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



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

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**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, 17 October 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, 23 October 2023 at 10:00**.

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 14
To receive for approval the minutes of 03 07 23 and 24 07 23
4. Budget Monitoring 2023-24 - Quarter 2 Revenue Forecast 15 - 44

Invitees

Councillor Huw David – Leader of 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

Councillor John Spanswick – Cabinet Member for Climate Change and Environment

Councillor Jon-Paul Blundell - Cabinet Member for Education

Councillor Neelo Farr - Cabinet Member for Community Safety and Wellbeing

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

Mark Shephard - Chief Executive

Carys Lord - Chief Officer - Finance, Performance and Change

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Lindsay Harvey - Corporate Director - Education and Family Support
Claire Marchant - Corporate Director - Social Services and Wellbeing
Janine Nightingale - Corporate Director - Communities
Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy

5. Performance Management Improvement Plan 45 - 58

Invitees:

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

Mark Shephard - Chief Executive
Alex Rawlin - Corporate Policy and Public Affairs Manager

6. Conclusions and Recommendations

7. Forward Work Programme Update 59 - 118

8. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you have any queries regarding this, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643148 / 643694 / 643513 / 643696.

Yours faithfully

K Watson

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

Councillors:

H T Bennett
F D Bletsoe
P Davies
RM Granville

Councillors

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

Councillors

T Thomas
G Walter
A Williams
AJ Williams

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET,
BRIDGEND, CF31 4WB ON MONDAY, 3 JULY 2023 AT 10:00

Present

Councillor A Williams – Chairperson

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

Apologies for Absence

S J Griffiths

Officers:

Lucy Beard	Scrutiny Officer
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Jessica Mclellan	Scrutiny Officer

61. ELECTION OF CHAIRPERSON

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

62. DECLARATIONS OF INTEREST

The following Councillors declared personal interests in Agenda item 4:

- Cllr Heidi Bennett as an employee of an organisation which employs community navigators and as a member of the Cwm Taf Morgannwg Regional Partnership Board (CTMRPB);
- Cllr Jane Gebbie as Chair of CTMRPB; and
- Cllr Amanda Williams as a family member is in a residential care home.

63. REVENUE BUDGET OUTTURN 2022-23

The Chief Officer, Finance Performance and Change presented the report, the purpose of which was to provide the Committee with an update on the Council's revenue financial performance for the year ended 31st March 2023.

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

Council Wide

- Variances in the budget and the robustness of the budget setting process.
- Resource and budgetary pressures and the need for funding, change and input from central Government in order to sustain essential services.
- Performance and data management, accuracy of information and scrutiny of accounts by Audit Wales and the Governance and Audit Committee.

- The possibility of borrowing and draw down on earmarked reserves to ensure some projects in the Capital Programme proceed.

Workforce, Recruitment and Retention

- The impact of the number of vacancies on Human Resources (HR) and the likely impact on the budget if the Council were fully staffed.
- The approaches to advertising for vacancies and other methods of recruitment including development of relationships with schools and universities.
- Time taken to recruit a successful applicant to a post and the business partner model regarding co-working between HR and Directorates.
- National terms & conditions, rates of pay, the Authority's ability to compete with other local authorities and the private sector and the potential for future collaborative arrangements.

Education and Family Support

- The number of schools predicting deficit budgets, the Local Authority's contribution towards rising energy costs, the potential of staff redundancies and the impact of the number of pupils on the roll.
- Inflationary pressures and the challenge of recruitment into Catering Services and the impact on the provision of breakfast clubs and school meals.
- The factors contributing to the underspend in the Family Support Group.
- The vacancies in the Corporate Health and Safety Unit, the impact on delivery and what the Authority is doing to mitigate their effect.
- The Authority's generous home to school transport offer and the likely timescale for the publishing of the Guidance from Welsh Government.

Social Services and Wellbeing

- Reliance on and cost of agency workers to meet statutory duties and the impact on continuity for families.
- The role of Social Work Support Officers.
- Overspend and waiting times for Disabled Facilities Grants, the increased cost of equipment and works and its impact on the ability to support people to live safely at home.
- Capacity in care homes and cost of care for elderly residents.
- The demographic and the impact on demand and need to ensure sufficiency of service provision.
- Estimated future budget pressures and the importance of cost-effectiveness, innovation and preventative services.
- Remodelling of Day Services for older people and Learning Disability Services and the possibility of future remodelling of other services.

Communities

- Challenges of recruitment.
- Support for Member Referrals and ways to improve the efficiency of the Members Portal.
- Budgetary and staffing pressures in the Planning and Development.
- The free car parking offer and sustaining and transforming towns.
- Reasons for the delay in opening the Pyle Community Recycling Centre.
- An update regarding the commercial letting of Ravenscourt.
- The impact of the underspend in the Playgrounds budget.

- Reasons for the delay in the Permitting Scheme for road works.

Chief Executive

- The impact of printers and photocopying on the overspend on the ICT budget.
- The risk and potential cost of a possible cyber attack.

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

Council Wide

1. 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.
2. 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.
3. 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.

Education and Family Support

4. That the Committee 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.
5. 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.

and the Committee requested:

6. An update on when the Welsh Government review regarding home to school transport would realistically be published, given that no changes would be considered until the conclusion of the review.

Communities

The Committee made the following Recommendation:

7. 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.

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:

8. 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.
9. 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.
10. 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 forward recruitment for the Authority.
11. 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.
12. 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.

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 that could be done to reduce the waiting time to stop candidates finding work elsewhere.

64. **CORPORATE PLAN DELIVERY PLAN 2023-24 AND PERFORMANCE FRAMEWORK**

The Chief Executive presented the report, the purpose of which was to propose a one-year Corporate Plan Delivery Plan (CPDP) to support the Council's new Corporate Plan and an updated Corporate Performance Framework to help the Council to measure progress on it.

The Chair thanked the Chief Executive, the Committee commended the Corporate Policy and Public Affairs Manager and the Corporate Improvement Officer for their work on the Plans and Framework and Members discussed the following:

- The role of the Governance and Audit Committee and avoiding duplication.
- The importance of specific, measurable, achievable, realistic and timely (SMART) Performance Indicators, avoidance of baseline setting unless necessary and a possible move towards Objective and Key Results.

- The role of members of the public and the importance of communication and management of expectations.
- Ensuring the CPDP is meaningful and relatable for the public and all staff.
- The timeline and anticipated next steps for the CPDP.
- The concerns recently identified by Audit Wales, including data quality and accuracy.
- The importance of proportionate, clear and informative data.

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

13. 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.

That future reports regarding performance be developed to include a holistic overview in the form of an executive summary to succinctly summarise 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.

65. **CORPORATE PARENTING CHAMPION NOMINATION**

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

The Chairperson invited nominations, following which it was

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

66. **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**

The Senior Scrutiny Officer presented the report, the purpose of which was to present the Committee with the Cabinet response to the Recommendations made by the Committee on the Call-In of the Decision of Cabinet of 14 June 2022, in relation to the report on Recycling and Waste Service Post 2024, submitted to Cabinet on 18 October 2022.

Following discussions regarding the reasons for the delay in the response being provided it was

RESOLVED: That the Committee noted the Cabinet response attached as Appendix A to the report.

67. **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 3.6, asked the Committee to note the Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings in Appendix B, the Directorate Performance Dashboards in Appendices C, D, E and F, the Regulatory Tracker in Appendix G and asked the Committee to note that a further update to the Tracker would be reported to a future meeting for information, following its report to Governance and Audit Committee.

The Committee requested that consideration be given to the scheduling of a report regarding the challenges of workforce, recruitment and retention, avoiding any duplication of work by the Governance and Audit Committee and that consideration be given to the scheduling of the report on Cyber Security at an appropriate time in the Committee's FWP for the upcoming year.

There were no further items identified for consideration on the FWP having regard to the selection criteria in paragraph 3.6, and this could be revisited at the next meeting when the Quarter 4 Performance data 2022-23 was due to be presented.

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

RESOLVED: That the Committee approved the FWP in Appendix A subject to the inclusion of the above items and noted the Recommendations Monitoring Action Sheet in Appendix B, the Directorate Performance Dashboards in Appendices C, D, E and F and the Regulatory Tracker in Appendix G.

68. **URGENT ITEMS**

None.

The meeting closed at 15:14

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 24 JULY 2023

**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 MONDAY, 24 JULY 2023 AT 10:00**

Present

Councillor A Williams – Chairperson

H T Bennett	F D Bletsoe	RM Granville	S J Griffiths
M L Hughes	G Walter	AJ Williams	

Apologies for Absence

P Davies, M Jones, RL Penhale-Thomas and T Thomas

Officers:

Lucy Beard	Scrutiny Officer
Rachel Keepins	Democratic Services Manager
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Jessica Mclellan	Scrutiny Officer
Janine Nightingale	Corporate Director - Communities
Kate Pask	Corporate Improvement Officer - Performance
Alex Rawlin	Corporate Policy & Public Affairs Manager
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

70. DECLARATIONS OF INTEREST

Councillor Heidi Bennett declared a personal interest in item 6, Corporate Self-Assessment 2022-23 as the organisation she works for is mentioned in relation to prevention and wellbeing work and a prejudicial interest in item 8, as a member of the Public Services Board.

71. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Corporate Overview and Scrutiny Committee dated 31 January 2023 be approved as a true and accurate record.

72. BUDGET MONITORING 2023-24 - QUARTER 1 REVENUE FORECAST

The Chief Officer, Finance, Performance and Change presented the report, the purpose of which was to provide the Committee with an update on the Council's revenue financial position as at 30th June 2023.

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

Council wide

- The anticipated accuracy of financial projections and the challenges of unprecedented levels of inflation.

- The prospect of scenario modelling for council tax collection and interest rates and alternative and challenging approaches to proposed budget reductions.
- The possibility of a recruitment freeze, management of budgets at a Directorate and Corporate level and evaluation of Services.
- The prospect of benchmarking against the experience of other Welsh local authorities.
- The review and use of earmarked reserves.

Social Services and Wellbeing

- In relation to children's social care, an update regarding independent residential care and the exponential increase in quantum and complexity of demand.
- In relation to adult social care, the impact of greater complexity of cases and the importance of preventative and reablement services.

Communities

- An update regarding the consultation regarding charging Blue Badge holders for parking and the implementation of the 20 mile per hour speed limit.
- Clarification regarding the timescale for the public consultation regarding the proposed closure of each of the Community Recycling Centre sites for one weekday per week.
- The impact of proposed budget reductions on other areas of the Service.

Education and Family Support

- Budget management of schools projecting deficit budgets and those currently projecting a surplus.
- The anticipated impact of the new Heronsbridge School and the capacity review of Ysgol Bryn Castell on the out of county learner support budget.
- The impact of the Public Service Vehicles Accessibility Regulations 2000 on the ability to provide paid places on school buses.
- Eligibility for the Authority's generous home to school transport offer, the delay in the publishing of the Guidance from Welsh Government and the challenge of increased fuel and provider costs.
- The overspend in catering, the volatility in costs relating to the provision of Universal Primary Free School Meals and which costs are covered by Welsh Government.

Chief Executive

- Whether the current underspend would be ringfenced for housing and homelessness and the anticipated increase in demand.

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

1. That consideration be given to partnership working with local farmers to source fruit and vegetables for school catering potentially at a lower cost.

and the Committee requested:

2. A graph demonstrating the exponential increase in the demand being experienced in children's social care over a 3-year period.
3. Copies of the case studies demonstrating the complexity being experienced in adult social care.
4. Whilst recognising that it was too early in the year to provide a realistic projection of council tax income for this financial year, the 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.

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.

73. **QUARTER 4 PERFORMANCE 2022-23**

The Corporate Performance Manager presented the report, the purpose of which was to provide the Committee with an overview of the Council's performance against the Corporate Plan objectives in Quarter 4 of 2022- 23, the final year-end outturn position.

The Chair thanked the Corporate Performance Manager and Members discussed the following:

- Greater challenge for significantly or consistently missed targets, action plans and ensuring consistency of reporting.
- The possibility of ranking/colour coding within Red, Amber, Green (RAG) status'.

Sickness absence

- Stress related sickness absence, support for staff wellbeing and a holistic approach to people returning to work.
- The trend and mitigating factors regarding sickness absence attributed to musculoskeletal disorders.

Social Services and Wellbeing

- The trend and management of the number of children on the Child Protection Register.
- The cost of agency staff compared to equivalent full-time employees.
- An update on the Basic Income Pilot and the number of care leavers in education or employment.
- Placement sufficiency and use of unregistered placements.

Chief Executive

- The Homelessness Strategy and the sufficiency of planning for anticipated increased demand.
- Empty properties, enforcement actions and support available for bringing properties back into use.
- The prospect of reopening the reuse shop at Maesteg Community Recycling Centre.
- The Council's recent ICT outage, the robustness of the Council's infrastructure and business continuity plans, cyber security and the significant risk posed by a possible cyber attack.

Communities

- The process for Community Asset Transfers and roles of Community Councils.
- The number of business start-ups that have benefitted from support.

Education and Family Support

- Accuracy of data and the proportionality and fairness of claw backs for sickness absence based on pupil numbers rather than staff numbers.

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

5. A breakdown, by Directorate, of:
 - a. the cost of agency staff; and
 - b. the cost differential between an agency worker and an equivalent full-time Member of staff.
6. 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.
7. 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.

Details of the options being considered to enable the reuse shop at Maesteg Community Recycling Centre to reopen.

74. CORPORATE SELF-ASSESSMENT 2022-23

The Corporate Policy and Public Affairs Manager presented the report, the purpose of which was to provide the Committee with an update on the Council's second corporate self-assessment report and judgements, and to seek comments on the draft report.

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

- The factors contributing to the overall Self-Assessment judgement of 'Adequate'.
- Having an honest, open and challenging culture with Indicators that drive towards better performance.
- An expectation of greater detail and emphasis on sustainability and target of Net Zero Carbon.
- An update regarding the Council's contribution towards bringing empty properties back into use, the number of voids and expectation that they be brought back into use as soon as possible.

RESOLVED: Following detailed consideration and discussions with Officers and Cabinet Members, 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.

75. **PROPOSALS FOR THE JOINT OVERVIEW AND SCRUTINY ARRANGEMENTS FOLLOWING TRANSITION TO A SINGLE PUBLIC SERVICES BOARD (PSB) FOR CWM TAF MORGANNWG**

The Scrutiny Officer presented the report, the purpose of which was to update the Committee on the proposed joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg Public Services Board (PSB), following the transition to a single PSB for Cwm Taf Morgannwg and to request nominations of five Members and one substitute Member from the Committee, based on the political balance of the Committee, as far as practical, to the Cwm Taf Morgannwg PSB Joint Overview and Scrutiny Committee (JOSC).

Following discussion, it was

RESOLVED: That 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 nominated from the Bridgend County Independents Group to attend the PSB JOSC when one of the five Members are not available);

and

The Committee agreed to defer the nominations of the three remaining Labour Group Members to its meeting on 4 September 2023.

76. **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 3.6, asked the Committee to note the Recommendations Monitoring Action Sheets to track responses to the Committee's recommendations made at previous meetings in 2022-23 in Appendix B, and those made at the previous meeting in 2023-24 in Appendix C, and asked the Committee to note that the Forward Work Programme for the Subject Overview and Scrutiny Committees would be reported to the next meeting of the Committee, following consideration in the recent cycle of SOSC meetings.

Members discussed the recent ICT outage and requested that the report regarding Cyber Security be scheduled to the next meeting of the Committee on 4 September 2023 and that ICT Business Continuity Plans be included in the scope of the report.

The Committee recommended that the item on Lessons Learned from the Re-Development of Maesteg Town Hall be delegated to the Subject Overview and Scrutiny Committee 3 to consider.

There were no further items identified for consideration on the FWP having regard to the selection criteria in paragraph 3.6, and this could be revisited at the next meeting.

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

RESOLVED: That the Committee approved the FWP in Appendix A, subject to the inclusion of the above items, noted the Recommendations Monitoring Action Sheets in Appendix B and C and noted that the Forward Work Programme for the Subject Overview and Scrutiny Committees would be reported to the next meeting of the Committee.

77. **URGENT ITEMS**

None.

The meeting closed at 13:51

Agenda Item 4

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	23 OCTOBER 2023
Report Title:	BUDGET MONITORING 2023-24 – QUARTER 2 REVENUE FORECAST
Report Owner/ Corporate Director:	CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE
Responsible Officer:	JOANNE NORMAN GROUP MANAGER – BUDGET MANAGEMENT
Policy Framework and Procedure Rules:	As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.
Executive Summary:	<ul style="list-style-type: none">• The net revenue budget for 2023-24 is £342.334 million. The overall projected position at 30th September 2023 is a net over spend of £10.932 million.• The projected over spend is primarily due to ongoing pressures within the Social Services and Wellbeing Directorate and on the Home to School Transport budget.• The budget approved for 2023-24 included budget reduction proposals totalling £2.608 million. The current position is a projected shortfall on the savings target of £200,000, or 7.67% of the overall reduction target.

1. Purpose of Report

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

2. Background

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

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

3. Current situation / proposal

3.1 Summary financial position at 30th September 2023

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

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

Directorate/Budget Area	Original Budget 2023-24 £'000	Revised Budget 2023-24 £'000	Projected Year end spend Q2 2023-24 £'000	Projected Over / (Under) Spend 2023-24 £'000	Projected Over / (Under) Spend Qtr 1 2023-24 £'000
Directorate					
Education and Family Support	137,488	139,032	140,778	1,746	1,699
Social Services and Wellbeing	92,791	96,630	109,320	12,690	11,065
Communities	30,545	32,832	33,432	600	122
Chief Executive's	24,003	24,200	24,448	248	(98)
Total Directorate Budgets	284,827	292,694	307,978	15,284	12,788
Council Wide Budgets					
Capital Financing	7,203	7,203	4,605	(2,598)	(2,125)
Levies	9,189	9,189	9,170	(19)	0
Apprenticeship Levy	650	750	769	19	0
Council Tax Reduction Scheme	16,054	16,054	15,841	(213)	(262)
Insurance Premiums	1,363	1,363	1,261	(102)	0
Repairs & Maintenance	670	670	630	(40)	0
Pension Related Costs	430	430	430	0	0
Other Council Wide Budgets	21,948	13,981	12,582	(1,399)	(674)
Total Council Wide Budgets	57,507	49,640	45,288	(4,352)	(3,061)
Total	342,334	342,334	353,266	10,932	9,727

- 3.1.2 The overall projected position at 30th September 2023 is a net over spend of £10.932 million comprising £15.284 million net over spend on directorates and a net under spend of £4.352 million on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 3.3.
- 3.1.3 The main financial pressures are in the service areas of Social Services and Wellbeing (SSWB) and Home to School Transport (HtST). In 2022-23, the SSWB Directorate experienced pressures of work to meet statutory duties against a backdrop of an exponential increase in demand in children's social care, and an increase in the number of independent residential placements in Children's Services, along with pressures in learning disabilities and older persons' residential placements. Whilst budget growth of £8.174 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) for 2023-24, the Directorate continues to see an increase in demand and the budget growth confirmed is currently insufficient to meet the increase in demand with current projections showing a £12.690 million over spend in 2023-24. The quarter 1 revenue monitoring report highlighted that further consideration needed to be given by Council to the sustainable resource required specifically in Children's Services to improve the quality of outcomes for children and families in Bridgend. A 3 year sustainability plan to improve outcomes for Children and Family Services in Bridgend was approved by Council on the 20th September 2023, with a budget virement of £1 million approved for Children's services (see 3.1.5) and the additional use of up to £2.5 million of earmarked reserves (see 3.4.2) whilst a more permanent funding solution is sought
- 3.1.4 There is a projected over spend on Home to School Transport of £1.158 million which has reduced from the projected over spend at quarter 1 of £1.316 million. Several retendering exercises on HtST took place in 2022-23 with market conditions not being favourable, due to high levels of inflation and shortage of drivers and escorts, with procurement exercises resulting in generally higher costs across many contracts.

Budget virements/technical adjustments

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

As noted in 3.1.3 Council approved a budget virement of £1 million for Children's Services to support a 3 year sustainability plan.

- 3.1.6 The other main virements and technical adjustments in quarter 2 are outlined below:

Budget Virements

Service vired from / to	Amount
Transfer of funding from Directorate print budgets to ICT to reflect reduced print activity due to staff working from home and ICT being unable to recover the fixed costs of printers and photocopiers through the re-charge to service departments.	£125,000
One-off contribution from Corporate Contingency to fund demolition works at Brackla car park.	£400,000

Technical Adjustments

Service vired from / to	Amount
Transfer of inflationary uplifts not confirmed when the Medium Term Financial Strategy was agreed that are held centrally until evidence of the uplift is provided by the service areas (detailed in paragraph 3.1.7).	£2,092,352

Pay/Price Inflation

- 3.1.7 When the budget for 2023-24 was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision was retained centrally within Council wide budgets, to be allocated as further information was known about specific contractual price increases. Amounts released during quarter 2 are shown in 3.1.6 and include £1.874 million energy uplift for corporate and leisure services buildings and £0.128 million management fee uplift on the leisure services contract in line with CPI.
- 3.1.8 Inflationary pressures include increases in staffing costs arising from the above inflation increases in the National Living Wage and the implementation of the Real Living Wage. In addition, there are ongoing discussions regarding pay claims for Teachers' pay from September 2023 onwards and National Joint Council (NJC) workers for 2023-24. Even a variance of 1% on the pay settlement of NJC staff alone can result in a swing in required funding of over £1 million per annum.
- 3.1.9 In addition, the Council has experienced additional costs as a result of increases in inflation not seen for over a decade, and the impact of the war in the Ukraine.
- 3.1.10 There is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. Inflation rates have also continued to remain high since the budget was set with CPI at 6.7% in August 2023. With these uncertainties the budget will need to be monitored closely during the remainder of the year as there is a risk that the provision will be insufficient.

Budget Reduction Proposals

- 3.1.11 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £2.608 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.
- 3.1.12 In March 2023 Council approved the Medium Term Financial Strategy for 2023-24 to 2026-27. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £17.165 million over the next four years. However, it has become evident in recent months that the position going forward is likely to be even more challenging than this, with recurrent in-year over spends needing to be mitigated, along with additional pay and price pressures. Against that background it is essential that expenditure is kept within the overall approved budget as far as possible, and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead. Likewise, any opportunities to reduce spend in-year will be taken to try and improve the year end position.
- 3.1.13 At year end consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Similarly, consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, only as long as these can be met from within the Council's cash limited budget for 2023-24. This is in line with the reports to Cabinet and Council on the MTFs, and the Council's Financial Procedure Rules.

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

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

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Social Services and Wellbeing	115	115	0
Communities	165	35	130
TOTAL	280	150	130

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

3.2.2 Table 2 shows that of the £280,000 outstanding reductions, £150,000 is likely to be achieved in 2023-24 leaving a shortfall of £130,000. Proposals still not likely to be achieved, and therefore which will have to be met through alternative one-off efficiencies in 2023-24 in order to deliver a balanced budget position, include:

- COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000 shortfall). The new site in Pyle is anticipated to open in the second half of 2023-24, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2024-25.
- COM 3 – change the composition of household food waste bags (£35,000 shortfall). Budget reduction proposal has been delayed due to ongoing national research and debate surrounding composition of household food waste bags, to ensure any potential changes in legislation do not impact on the proposal.
- COM 4 – remove Business in Focus from running Enterprise Centres in Bridgend (£10,000 shortfall). The review of the Business in Focus operating model is ongoing to identify operating efficiencies.
- COM 5 – commercially let a wing of Ravens Court to a partner organisation of business (£25,000 shortfall). Delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed.

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

Budget Reductions 2023-24

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

Table 3 – Monitoring of Budget Reductions 2023-24

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

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

- EDFS1 – Delegation of school transport responsibilities to The Bridge Pupil Referral Unit (£40,000 shortfall). Officers are continuing to investigate the practicalities and implications of this bespoke transport arrangement.
- COM1 – closure of each of the Community Recycling Centre sites for one weekday per week (£50,000 shortfall). Public Consultation has been undertaken, the outcome of which will be reported back to Cabinet in due course.
- COM 2 – Charging Blue Badge Holders for parking (£40,000 shortfall). The traffic management team have been engaged in the introduction of the national speed limit in built up areas, and therefore the saving proposal is unlikely to be achieved in 2023-24 due to the resource required to introduce this change first.
- COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£70,000 shortfall) – delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed.

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

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

3.3 Commentary on the financial position at 30th September 2023

Financial position at 30th September 2023

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

3.3.1 **Education and Family Support Directorate**

The net budget for the Education and Family Support Directorate, including school delegated budgets, for 2023-24 is £139.032 million. Current projections indicate an over spend of £1.746 million at year end. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Learner Support	6,697	7,207	510	7.6%
Family Support	3,430	3,150	(280)	-8.2%
Home to School Transport	8,008	9,166	1,158	14.5%
Catering Services	1,542	1,932	390	25.3%
Corporate health and safety	397	361	(36)	-9.1%

Schools' delegated budgets

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

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

Total school balances decreased by £7.330 million during 2022-23, to £6.898 million at year end. At the start of 2023-24, projections indicated an overall surplus balance for school delegated budgets of £221,890 at year end. Quarter 2 projections indicate an overall surplus balance of £72,960 at year end. There are 20 primary schools, 1 secondary school and 2 special schools (39% of all schools) projecting a deficit balance at year end.

Central Education and Family Support Directorate budgets

Learner Support

- There is a projected net over spend of £510,000 in Learner Support budgets. This primarily relates to a projected over spend on the inter-authority recoupment budget due to an increase in demand for Bridgend pupils in out of county placements from 16 in Summer 2022 up to 21 for Summer 2023 (£353,000) as there are insufficient spaces at Heronsbridge and Ysgol Bryn Castell. The balance relates to a projected increase in demand for additional learning needs support at schools, in particular complex medical needs, sensory support and communication and relationship support.

Family Support

- The projected under spend of £280,000 primarily relates to staff vacancies and receipt of additional grant funding. The two additional grants are the Youth Endowment Fund (£262,000 – 18 months from September 2023 to March 2025) and the Turnaround grant (£59,000 – two years, ending March 2025).

Home-to-school transport (HtST)

- The revenue outturn report for 2022-23 highlighted a £1.316 million over spend on the HtST budget. This was primarily as a result of retendering exercises that had taken place, which had been impacted by unfavourable market conditions. This had subsequently resulted in higher costs across many contracts in line with difficulties associated with the aftermath of the pandemic, namely the shortage of drivers and escorts and increased fuel costs internationally.
- The HtST budget is projecting a similar projected over spend for 2023-24 of £1.158 million.

Catering Services

- There is a projected over spend of £390,000 in Catering Services. The fixed price of school meals to paying pupils and the recharge to schools for Free School Meal pupils has once again not been increased in 2023-24 and therefore the projected over spend is mainly due to the service being unable to achieve full cost recovery due to the impact of high inflation on food purchases. Price inflation on food has been particularly volatile, with a recent reduction in food inflationary levels seen, therefore the cost of food purchases will be closely monitored in 2023-24 to determine whether the inflationary pressures in this area continue to impact on cost recovery in this service area.

Corporate Health and Safety Unit

- The projected under spend of £36,000 within the Corporate Health and Safety Unit primarily relates to staff vacancies. The projected under spend has reduced from the £131,000 reported at quarter 1 as the service have successfully appointed to two core funded posts and have appointed agency staff to cover other vacancies within the unit.

3.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2023-24 is £96.630 million. Current projections indicate an over spend of £12.690 million at year end compared with £11.065 million at quarter 1. The outturn for 2022-23 was an over spend of £10.868 million. Council approved budget pressures of £8.74 million in March 2023 as part of the Medium Term Financial Strategy (MTFS), including £2.5 million for Real Living Wage for care workers which was included in the settlement by Welsh Government specifically for this purpose. The funded pressures also included inflationary uplifts on commissioned contracts, demographic pressures, Children's Residential and Independent Residential Care, Learning Disabilities, some strengthening of leadership in response to challenging Care Inspectorate Wales inspections, workforce pressures to safeguard and project children in light of significantly increased demand and increased costs of commissioned services, particularly the workforce required in children's social care to safeguard children from harm and the impact of increases in placements to meet the accommodation, care and support needs of children and adults. This growth was not sufficient to address the underlying budget pressures, which had been exacerbated by loss of grant funding. The Directorate has continued in 2023-24 to experience service and financial pressures in meeting statutory duties with a backdrop of a continued exponential increase in demand in Children's social care which impacts on the workforce required and a further increase in the number of independent residential placements in Children's services along with pressures in learning disabilities and older people's services driven by the complexity of need.

As noted in the revenue outturn report for 2022-23, to keep children safe and for the Council to meet statutory duties in respect of safeguarding children, there has been significant engagement of agency workforce to fill vacant posts and to provide additional capacity to ensure caseloads are at an acceptable level – in particular this has placed pressure on the Multi Agency Safeguarding Hub and Information, Advice and Assistance Services, Safeguarding Localities and the Care Experienced Children's Team.

A 3 year sustainability plan to improve the way that children and families are supported in Bridgend was considered by Council on the 20th September. This plan was informed by a detailed and independent analysis of the evidence base and local data. A £1 million budget virement was approved by Council in September from the centrally held MTFS emerging pressures budget, along with £2.5 million of existing earmarked reserves which have been unwound and repurposed to support Children's Services whilst a more permanent funding solution is sought.

The main budget variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Adult Social Care	63,911	69,159	5,248	8.2%
Prevention and Wellbeing	7,414	7,242	(172)	-2,3%
Childrens Social Care	25,305	32,919	7,614	30.1%

Adult Social Care

There is projected net over spend of £5.248 million on the Adult Social Care budget. The most significant variances contributing to this projected over spend are:

ADULT SOCIAL CARE	Projected Variance Over/(under) budget £'000
Learning Disabilities Home Care	1,960
Homes For Older People	1,097
Learning Disabilities Residential Care	673
Assessment and Care Management	671
Learning Disabilities Day Opportunities	515
Mental Health Homecare	315
Physical Disability/Sensory Impairment Direct Payments	206
Older People Direct Payments	179
Physical Disability/Sensory Impairment Home Care	152
Equipment & Adaptions	141
Mental Health Residential Care	-76
Learning Disabilities Direct Payments	-84
Mental Health Supported Accommodation	-198
Administration and Central Services	-276

- Learning Disabilities Home Care – the projected over spend of £1.960 million is due to a combination of factors, which are an ongoing pressure from 2022-23. Firstly, the number of hours of care covered by home care services has increased as people have either opted to not return to internal day opportunities or are having a reduced service following a review of their assessed need. Secondly, there has been an increase in the complexity of people’s needs – e.g., waking nights required rather than sleep-in nights which increases the cost of service delivery considerably. Whilst the outturn for 2022-23 was a £1.826 million over spend, maximisation of grant funding mitigated this on a one-off basis by £562,000. Secondly, whilst £1.254 million of budget growth was allocated to this service area in 2023-24 almost £500,000 of this has funded Real Living Wage uplifts. At quarter 1 there was a projected over spend position of £2.098 million, so the projection against this budget is slightly improving due to an individual moving to residential care.
- Homes For Older People – the projected over spend of £1.097 million is mainly due to increased Residential/Nursing placement costs (£946,000). During quarter 2 there were 87 new admissions for older people/older people mental health – of which 24 (27.6%) were from home, 57 (65.5%) were from hospital and 6 (6.9%) were from other residential/nursing homes. There were 72 discharges, of which 5 transferred to nursing care. The projected over spend has increased by £155,000 since quarter 1, mainly due to increased staffing based on current needs of residents within the homes – new social care workers (£136,000) and agency costs (£25,000). There remain significant pressures in the health and social care system

and people delayed in being accommodated in care homes in Bridgend. There are also a number of people who enter residential care where the individual's capital resources fall beneath the threshold for self-funding during any period, which can also impact on the projected outturn.

- Learning Disabilities Residential Care – there is a projected over spend of £673,000 which is primarily due to increased costs for existing placements within the residential and nursing service due to changing needs (£781,000) which is partially offset by under spends on the Breakaway Respite Service (£108,000) due to staff vacancies – these are in the process of being recruited to. The quarter 1 position was a projected over spend of £352,000 with the increase to quarter 2 being primarily due to 3 new placements – one has moved from supported living, one as a result of a court directive and the other individual was a transfer from Children's Services.
- Assessment and Care Management – there is a projected over spend of £671,000 due to the need to have agency cover as a result of the recruitment environment and demands in the system and the need for additional capacity, particularly linked to supporting the acute hospital and timely discharges and the requirement for Court of Protection and Deprivation of Liberty Safeguards (DOLS) in learning disabilities and the need to minimise assessment delays in the hospital social work team. The projections present the worst-case scenario in having to continue to rely on agency members of staff for the remainder of 2023-24, and the service are endeavouring to appoint to core staffing posts to reduce this projected over spend via a robust agency tracker system.
- Learning Disabilities Day Opportunities – the over spend of £515,000 mainly relates to placement numbers exceeding the available budget for External Day Services (£393,000). Firstly, whilst the learning disabilities home care budget also has an over spend as people have not returned to internal day services, new people are taking up the vacant day services placements. Secondly, as reported in the revenue outturn report for 2022-23 the service is experiencing higher transport costs than normal (£218,000) due to the service having to hire vehicles on a short-term basis as a result of delays in the delivery of new vehicles due to chassis parts being difficult to obtain. There is an issue with suppliers across the public sector.
- Mental Health Home Care – this includes supported living, short breaks, and domiciliary care. The projected over spend of £315,000 is mainly due to increased needs of people with supported living packages of care. Whilst placement numbers have remained similar to 2022-23 there has been an overall reduction in the projected over spend of £101,000, partly due to an increase in Health funding contributions.
- Physical Disability/Sensory Impairment Direct Payments - there is a projected over spend of £206,000. The number of people using the service remains stable at 54 in quarter 2 for 2023-24. However, the projected over spend relates to an increasing complexity of cases that impact on the average cost of direct payments support. There has been a £42,000 improvement since quarter 1 due to account reimbursements, where balances in accounts have exceed the permitted contingency.

- Older People Direct Payments – there is a projected over spend of £179,000 across the Direct Payments budgets in this area. The main reason for this is increasing complexity of cases that impact on the average cost of direct payments support. The projected over spend has reduced by £22,000 since quarter 1 due to account reimbursements where balances in accounts have exceeded the permitted contingency.
- Physical Disability/Sensory Impairment Home Care - there is a projected over spend of £152,000. This has increased from the quarter 1 projected over spend position of £28,000. The reason for this is due to 14 new placements and 6 ending since quarter 1, a net increase of 8 placements. These are individuals who are all new to the service.
- Equipment & Adaptions – the projected over spend of £141,000 has reduced from the quarter 1 projected over spend £162,000. However, this is a fluctuating demand led budget and varies month by month. The over spend position is because of continuing demand for equipment due to the need to support individuals in line with Welsh Government's rehabilitation and recovery model. The outturn for 2022-23 saw an underlying pressure in this service area of £460,000. A budget pressure of £298,000 was approved by Council as part of the Medium Term Financial Strategy (MTFS) budget setting process in March 2023 which has helped alleviate a significant amount of pressure, however this budget will be monitored closely going forward.
- Mental Health Residential Care – the projected under spend of £76,000 has reduced from the quarter 1 projected under spend of £322,000. This is as a result of 3 new placements in quarter 2. Current placement numbers still remain lower than in previous years. Alternative service solutions continue to be provided which benefit individuals and prove beneficial to the financial position. The Directorate will review budgets during quarter 3 and will seek to vire budgets within Mental Health to areas that are experiencing pressures as a result of the medium to long term impact of the pandemic on individuals.
- Learning Disabilities Direct Payments – there is projected under spend of £84,000 which is a decrease on the projected over spend at quarter 1 of £239,000. The number of people in the service have actually increased to 120 in quarter 2 for 2023-24 compared with 110 in quarter 2 2022-23 – these are children which have transferred into Adult Services. There is also an increasing complexity of cases that impact on the average cost of direct payments support. However, the projected year end position has improved due to reimbursements reclaimed from people using the service where balances in accounts have exceeded the permitted contingency.
- Mental Health Supported Accommodation – the projected £198,000 under spend primarily relates to utilisation of Innovation Grant Funding to support staffing budgets in this service area (£262,000).
- Administration and Central Services – the projected under spend of £276,000 is mainly due staffing vacancies.

Prevention and Wellbeing

- The projected under spend of £172,000 is primarily due to the utilisation of grant funding opportunities offsetting salary costs (£122,000 in Prevention and Wellbeing and £25,000 in Playworks). The projected under spend has reduced since quarter 1 by £26,000 due to additional spend relating to casual staff at sports halls and holiday clubs to support increased demand on the Active for Life Schemes through the summer holidays.

Children's Social Care

There is projected net over spend of £7.614 million on the Childrens Social Care Budget. This is compared to a quarter 1 projected over spend of £6.920 million. The most significant variances contributing to this projected over spend are:-

CHILDRENS SOCIAL CARE	Projected Variance Over/(under) Budget – qtr 2 £'000	Projected Variance Over/(under) Budget – qtr 1 £'000
Care Experienced Children	5,142	3,746
Commissioning & Social Work	2,055	2,841
Management & Administration	352	213

- The projected over spend of £5.142 million for Care Experienced Children is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £4.772 million. This is despite a budget growth being approved by Council for 2023-24 of £650,000 as part of the MTFS and has increased by £1.114 million from the quarter 1 projected over spend of £3.658 million. There are currently 27 care experienced children in out of authority placements, an increase of 2 since quarter 1. Whilst this is only an increase of 2 placements since the 31st May 2023 it is a significant increase compared to the 9 placements at quarter 4 in 2021-22 and the 16 placements at quarter 1 in 2022-23. This is due to a number of factors, including high numbers of care experienced children, insufficient quantum and quality placements to meet needs including foster carers (in-house and independent) and children requiring specialist provision sometimes with high staffing ratios to keep them safe and protected. It should be noted that this budget area can be volatile and small changes in demand can result in relatively high costs being incurred.
 - Children's Residential Services are projecting an under spend of £143,000, compared with the projected under spend position of £434,000 at quarter 1. This is due to increasing use of agency staff since quarter 1 due to unavoidable staff absences. The service area was allocated £684,000 of budget pressures in 2023-24 due to additional staff being required in BCBC residential settings. There is a projected under spend relating to this growth as the posts are being recruited to in 2023-24, along with a delay in the opening of the Golygfa'r Dolydd, a new build children's home. The opening of the new children's home should have a positive impact on the projected over spend noted above on the Independent Residential Care budget. The service area has also benefited from Eliminating Profit grant funding of £397,000.
 - There is an under spend on Independent Fostering Agency placements (£462,000). This has increased since the quarter 1 projected under spend position of £329,000.

This is due to other placement options being utilised, including Special Guardianship Orders which are projecting an over spend of £356,000. The placements reduced from 43 placements at quarter 1 to 36 at quarter 2. These budgets will be monitored closely in 2023-24 and budgets vired as appropriate.

- Commissioning & Social Work – the projected over spend of £2.056 million is mainly due to having to continue to rely on agency staffing across all the children's social work teams due to the ongoing recruitment challenges and the need to operate above establishment to maintain safe caseloads. The projection reflects the ongoing permanent staff recruitment issues and reliance on agency staff for the foreseeable future, although good progress is being made in international recruitment. Agency staff are being utilised where possible to ensure children are safeguarded and protected from harm and ensure that statutory duties are met. The projections present the worst-case scenario in having to continue to rely on agency members of staff for the remainder of 2023-24, and every opportunity is taken to convert agency arrangements into permanent employment where possible, which will have a positive impact on the projected spend. Council approved a £1 million budget virement in 2023-24 which has been allocated to support the costs of the Multi-Agency Safeguarding Hub (MASH), the Information, Advice and Assistance Service (IAA) and the safeguarding team restructure. Analysis reported to Council shows there is a remaining budget pressure of £2.5 million and the additional use of up to £2.5 million of earmarked reserves has been established to support the new proposed structure whilst a more permanent funding solution is sought. The service have been successful in recruiting to core funded posts, and therefore have reduced spend on agency staff, so there has been a net improvement of £100,000 to the staffing projections. The service area has also maximised the Social Care Workforce grant (£118,000).

Whilst the workforce projections have improved since the projected over spend of £2.841 million that was reported in quarter 1, non-workforce related costs (the majority of which relate to Care Experienced Children and care and support spend such as Court ordered drug testing, assessments, reports, travel and therapy costs), have increased by £440,000. Further detailed analysis of this area of spend is being undertaken.

- Management & Administration – the projected over spend of £352,000 (quarter 1 - £213,000 over spend) relates primarily to staffing costs. There has been a significant increase in children and young people referred for care and support and/or due to safeguarding concerns. In addition to the impact this has on the social work teams being required to discharge their statutory duties, there is also the impact on support officer roles due to the pivotal role they play in ensuring statutory timescales and statutory recording requirements are met.

3.3.3 Communities Directorate

The net budget for the Directorate for 2023-24 is £32.832 million. The current projection is a projected over spend of £600,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Development Control	(206)	(312)	(106)	51.5%
Waste Disposal & Collection	9,731	10,104	373	3.8%
Fleet Services	135	366	231	171.1%
Highways Services (DSO)	3,257	3,007	(250)	-7.7%
Engineering Services	101	18	(83)	-82.2%
Corporate Landlord	4,044	4,616	572	14.1%

Planning and Development

- The projected under spend in planning and development of £106,000 is primarily due to a projected upturn in planning application income. Fee income is subject to considerable fluctuations between years, depending on number of types of applications. For example, in 2021-22 the service generated a deficit of £249,000, compared with a surplus of £54,000 in 2022-23.

Waste Disposal and Collection

- There is a net projected over spend on the Waste Disposal and Collection budget of £373,000.
- £60,000 of this is due to the delay in the achievement of the 2022-23 MTFS saving, COM 2 - Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at the existing site. The new site in Pyle is anticipated to open in the second half of 2023-24 with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2024-25.
- £35,000 is due to the delay in the achievement of the 2022-23 MTFS saving, COM 3 – change the composition of Household Food Waste Bags. The budget reduction proposal has been delayed until the outcome of national research has been completed to ensure any potential changes in legislation do not impact on this proposal.
- £50,000 is due to the delay in the achievement of the 2023-24 MTFS saving, COM 1 – closure of each of the Community Recycling Centre sites for one weekday per week. Public consultation on this proposal has now been completed which will be reported back to Cabinet in due course.
- The remainder of the projected over spend is due to an increase in subscribers for both the Absorbent Hygiene Products (AHP) (£115,000) and Garden Waste (£65,000) collection services. The AHP service has been promoted to further improve the recycling levels achieved in Bridgend which also mitigates the risk of fines imposed by WG if local authorities do not meet their recycling targets. It has seen an increase of 6.2% since the start of the 2022-23 financial year. Garden waste subscriptions have increased by 20% over the last two years with the number of subscribers increasing from 6,249 in 2021-22 to 7,536. An annual subscription

fee is charged for the service, and the garden waste collected also improves the recycling levels achieved in Bridgend, however it is not currently a fully cost-recovering service.

Fleet Services

- There is a projected over spend of £231,000 on Fleet services. The fleet services team operate on a break-even basis with re-charges for work undertaken on directorates', South Wales Police (SWP) and the general public's vehicles, generating income to support staffing and overhead costs. Productivity levels continue to be impacted by long term sickness as well as recruitment and retention difficulties. A report outlining options in respect of the operational model and charging mechanisms is in the final stages of development in mitigating the budget position of fleet services.

Highways Services

- The projected under spend of £250,000 within Highways Services is primarily due to core funded staff being utilised to support work on capital schemes. In these cases, the salary costs can be capitalised, thus generating one-off income for the service area.

Engineering Services

- There is a projected under spend on Engineering Services of £83,000. This is primarily due to an increase in the level of fee earning jobs (grant funded/non grant funded projects) and the differing chargeable rates allowed on the schemes.

Corporate Landlord

- There is a projected over spend of £616,000 against Corporate Landlord. As reported in the 2022-23 outturn report, there are shortfalls in income generated from properties run by the Council that relate to occupancy shortfalls which have continued into 2023-24. It was reported at quarter 1 that there was already an underlying shortfall in income at Bridgend Market of £100,000 which has increased to £198,000 at quarter 2 due to the identification of Reinforced Autoclaved Aerated Concrete (RAAC) and the closure of the market at the end of September 2023. There is also a shortfall in income of £130,000 for the Innovation Centre and £130,000 on Industrial Units and a strategy is being developed to reduce these income shortfalls in the longer term.
- Corporate Landlord continue to seek to commercially let out wings of Ravens Court to a partner organisation or business. However, at present demand for office space is limited and the re-letting market extremely challenging. As noted in section 3.2.2 and 3.2.5 the £50,000 target for 2022-23 and the £120,000 target for 2023-24 in relation to this MTFS proposal are unlikely to be achieved in full this financial year which represent a further £95,000 pressure on the Corporate Landlord estates budget.
- The projected over spends have been partially offset by staffing vacancies of £148,000.

3.3.4 Chief Executive's

The net budget for the Directorate for 2023-24 is £24.200 million. Current projections anticipate an over spend against this budget of £248,000. This is compared to a projected under spend position of £98,000 at quarter 1. The main variances are:

CHIEF EXECUTIVE'S	Net Budget £'000	Projected outturn £'000	Actual Variance Over/(under) budget £'000	% Variance
Housing & Homelessness	4,120	3,598	(522)	-12.7%
ICT	4,126	4,186	60	1.5%
Legal, Democratic & Regulatory	5,869	6,616	747	12.7%

Housing & Homelessness

- There is a projected under spend of £522,000 on Housing & Homelessness.
- Budget growth of £2.192 million was approved by Council as part of the MTFs Budget setting process in February 2021 to continue the commitment to focus support for homeless individuals providing them with accommodation. An additional budget pressure of £700,000 was approved by Council in March 2022 based on increased numbers of households and individuals supported with accommodation. The core accommodation budget for 2023-24 is £2.722 million.
- For 2023-24, Welsh Government (WG) have confirmed grant funding of £898,694 for accommodation under the "No One Left Out" funding stream, and £137,000 under a Discretionary Homelessness Prevention Grant. The total grant funding confirmed for 2023-24 of £1.036 million is significantly lower than the total grant funding of £3.607 million which was received in 2022-23.
- Projected spend on Homelessness accommodation in 2023-24 is £3.9 million. As well as the core budget (£2.722 million), and total WG accommodation grant funding (£1.036 million), the service has also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£392,000). The net impact is a projected under spend on accommodation of £250,000.
- The projected accommodation spend is based on increased numbers of households and individuals supported, from 220 households and 401 individuals in September 2022 to 276 households and 514 individuals in September 2023. The budget will require close monitoring throughout 2023-24 in line with any further changes in support required for homelessness accommodation.
- The remainder of the projected under spend primarily relates to staff vacancies (£89,000).
- The other significant area of under spend in Housing relates to Homelessness Spend 2 Save Support, which has a predicted under spend of £280,000 primarily due to additional grant funding (Discretionary Homelessness Prevention Grant of £137,000 from No One Left Out funding) and a £100,000 projected under spend relating to the Housing Deposits budget, a fund that is used to support initial set-up costs in temporary accommodation.

ICT

- There is a projected net over spend of £60,000 across ICT budgets. This has improved from the projected net over spend of £185,000 reported in quarter 1. Due to reduced printing activity ICT have been unable to recover the fixed costs of printers and photocopiers through the re-charge to service departments consequently, reduced spend has been incurred on printing budgets across the service departments and the ICT service has received less income. An exercise was undertaken in quarter 2 to re-align print budgets and the position in ICT reflects a £125,000 realignment from service area budgets as referred in 3.1.6.

Legal, Democratic & Regulatory

- There is a net over spend of £747,000 across Legal, Democratic and Regulatory services which is primarily due to legal fees continuing to be a budget pressure. The projected over spend on Legal fees has increased to £637,000 at quarter 2 compared with the quarter 1 projection of £330,000. The pressures experienced in 2022-23 on public and private law childcare cases, along with an increase in volume of complex cases that have required King's Counsel, are continuing into 2023-24. The budget will be closely monitored through the remainder of the financial year, with the projection based on the number and complexity of cases.
- In comparison, the over spend on legal fees for 2022-23 was £417,000, but this was offset by an Earmarked Reserve of £340,000 which was drawn down in full in that financial year.
- There is also a net £145,000 over spend in Regulatory Services (Licencing, Public Health, Pest Control etc) due to under recoupment of income, particularly in Taxi Licencing and Environmental Health.

3.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The net budget for 2023-24 is £49.640 million. Current projections anticipate an under spend against this budget of £4.352 million. The main variances are:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	7,203	4,605	(2,598)	-36.1%
Council Tax Reduction Scheme	16,054	15,841	(213)	-1.33%
Other Council Wide Budgets	14,981	13,582	(1,399)	-9.34%

Capital Financing

- The projected under spend of £2.598 million mainly relates to additional interest from current investments due to the continuing increase in interest rates by the Bank of England. It was noted in the revenue outturn report that the increase to 4.5% in May 2023 was the highest it has been since 2008, but this has further increased to 5% in June 2023 and 5.25% in August 2023, although this was frozen at the latest review in September.
- The under spend is predicated on interest rates being sustained throughout the remainder of 2023-24. It should also be noted that this will not be a recurring under spend as the Council approved new Highways and Children's Playground

refurbishments in the Capital Programme in March 2023 to be funded from a combination of unallocated capital funding and prudential borrowing and this has not been drawn down in full to date.

Council Tax Reduction Scheme

- There is currently a projected under spend of £213,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The projected take-up for 2023-24 is higher than in 2022-23 when the gross spend in this budget area was £14.885 million, although part of this would be as a result of the council tax increase in April 2023. The budget will be closely monitored in 2023-24 as there could be an additional call on the scheme in view of the impact of the cost of living crisis on personal financial circumstances with the potential for an increase in the number of benefit claimants.

Other Council Wide Budgets

- As referred to in paragraph 3.1.8 and 3.1.9, due to the ongoing discussions regarding pay claims and the risk of unexpected major price inflation increases, at this point in the financial year, it is prudent to assume that the majority of Council wide budgets will be fully spent by the year end. However it is anticipated that there will be a reduction in corporate support required to fund potential redundancy costs as, following the better than anticipated WG settlement for 2023-24, fewer budget reduction proposals had to be made.
- In addition, when the 2023-24 budget was approved, a number of recurrent pressures for 2023-24 totalling £9.77 million were agreed with a further £1.3 million being retained centrally to support emerging pressures. At the September meeting of Council, £1 million of this was approved to be allocated to Social Services as part of the 3 year sustainability plan for Children's Services in line with the Financial Procedure Rules. Cabinet have approved the use of the uncommitted funding of £300,000 for emerging budget pressures to be utilised against the increased cost of the annual waste collection service from 2024-25, therefore contributing to the overall projected under spend for other council wide budgets in 2023-24.

3.3.6 Council Tax Collection

It is still early in the financial year to provide a realistic indication of projected council tax income for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2023-24 financial year as more people have suffered financial hardship due to the current cost of living crisis, or whether additional income will be collected from the introduction of council tax premiums on empty properties. Current projections indicate that budgeted council tax income levels will be achieved with the possibility of up to 1% additional income, around £1 million. However, due to changing personal circumstances of individuals, and changes to those receiving council tax support, council tax collection rates will be monitored continuously throughout the year and reported accordingly.

3.4 Review of Earmarked Reserves

- 3.4.1 A thorough review of earmarked reserves was undertaken by Corporate Management Board during quarter 1 of 2023-24, which included an assessment of the draw down profile and re-profiling of existing earmarked reserves.

3.4.2 The review in quarter 1 identified £3.067 million of reserves to be unwound in order to fund emerging risks for the Council as a whole during 2023-24 and a further £733,000 to be repurposed for similar schemes. On 20th September Council approved the use of £2.5 million of the unwound reserves to support the deliverability of the 3 year sustainability plan, to improve outcomes for Children and Family Services in Bridgend, whilst a more permanent funding solution is sought. The other significant earmarked reserve established was £355,000 towards the demolition costs of Brackla Car Park.

3.4.3 The cumulative draw down by directorates in 2023-24 is £4.251 million as shown in Table 4 below. The majority of draw down from earmarked reserves takes place in the later stages of the financial year, especially on capital and grant funded schemes. In addition, school balances are not adjusted until the year end – an overall reduction in year of £6.825 million on school balances is currently projected.

Table 4 – Usable Earmarked Reserves (Excluding Council Fund) – Quarter 2

Opening Balance 01 Apr 23	Reserve	Net Additions/ Reclassification	Draw-down	Unwound	Closing Balance 30 Sept 23
£		£	£	£	£
	Corporate Reserves:				
(25,801)	Education & Family Support	-	3	-	(25,798)
(1,870)	Social Services & Wellbeing	-	-	290	(1,580)
(15,624)	Communities	(330)	175	74	(15,705)
(10,650)	Chief Executives	(167)	154	393	(10,270)
(7,380)	Non-Directorate	142	2,263	474	(4,501)
(61,325)	Total Corporate Reserves	(355)	2,595	1,231	(57,854)
	Directorate Earmarked Reserves:				
(693)	Education & Family Support	(78)	34	76	(661)
(6,076)	Social Services & Wellbeing	(2,500)	958	-	(7,618)
(9,310)	Communities	(130)	76	69	(9,295)
(3,102)	Chief Executives	(154)	538	166	(2,552)
(19,181)	Total Directorate Reserves	(2,862)	1,606	311	(20,126)
	Equalisation & Grant Earmarked Reserves:				
(2,074)	Education & Family Support	78	50	580	(1,366)
(436)	Social Services & Wellbeing	-	-	350	(86)
(2,847)	Communities	-	-	595	(2,252)
(346)	Chief Executives	154	-	-	(192)
	Non-Directorate	-	-	-	-
(5,703)	Total Equalisation Reserves	232	50	1,525	(3,896)
(6,898)	School Balances	-	-	-	(6,898)
(93,107)	Total Usable Reserves	(2,985)	4,251	3,067	(88,774)

3.4.4 The capital programme contribution reserve supplements the funding we receive from WG and via capital receipts to fund our capital programme. Currently, we have a balance of £44.115 million of funding in this reserve which constitutes 49.7%

of our overall earmarked reserves balances. This will be used to fund a wide range of schemes in the capital programme.

3.4.5 The School balances reserve decreased from £14.228 million to £6.898 million at the end of 2022-23. As noted in paragraph 3.3.1, the quarter 2 projections indicate a projected overall surplus balance for school delegated budgets of £72,960 at year end. This will reduce this reserve accordingly by year end.

3.4.6 A further review of earmarked reserves will be undertaken at quarter 3 when there is a clearer picture on pressures and projected year end balances.

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

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

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

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The well-being objectives are designed to complement each other and are part of an integrated way of working to improve well-being for the people of Bridgend. The allocation of budget determines the extent to which the Council's well-being objectives can be delivered. It is considered that there will be no significant or unacceptable impacts upon the achievement of the well-being goals or objectives as a result of this report.

6. Climate Change Implications

6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 These are reflected in the body of the report.

9. Recommendations

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

Background documents: Individual Directorate Monitoring Reports

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2023-24

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

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

SOCIAL SERVICES & WELLBEING

SSW 2 (2022-23)	Remodelling day service provision for older people and learning disability services		115		115	As reported in the 2022-23 Revenue outturn report, some efficiencies were identified, however external factors prevented the achievement of the full savings target.	A review of the budgets within Adult Services was undertaken during quarter 2 to identify replacement savings against the £30,000 shortfall reported in quarter 1. Budget virements were actioned from Adult Services Non-residential income. No further action required.
Total Social Services & Wellbeing Directorate			115		115		

COMMUNITIES

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

GRAND TOTAL OUTSTANDING REDUCTIONS			280		150		
REDUCTIONS SHORTFALL					130		

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MONITORING OF 2023-24 BUDGET REDUCTIONS

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

CENTRAL EDUCATION & FAMILY SUPPORT

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

SCHOOLS

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

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

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

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

MONITORING OF 2023-24 BUDGET REDUCTIONS

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

CHIEF EXECUTIVES

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

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

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2023-24			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000			
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	132,365	(21,302)	111,063	111,063	-	0.0%
Learner Support	7,913	(1,216)	6,697	7,207	510	7.6%
Family Support	7,819	(4,389)	3,430	3,150	(280)	-8.2%
Business Support	15,181	(4,418)	10,763	12,201	1,438	13.4%
Schools Support	1,515	(837)	678	640	(38)	-5.6%
School Modernisation	3,879	-	3,879	3,944	65	1.7%
Vulnerable Groups Support	838	(96)	742	664	(78)	-10.5%
Other Education and Family Support	1,840	(60)	1,780	1,909	129	7.2%
TOTAL EDUCATION AND FAMILY SUPPORT	171,350	(32,318)	139,032	140,778	1,746	1.3%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	86,247	(22,336)	63,911	69,159	5,248	8.2%
Prevention and Wellbeing	8,394	(980)	7,414	7,242	(172)	-2.3%
Childrens Social Care	26,436	(1,131)	25,305	32,919	7,614	30.1%
TOTAL SOCIAL SERVICES AND WELLBEING	121,077	(24,447)	96,630	109,320	12,690	13.1%
COMMUNITIES DIRECTORATE						
Planning & Development Services	2,484	(1,819)	665	564	(101)	-15.2%
Strategic Regeneration	2,922	(1,220)	1,702	1,702	-	0.0%
Economy, Natural Resources and Sustainability	4,709	(3,019)	1,690	1,681	(9)	-0.5%
Cleaner Streets and Waste Management	13,841	(1,968)	11,873	12,299	426	3.6%
Highways and Green Spaces	24,854	(12,281)	12,573	12,285	(288)	-2.3%
Director and Head of Operations - Communities	285	-	285	285	-	0.0%
Corporate Landlord	15,337	(11,293)	4,044	4,616	572	14.1%
TOTAL COMMUNITIES	64,432	(31,600)	32,832	33,432	600	1.8%
CHIEF EXECUTIVE'S						
Chief Executive Unit	502	-	502	518	16	3.2%
Finance	46,913	(42,994)	3,919	3,901	(18)	-0.5%
HR/OD	2,495	(398)	2,097	2,019	(78)	-3.7%
Partnerships	3,470	(1,227)	2,243	2,260	17	0.8%
Legal, Democratic & Regulatory	6,838	(969)	5,869	6,616	747	12.7%
Elections	178	-	178	156	(22)	-12.4%
ICT	5,259	(1,133)	4,126	4,186	60	1.5%
Housing & Homelessness	11,979	(7,859)	4,120	3,598	(522)	-12.7%
Business Support	1,257	(111)	1,146	1,194	48	4.2%
TOTAL CHIEF EXECUTIVE'S	78,891	(54,691)	24,200	24,448	248	1.0%
TOTAL DIRECTORATE BUDGETS	435,750	(143,056)	292,694	307,978	15,284	5.2%
Council Wide Budgets	50,614	(974)	49,640	45,288	(4,352)	-8.8%
NET BRIDGEND CBC	486,364	(144,030)	342,334	353,266	10,932	3.2%

NB: Differences due to rounding of £000's

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Agenda Item 5

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	23 OCTOBER 2023
Report Title:	PERFORMANCE MANAGEMENT IMPROVEMENT PLAN
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:	<ul style="list-style-type: none"> • A number of reports have provided insight into the Council’s performance management: <ul style="list-style-type: none"> ○ Last year’s corporate self-assessment 2021/22 ○ Audit Wales’ review of performance management ○ Internal Audit’s Performance Indicator Audit • From the findings of these reports, the Council has developed a robust and detailed Performance Management Improvement Plan (PMIP) • Progress against the PMIP has been good, and has included: <ul style="list-style-type: none"> ○ The new 5-year Corporate Plan and 1-year delivery plan, with new wellbeing objectives, aims, commitments, performance indicators and targets ○ The new Performance Management Framework and roles and responsibilities ○ Finding a permanent home for the performance team and building capacity ○ Improvements to data quality and accuracy arrangements ○ Raising awareness and providing training, on the new Corporate Plan, delivery plan and performance framework • Only a few of the medium-term actions, and the longer term, more cultural actions remain for action in the current and coming year.

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with a progress update on the Performance Management Improvement Plan (PMIP) developed as a result of findings from the Council’s first self-assessment, the Audit Wales review of

performance management and an internal audit of performance indicators in quarter two of 2022/23.

2 Background

- 2.1 The Council's first corporate self-assessment 2021-22, completed in summer 2022 and published in October 2022 judged performance management in the Council to be 'adequate'. A number of areas for improvement were identified in the report.
- 2.2 In September 2022, Audit Wales completed a review of the Council's performance management arrangements. The review sought to answer the question: "Do the Council's performance management arrangements support robust and effective decision-making and improvement?" Overall, it found that: The Council's performance management arrangements do not consistently enable it to effectively evaluate and manage its performance. A number of areas for improvement were identified in the report. The recommendations and management responses are included in **Appendix 1**.
- 2.3 Following the self-assessment and Audit Wales' performance management review, the performance team was transferred temporarily to the Corporate Policy and Public Affairs team in November 2022. An officer has been seconded into the Corporate Improvement Officer role and several graduates were appointed to build capacity in the performance team. During the quarter 2 reporting process for 2022/23, corporate performance team officers were asked to reflect on the areas for improvement already identified and provide additional commentary on problems and potential solutions. It found additional areas for improvement.
- 2.4 Finally, in Spring 2023, Internal Audit completed an audit of performance management, monitoring and reporting of performance indicators. The review looked at 9 indicators and provided reasonable assurance, stating 'There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited'. The report contained 14 recommendations, 1 red or urgent, 5 amber and 8 yellow or minor.
- 2.5 The areas for improvement across all of these reviews can be summarised under the following themes:
 - **The Performance Management Framework** – the need for clear priorities with linked commitments and performance indicators that cover them. Performance indicators that are more outcome focused. Performance information reported alongside other, contextual information.
 - **Culture, roles and responsibilities** – the need for an updated performance framework with clear, defined and agreed roles and responsibilities (for officers and elected members). Clearer timelines for reporting. Better training and understanding of each other's roles. Stronger challenge of performance information. Definitions / awareness of the red, amber, yellow, green system.

- **Data quality, accuracy and analysis** – the need for more robust and consistent arrangements to ensure the quality of our data, additional evidence provision and better recordkeeping / improved trend analysis and benchmarking of data.
- **Performance management capacity** – the need for a permanent home for the performance team and additional capacity both in the corporate performance team and the directorate teams that manage performance.
- **The performance management system** – the need to use the system we have to its full potential and consider the development of a new system.

2.6 These areas for improvement were pulled together into a Performance Management Improvement Plan for the Council. This plan (and progress made against it) were reported to Corporate Performance Assessment group in June 2023. The plan is included in **Appendix 2**.

3. Current situation / proposal

3.1 Many of the immediate and short-term activities in the improvement plan focused on the Council's Performance Management Framework. These activities and solutions formed part of the development of the new Corporate Plan and its delivery plan for 2023/24. These actions are now completed and set out in 3.3.

3.2 Some of the medium-term activities and solutions were for the corporate and directorate performance teams to enact. Again, these are now largely complete and set out in 3.3, with those still remaining set out in 3.4.

3.3 Actions and improvements completed in the period November 2022 to October 2023, under each of the relevant headings include:

- **Performance management framework**
 - Defining a new set of wellbeing objectives, aims and the commitments and Performance Indicators (PIs) that will support them.
 - Ensuring our wellbeing objectives are fully and comprehensively reflected by aims, commitments and PIs
 - Shifting the focus of our PIs so they genuinely measure whether we are achieving our aims not simply whether we are delivering our commitments (PIs may focus on the 'business as usual')
 - Ensuring that we have – a balance of commitments and PIs, PIs that measure inputs, outputs and outcomes, PIs that are measured annually and quarterly (and avoiding large numbers of PIs with significant data lags), PIs that are new, and others that have previous information to compare trends over time and PIs that are comparable with other councils.
 - Implementing a similar process for developing Directorate Business Plans that support the Corporate Plan
 - Developing, challenging and agreeing targets for our PIs
 - Considering how best to include service user perspectives and outcomes in our performance management regime to respond to a more recent Audit Wales report.

- Raising awareness, and providing training, on the new Corporate Plan, delivery plan and performance framework through:
 - Inclusion in the Corporate induction e-learning programme and in person session
 - A short presentation on the Corporate Plan and performance management in the regular manager induction sessions
 - An all staff Corporate Plan session which took place on 18 September 2023 delivered by the Leader and Chief Executive
- **Culture roles and responsibilities**
 - Publishing an updated performance framework with clear communication on roles, responsibilities, timelines and a detailed explanation of our red, amber, yellow, green ratings
 - Saving and storing our directorate business plans on the Bridgend County Borough Council intranet
 - Raising awareness, and providing training, on the performance framework, roles and responsibilities, through:
 - Supporting and mentoring directorate performance teams, joint training sessions and development sessions.
- **Data quality, accuracy and analysis**
 - Focusing on accuracy of data, with clear and agreed forms for each individual PI in the Corporate Plan to include detail on the named individuals responsible for each part of performance management, calculation methods, verification processes and regular checks / audits. An example of one of these forms is included in **Appendix 3**.
 - Requesting additional evidence be provided on the performance management system for quarterly and annual performance outturn data
 - A month-long programme of performance and data training with Data Cymru, with a cohort of 20 of the Council's staff and members involved in performance management.
 - Starting to work with Audit Wales and Internal Audit to develop a process for completing regular, internal PI audits.
 - Developing new mechanisms for analysing, summarising and presenting performance data as discussed with the Corporate Overview and Scrutiny Committee (COSC) at their development session in October. This to include:
 - New forms of presenting performance summaries with a pyramid model of deepening detail, including stacked bar charts of performance against Wellbeing Objective, heat maps showing Red/Amber/Yellow/Green (RAYG) performance of each PI and commitment against Wellbeing Objectives, and updated, simplified dashboards to include a RAYG / summary of each aim.
 - A new way of presenting performance reports to the Corporate Overview and Scrutiny Committee, dividing performance by wellbeing objective rather than Directorate.

- New mechanisms for internal officer and member challenge of performance data, to be agreed this quarter following discussions at COSC and Corporate Management Board.

- **Performance management capacity**

- Finding a permanent home for the performance team alongside the corporate policy team.
- Recruiting to vacant posts in the performance team, including appointing a Corporate Performance Manager. One vacant post will remain.
- Training and joint working between the corporate performance team and directorate performance teams to build relationships and skills and work towards a stronger joint performance culture.

- **Performance management system**

- Adapting the system to address the new structures in the Corporate Plan and delivery plan.
- Improving system reporting to meet the needs outlined in the COSC session delivered on 10 October.
- A development session on the performance management system for performance champions, led by the corporate performance team

3.4 The longer-term improvements required are more difficult and cultural issues, that we will continue to work on through this financial year, they include:

- Developing a stronger culture of challenge (amongst officers) – developing and updating mechanisms for internal challenge, developing a programme of internal PI audits by the performance team, better understanding each other’s roles, responsibilities and timelines, accepting and responding to constructive feedback
- Developing a stronger culture of challenge (amongst members) – improving the presentation of performance data (as recently discussed with the Corporate Overview and Scrutiny Committee), ensuring members understand, prepare for and enact their roles in scrutinising and challenging performance, clarifying, improving and agreeing the role of scrutiny in performance management.
- Improving our use of user perspectives, survey and satisfaction data (through work the corporate performance team are undertaking with the Corporate Overview and Scrutiny Committee from January 2024)
- Improving (or even replacing) the performance management system.

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 improve the measurement of progress against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the 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, our new performance framework includes 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, our new performance framework includes 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 arising directly from this report.

9. Recommendation

9.1 The Committee is recommended to: -

- Consider progress against the Performance Management Improvement Plan.

Background documents

None.

Appendix 1 – Audit Wales recommendations and BCBC management response

Ref	Recommendation	Organisational response Please set out here relevant commentary on the intended implementation plan in response to the recommendation	Completion date Please set out here when you plan for the organisational response to be	Responsible officer (title)
R1	Ensure that service level business plans are complete, having a full range of performance indicators to support its wellbeing objectives.	<ul style="list-style-type: none"> • Develop directorate and service level business planning templates following the same approach and criteria as the corporate plan delivery plan • Ensure performance indicators in the corporate plan delivery plan are developed to measure achievement of broad corporate aims, rather than specific projects or commitments 	September 2023	Corporate Policy and Public Affairs Manager
R2	Ensure that all performance indicators are meaningful, outcome focused and have clear links to the Council's wellbeing objectives.	<ul style="list-style-type: none"> • Develop a corporate plan delivery plan that defines and better links wellbeing objectives and aims and the commitments and PIs that support their delivery. • Ensure each wellbeing objective is fully reflected in aims, commitments and appropriate PIs • Develop clear and agreed criteria for PI development (including a balance of input, output and outcome measures, measures we can compare over time and with others, measures we can report quarterly in real time) 	July 2023	Corporate Policy and Public Affairs Manager

Ref	Recommendation	Organisational response Please set out here relevant commentary on the intended implementation plan in response to the recommendation	Completion date	Responsible officer (title)
R3	Put robust and consistent verification processes in place to ensure that performance information is accurate.	<ul style="list-style-type: none"> Develop a clear and agreed approach to data collection, use and validation with performance indicator guidance notes for each new corporate plan PI Include data workings and tables in the performance system Implement findings of the internal audit PI audit Work with internal audit / Audit Wales to better understand the PI audit process. Train performance team staff to undertake PI audits Develop a regular, internal PI audit programme 	July 2023 September 2023 July 2023 September 2023	Corporate Policy and Public Affairs Manager
R4	Make better use of the performance information collected by prioritising more data analysis and a broader range of information to help understand performance.	<ul style="list-style-type: none"> Recruit to the Corporate improvement officer and Corporate Performance Manager roles Agree a permanent place in the organisation for the Corporate Performance Team Reiterate quarterly reporting deadlines and requirements to CMB, HoS, business managers and performance champions Implement a new system from Q2 with short presentations of key issues, challenges, opportunities and RAG indicators for each directorate (as well as providing detailed dashboards) at CPA Establish CPA meeting dates for the year ahead (including Q3). Establish a longer, full day meeting at Q4 Add regulator comments, consultation/engagement to CPA quarterly dashboards for consideration alongside commitments/Pis Take part in the CPDN Data Cymru group on self-assessment national PIs to support benchmarking improvement Introduce a regulatory tracker to GAC and Scrutiny Chairs groups and a process for dissemination of messages and picking up issues Investigate how the system can take from directorate data systems 	July 2023 April 2023 July 2023 September 2022 February 2023 January 2023 January 2023 January 2023 September 2023	Corporate Policy and Public Affairs Manager

Appendix 2 – Performance Management Improvement Plan (PMIP)

Issue	Short term solutions	Long term solutions
<p>Performance management framework</p> <ul style="list-style-type: none"> • R1 – Business plans - There is no clear flow between aims and the commitments and PIs that support them. Not all commitments are supported by PIs even where it makes sense to do so. • R2 - Performance management framework - as a whole does not adequately measure progress against the wellbeing objectives. Performance Indicators (PIs) are not always outcome focused. • R4 – Analysis and broad range of information - We do not always consider a full range of PIs in reports such as implications of budget workforce and performance. 	<ul style="list-style-type: none"> • Develop a corporate plan delivery plan that defines and better links aims, commitments and PIs • Develop directorate business planning templates (and service level plans) that follow the same process • Ensure each wellbeing objective is fully reflected in aims, commitments and appropriate PIs • Ensure PIs balance inputs, outputs and outcomes • Add regulator comments, consultation and engagement to the quarterly dashboards so they are considered alongside commitments and PIs at CPA 	<ul style="list-style-type: none"> • Develop annual review process for the performance framework
<p>Data quality and accuracy</p> <ul style="list-style-type: none"> • We have a large focus on collecting data rather than analysing it and ensuring its accuracy. • R3 – Verification - Many CPA PIs lack guidance notes that can provide ample evidence of data validation process, rationale behind calculation, define data and data sources. • Business managers and performance champions have clearly defined roles in the performance management process on paper but it is not understood or carried out consistently 	<ul style="list-style-type: none"> • Develop clear criteria and guidance for developing aims, commitments and PIs • Develop a clear and agreed approach to data collection, use and validation with performance indicator guidance notes for each PI • Internal audit are carrying out performance indicator audits to test measurement methodology and accuracy 	<ul style="list-style-type: none"> • Include data workings and tables in the performance system • We have asked internal audit to train BCBC performance team on undertaking performance audits • Develop an internal, annual, performance indicator audit regime

<p>Performance management culture</p> <ul style="list-style-type: none"> • Not all directorates complete the required information, in the correct order, at the right time. • Performance is not embedded across the organisation as part of everyone’s job – included in induction, appraisals etc • RAG status is not always correct, and the milestone detail to support it is often missing and not on the PMS. • There is widespread misuse of RAYG ratings, particularly the yellow status, meaning on target but not improved. Awareness of the detail of the system may be an issue. • Challenges to RAG status, commentary and missing information are often resisted or ignored. • Amber / Red commitments routinely lack an explanation of next steps to address progress. • Dashboards remain incomplete, the PMS is not up to date and performance team are unable to run a live report on the quarter. • Benchmarking is not part of regular performance management discussions and challenges. • Scrutiny of performance indicators by members is limited (especially subject scrutiny committees) 	<ul style="list-style-type: none"> • Reiterate communications on quarterly reporting deadlines and requirements to CMB, HoS, business managers and performance champions • Design the new corporate plan delivery plan to include nationally comparable data • Take part in the CPDN Data Cymru group on self-assessment national PIs • Implement a new system from Q2 with short presentations of key issues, challenges, opportunities and RAG indicators for each directorate (as well as providing detailed dashboards) • Plan CPA meetings further in advance and introduce whole day meeting at Q4 (to link with and include self-assessment) • Engage Heads of Service Board in the development and improvement of performance management framework • Introduce regulatory tracker to GAC and Scrutiny Chairs groups and a process for dissemination of messages 	<ul style="list-style-type: none"> • Training and awareness raising with business managers and performance champions – clear responsibilities (and deadlines) for each stage of the performance process, information on the performance key and RAYG ratings • Reinforce messages about no-blame culture and requirement to be transparent and realistic in RAYG ratings • Consider how to address the resistance / ignoring of objective performance management advice or recommendations – introduce a scoring system to decide ratings? Make RAYG decisions centrally? Or implement additional testing / verification? • Develop e-learning module on performance management • Introduce corporate plan / performance management element to corporate induction • Review of performance scrutiny • Members performance and data training
<p>Performance management capacity</p> <ul style="list-style-type: none"> • The Corporate Performance Manager role remains vacant • The 6-month temporary transfer of the performance team comes to an end in April 2023 • Data champions are not clear on their role in performance management 	<ul style="list-style-type: none"> • Recruit to the Corporate improvement officer and Corporate Performance Manager roles • Find a permanent home in the organisation for the performance team 	<ul style="list-style-type: none"> • Clarify and implement the role of data champions • Improve benchmarking capacity
<p>Performance management system</p> <ul style="list-style-type: none"> • The PMS is relatively old, it is not intuitive and requires expertise to understand and use 	<ul style="list-style-type: none"> • Use all fields available on the existing performance system • Fill in the system in a proper and timely way 	<ul style="list-style-type: none"> • Provide additional training on the different reports available

<ul style="list-style-type: none">• It is not able to speak to other systems in the authority and is therefore resource intensive• This is exacerbated by the issues in the 'performance culture' section, such as timeliness, providing detail, RAYG ratings etc• System outputs require substantial manual adjustment before they can be used to present performance information• There are numerous data sources and systems for recording and storing data around the authority which results in siloed data as well as duplication.	<ul style="list-style-type: none">• Investigate how the current system can talk to / take from other directorate systems• Complete system rebuild to address the new corporate plan	<ul style="list-style-type: none">• Support ICT team in considering introduction of Power BI
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Appendix 3 – PI validation and accuracy form (example)



Corporate Plan Performance Indicators

Data Calculation and Validation Template

WBO 2 - A 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 (short title)	Number of participants in the Employability Bridgend programme going into employment
(technical title)	
PI Reference	DEFS82
Other Reference(s)	
Definition	<p>Employability Bridgend helps employed and unemployed residents who need support with all aspects of employability, with services from mentoring, to training, volunteering and finding employment.</p> <p>Employer Liaison Officers (ELOs) connect with employers, identify job vacancies, and advertise them directly to participants. ELOs support participants throughout the recruitment process.</p> <p>This indicator measures the number of those participating in the scheme who are successful in finding employment during the reporting period. The employment can be across a range of employment opportunities, but the employment must be secured & evidence provided by the employer.</p>
Calculation	Total number within the period 1 st April – 31 st March
Numerator	Number of participants entering employment
Numerator source	Internal data held by Employability Team
Denominator	n/a
Denominator source	n/a
Collating Officer	Sue Whittaker
Responsible Officer	Ieuan Sherwood
Evidence to be provided	Copy of spreadsheet to evidence number. Redacted participant records to verify employment

Data quality and accuracy

Calculation method	Each participant in the programme has an individual file where all data related to the stages of their journey is held, including evidence of employment secured. A spreadsheet is kept to record the outcome for each participant which will be used to calculate numbers into employment.
Reporting Frequency	Quarterly
Data timescales / lags	None
Reporting type	Cumulative value at end of reporting period
Preferred Outcome	Higher
Measured In	Number
Target Setting Rationale	Annual target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year depending on funding source therefore targets are not comparable.

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Agenda Item 7

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	23 OCTOBER 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:	<p>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>The Council’s Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council’s Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</p> <p>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, 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.</p>

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.

Best Practice / Guidance

- 2.3 The Centre for Governance and Scrutiny's (CfGS) Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 2.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic

in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.

- 2.5 The CfGS's guide to effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

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

3. Current situation / proposal

Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 17 May 2023, the standing statutory reports to this Scrutiny Committee of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
 - Directorate Business Plans;
 - Previous Scrutiny Committee Forward Work Programme report topics / Minutes;
 - Committee / Member proposed topics;
 - Policy Framework;
 - Cabinet Work Programme;
 - Discussions with Corporate Directors;
 - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals scheduled for consideration in December 2023 and January 2024, following which the Committee will coordinate the conclusions and recommendations from each of the Subject Overview and Scrutiny Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2024.
- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.

- 3.5 The 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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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		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
Draft Corporate Plan Delivery Plan 2023-24		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; <u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
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		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support;

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		Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
Quarter 4 Performance 2022-23		As above and Corporate Policy and Public Affairs Manager.
Corporate Self-Assessment 2022-23		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> Chief Executive; and Corporate Policy and Public Affairs Manager
Proposals for the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg		NA

Monday 4 September 2023 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
<i>Deferred to SOSC 2 – 18 September 2023 – Director of Social Services Annual Report 2022/23</i>		<u>Cabinet Members</u> Deputy Leader of the Council and Cabinet Member for Social Services Health; Cabinet Member for Community Safety and Wellbeing; <u>Officers</u> 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		<u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and Group Manager – Human Resources and Organisational Development.
Corporate Plan Targets		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal;

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		<p>Cabinet Member for Community Safety and Wellbeing;</p> <p><u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager</p>
ICT Resilience		<p><u>Cabinet Members</u> Cabinet Member for Finances, Resources and Legal;</p> <p><u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; and Group Manager ICT</p>
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		<p><u>All Cabinet Members</u></p> <p><u>Officers</u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy</p>
Performance Management Improvement Plan	<ul style="list-style-type: none"> • Details of the four recommendations from Audit Wales, actions taken and further information regarding the recommendations relating to accuracy of performance information and prioritisation of data analysis. • Post inspection actions, reports or re-visits 	<p><u>Cabinet Members</u> Cabinet Member for Finance, Resources and Legal;</p> <p><u>Officers</u> Chief Executive; and Corporate Policy and Public Affairs Manager.</p>

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Thursday 14 December 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
<p>Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals*</p>		<p><u>Cabinet Members</u> Leader of the Council; 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;</p> <p><u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; Chief Officer Legal and Regulatory Services, HR & Corporate Policy;</p> <p>Deputy Head of Finance; Head of Partnership Services; and Finance Manager – Social Services & Wellbeing / Chief Executive’s Directorate</p>
<p>Quarter 2 Performance Report 2023-24</p>		<p><u>All Cabinet Members</u></p> <p><u>Officers</u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and Corporate Policy and Public Affairs Manager</p>
<p>Workforce Strategy Monitoring Action Plans</p>	<p>Data relating to gaps in the workforce and future need.</p>	<p><u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal;</p> <p><u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and</p> <p>Group Manager – Human Resources Organisational Development</p>
<p>Scrutiny Annual Report</p>		NA
<p>Scrutiny Methodology and Key Performance Indicators</p>		NA

*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.

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

Thursday 21 March 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Corporate Plan Delivery Plan (refreshing PI targets)		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; <u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
Quarter 3 Performance Report 2023-24		<u>All Cabinet Members</u> <u>Officers</u>

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		<p>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</p>
Cabinet Committee Corporate Parenting Update	To update the Committee on the information shared at the meeting of Cabinet Committee Corporate Parenting on 20 July 2023, 5 October 2023 and 1 February 2024.	NA

Reports to be Scheduled		
Report Topics	Any Specific Information Requested	Invitees
Cessation of Ukrainian Refugee Host Sponsorship		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>
Digital Strategy Review		<p><u>Cabinet Members</u></p> <p><u>Officers</u> Chief Officer - Finance, Performance and Change</p> <p><u>External</u></p>
Review Progress of Disabled Facilities Grants		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

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

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Council Wide</u> The Committee recommended that all national legislative commitments and statutory services need to be fully funded by central Government and that the Committee fully support Cabinet in lobbying Westminster and Welsh Government to provide adequate funding to ensure a sustainable funding model in the future.</p>	Scrutiny / Cabinet	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Council Wide</u> The Committee recommended that in order to manage the expectations of the public regarding future service provision, that there be a proactive corporate communications strategy setting out clearly the pressures within services, what can and cannot be achieved/maintained and what is funded by Council tax and what is funded by central UK funds through the Revenue Support Grant.</p>	Scrutiny / Chief Officer – Finance, Performance and Change	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Council Wide</u></p>	Scrutiny / Chief Officer –	ACTIONED – response and	https://democratic.bridgend.gov.uk

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		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.	Finance, Performance and Change	information circulated 22 August 2023.	ov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Recruitment</u> The Committee expressed concern regarding the Council-wide issue of recruitment and retention and acknowledged that whilst Directorates were working on this in isolation, felt that it required a corporate approach focussing on the 7 Principles contained in the Corporate Plan.</p> <p>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.</p>	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Recruitment</u> The Committee recommended that consideration be given to more integrated working between Human Resources and Directorates to avoid Directorates trying</p>	Scrutiny / Chief Officer – Legal & Regulatory Services, HR &	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		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.	Corporate Policy		onsestoRecommendations.pdf
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 forward recruitment for the Authority.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy / Corporate Director – Education and Family Support	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that there should be an agreed National level of salaries and terms and conditions for all positions in local government in order to ensure that the Council has an equal footing in terms of competitiveness with other local authorities and the private sector.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy / Cabinet	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that a review be undertaken regarding the need to advertise in national newspapers for jobs over a certain grade and whether these roles would attract more applicants if alternative and, possibly more local, advertising was pursued.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee expressed concern regarding the loss of successful candidates due to the delay in obtaining a Disclosure and Barring Service check and queried the reason for the delay and whether there was anything that could be done to reduce the waiting time to stop candidates finding work elsewhere.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> That the Committee recommended that they write to the Welsh Government expressing their concerns that any further cuts to the education budget would be unacceptable, given the 2% efficiency saving in 2023-24 and further annual 1% reductions predicted for forthcoming years.	Scrutiny / Chair of COSC	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> The Committee acknowledged the difficulties of recruitment within catering	Scrutiny / Corporate Director –	ACTIONED – response and information	https://democratic.bridgend.gov.uk/documents/s30936/COS

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		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.	Education and Family Support	circulated 22 August 2023.	C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> The Committee requested an update on when the Welsh Government review regarding home to school transport would realistically be published, given that no changes would be considered until the conclusion of the review	Scrutiny / Corporate Director – Education and Family Support	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
3 July 2023	Revenue Budget Outturn 2022-23	<u>Communities</u> The Committee recommended that consideration be given to there being a dedicated resource to support the Communities Directorate in processing and responding to Member Referrals and that consideration be given to ways in which to make the Member’s Portal more effective and efficient in keeping Members updated with the status of referrals.	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	ACTIONED – response and information circulated 22 August 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf
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.	https://democratic.bridgend.gov.uk/documents/s30936/COS_C3July2023ResponsestoRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
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 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.	Scrutiny / Chief Executive	ACTIONED – response and information circulated 31 July 2023.	https://democratic.bridgend.gov.uk/documents/s30936/COSC3July2023ResponsestoRecommendations.pdf
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	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31035/COSC24JulyResponsestoRecommendations.pdf
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.	https://democratic.bridgend.gov.uk/documents/s31035/COSC24JulyResponsestoRecommendations.pdf
24 July 2023	Budget Monitoring 2023-	The Committee requested copies of the case studies demonstrating the	Scrutiny / Corporate	ACTIONED – response and	https://democratic.bridgend.gov.uk

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	24 – Quarter 1 Revenue Forecast	complexity being experienced in adult social care.	Director – Social Services and Wellbeing	information circulated 29 August 2023.	ov.uk/ecSDDisplayClassic.aspx?NAME=SD797&ID=797&RPID=6246293&sch=doc&cat=13495&path=13490%2c13491%2c13495
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 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.	Scrutiny / Chief Officer – Finance, Performance and Change	ACTIONED – response and information circulated 6 October 2023.	https://democratic.bridgend.gov.uk/documents/s31035/COSC24JulyResponseRecommendations.pdf
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	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31035/COSC24JulyResponseRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
24 July 2023	Quarter 4 Performance 2022-23	<p>The Committee requested a breakdown, by Directorate, of:</p> <ul style="list-style-type: none"> a. the cost of agency staff; and b. the cost differential between an agency worker and an equivalent full-time Member of staff. 	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31035/COS_C24JulyResponseRecommendations.pdf
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.	Officer Response Awaited.
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.	https://democratic.bridgend.gov.uk/documents/s31035/COS_C24JulyResponseRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
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.	https://democratic.bridgend.gov.uk/documents/s31035/COS_C24JulyResponsetoRecommendations.pdf
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	ACTIONED – response and information circulated 6 October 2023.	https://democratic.bridgend.gov.uk/documents/s31035/COS_C24JulyResponsetoRecommendations.pdf
4 Sept 2023	Strategic Workforce Plan	The Committee recommended that the circular graphics at the top of page 13 of the <i>Delivering together, Our Strategic Workforce Plan 2023-2028</i> (page 175 of the Committee's public Agenda pack) showing the percentages of staff working in each of the five areas of the authority, also reflect the level of vacancy or completeness of workforce in each Directorate. In relation to the turnover rate of staff the Committee also recommended that the same page also reflect the general turnover rate of staff not just new starters leaving within their 1 st year (up to 31 March 2023).	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS_C4Sept23ResponsetoRecommendations.pdf

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
4 Sept 2023	Strategic Workforce Plan	The Committee expressed concern regarding the corporate oversight responsibility and the possibility of a fragmented process towards monitoring and delivery of the Plan. The Committee therefore recommended that consideration be given to establishing a HR strategic group to include Officers from across the authority and Trade Union representatives to monitor and drive forward the delivery of the plan and that they report to CCMB	Scrutiny / Chief Executive / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS4Sept23ResponsestoRecommendations.pdf
4 Sept 2023	Strategic Workforce Plan	The Committee expressed concern regarding the lack of citizen focus within the Plan and recommended that the Portal analytical tool be developed/progressed as soon as possible in order to evaluate the areas of dissatisfaction and themes arising from Member referrals and customer queries regarding repeat matters, in order to inform the Workforce Plan. Once completed, the Committee recommended that they receive a Members Briefing regarding the analytical capabilities of the Portal.	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS4Sept23ResponsestoRecommendations.pdf
4 Sept 2023	Strategic Workforce Plan	The Committee requested information on how the workforce structure in Bridgend compares to other Welsh local authorities	Scrutiny / Chief Officer – Legal & Regulatory Services, HR &	ACTIONED – response and information	https://democratic.bridgend.gov.uk/documents/s31037/COS

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		and whether its levels of management are typical of other local authorities in Wales.	Corporate Policy	circulated 13 October 2023.	C4Sept23ResponsestoRecommendations.pdf
4 Sept 2023	Strategic Workforce Plan	The Committee requested whether the Venture Graduate Scheme overseen by the Cardiff Capital Region could be accessed by students by other higher education establishments, especially Bridgend College.	Scrutiny / Leader of the Council	ACTIONED – response and information circulated 22 September 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS_C4Sept23ResponsestoRecommendations.pdf
4 Sept 23	Corporate Plan Delivery Plan Targets	The Committee requested that the narratives in the Rationale for Targets be revisited to ensure consistency, to better reflect the reasons why a target has substantially increased or decreased and to include brief information regarding the circumstances surrounding the change.	Scrutiny / Chief Executive	ACTIONED – response and information circulated 22 September 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS_C4Sept23ResponsestoRecommendations.pdf
4 Sept 23	Corporate Plan Delivery Plan Targets	The Committee requested that consideration be given to a gradual move away from static Key Performance Indicators in favour of Objective and Key Results which drive ambitious, realistic and proportionate targets.	Scrutiny / Chief Executive	ACTIONED – response and information circulated 22 September 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS_C4Sept23ResponsestoRecommendations.pdf

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
4 Sept 23	ICT Resilience	The Committee requested copies of the Service specific and overall ICT Business Continuity Plans, for information purposes.	Scrutiny / Head of Partnership Services	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31037/COS-C4Sept23ResponsestoRecommendations.pdf

Draft Outline Forward Work Programme
Subject Overview and Scrutiny Committee 1

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.	<p><u>Cabinet Members</u> Cabinet Member for Education</p> <p><u>Officers</u> 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</p> <p><u>CSC</u> Managing Director Assistant Director for Curriculum and Professional Learning Principle Improvement Manager</p> <p><u>Headteacher Nominees</u> Headteacher Nantyllon Primary School Headteacher Penfai Church in Wales Primary School Headteacher Bryntirion Comprehensive School and Chair of BASH</p> <p><u>External</u></p>

Thursday 13 July 2023 at 11.00am – CANCELLED		
Report Topics	Information Required / Committee's Role	Invitees
Draft Outline Forward Work Programme		<p><u>Cabinet Members</u> – NA</p> <p><u>Officers</u> - NA</p> <p><u>CSC</u> - NA</p> <p><u>Headteacher Nominees</u> - NA</p> <p><u>External</u> - NA</p>

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	<p><u>Cabinet Members</u> Cabinet Member for Education</p> <p><u>Officers</u> Corporate Director of Education and Family Support Operational Managers, Youth Justice Service</p> <p><u>CSC</u> N/A</p> <p><u>Headteacher Nominees</u> N/A</p> <p><u>External</u></p>
Draft Outline Forward Work Programme		<p><u>Cabinet Members</u> Cabinet Member for Education</p> <p><u>Officers</u> Corporate Director of Education and Family Support</p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u></p> <p><u>External</u></p>

Thursday 12 October 2024 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
Whole School Approach to emotional health and wellbeing		<p><u>Cabinet Members</u> Cabinet Member for Education Cabinet Member for Community Safety and Wellbeing Deputy Leader of Council and Cabinet Member for Social Services</p>

		<p><u>Officers</u> Group Manager Inclusion and School Improvement Group Manager Family Support</p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u> Headteachers Wellbeing Lead</p> <p><u>External</u> Youth Council members</p>
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Monday 4 December 2024 at 11.00am

Report Topics	Information Required / Committee's Role	Invitees
Adult Community Learning	Proposed Information report	<p><u>Cabinet Members</u> Cabinet Member for Education</p> <p><u>Officers</u></p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u></p> <p><u>External</u></p>
Welfare support put into place for schools to include: <ul style="list-style-type: none"> - Catering Services - School modernisation - Outdoor facilities - Club settings (youth, breakfast, after school) 		<p><u>Cabinet Members</u> Cabinet Member for Community Safety and Wellbeing</p> <p><u>Officers</u></p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u></p> <p><u>External</u></p>

Thursday 18 January 2024 at 11.00am

Report Topics	Information Required / Committee's Role	Invitees
		<p><u>Cabinet Members</u> Leader of Council</p>

<p>Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals</p>		<p>Deputy Leader of Council and Cabinet Member for Social Services and Early Help Cabinet Member for Finance, Resources and Legal Cabinet Member for Education</p> <p><u>Officers</u> Chief Executive Chief Officer Finance, Performance and Change Corporate Director Education and Family Support</p> <p>Head of Education and Family Support Interim Deputy Head of Finance Interim Finance Manager Budget Management: Communities, Education and Family Support</p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u> Chair of Schools Budget Form Chair of BASH</p> <p><u>External</u></p>
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Monday 18 March 2024 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
<p>Curriculum for Wales Update and Welsh in Education Strategic Plan (WESP)</p>	<p>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.</p>	<p><u>Cabinet Members</u> Cabinet Member for Education</p> <p><u>Officers</u></p> <p><u>CSC</u></p> <p><u>Headteacher Nominees</u></p> <p><u>External</u></p>

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'

Items to be scheduled 2024/25

- Universal Primary Free School Meals (UPFSM) Programme – early summer
- ALN implementation update – June / July 2024.
- Annual review of EFS Plan and direction of travel – June 2024
- ALN – Provision

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

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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		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Community Safety and Wellbeing;</p> <p><u>Officers</u> Corporate Director – SSWB; Group Manager - Sports and Physical Activity;</p> <p><u>External</u> Chief Executive, Halo Leisure; Partnership Manager, Halo Leisure; Chief Executive, Awen; and Operations and Partnership Manager, BAVO.</p>
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	<p><u>Cabinet Member</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Children's Social Care; and Deputy Head of Children's Social Care.</p>
Corporate Parenting Champion Nomination report	To nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting 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
Director of Social Services Annual Report 2022/23 (deferred from COSC –		<p><u>Cabinet Members</u> Deputy Leader of the Council and Cabinet Member for Social Services Health;</p>

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4 September 2023)		<p>Cabinet Member for Community Safety and Wellbeing;</p> <p>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</p>
Adult Community Mental Health Services		<p>Cabinet Member Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p>Officers Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability, Mental Health & Substance Misuse; Community Mental Health Services Manager;</p> <p>External Service Group Manager, Mental Health Services – CTMUHB; and</p> <p>Service Users</p>

Thursday 23 November 2023 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Care Inspectorate Wales – Joint Inspection of Child Protection Arrangements		<p>Cabinet Members Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Education;</p> <p>Officers Corporate Director – SSWB; Corporate Director – Education and Family Support; Head of Children's Social Care;</p> <p>External South Wales Police; Head of Safeguarding, Cwm Taf Morgannwg UHB; Senior Nurse, Cwm Taf Morgannwg UHB;</p> <p>Senior Manager - Local Authority Inspection Team - Care Inspectorate Wales; and Local Authority Link Inspector for Bridgend – Estyn.</p>
Strategic Commissioning Plans	Placement Sufficiency.	<p>Cabinet Members Deputy Leader of Council and Cabinet Member for Social Services and Health;</p>

APPENDIX D

		<p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Head of Children’s Social Care; and Group Manager – Commissioning.</p>
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Special December 2023 at 10.00am – TO BE AGREED		
Report Topics	Information Required / Committee’s Role	Invitees
<p>Annual Report – Safeguarding of Children and Adults</p>	<ul style="list-style-type: none"> • Update on child exploitation. • Placement sufficiency and unregulated placements. 	<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> 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</p> <p>Education colleagues.</p>
<p>Learning Disabilities Strategic Plan</p>	<ul style="list-style-type: none"> • Outcome of external expert review. • Practice. • Service Provision. • Transition Management. • Day Opportunities. 	<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability; and Group Manager – Case Management & Transition.</p>

Friday 19 January 2024 at 10.00am		
Report Topics	Information Required / Committee’s Role	Invitees
<p>Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals</p>		<p><u>Cabinet Members</u> 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;</p> <p><u>Officers</u> Corporate Director – SSWB; Chief Officer Finance, Performance and Change; Chief Executive; Chief Officer, Legal and Regulatory Services, HR and Corporate Policy; Head of Adult Social Care; Head of Children’s Social Care; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive’s Directorate.</p>

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Monday 19 February 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Summary of Adult Services Inspections		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Social Work Lead in Adult Social Care; and Group Manager – Direct Care Provider Services.</p>
Draft Adults Strategic Plan		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; and Social Work Lead in Adult Social Care.</p>

Monday 15 April 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Update on Child Exploitation		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Children's Social Care; Group Manager, IAA & Safeguarding.</p> <p><u>External</u></p>

Reports to be Scheduled		
Report Topics	Information Required / Committee's Role	Invitees
Direct Payments		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>
Post 18 Housing and Financial Support for Care Experienced Children (Post Basic Income Pilot)		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>
Annual Report - Corporate Parenting		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

Forward Work Programme
Subject Overview and Scrutiny Committee 3

Monday 19 June 2023 at 4.00pm		
Report Topic	Information Required / Committee's Role	Invitees
<p>Update on the Shared Prosperity Fund</p> <p>Corporate Parenting Champion Nomination Report</p> <p>Draft FWP</p>		<p><u>Cabinet Members</u> Cabinet Member for Climate Change and Environment Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration</p> <p><u>Officers</u> Corporate Director – Communities Head of Operations – Community Services Group Manger – Economy, Natural Resources and Sustainability</p> <p><u>External</u></p>

Tuesday 25 July 2023 at 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
<p>Update on Communities Directorate Position and Challenges</p>	<p>Extraordinary meeting</p> <p>Reviewing the challenges faced by the Communities Directorate.</p>	<p><u>Cabinet Members</u> 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</p> <p><u>Officers</u> Chief Executive Chief Officer Finance, Performance and Change Corporate Director, Communities</p> <p><u>External</u> - NA</p>

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Monday 25 September 2023 at 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Homelessness Strategy		<p><u>Cabinet Members</u> Cabinet Member for Housing, Planning and Regeneration</p> <p><u>Officers</u> Chief Officer Finance, Performance and Change Head of Performance and Partnerships Strategic Housing Commissioning Manager</p> <p><u>External</u> Head of Policy and Communications, Crisis Cymru</p>

Monday 27 November at 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Report TBC		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

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		<p><u>Cabinet Members</u> 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</p>

APPENDIX E

		<p><u>Officers</u> Chief Executive Chief Officer Finance, Performance and Change Corporate Director Communities</p> <p><u>External</u></p>
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Monday 26 February 2024 at 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Levelling Up Fund – Porthcawl Pavilion		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

Monday 22 April 2024 at 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Bridgend 2030 Net Zero Carbon Strategy or Strategic Transport Plan	<ul style="list-style-type: none"> • To include information on <ul style="list-style-type: none"> - Council Electric Vehicles - Air Quality Action Plan - Flood Mitigation 	<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

Potential Items

- Housing
 - Affordable
 - Accessible
 - Social
 - Energy efficiency housing
 - Registered Social Landlords

- Emerging Valleys Regeneration Strategy

- Local Biodiversity Action Plan (could this be incorporated with the Bridgend 2030 Net Zero Carbon Strategy)

- 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
- Play areas / opportunities
- Update on Heat Network

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.
- Corporate Joint Committees Regional Responsibilities
- Communities Directorate Target Operating Model (TOM)

Information reports to be provided

- Asset Management Audit Wales inspection report – Possibly November
- Electric charging points, where this is currently within the three phases and what happens after phase three is completed.
- Information and update on where the Directorate are with Asset and Community Asset Transfer (CAT)

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 <i>T1 Pupil and staff wellbeing</i> be strengthened to reflect this.	Director of Education and Family Support	Recommendations circulated requesting response - to be provided – Chased.
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 – Chased.
26 May 2023	EFS Strategic Plan 2023-2026	Members considered the success indicators relating to <i>T2 Support for pupil behaviour, attendance, and exclusions</i> 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 – Chased.

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 – Chased.
26 May 2023	EFS Strategic Plan 2023-2026	Members noted the plan to increase the support for parents with vulnerable children under <i>T3 Support for vulnerable children and young people</i> 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 – Chased.
26 May 2023	EFS Strategic Plan 2023-2026	Members discussed how a video produced by Brynteg Comprehensive School in relation to <i>T5 Curriculum for Wales and</i>	Director of Education and Family Support	Recommendations circulated requesting response - to be provided – Chased.

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 – Chased.
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 – Chased.
26 May 2023	EFS Strategic Plan 2023-2026	Members discussed <i>T14 Effective Welsh in Education Strategic Plan to promote the Welsh language and Welsh-medium education</i> 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 – Chased.

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 – Chased.
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 – Chased.

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 <i>T1 Pupil and staff wellbeing</i> , 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 by the Educational Psychology Service that Officers offered to provide in response to Members' referring to <i>T1 Pupil and staff wellbeing</i> 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 <i>T4 Support for children and young people with additional learning needs</i> , 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 <i>T11 Effective childcare and early years offer</i> , 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.
11 September 2023	Bridgend Youth Justice Service Update	That narrative be included in future reports to Scrutiny explaining why the budget table with a breakdown of the financial and staffing information in the Youth Justice Service Plan did not show financial support from the Probation and / or Health Services.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	That the Committee write a letter to the Probation Service highlighting the increased demand on the Youth Justice Service (YJS) and requesting greater support given the statutory duty on the YJS to have a minimum of representatives from Police, Education, Probation, Health, and Children’s Social Care.	Scrutiny	ACTIONED – response and information circulated 17 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	That there be more engagement and liaising between schools and the Police and with a focus on prevention.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
11 September 2023	Bridgend Youth Justice Service Update	That a young person aged 18 plus but under 25 who has gone through the YJS be invited to sit on the Bridgend Youth Justice Service (BYJS) Management Board to provide their insight on their experience of the YJS and possible improvements.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	Given that there were recruitment issues across the whole of the organisation but recognised that there was a need to have adequate specialist staffing to conduct some of the trauma screening and strongly recommended they look to establish if what they currently had was sufficient, so they were going to be able to reach their performance targets and ensure young people are safeguarded.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	A link to the Joint Inspection responses made by Care Inspectorate Wales.	Scrutiny	ACTIONED – response and information circulated 5 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	More information regarding the reasons why 45% of children were not attending school referenced as reported from the My Voice questionnaires.	Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
11 September 2023	Bridgend Youth Justice Service Update	Data regarding the national Key Performance Indicators to be circulated to members to see the aspirations for each part of the service, and for measurement and performance monitoring of the Youth Justice Service.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 2023.
11 September 2023	Bridgend Youth Justice Service Update	More data on how many trauma screenings using the Trauma Recovery Model were outstanding, how often they would be reviewed and how the service would manage the staffing resource to achieve it.	Director of Education and Family Support / Youth Justice Service Manager	ACTIONED – response and information circulated 17 October 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	Response
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	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31001/SOSC210July2023ResponsesToRecommendations.pdf
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	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31001/SOSC210July2023ResponsesToRecommendations.pdf
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	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31001/SOSC210July2023ResponsesToRecommendations.pdf

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	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 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.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31001/SOSC210July2023ResponsesToRecommendations.pdf
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.	Officer Response Awaited
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.	Officer Response Awaited.
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and	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	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31004/SOSC210July2023ResponsesToRecommendations.pdf

APPENDIX G

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	Family Services in Bridgend				
18 Sept 2023	Adult Community Mental Health Services	The Committee Recommended that they write to the Members of the Senedd for Bridgend and Ogmores to request an invitation to the round table meetings run by them, involving third sector and voluntary organisations and relating to mental health and the <i>Bridgend Mental Health Pathway</i> .	Scrutiny/Chair of SOSC 2	Letter sent to the Members of the Senedd – Response awaited.	
18 Sept 2023	Adult Community Mental Health Services	The Committee requested data relating to the notable increase in the number of young people on the autism spectrum being referred to the Community Mental Health Teams and a copy of the existing Code of Practice on the Delivery of Autism Services in Wales.	Scrutiny / Head of Adult Social Care	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=doc&cat=13499&path=13490%2c13493%2c13499
18 Sept 2023	Adult Community Mental Health Services	The Committee requested That information relating to the pathway to independent advocacy for adults be circulated to all Members to enable them to signpost constituents requiring advocacy.	Scrutiny / Head of Adult Social Care	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=doc&cat=13499&path=13490%2c13493%2c13499
18 Sept 2023	Adult Community Mental Health Services	<u>Assisting Recovery in the Community Service (ARC)</u>	Scrutiny / Head of Adult Social Care	ACTIONED – response and information	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		<p>The Committee requested:</p> <ul style="list-style-type: none"> a) Information regarding the types of courses available from ARC; b) Information on how the service has evolved and adapted in recent years; c) Data showing the age range of individuals accessing the service, the reasons why and the interventions of the service with them; and d) Case examples of work that has been done on an individual and group level in the last 12 months. 		circulated 16 October 2023.	=doc&cat=13499&pat h=13490%2c13493%2 c13499
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee Recommended that the financial modelling that is available to the Cabinet during the budget setting process, also be made available to the Budget Research and Evaluation Panel to assist with their budget discussions regarding financial sufficiency for the Social Services and Wellbeing Directorate.	Scrutiny / Chief Officer, Finance, Performance and Change / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	Officer Response Awaited.
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee Recommended that they write a letter, in support of the Deputy Leader and the Council's response to the Welsh Government Consultation, <i>Rebalancing Care and Support Programme</i> , to the Welsh Minister for	Scrutiny/Chair of SOSC 2	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=doc&cat=13499&pat

APPENDIX G

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Social Services regarding standardised Welsh National pay, terms and conditions to prevent the “poaching” of staff by other local authorities and therefore ensuring that Bridgend retains a skilled workforce.			h=13490%2c13493%2c13499
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee requested an update on the progress and cost of the priority for Children’s Social Care to enhance in-house foster care capacity and implement therapeutic support service for foster carers.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	Officer Response Awaited.

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Subject Overview and Scrutiny Committee 3

RECOMMENDATIONS MONITORING ACTION SHEET 2023-2024

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	ACTIONED – response and information circulated 19 September 2023.
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 mechanisms for managing risk and allowing projects to commence where Grant Funding had been agreed in principle, but not yet formalised.	Chief Officer - Finance, Performance & Change / Corporate Director of Communities	ACTIONED – response and information circulated 19 September 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
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	ACTIONED – response and information circulated 19 September 2023.
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	ACTIONED – response and information circulated 19 September 2023.
25 July 2023	Update on Communities Directorate Position and Challenges	That the Update on Communities Directorate Position and Challenges report be made available to all Committee Members.	Scrutiny	ACTIONED – response and information circulated 19 September 2023.
25 July 2023	Update on Communities Directorate Position and Challenges	The Committee welcomed the proposal of a plan over the next five years to develop a new Target Operating Model (TOM) as explained by the Corporate Director of Communities, of what the Communities Directorate can deliver in alignment with their resources and budget. Looking at all the services they deliver, statutory	Corporate Director for Communities / Scrutiny	ACTIONED – response and information circulated 19 September 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		responsibilities and the communities' expectations. The Committee recommended that at the opportune time when the Target Operating Model (TOM) draft becomes available it is added to the Forward Work Programme for review by the Committee.		
25 July 2023	Update on Communities Directorate Position and Challenges	That the Town and Community Council Forum consider the current model of partnership working between the Local Authority and the local Town and Community Councils and explore options for better communication, more collaborative working and whether the authority can assist Town and Community Councils take on leadership of certain service provisions. The Members requested that the outcome of this discussion be provided back to Committee as an information report.	Corporate Director for Communities / Democratic Services Manager	ACTIONED – response and information circulated 19 September 2023.
25 July 2023	Update on Communities Directorate Position and Challenges	The Committee discussed the Communities Directorate operating with a £31m budget allocation in the financial year 2023/2024 and it is representing 9% of the authority's budget. They considered whether any benchmarking had been done in terms of budget per head of population in the authority for Communities versus those of other authorities in South Wales of a similar size. The Chief Executive advised a piece of work had been commissioned through the Welsh Local Government Association	Corporate Director for Communities	ACTIONED – response and information circulated 19 September 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		(WLGA) which they intend to share in the next Budget Research and Evaluation Panel (BREP).		
25 Sept 2023	Homelessness Strategy	Pending		
2 Oct 2023	Call In of Cabinet Decision: Hybont Project Gateway Review	The Committee concluded that the Decision would not be referred back to Cabinet.	NA	NA