

- Monitor the implications of any proposed reduction to school delegated budget – on school budgets, staffing structures, redundancies, and any resulting impact on pupils.
- Central South Consortium – How they have provided value for the schools in the County Borough
- School catchment areas, pupil admission numbers and new school builds

Members briefing sessions

- Session to be held to update Members on recommencing of reporting exam results.
- How leadership and safeguarding is being audited.

Information reports to be provided

- English Language School's catchment areas / capacity
- Early Help Service Pressures
- Appointment of Local Education Authority (LEA) governors – Policy and rules - Criteria and procedure for the appointment and removal of local authority school governors'

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APPENDIX D

Forward Work Programme
Subject Overview and Scrutiny Committee 2

Monday 10 July 2023 at 10.00am		
Report Topic	**Information Required / Committee's Role**	**Invitees**
Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and Further Integration with BAVO		**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Community Safety and Wellbeing; **Officers** Corporate Director – SSWB; Group Manager - Sports and Physical Activity; **External** Chief Executive, Halo Leisure; Partnership Manager, Halo Leisure; Chief Executive, Awen; and Operations and Partnership Manager, BAVO.
3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	Early Intervention to Reduce Care Experienced Children and Key Pressures including Information, Advice and Assistance (IAA), Early Help and Edge of Care	**Cabinet Member** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Children's Social Care; and Deputy Head of Children's Social Care.
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 in addition to the Chairperson of SOSC 2 who is automatically appointed.	NA
Cabinet Response to Committee's Recommendations Made on the Call In of the Cabinet Decision in Relation to Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay		
Draft Outline Forward Work Programme		NA

Monday 18 September 2023 at 10.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Adult Mental Health		**Cabinet Member** Deputy Leader of Council and Cabinet Member for Social Services and Health;

		Officers Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability, Mental Health & Substance Misuse; Community Mental Health Services Manager; **External** Service Group Manager, Mental Health Services – CTMUHB; and Service Users

Thursday 23 November 2023 at 10.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Annual Report – Safeguarding of Children and Adults	• Update on child exploitation. • Placement sufficiency and unregulated placements.	**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Adult Social Care; Head of Children's Social Care; Group Manager, IAA & Safeguarding; Team Manager – Older People - Mental Health; and Education colleagues.
Learning Disabilities Strategic Plan	• Outcome of external expert review. • Practice. • Service Provision. • Transition Management. • Day Opportunities.	**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability; and Group Manager – Case Management & Transition.
Care Inspectorate Wales – Joint Inspection of Child Protection Arrangements		**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Children's Social Care; and **External** Police and Health colleagues.
Strategic Commissioning Plans	Placement sufficiency.	**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB;

		Head of Adult Social Care; Head of Children's Social Care; and Group Manager – Commissioning.

Friday 19 January 2024 at 10.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals		**Cabinet Members** Leader of Council; Deputy Leader of Council and Cabinet Member for Social Services Health; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; **Officers** Corporate Director – SSWB; Chief Officer Finance, Performance and Change; Chief Executive; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate.
Summary of Adult Services Inspections		**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Adult Social Care; Provider Service Manager - Support at Home/Accommodation Services; and Group Manager – Direct Care Provider Services.

Monday 15 April 2024 at 10.00am		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Update on Child Exploitation		**Cabinet Members** Deputy Leader of Council and Cabinet Member for Social Services and Health; **Officers** Corporate Director – SSWB; Head of Children's Social Care; Group Manager, IAA & Safeguarding. **External**
Annual Report - Corporate Parenting		**Cabinet Members** **Officers** **External**

APPENDIX D

Reports to be Scheduled		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Draft Adults Strategic Plan		**Cabinet Members** **Officers** **External**
Direct Payments		**Cabinet Members** **Officers** **External**
Post 18 Housing and Financial Support for Care Experienced Children (Post Basic Income Pilot)		**Cabinet Members** **Officers** **External**

APPENDIX E

Forward Work Programme
Subject Overview and Scrutiny Committee 3

Monday 19 June 2023 at 4.00pm		
Report Topic	**Information Required / Committee's Role**	**Invitees**
Update on the Shared Prosperity Fund Corporate Parenting Champion Nomination Report Draft FWP		**Cabinet Members** Cabinet Member for Climate Change and Environment Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration **Officers** Corporate Director – Communities Head of Operations – Community Services Group Manger – Economy, Natural Resources and Sustainability **External**

Tuesday 25 July 2023 at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Update on Communities Directorate Position and Challenges	Extraordinary meeting Reviewing the challenges faced by the Communities Directorate.	**Cabinet Members** Leader Deputy Leader of Council and Cabinet Member of Social Services and Health Cabinet Member for Finance, Resources and Legal Cabinet Member for Climate Change and Environment Cabinet Member for Education Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration **Officers** Chief Executive Chief Officer Finance, Performance and Change Corporate Director, Communities **External** - NA

APPENDIX E

Monday 25 September 2023 at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Homelessness Strategy		**Cabinet Members** Cabinet Member for Housing, Planning and Regeneration **Officers** Chief Officer – Finance, Performance & Change Head of Partnerships **External** Crisis Cymru Shelter Cymru

Monday 27 November at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Emerging Valleys Regeneration Strategy Future Waste Services Work Stream		**Cabinet Members** **Officers** **External**

Monday 22 January 2024 at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals		**Cabinet Members** Leader Deputy Leader of Council and Cabinet Member of Social Services and Health Cabinet Member for Finance, Resources and Legal Cabinet Member for Climate Change and Environment Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration **Officers** Chief Executive Chief Officer Finance, Performance and Change Corporate Director Communities **External**

APPENDIX E

Monday 26 February 2024 at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Levelling Up Fund – Grand Pavilion		**Cabinet Members** **Officers** **External**

Monday 22 April 2024 at 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Bridgend 2030 Net Zero Carbon Strategy Strategic Transport Plan		**Cabinet Members** **Officers** **External**

Potential Items

- Housing
  - Affordable
  - Accessible
  - Social
  - Energy efficiency housing

- Information and update on where the Directorate are with Asset and Community Asset Transfer (CAT)
- Asset Management Audit Wales inspection report

- Local Biodiversity Action Plan

- Green Spaces

- Porthcawl Regeneration Update

- Transforming Towns
  - Masterplans (Bridgend Town Centre – other masterplans)
  - Tourism (attracting tourism including capacity for mobile accommodation)
  - Transport Plan Porthcawl
  - Maesteg Town Centre

- Net Zero Carbon
  - Council Electric Vehicles
  - Air Quality Action Plan

  - Flood Mitigation

- Corporate Joint Committees Regional Responsibilities
- Play areas / opportunities
- Update on Heat Network
- Lessons Learned from Re-Development of Maesteg Town Hall

Members briefing session

- Infrastructure Delivery that has an area specifically on the deterioration of the road surfaces and potholes – Looking to schedule in the Autumn.

Information reports to be provided

- Electric charging points, where this is currently within the three phases and what happens after phase three is completed.

Subject Overview & Scrutiny Committee 1

RECOMMENDATIONS MONITORING ACTION SHEET 2023-24

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 May 2023	EFS Strategic Plan 2023-2026	Members expressed concern regarding the retention of school staff and their wellbeing. They discussed the importance of the support pupils received for their wellbeing and felt that staff wellbeing should be of equal priority. Members recommended that the narrative regarding the support for staff in ***T1 Pupil and staff wellbeing*** be strengthened to reflect this.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	During discussions regarding pupil attendance and levels of absence, Members requested a breakdown of the reasons for and the numbers of absence and recommended that these be included in the Plan.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	Members considered the success indicators relating to ***T2 Support for pupil behaviour, attendance, and exclusions*** and highlighted that assessing progress towards the achievement of the objective 'a reduction in fixed term and permanent exclusions' would only be meaningful if all	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		schools were following the School Attendance Policy to ensure consistency. Members recommended there be a standardised Exclusion Policy referenced in the Plan to ensure assurance in the data provided and accurate measurement of the improvements.		
26 May 2023	EFS Strategic Plan 2023-2026	Members recommended that there be more granular detail in the Plan on how the ambition for completion of the statutory training modules by School Governors could be measured annually and that a baseline be provided in the Plan to demonstrate the target to be achieved.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	Members noted the plan to increase the support for parents with vulnerable children under ***T3 Support for vulnerable children and young people*** and recommended that there be more detail in the Plan to include how this was to be achieved, how the current support could be measured and how to ensure that the support increases in the future.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	Members discussed how a video produced by Brynteg Comprehensive School in relation to ***T5 Curriculum for Wales and***	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		assessment gave a better understanding of the new curriculum and recommended that this be made available to other schools and to the Members themselves.		
26 May 2023	EFS Strategic Plan 2023-2026	Members discussed the importance of the safeguarding training module for School Governors and made a recommendation to support the Directorate in advocating Welsh Government to consider making it a statutory requirement.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	Members expressed concern regarding potential increased utility bills and impact on pupils, due to outdated facilities in existing older schools. Whilst Members noted that refurbishment and maintenance of older schools was within the remit of the Property Team and not the EFS Directorate, it was recommended that this should still be referenced in the Plan.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	Members discussed ***T14 Effective Welsh in Education Strategic Plan to promote the Welsh language and Welsh-medium education*** and felt that the objective appeared to be tailored towards younger learners and improving Welsh speakers and recommended the objective be	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		expanded to include what was being done to promote and improve the use of the Welsh language in secondary schools.		
26 May 2023	EFS Strategic Plan 2023-2026	Members expressed concern that without definitions of the three numbered parts in each stage of the RAYG (Red (unsatisfactory), Amber (adequate), Yellow (good) and Green (excellent)) statuses**,** it was difficult to understand the criteria for the top, middle and bottom score in each RAYG status. Members recommended that the RAYG Self-evaluation guidelines be revisited and that a discussion take place with partners to ensure that the targets set were achievable, for example an ambition to achieve a rating of 8 by August 2026 from a current rating of 4 in ***T2 Support for pupil behaviour, attendance, and exclusions*** and 9 by August 2026 with the current rating of 6 in ***T5 Curriculum for Wales and assessment*** and other examples in the Plan.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided.
26 May 2023	EFS Strategic Plan 2023-2026	A detailed breakdown of the individual grants once all grants were consolidated and available which was offered by Officers, in response to Members questions regarding the financial	Director of Education and Family Support / Central South Consortium	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		implications of the report including what external grants and capital funding were expected for 2023-24.		
26 May 2023	EFS Strategic Plan 2023-2026	The anonymised data for the Food for Fun Programme collated from the previous year and the available data from this year, when available, for the Members of the Committee to compare, which Officers offered to provide to Members in response to Members' questions whether records had been kept of the participants of the Food and Fun programme within the 'Successes to date' and 'Improvement objectives' of *T1 Pupil and staff wellbeing*, and what the plans were going forward.	Director of Education and Family Support / Group Manager - Family Support	**ACTIONED** – response and information circulated 9 August 2023.
26 May 2023	EFS Strategic Plan 2023-2026	Figures and data regarding the length of waiting times for school based counsellors, that Officers offered to provide in response to Members' concerns regarding the length of waiting list times for school based counsellors, although Officers were not aware of the lists being significant.	Director of Education and Family Support / Group Manager - Family Support	**ACTIONED** – response and information circulated 9 August 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 May 2023	EFS Strategic Plan 2023-2026	Recent data from the annual monitoring undertaken byt the Educational Psychology Service that Officers offered to provide in response to Members' referring to *T1 Pupil and staff wellbeing* in the report which outlined the well-established support from the Educational Psychology Service and highlighted the emotional and social wellbeing support role of Learning Support Assistants and their continued training, asking whether the roles were undertaken by dedicated staff and if every school had them	Director of Education and Family Support / Group Manager Inclusion and School Improvement	**ACTIONED** – response and information circulated 9 August 2023.
26 May 2023	EFS Strategic Plan 2023-2026	Links from Central South Consortium regarding the staff wellbeing service funded by Welsh Government.	Director of Education and Family Support / Central South Consortium	**ACTIONED** – response and information circulated 9 August 2023.
26 May 2023	EFS Strategic Plan 2023-2026	More information on when Officers expected to meet the objective in *T4 Support for children and young people with additional learning needs*, that 60 Additional Learning Needs Co-Ordinators would receive bespoke training to meet the needs of pupils	Director of Education and Family Support / Group Manager Inclusion and School Improvement	**ACTIONED** – response and information circulated 9 August 2023.
26 May 2023	EFS Strategic Plan 2023-2026	In relation to *T11 Effective childcare and early years offer*, a timeline in relation to the Flying Start roll out and which childcare	Director of Education and Family Support /	**ACTIONED** – response and information circulated 9 August 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		providers are included across the County Borough.	Group Manager - Family Support	
26 May 2023	EFS Strategic Plan 2023-2026	An update on recruitment of staff for school breakfast clubs and kitchens.	Director of Education and Family Support / Group Manager, Business Support	**ACTIONED** – response and information circulated 9 August 2023.

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Subject Overview and Scrutiny Committee 2

RECOMMENDATIONS MONITORING ACTION SHEET 2023-2024

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested that a visit be arranged for Members of the Committee to the Books on Wheels mobile library service to provide them with an understanding of the areas it covers and what is currently available.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested a breakdown by characteristic of the number of participants that access leisure facilities that receive free or subsidised membership/access	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested a copy of the presentation to be shared with all Members, demonstrating the vision and work to be undertaken at the Grand Pavilion in Porthcawl, utilising the Levelling Up Funding	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and	The Committee requested, with regard to the partnership working with Halo Leisure and Awen, whether there are plans to bring the timelines into alignment, as	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
	further integration with BAVO	the Healthy Living Partnership with Halo Leisure was established for a 15-year period in 2012 and the partnership agreement with Awen runs until 2035.		
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee Recommended that an additional column be added to the Plan to include in a table, what actions demonstrate success and how those successes are measured.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee requested that they receive a quarterly update on the implementation of the Plan.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee requested clarification as to how the demographic, age profile, deprivation and any other factors affect the formula for applications for grant funding.	Scrutiny / Chief Officer – Finance, Performance & Change	Recommendations circulated requesting response - to be provided.

Subject Overview and Scrutiny Committee 3

RECOMMENDATIONS MONITORING ACTION SHEET 2023-24

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
19 June 2023	Update on Shared Prosperity Fund	While the Committee acknowledged that starting a scheme or project before written confirmation of any Government Grant Funding carried some risk, Members reflected on whether the process undertaken by Cabinet and Officers had taken into consideration the risk of the UK Government not permitting the rolling of year 1 funding into year 2. Members therefore recommended that Cabinet consider whether, on balance, starting the process of these projects before funding was received was a justified risk moving forward and also provide reassurance as to how they could ensure it will be considered in future decisions, as the Authority would not want to receive any less than the 8.3% announced by the United Kingdom (UK) Government.	Cabinet Members / Corporate Director of Communities	Information request circulated requesting response – to be provided.
19 June 2023	Update on Shared Prosperity Fund	The Committee furthermore recommend that a way of providing short term interim funding (including potentially reserves) for projects that have a high degree of certainty of Grant Funding be explored and consideration be given to	Chief Officer - Finance, Performance & Change / Corporate Director of Communities	Information request circulated requesting response – to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		mechanisms for managing risk and allowing projects to commence where Grant Funding had been agreed in principle, but not yet formalised.		
19 June 2023	Update on Shared Prosperity Fund	That Members be informed of the outcome, as soon as possible, of whether or not the request made by a number of Authorities to roll over year 1 funding into year 2 had been granted.	Corporate Director of Communities	Information request circulated requesting response – to be provided.
19 June 2023	Update on Shared Prosperity Fund	Information that the Director of Communities offered regarding engagement with community groups to establish the level of demand for Bridgend Local Investment Grant Funding and assistance required. This was in response to Members' concerns regarding responsibilities and reliance on volunteers and organisations to deliver the projects and Officers' explanations that part of the UKSPF was to build resilience and economic development, targeting communities that may not normally have access to that type of funding.	Corporate Director of Communities	Information request circulated requesting response – to be provided.

APPENDIX H

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
25 July 2023	Update on the Communities Directorate Position and Challenges	To Follow		

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