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Bridgend County Borough Council



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

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Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643694 / 643513

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Thursday, 18 July 2024

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB/ remotely via Microsoft Teams on **Thursday, 25 July 2024 at 10:00.**

AGENDA

1. Appointment of Chairperson 5 - 8
2. Apologies for Absence
To receive apologies for absence from Members.
3. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations).
4. Approval of Minutes 9 - 14
To receive for approval the minutes of 21/03/24.
5. Revenue Budget Outturn 2023-24 15 - 50

Invitees:

Councillor John Spanswick – Leader.

Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing.

Councillor Hywel Williams - Cabinet Member for Finance and Performance.

Councillor Martyn Jones - Cabinet Member for Education and Youth Services.

Councillor Paul Davies - Cabinet Member for Climate Change and the Environment.

Councillor Eugene Caparros / Councillor Melanie Evans - Cabinet Member for Resources (Job Share).

Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing.

Mark Sheppard - Chief Executive.

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Carys Lord - Chief Officer - Finance, Housing and Change.
Lindsay Harvey - Corporate Director – Education, Early Years and Young People.
Claire Marchant - Corporate Director - Social Services and Wellbeing.
Janine Nightingale - Corporate Director – Communities.
Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy.

6. Budget Monitoring 2024-25 - Quarter 1 Revenue Forecast 51 - 92
- Invitees:
- As above in Item 5.
7. Quarter 4/ Year-End Performance 2023-24 93 - 140
- Invitees:
- As above in Item 5 and
- Martin Morgans - Head of Partnership Services.
Alex Rawlin - Corporate Policy and Performance Manager.
Kate Pask - Corporate Performance Manager.
8. Self-Assessment 2023/24 141 - 188
- Invitees:
- As above in Item 5 and
- Alex Rawlin - Corporate Policy and Performance Manager.
Kate Pask - Corporate Performance Manager.
9. Conclusions and Recommendations
10. Corporate Parenting Champion Nomination 189 - 192
11. Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee Nominations 193 - 196
12. Forward Work Programme Update 197 - 210
13. 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 would like to view this meeting live, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643148/ 643694/ 643513/ 643159.

Yours faithfully

K Watson

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

Councillors:

F D Bletsoe
JPD Blundell
HJ David
RM Granville

S J Griffiths
GH Haines
M L Hughes
RL Penhale-Thomas

T Thomas
A Williams
AJ Williams
E D Winstanley

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| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | ELECTION OF CHAIRPERSON |
| Report Owner / Corporate Director: | CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY |
| Responsible Officer: | MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY |
| Policy Framework and Procedure Rules: | <p>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p> |
| Executive Summary: | <p>The membership of the Corporate Overview and Scrutiny Committee consists of the Chairs of each Subject Overview and Scrutiny Committee and nine other Members that reflect the political balance of the Authority.</p> <p>The Local Government (Wales) Measure 2011 established procedures whereby Overview and Scrutiny Committee Chairs are nominated and appointed. The Measure requires that, as a minimum, the Chairpersons of these Committees be appointed based on the size and political balance of each of the groups that make up the Council. At the Annual Meeting of Council on 15 May 2024, Councillors Alex Williams, Freya Bletsoe and Jon-Paul Blundell were appointed as the Chairpersons of Subject Overview and Scrutiny Committees 1 to 3 respectively.</p> <p>The Chairperson of the Corporate Overview and Scrutiny Committee is unallocated and therefore, in accordance with the Measure, is to be appointed by the Members of the Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but it cannot be the Chairperson nominated from the same Group as the Executive.</p> |

| | |
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| | The Committee is requested to receive nominations and appoint a Chairperson of the Corporate Overview and Scrutiny Committee. |
|--|--|

1. Purpose of Report

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

2. Background

- 2.1 As part of the Overview and Scrutiny Committee structure the membership of the Corporate Overview and Scrutiny Committee consists of the Chairs of each Subject Overview and Scrutiny Committee and nine other Members that reflect the political balance of the Authority.
- 2.2 The Local Government (Wales) Measure 2011 established procedures whereby Overview and Scrutiny Committee Chairs are nominated and appointed. The Measure requires that, as a minimum, the Chairpersons of these Committees be appointed based on the size and political balance of each of the groups that make up the Council. At the Annual Meeting of Council on 15 May 2024, Councillors Alex Williams, Freya Bletsoe and Jon-Paul Blundell were appointed as the Chairpersons of Subject Overview and Scrutiny Committees 1 to 3 respectively. The Chairperson of the Corporate Overview and Scrutiny Committee is unallocated and therefore, in accordance with the Measure, is to be appointed by the Members of the Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but it cannot be the Chairperson nominated from the same Group as the Executive.

3. Current situation / proposal

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

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

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

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

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

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

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

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

6. Climate Change Implications

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

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no Financial Implications arising from this report.

9. Recommendation

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

Background documents: None

Present

Councillor A Williams – Chairperson

RM Granville

Present Virtually

H T Bennett
M L Hughes

F D Bletsoe
G Walter

P Davies
AJ Williams

S J Griffiths

Apologies for Absence

M Jones, RL Penhale-Thomas and T Thomas

C Marchant – Corporate Director - Social Services and Wellbeing Directorate

Laura Kinsey - Head of Children's Social Care
Jacqueline Davies - Head of Adult Social Care

Invitees:

Councillor Huw David
Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Rhys Goode
Councillor John Spanswick
Councillor Neelo Farr

Leader
Deputy Leader and Cabinet Member Social Services and Health
Cabinet Member for Resources
Cabinet Member Housing, Planning and Regeneration
Cabinet Member Climate Change and Environment
Cabinet Member Community Safeguarding and Wellbeing

Mark Shephard
Carys Lord
Lindsay Harvey

Chief Executive
Chief Officer - Finance, Housing & Change
Corporate Director Education and Family Support

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 21 MARCH 2024

Kelly Watson
Janine Nightingale

Chief Officer - Legal & Regulatory Services, HR & Corporate Policy
Corporate Director - Communities

Martin Morgans
Alex Rawlin
Kate Pask

Head of Partnerships and Housing
Corporate Policy & Public Affairs Manager
Corporate Improvement Officer - Performance

Officers:

Meryl Lawrence
Stephen Griffiths

Senior Democratic Services Officer – Scrutiny
Democratic Services Officer – Committees/ Interim Scrutiny Officer

Declarations of Interest

Cllr Alex Williams
Cllr Heidi Bennett
Cllr Amanda Williams
Cllr Jane Gebbie

108. Approval of Minutes

| | |
|--------------------|---|
| Decision Made | <u>RESOLVED:</u> That the minutes of a meeting of the Corporate Overview and Scrutiny Committee dated 4 September 2023, 17 January 2024 and 30 January 2024, be approved as true and accurate records. |
| Date Decision Made | 21 March 2024 |

109. Quarter 3 Performance 2023-24

| | |
|---------------|---|
| Decision Made | <u>RESOLVED:</u> Following detailed consideration and discussions with Cabinet Members and Officers, the Committee |
|---------------|---|

| | |
|--------------------|--|
| | <p>concluded the following:</p> <ol style="list-style-type: none"> 1. The Committee discussed there not being reference to activities demonstrating work being undertaken to attract businesses to the area and requested a Member Briefing be arranged regarding what is being done to promote economic activity in the Borough by the Authority, through partnership with the Welsh Government, and from 1 April 2024 with the Corporate Joint Committee. 2. The Committee requested a written response explaining why the number of people who access independent advocacy to support their rights within: Children’s social care and Adult’s social care is at the levels showing as Red performance for Performance Indicators SSWB61 a & b. 3. The Committee requested a written response explaining the reasons why <i>PI “WB01.1.5 - Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce”</i> is showing as Green performance and the reasons why <i>PI “WBO1.1.4 - Improve Children’s Services by delivering the actions in our three year strategic plan”</i> is showing as Yellow performance. 4. Request that the Corporate Director - Education and Family Support provides examples of communication methods with young people and outlines future plans for doing so for WBO 6.2.1. 5. A copy of a report to Governance and Audit Committee on 25 January 2024 providing regarding Disabled Facilities Grants (DFGs). |
| Date Decision Made | 21 March 2024 |

110. Corporate Plan/Delivery Plan Review for 2024/25

| | |
|--------------------|---|
| Decision Made | <p><u>RESOLVED:</u></p> <p>Following consideration of the report with Cabinet Members and Officers the Committee concluded the following:</p> <ol style="list-style-type: none"> 1. The Committee requested that a Workshop be arranged for Members of COSC to consider how best to measure service user perspectives as part of the Council’s performance management framework and to discuss and identify potential areas that could be explored. |
| Date Decision Made | 21 March 2024 |

111. Strategic Workforce Plan

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|--------------------|---|
| Decision Made | <p><u>RESOLVED:</u></p> <p>Following consideration of the report with Cabinet Members and Officers the Committee concluded the following:</p> <ol style="list-style-type: none"> 1. The Committee requested that more information be included in future reports on the Plan including data examples and details of actions taken for each theme to demonstrate progress, future targets for the Plan, and the use of graphics to demonstrate progress and staffing levels. 2. The Committee requested that the monitoring of progress on the implementation of the Plan be scheduled on the Forward Work Programme for 2024. |
| Date Decision Made | 21 March 2024 |

112. Forward Work Programme Update

| | |
|--------------------|---|
| Decision Made | <p><u>RESOLVED:</u></p> <p>The Committee approved its FWP in Appendix A, noted the FWPs for the Subject Overview and Scrutiny Committees in Appendix C, D and E, and noted the Recommendations Monitoring Action Sheets to track responses to the Committees' Recommendations made at previous meetings in Appendices B, F, G and H:</p> |
| Date Decision Made | 21 March 2024 |

113. Urgent Items

| | |
|--------------------|---------------|
| Decision Made | None |
| Date Decision Made | 21 March 2024 |

To observe further debate that took place on the above items, please click this [link](#).

The meeting closed at 12:53.

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| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | REVENUE BUDGET OUTTURN 2023-24 |
| Report Owner/ Corporate Director: | CHIEF OFFICER – FINANCE, HOUSING 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 was £342.334 million. The overall outturn at 31st March 2024 was a net over spend of £7.054 million. • The overall over spend on the Council budget is primarily due to ongoing pressures within the Social Services and Wellbeing Directorate and in respect of Home to School Transport, Homelessness and Legal Fees. • The budget approved for 2023-24 included budget reduction proposals totalling £2.608 million. At 31st March there was a shortfall on the savings target of £246,000, or 9.43% of the overall reduction target. • During 2023-24 Directorates drew down funding from specific earmarked reserves. The final draw down from revenue reserves was £12.186 million. An additional £6.952 million of other earmarked reserves also needed to be unwound to meet the in-year over spend, along with the transfer of £102,000 from the Council Fund. |

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 for the year ended 31st March 2024.

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 (WG) in December 2022. The Welsh Government announced its final local government settlement on 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 2023-24 to £342.334 million. The reasons for this increase were outlined in a report to Council on 15th March 2023, 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 31st March 2024

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

Table 1- Comparison of budget against actual outturn at 31st March 2024

| Directorate/Budget Area | Original Budget 2023-24 £'000 | Current Budget 2023-24 £'000 | Final Outturn Q4 2023-24 £'000 | Final Over / (Under) Spend 2023-24 £'000 | Projected Over / (Under) Spend Qtr 3 2023-24 £'000 |
|--|-------------------------------------|------------------------------------|---|--|--|
| Directorate | | | | | |
| Education and Family Support | 137,488 | 145,861 | 147,214 | 1,353 | 1,139 |
| Social Services and Wellbeing | 92,791 | 99,386 | 111,213 | 11,827 | 12,584 |
| Communities | 30,545 | 34,382 | 34,502 | 120 | 249 |
| Chief Executive's | 24,003 | 25,410 | 25,949 | 539 | 1,265 |
| Total Directorate Budgets | 284,827 | 305,039 | 318,878 | 13,839 | 15,237 |
| Council Wide Budgets | | | | | |
| Capital Financing | 7,203 | 7,142 | 3,064 | (4,078) | (2,909) |
| Levies | 9,189 | 9,189 | 9,181 | (8) | (9) |
| Apprenticeship Levy | 650 | 750 | 831 | 81 | 38 |
| Council Tax Reduction Scheme | 16,054 | 16,054 | 15,566 | (488) | (451) |
| Insurance Premiums | 1,363 | 1,363 | 764 | (599) | (125) |
| Repairs & Maintenance | 670 | 460 | 0 | (460) | (40) |
| Pension Related Costs | 430 | 430 | 457 | 27 | 27 |
| Other Corporate Budgets | 21,948 | 1,907 | 2,153 | 246 | (1,481) |
| Total Council Wide Budgets | 57,507 | 37,295 | 32,016 | (5,279) | (4,950) |
| Net Council Tax Collection | | | (1,506) | (1,506) | 0 |
| Transfers from Earmarked Reserves | | | (6,952) | (6,952) | 0 |
| Transfer from Council Fund | | | (102) | (102) | 0 |
| Total | 342,334 | 342,334 | 342,334 | 0 | 10,287 |

- 3.1.2 The overall outturn at 31st March 2024 is a net over spend of £7.054 million comprising £13.839 million net over spend on directorates and a net under spend of £5.279 million on Council wide budgets. The outturn position also takes into account additional council tax income collected over budget of £1.506 million during the financial year.
- 3.1.3 Further detail is provided on the more significant under and over spends and movements since quarter 3 in section 3.3.
- 3.1.4 The main financial pressures during 2023-24 were in the service areas of Social Services and Wellbeing (SSWB), Home to School Transport (HtST), Homelessness and Legal Fees.
- 3.1.5 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. Budget growth of £8.174 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) for 2023-24, £2.480 million of which was to address the implementation of the Real Living Wage for care workers. The SSWB Directorate continues to see an increase in demand and this budget growth was insufficient to meet that increase, with the outturn showing a £11.827 million over spend in 2023-24. A 3 year sustainability plan to improve outcomes for Children and Family Services in Bridgend was approved by Council on 20th September 2023, with an immediate budget virement of £1 million approved for Children's services. Council also agreed the additional use of up to £2.5 million of earmarked reserves in 2023-24 to support the service whilst a more permanent funding solution was sought. This has been drawn down in full in 2023-24 or the social services outturn position would have been £14.327 million. A recurrent budget of £2.5 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) budget setting process in February 2024 to provide this as a permanent budget to Children's Services in 2024-25.
- 3.1.6 There has also been an over spend on Home to School Transport of £1.780 million in 2023-24. 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. These procurement exercises resulted in generally higher costs across many contracts. Further HtST contracts were subject to retender exercises in 2023-24, and higher costs continued to be experienced. Budget growth of £1.2 million was approved by Council as part of the MTFS budget setting process in February 2024, and as this budget area can be volatile with small changes in demand resulting in relatively high costs being incurred, this budget will require close monitoring during 2024-25.
- 3.1.7 Budget growth of £2.192 million was approved by Council as part of the MTFS budget setting process in February 2021 with a further £700,000 approved in March 2023, to continue the commitment to focus support for homeless individuals. However, the Council has seen a significant increase in the provision of temporary accommodation, from 601 households and 965 individuals between April 2022 to March 2023, to 659 households and 1,034 individuals between April 2023 and March 2024. There is an over spend on Housing & Homelessness of £240,000 in 2023-24.

- 3.1.8 Legal fees continued to be a pressure in 2023-24, specifically in relation to public and private law childcare cases, along with an increase in the volume of complex cases that have required King’s Counsel. The net over spend in Legal, Democratic and Regulatory services is £553,000. Budget growth of £300,000 was approved by Council as part of the MTFS budget setting process in February 2024 towards the increase in legal fees for children’s services.
- 3.1.9 Going forward there are increased pressures on council tax collection and an increase in eligibility for council tax support through the Council Tax Reduction Scheme (see paragraph 3.3.5) due to the continuing cost of living crisis.
- 3.1.10 A budget pressure of £550,000 was approved by Council in February 2024 to mitigate emerging pressures in 2024-25 which will be allocated in line with need and reported through quarterly monitoring reports.

Budget virements/technical adjustments

- 3.1.11 There have been a number of budget virements and technical adjustments between budgets since the quarter 3 Revenue Forecast was presented to Cabinet in January 2024.
- 3.1.12 The main virements and technical adjustments since quarter 3 are outlined below:

Budget Virement

| Service vired from / to | Amount |
|---|---------------|
| Balance of one-off contribution from Communities Directorate to Corporate Contingency. £400,000 originally vired in quarter 2 to fund demolition works at Brackla car park based on estimated costs. Tenders now received with reduced contribution required from Corporate Contingency in this financial year. | £289,034 |

Technical Adjustment

| Service vired from / to | Amount |
|---|---------------|
| Allocation of funding retained centrally in respect of Soulbury pay award for 2022 and 2023 – confirmed in December 2023. | £60,270 |
| Allocation of corporately held funding for Feasibility works in line with spend. | £127,500 |
| Allocation of corporately held funding for Revenue minor works in line with spend. | £82,116 |

Budget Reduction Proposals

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

3.2.1 As outlined in previous monitoring reports during the year, there were still £280,000 of outstanding prior year budget reduction proposals that had not been met in full. Directors have been working to realise these savings during the 2023-24 financial year. The position at year end is 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 Achieved | Shortfall |
|---|---|---|------------------|
| DIRECTORATE /BUDGET REDUCTION AREA | £'000 | £'000 | £'000 |
| Social Services and Wellbeing | 115 | 115 | 0 |
| Communities | 165 | 0 | 165 |
| TOTAL | 280 | 115 | 165 |

3.2.2 Table 2 shows that of the £280,000 prior year budget proposals outstanding, £115,000 have been realised, leaving a shortfall of £165,000. Proposals still not achieved include:

- COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000 shortfall). The new site opened during quarter 4, however the timing of the opening meant that the saving could not be implemented in 2023-24. The majority of the saving will now be made in 2024-25 once the exit terms of the lease have been finalised. The service will endeavour to meet any shortfall in the saving through one-off efficiencies in 2024-25 to deliver a balanced budget position.
- COM 3 – change the composition of household food waste bags (£35,000 shortfall). The budget reduction proposal was delayed until the outcome of national research had been completed to ensure any potential changes in legislation did not impact on this proposal. The new waste contractors from 1st April 2024 have been advised of the change of composition, therefore the saving will be made in full during 2024-25.
- COM 4 – remove Business in Focus from running Enterprise Centres in Bridgend (£20,000 shortfall). The review of Business in Focus continues to be explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver this saving in full in 2024-25.
- COM 5 – commercially let a wing of Ravens Court to a partner organisation of business (£50,000 shortfall). Demand for office space at this time is limited and the re-letting market is extremely challenging therefore the Council has

been unable to rent a wing of Ravens Court as anticipated. Discussions are ongoing with a number of parties in relation to the available accommodation at Ravens Court moving forward.

Budget Reductions 2023-24

3.2.3 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 year end position is that £2.362 million has been achieved, leading to an overall shortfall on the savings target of £246,000, or 9.43% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2023-24

| | Total Budget Reductions Required | Total Budget Reductions Achieved | Shortfall |
|------------------------------------|----------------------------------|----------------------------------|------------|
| DIRECTORATE /BUDGET REDUCTION AREA | £'000 | £'000 | £'000 |
| Education and Family Support | 40 | 0 | 40 |
| Schools | 2,118 | 2,118 | 0 |
| Social Services and Wellbeing | 0 | 0 | 0 |
| Communities | 375 | 169 | 206 |
| Chief Executive's | 75 | 75 | 0 |
| TOTAL | 2,608 | 2,362 | 246 |

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

- EDfS1 – Delegation of school transport responsibilities to The Bridge Pupil Referral Unit (£40,000 shortfall). During 2023-24, officers investigated the practicalities and implications of this bespoke transport arrangement. It was determined that without capital investment in a bespoke vehicle and additional staff resources the proposal could not be delivered. Since September 2023, the approach taken in relation to supporting Post-16 learners with college passes has been changed, with the £40,000 budget reduction now anticipated to be made on the Post-16 transport budget.
- COM1 – closure of each of the Community Recycling Centre sites for one weekday per week (£46,000 shortfall). Public consultation on this proposal was undertaken between 30th June and 12th September 2023, with the outcome reported to Cabinet on 21st November 2023, when the proposal was approved. A marginal saving was made in 2023-24, with the full saving being realised in 2024-25.
- COM 2 – Charging Blue Badge Holders for parking (£40,000 shortfall). The traffic management team were engaged in the introduction of the default national speed limit (20mph) in built up areas, and therefore the saving proposal was not achieved in 2023-24 due to the processes required to introduce any change. The Traffic and Transport team is currently depleted due to unplanned staff absences and it is currently envisaged the project will advance in Autumn 2024. Shortfalls against this savings target will be met through one-off efficiencies in 2024-25 to deliver a balanced budget position.
- COM5 – commercially let two wings of Ravens Court to a partner organisation or business (£120,000 shortfall) – Demand for office space at this time is limited and

the re-letting market is extremely challenging, therefore the Council was unable to let two wings of Ravens court as anticipated. Discussions are ongoing with a number of parties in relation to the available accommodation at Ravens Court moving forward.

3.2.5 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that “Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”. An MTFS Budget Reduction Contingency reserve was established in 2016-17. This reserve has been used to meet specific budget reduction proposals in previous years on a one-off basis pending alternative measures. It has not been used in 2023-24 to mitigate shortfalls as service areas were committed to identifying alternative one-off under spends in the service areas affected. This approach has also enabled the MTFS Budget Reduction Contingency reserve to be maintained going into 2024-25 where the level of savings required to be made is £13.045 million in 2024-25, compared to £2.608 million in 2023-24, and therefore at much higher risk of not being achieved in full.

3.3 Commentary on the financial position at 31st March 2024

Financial position at 31st March 2024

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 Directorate for 2023-24, including school delegated budgets, was £145.861 million and the actual outturn was £147.214 million, following draw down of £649,000 from earmarked reserves, resulting in an over spend of £1.353 million. The main variances are:

| EDUCATION & FAMILY SUPPORT DIRECTORATE | Net Budget | Actual Outturn | Actual Variance Over/(under) budget | % Variance |
|---|-------------------|-----------------------|--|-------------------|
| | £'000 | £'000 | £'000 | |
| Learner Support | 6,984 | 8,179 | 1,195 | 17.1% |
| Family Support | 3,602 | 3,100 | (502) | -13.9% |
| Home to School Transport | 8,625 | 10,405 | 1,780 | 20.6% |
| Catering Services | 2,195 | 1,539 | (656) | -29.9% |
| Education Directorate Support Unit | 661 | 490 | (171) | -25.9% |
| Integrated working | 786 | 712 | (74) | -9.4% |
| Corporate health and safety | 411 | 286 | (125) | -30.4% |

Schools' delegated budgets

Total funding delegated to schools in 2023-24 was £123.603 million (including Post-16 grant funding of £7.475 million), along with £1.761 million one-off earmarked reserve (EMR) funding for energy budgets.

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

The year-end position for 2023-24 was:-

- Net overall school balances totalled £6.898 million at the start of the financial year. During 2023-24 school balances decreased by £4.493 million to £2.405 million at the end of the financial year, representing 1.92% of the total funding allocated in 2023-24.
- Out of a total of 59 schools, there are 21 schools with a deficit balance (20 primary and 1 special school) and 20 schools (13 primary and 7 secondary) that have balances in excess of the statutory limits (£50,000 primary and £100,000 for secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed in line with the Council's agreed 'Guidance and Procedures on Managing Surplus School Balances'.
- Council approved an MTFs efficiency savings target against School Delegated Budgets of 3% in 2024-25, with an indicative 2% for 2025-26 and 1% thereafter. The 3% target in 2024-25 equates to £3.441 million, therefore the school delegated budgets will require close monitoring throughout 2024-25. The Financial Scheme for Schools requires schools to obtain permission from both the Corporate Director – Education and Family Support and the Section 151 Officer to set a deficit budget. Schools with deficits of greater than £50,000 in a primary school or greater than £150,000 in a secondary or special school are requested to attend termly support and challenge meetings with senior Local Authority officers. In addition, any unplanned deficits that occur within the financial year due to unforeseen circumstances must be reported as soon as they become known to the school.
- A summary of the position for each sector and overall for 2023-24 is provided below:-

| | Balance brought forward | One off EMR funding | Funding allocated in 2023-24 | Total Funding available | Actual Spend | Balance at year end |
|--------------|--------------------------------|----------------------------|-------------------------------------|--------------------------------|---------------------|----------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Primary | 2,875 | 1,364 | 54,159 | 58,398 | 58,115 | 283 |
| Secondary | 3,734 | 208 | 57,729 | 61,671 | 59,083 | 2,588 |
| Special | 289 | 189 | 11,715 | 12,193 | 12,659 | -466 |
| Total | 6,898 | 1,761 | 123,603 | 132,262 | 129,857 | 2,405 |

Central Education and Family Support Directorate budgets

Learner Support

- There is a net over spend of £1.195 million in Learner Support budgets.
- This firstly relates to an over spend of £627,000 on the inter-authority recoupment budget due to an increase in demand for Bridgend pupils in out of county placements as there are insufficient spaces at Heronsbridge and Ysgol Bryn Castell. The increase in out of county placements has been sustained in 2023-24, increasing from 16 in Summer 2022, up to 21 for Summer 2023, 22 in Autumn 2023 and 21 in Spring 2024.
- There has also been an increase in demand for additional learning needs (ALN) support at schools resulting in an over spend of £570,000, in particular sensory support and communication, complex medical needs, and relationship support. The number of pupils supported in 2022-23 was 174 increasing to 277 in 2023-24. In addition to the increase in demand, there has been an overall reduction in Welsh Government grants supporting ALN spend from £835,584 in 2022-23 to £425,383 in 2023-24.
- Council approved £500,000 of additional funding as part of the MTFS 2024-25 to 2027-28 for learning support to meet the costs of increased demand for Bridgend pupils in out of county placements and for increased demand for additional learning needs support at schools as part of the Medium Term Financial Strategy.
- Adult Community Learning (ACL) has also over spent by £135,000 in 2023-24 which is primarily due to Welsh Government changing the grant terms and conditions resulting in already committed in-year expenditure no longer being eligible and unable to be claimed. In addition, the Medium Term Financial Strategy approved by Council in February 2024 included a budget reduction proposal to remove the core funding for the ACL provision from 2024-25, therefore any future spend in this service area will need to be in line with grant terms and conditions to avoid any over spend in 2024-25.

Family Support

- The under spend of £502,000 primarily relates to in-year receipt of additional grant funding (£131,000) and maximisation of the Children and Communities Grant (£190,000) in quarter 4. 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).
- The remaining under spend is due to staff vacancies as a result of the selective recruitment freeze in 2023-24 and has supported over spends in other service areas within the directorate. A review of the Family Support budgets is currently underway, with a revised structure to be implemented in the first half of 2024-25.

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 over spend on the HtST budget increased by £464,000 in 2023-24 up to £1.780 million. Actual spend increased from £9.508 million in 2022-23 up to £10.405 million in 2023-24, therefore the pressure was partly mitigated by an in year allocation from the central price inflation budget. The main reason for the increased

over spend is that further retendering exercises took place in September 2023 for Special School contracts resulting in an increase of £698,000 compared with 2022-23, highlighting that market conditions are still predominantly unfavourable for HtST contracts.

- Council have approved a £1.2 million budget pressure for 2024-25 as part of the Medium Term Financial Strategy which will contribute to the increased costs of HtST that have continued to be experienced in 2023-24.
- Bridgend County Borough Council launched a full public consultation on proposed changes to the home-to-school and college transport arrangements in April 2024 which are expected to make just over £1 million in budgetary savings for the local authority. The Medium Term Financial Strategy approved by Council in February 2024, includes an indicative £792,000 budget reduction proposal on the HtST budget in 2025-26.

Catering Services

- Catering Services has an under spend of £656,000 in 2023-24.
- £237,000 of this under spend is due to a one-off receipt of a working balance from Paypoint who administered Free School Meal holiday vouchers on behalf of the authority until the end of the May 2023 half term holiday. The deposit was held open until quarter 3 of 2023-24 to maximise the number of vouchers that had been issued being redeemed by families.
- Secondly, as reported in quarter 3, Welsh Government announced on 20th December that they had completed their review on the Universal Primary Free School Meals (UPFSM) unit rate and had agreed an increase per meal to £3.20 from £2.90 effective from January 2024. However, in recognising the additional costs incurred in delivering the UPFSM offer at pace, additional one-off funding was also released by WG in 2023-24 to cover the period April to December 2023 (£100,000).
- Finally, quarter 4 saw an overall increase in the uptake of school meals and Year 4 also moved over to the UPFSM, resulting in an increase in income of £185,000 in the final quarter of 2023-24.
- Price inflation on food has been particularly volatile in 2023-24, with a recent reduction in food inflationary levels seen. The cost of food purchases will be closely monitored going into 2024-25 to determine whether the inflationary pressures in this area impact on cost recovery in this service area in 2024-25, or whether it will be mitigated by the 30p increase per meal introduced after the February 2024 half-term in line with the Council's Fees and Charges policy.
- The under spend in 2023-24 is not anticipated to be a recurring under spend due to the one off nature of the income and grant funding received. In addition, the increase in roll out of UPFSM should be matched by an equal increase in food and staffing costs to deliver Welsh Government's commitment for all primary school children in Wales to get free school meals by 2024, with Year 6 being the final year for the scheme to be rolled out in Bridgend from September 2024.

Education Directorate Support Unit (EDSU)

- The under spend of £171,000 is due to the selective recruitment freeze in 2023-24. Part of this under spend will be utilised towards the MTFs budget reduction for the EDSU of £63,000 in 2024-25, with consideration given to the balance of the under spend being used to support budget reduction proposals that have been identified as not currently being able to be delivered in full in 2024-25.

Integrated Working

- The under spend of £74,000 relates primarily to staff vacancies as Early Help and Edge of Care services are currently undergoing a review by the Education and Family Support and SSWB directorates. It is anticipated that the revised structure will be implemented early in 2024-25.

Corporate Health and Safety Unit

- The under spend of £125,000 within the Corporate Health and Safety Unit primarily relates to staff vacancies. Part of this under spend will be utilised towards the MTFS budget reduction for the Corporate Health and Safety Unit of £40,000 in 2024-25, with the remaining vacant posts having been, or due to be, recruited to.

3.3.2 Social Services and Wellbeing Directorate

The net budget for the Directorate for 2023-24 was £99.386 million and the actual outturn was £111.213 million following draw down of £5.660 million from earmarked reserves, resulting in an over spend of £11.827 million. The over spend looks lower than the projected over spend reported at quarter 3 of £12.584 million due to the full draw down in quarter 4 of the £2.5 million earmarked reserve established in respect of the Children's Services sustainability plan approved by Council in September 2023.

The main reasons for the £11.827 million over spend are:-

- The Directorate has continued to experience both service and financial pressures in meeting statutory duties with a backdrop of a continued exponential increase in demand in Children's social care. There were 11,940 contacts received during 2023-24 compared to 8,334 in 2022-23. This 43.3% increase impacts on the workforce required to assess and safeguard children. Whilst the overall number of care experienced children has reduced, the number of independent residential placements has remained static throughout the year, ending the year at 19. The budget covers between 6-8 placements depending on the unit cost. In addition, there are at any time a small number of placements which are Operating Without Registration (OWR). Given the additional risks of children living in settings without the protection accorded by regulation, these placements are risk managed and have higher staff ratios, which drive up the cost of the service. The 3 year sustainability plan to improve the way that children and families are supported in Bridgend was agreed by Council on 20th September 2023 with an immediate revenue budget virement of £1 million approved for Children's services together with the additional use of up to £2.5 million of earmarked reserves whilst a more permanent funding solution was sought. The £2.5 million earmarked reserve was drawn down in full during quarter 4 against Children's Social Care Commissioning and Social Work and Management and Administration budgets to address the workforce over spends in these areas.
- Council approved £2.5 million recurrent funding as the balance of the £3.5 million budget pressure for Children's Services on the 28th February as part of the Medium Term Financial Strategy 2024-25 to 2027-28. This permanent budget pressure for 2024-25 replaces the temporary earmarked reserve funding drawn down in 2023-24. Progress is being made with implementing the plan, particularly to progress the steady and safe reduction of agency workforce, through improved retention and recruitment of a permanent workforce, including successful grow your own scheme and international recruits. A new emergency residential assessment service has been opened and this is helping to reduce costs of making additional placements.

However, even one additional placement can have massive budgetary implications meaning, despite progress, spend has been contained, rather than reduced.

- There continues to be pressures in learning disabilities and older people’s services driven by the complexity of need. The Social Services Improvement Board is overseeing a number of actions to address the growth in the adult services budget. These include accelerating the work to transform learning disabilities. An independent review highlighted the need to:-
 - Invest to save to ‘right size and right price’ care packages to support people to live as independently as possible.
 - Support people to retain and regain independence with a target set for 80% of all assessments where long term care and support at home is indicated to go through short term service including enabling and reablement.
 - In relation to the pathways between care and support and preventative services, to maximise the opportunity for people to have wellbeing outcomes met through community connection and resources in their community.
- Further actions for 2024-25 are being developed into a 3 year service and financial strategic plan for adult services to be considered by Cabinet in Autumn 2024 following engagement over the summer period.
- Council approved £1.970 million towards the increased costs of home care for adults with learning disabilities and £1 million towards additional residential/nursing placement costs due to new admissions for older people and older people with mental health needs as part of the Medium Term Financial Strategy 2024-25 to 2027-28.

The most significant variances for the directorate are :

| SOCIAL SERVICES AND WELLBEING DIRECTORATE | Net Budget | Actual Outturn | Actual Variance Over/(under) budget | % Variance |
|--|-------------------|-----------------------|--|-------------------|
| | £'000 | £'000 | £'000 | |
| Adult Social Care | 65,964 | 72,864 | 6,900 | 10.5% |
| Prevention and Wellbeing | 7,492 | 7,097 | (395) | -5.3% |
| Childrens Social Care | 25,930 | 31,252 | 5,322 | 20.5% |

Adult Social Care

There is a net over spend of £6.900 million on the Adult Social Care budget. The most significant variances contributing to this over spend were:

| ADULT SOCIAL CARE | Actual Variance Over/(under) budget £'000 |
|---|--|
| Learning Disabilities Home Care | 2,288 |
| Homes For Older People | 1,792 |
| Learning Disabilities Residential Care | 1,078 |
| Assessment and Care Management | 812 |
| Learning Disabilities Day Opportunities | 760 |
| Mental Health Homecare | 591 |
| Older People Direct Payments | 281 |
| Physical Disability/Sensory Impairment Home Care | 231 |
| Physical Disability/Sensory Impairment Direct Payments | 194 |
| Physical Disability/Sensory Impairment Residential/ Nursing | 65 |
| Equipment & Adaptions | 55 |
| Mental Health Residential Care | (118) |
| Learning Disabilities Direct Payments | (154) |
| Mental Health Supported Accommodation | (231) |
| Older People Home Care | (510) |

- Learning Disabilities Home Care – the over spend of £2.288 million is as a result of the number of hours of care covered by home care services having increased along with an increase in the complexity of people’s needs – e.g. the need for waking nights required rather than sleep-in. The pressure on this service area has continued in quarter 4, resulting in an increase of £295,000 from the projected over spend of £1.993 million at quarter 3. During quarter 4 the service area benefited from £371,000 of additional funding through the maximisation of the Housing Support Grant. However, whilst a specialist brokerage process commenced in December 2023 to ensure specialist placements across Adult Social Care are strictly commissioned through a rigorous process which supports value maximisation, market competition and scrutiny, the transformation programme achieved cashable savings of £42,000 in 2023-24 with the full effect of these in 2024-25 anticipated to be £209,000. These results are being regularly reported to the Social Services Improvement Board.
- Homes For Older People – the over spend of £1.792 million is mainly due to increased Residential/Nursing placement costs (£1.708 million) which has increased by £596,000 since quarter 3. The service area has seen an increase in demand in 2023-24, as at the start of the 2023-24 financial year there were 416 placements increasing to 455 in quarter 4. All contributions towards residential care are financially assessed in accordance with the Social Services and Wellbeing (Wales) Act 2014 but the average income received each year will vary in total depending on the financial position of the people needing care during the financial year – e.g. if there are a large number of people who have no savings or assets,

and are therefore reliant on the local authority paying their contribution in full, then this will decrease the overall average income received per person.

- Learning Disabilities Residential Care – there is an over spend of £1.078 million which is primarily due to increased costs for existing placements due to changing needs (£1.121 million) which is partially offset by under spends on the Breakaway Respite Service (£43,000) due to staff vacancies. The quarter 3 position was a projected over spend of £811,000 with the increase to quarter 4 being due to 3 new placements (of which 1 was a transition from Children’s Services), along with increases in costs for existing placements within the residential and nursing service.
- Assessment and Care Management – there is an over spend of £812,000 which is comparable to the quarter 3 projection of an over spend of £821,000, due to the need to have agency cover due to demands in the system particularly linked to supporting the acute hospital and timely discharges and the complexity of court protection work in learning disabilities. There is a plan which is being implemented to reduce and then eliminate the use of agency social workers in adult social care as the new operating model is implemented.
- Learning Disabilities Day Opportunities – the over spend of £760,000 mainly relates to placement numbers exceeding the available budget for external day services (£500,500). Secondly, whilst the learning disabilities home care budget also has an over spend as people continue not to return to internal day services, new people are taking up the vacant day services placements with increasing numbers of older people with dementia and physical frailty in the service. Thirdly, transport costs are higher (£287,000) due to the service having to hire vehicles on a short term basis as the service continues to experience delays in the delivery of replacement vehicles due to chassis parts being difficult to obtain, which are now planned to be received over the Summer. The delays were originally due to a backlog of orders from Covid but further impacted by the Ukraine war, and are still being experienced so further pressures relating to vehicle hire are expected in the first half of 2024-25. A learning disabilities transformation programme has been established which is focussed on embedding progressive practice, reviewing current high cost care and support packages and cost effective commissioning. There are outcome surgeries and panels to ensure that practice is strength based, a review of day opportunities and commissioning colleagues are undertaking a deep dive into the supported living contract
- Mental Health Home Care – this includes supported living, short breaks and domiciliary care. The over spend of £591,000 is mainly due to increased needs of people with supported living packages of care. The over spend has decreased since quarter 3 by £88,000 due to a net reduction of 2 placements taking the total to 48.
- Older People Direct Payments – there is an over spend of £281,000 across the Direct Payments budgets in this area. The main reason for the over spend is the increasing complexity of cases, however it has decreased from the projected £302,000 over spend reported at quarter 3 due to a net reduction of 12 cases.
- Physical Disability/Sensory Impairment Home Care – there is an over spend of £231,000 which has increased since the quarter 3 projected over spend of £101,000 due to an increase in the number of placements from 89 reported at quarter 3 to 119 by the end of quarter 4.

- Physical Disability/Sensory Impairment Direct Payments - there is an over spend of £194,000 which is comparable to the £198,000 over spend projected at quarter 3. The over spend relates to an increasing complexity of cases that impact on the average cost of direct payments support.
- Physical Disability/Sensory Impairment Residential/Nursing – the over spend of £65,000 is due to higher placement numbers than budget. This is comparable with the quarter 3 projected over spend of £61,000.
- Equipment & Adaptions – the over spend of £55,000 has reduced from the quarter 3 projected over spend of £84,000. 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.
- Mental Health Residential Care – the under spend of £118,000 has decreased from the quarter 3 projected under spend of £185,000. This is due to there being an increase in the number of placements from 40 at quarter 3 to 43 in quarter 4.
- Learning Disabilities Direct Payments – the under spend of £154,000 has improved from the projected under spend at quarter 3 of £112,000. The underlying under spend is due to reimbursements being reclaimed from people using the service where balances in accounts have exceeded the permitted contingency. The increase in under spend since quarter 3 is due to reductions in existing packages of support.
- Mental Health Supported Accommodation – the £231,000 under spend primarily relates to utilisation of Innovation Grant Funding to support staffing budgets in this service area (£262,000).
- Older People Home Care – the £510,000 under spend primarily relates to staffing under spends as a result of the recruitment challenges in the home care sector. Agency staff have been utilised to supplement the workforce where available, however the market is showing an improving picture and it is anticipated that there will be a reduction in the use of agency staff in 2024-25. The under spend also reflects maximisation of the Regional Integrated Fund and Transformation grant funding - £140,000. The under spend has reduced from the projected under spend of £765,000 reported at quarter 3 due to an increase in the number of Independent Domiciliary Care packages which have increased from 560 at quarter 3 to 603 in quarter 4.

Prevention and Wellbeing

- There is an overall under spend of £395,000 within Prevention and Wellbeing. Council approved a budget pressure of £2 million for Adult Social Care as part of the 2023-24 to 2027-28 Medium Term Financial Strategy. £305,000 was allocated to the Local Community Co-ordinators service. Due to delays in recruiting to the posts, there was an under spend of £111,000 on staffing. These posts have now been filled.
- The balance of the under spend relates to maximisation of grant funding opportunities, which mostly took place in quarter 4, including Shared Prosperity Fund (£144,000), Playworks (£16,000), Age Friendly (£25,000) and Children and Communities Grant (£133,000).

Children's Social Care

There is a net over spend of £5.322 million on the Children's Social Care Budget, which is a decrease on the projected net over spend of £7.585 million at quarter 3, due primarily to the full £2.5 million draw down of the Children's Services sustainability earmarked reserve in quarter 4.

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

| CHILDREN'S SOCIAL CARE | Actual Variance Over/(under) Budget – outturn £'000 | Projected Variance Over/(under) Budget – qtr 3 £'000 |
|---------------------------------------|--|---|
| Care Experienced Children | 5,609 | 5,329 |
| Commissioning & Social Work | 55 | 2,335 |
| Management & Administration | (34) | 196 |
| Other Child & Family Support Services | (123) | (208) |
| Family Support Services | (185) | (67) |

- The over spend of £5.609 million for Care Experienced Children is due to a combination of factors:-
 - The Independent Residential Care budget has over spent by £5.345 million which has increased by £110,000 from the quarter 3 projected over spend of £5.235 million. The number of care experienced children in out of authority placements has reduced by 1 since quarter 3 however, there have been increases in agency costs for unregulated placements. The underlying over spend position is due to a number of factors and whilst the overall number of care experienced children has reduced, the number in independent residential placements (19) exceeds the budget which covers between 6-8 placements depending on the unit cost. In addition, there are insufficient foster carer placements to meet needs and children requiring specialist provision sometimes with high staffing ratios to keep them safe and protected.
 - Children's Residential Services have an under spend of £384,000 which is comparable with the projected under spend position of £346,000 at quarter 3. In 2023-24 a budget pressure of £684,000 was approved for Children's Services for staffing costs in residential settings. The underlying under spend relates to this growth as there was a delay in the opening of Golygfa'r Dolydd (Meadow's View), the new build children's home. Whilst the service had an increase in Eliminating Profit grant in quarter 4 of £237,284, this was offset by additional spend on both staffing and non-staffing, due to increases in take up of beds in the new residential provision.
 - There is a projected under spend on Independent Fostering Agency placements (£322,000) which has decreased slightly since the quarter 3 projected under spend of £344,000 as the number of placements has increased. The underlying under spend is due to other placement options being utilised including Special Guardianship Orders which are projecting an over spend of £476,000.

- Commissioning and Social Work – the over spend of £55,000 has decreased significantly since the projected over spend of £2.295 million at quarter 3 due to a £2.316 million draw down in quarter 4 from the £2.5 million Children’s services sustainability EMR against workforce pressures. The underlying over spend prior to draw down of the earmarked reserve is mainly due to having to rely on agency staffing across all the children’s social work teams due to the recruitment challenges and the need to operate above historic establishment levels to maintain safe caseloads, although good progress is being made in retaining and recruitment including international recruitment and conversion of some agency workers to permanent contracts. The decision of the Council in relation to the sustainability plan now enables permanent recruitment to progress.
- Management & Administration – the under spend of £34,000 has reduced since the projected over spend of £196,000 at quarter 3 due to a £184,000 draw down in quarter 4 from the £2.5 million Children’s services sustainability EMR. The underlying over spend is due to agency workforce ensuring effective management oversight in accordance with inspection findings. All management positions have now been successful recruited to.
- Other Child & Family Support Services – the under spend of £123,000 has reduced from the projected under spend of £208,000 reported at quarter 3 as there was a reduction in the anticipated refund from the Regional Adoption service based on a higher number of children from Bridgend being adopted than was anticipated at quarter 3. The MTFs includes a £250,000 budget reduction proposal against the Bridgend County Borough Council contribution towards the regional Western Bay adoption service, which will require close monitoring to ensure its deliverability.
- Family Support Services – the under spend of £185,000 has increased from the projected under spend of £67,000 at quarter 3. This is due to a combination of a decrease in demand on direct payments (£56,000) and Advocacy services (£60,000) along with maximisation of Housing Support Grant of £17,810, on Domestic Abuse service provision.

3.3.3 **Communities Directorate**

The net budget for the Directorate for 2023-24 was £34.382 million and the actual outturn was £34.502 million following draw down of £2.419 million from earmarked reserves, resulting in an over spend of £120,000.

The Directorate has undertaken work on increasing fees and charges in-year including charges for green and bulky waste collections. Secondly, Corporate Landlord continue to work on several office rationalisation proposals, including Ravens Court and the Innovation Centre and maximising the use of the Civic Offices to enable deliverability of historic and in-year MTFs budget reduction proposals (see 3.2.2 and 3.2.4). Other opportunities are also being explored with service areas to ensure the best use of the corporate estate. Finally, maximising grant funding is an ongoing activity as the Directorate has a number of significant grant allocations, including £23 million over 3 years for the Shared Prosperity Fund.

The main variances are:

| COMMUNITIES DIRECTORATE | Net Budget | Actual Outturn | Actual Variance Over/(under) budget | % Variance |
|--------------------------------|-------------------|-----------------------|--|-------------------|
| | £'000 | £'000 | £'000 | |
| Climate Change Response | 571 | 440 | (131) | -22.9% |
| Waste Disposal & Collection | 10,260 | 10,054 | (206) | -2.0% |
| Fleet Services | 135 | 618 | 483 | 357.8% |
| Highways Services (DSO) | 3,347 | 3,183 | (164) | -4.9% |
| Engineering Services | 214 | 44 | (170) | -79.4% |
| Traffic & Transportation | 871 | 697 | (174) | -20.0% |
| Corporate Landlord | 4,198 | 4,745 | 547 | 13.0% |

Climate Change Response

- The under spend of £131,000 in the Climate Change Response budget is primarily due to staff vacancies (£81,000) and subsequent under spend on associated climate change supplies and services budgets (£50,000) as a result of the selective vacancy freeze. Part of this under spend will be utilised towards the MTFs budget reduction for the Climate Emergency Response Programme of £55,000 in 2024-25.

Waste Disposal and Collection

- There is a net under spend on the Waste Disposal and Collection budget of £206,000 which has improved from the projected net under spend of £99,000 reported at quarter 3. The under spend is mainly due to additional income in relation to the joint service provision with the City and County of Swansea for the treatment of the Council's domestic food waste with higher income levels being achieved during 2023-24 (£129,000), however, there are still underlying pressures on the waste budget, including:
 - £60,000 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 opened during quarter 4, however the timing of the opening meant that the saving could not be implemented in 2023-24. The majority of the saving will now be made in 2024-25 once the exit terms of the lease at Tythegston have been finalised.
 - £35,000 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 was delayed until the outcome of national research had been completed to ensure any potential changes in legislation did not impact on this proposal. The new waste contractors from 1st April 2024 have been advised of the change of composition, therefore the saving will be made in full during 2024-25.
 - £50,000 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 was under taken between 30th June and 12th September 2023, with the outcome reported to Cabinet on 21st November 2023, when the proposal was approved. A marginal saving was made in 2023-24, with the full saving being realised in 2024-25.

- The remaining pressure on the waste budget is due to an increase in subscribers for both the Absorbent Hygiene Products (AHP) (£139,000) and Garden Waste (£53,000) 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 Welsh Government (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 was not a fully cost-recovering service in 2023-24. It is anticipated under the new waste contract from the 1st April 2024 that the service will be fully cost-recovering in line with the Council's Fees and Charges Policy.

Fleet Services

- There is an over spend of £483,000 on Fleet Services which has worsened since the £350,000 over spend projected at quarter 3. As previously reported, 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 and ongoing issues with recruitment and retention difficulties. A market supplement has been introduced in line with the corporate Market Supplement Policy following comparisons with neighbouring authorities and remuneration of HGV technicians, which has seen some limited success in filling vacancies. A report outlining options for service operating models to mitigate the budget position of fleet services has been delayed due to officer availability but is now proceeding.

Highways Services

- The under spend of £164,000 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. The under spend has reduced from the quarter 3 projected under spend of £250,000 due to additional street lighting maintenance (£45,000) being necessary to be undertaken.

Engineering Services

- There is a under spend on Engineering Services of £170,000. 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.

Traffic and Transportation

- There is an under spend of £174,000 within Traffic and Transport Services. Parking Service is showing an under spend of £173,000. This is primarily due to better than forecast levels of income received in some car parks. This additional income is contributing to running parking services and pressures within the overall transport budget, e.g. Fleet Services, shopmobility service.
- The remainder of the under spend relates to staff vacancies which will be utilised towards the MTFs budget reduction for strategic transport planning of £70,000 in 2024-25.

Corporate Landlord

- There is an over spend of £547,000 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 an underlying shortfall in income at Bridgend Market of £100,000. This increased to £373,000 by quarter 4 primarily due to the identification of Reinforced Autoclaved Aerated Concrete (RAAC) and the subsequent closure of the market and loss of rental income.
- There is also a shortfall in income of £124,000 for the Innovation Centre and £134,000 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 is extremely challenging. As noted in section 3.2.2 and 3.2.4 the £50,000 target for 2022-23 and the £120,000 target for 2023-24 in relation to this MTFS proposal were not achieved in this financial year which represents a further £170,000 pressure on the Corporate Landlord estates budget. There is also another £73,000 MTFS saving across the estate budgets for 2024-25.
- The over spend has been partially offset by staffing vacancies of £246,000 in line with the selective recruitment freeze.

3.3.4 Chief Executive's

The net budget for the Directorate for 2023-24 was £25.410 million and the actual outturn was £25.949 million following draw down of £1.311 million from earmarked reserves, resulting in an over spend of £539,000. This is compared to a projected over spend position of £1.265 million at quarter 3. The main reason for the decrease in projected over spend since quarter 3 is the receipt in quarter 4 of an increase to the 'Discretionary Housing Prevention' grant for homelessness from Welsh Government of £257,000 and an increase in the Ukraine Humanitarian Response grant of £140,000. Without this additional funding, the Housing and Homelessness service would have over spent by £637,000.

The main variances are:

| CHIEF EXECUTIVE'S | Net | Actual outturn £'000 | Actual Variance | % Variance |
|--|--------|--------------------------------|------------------------|---------------|
| | Budget | | Over/(under) budget | |
| | £'000 | | £'000 | |
| Legal, Democratic & Regulatory | 6,074 | 6,627 | 553 | 9.1% |
| ICT | 4,367 | 4,284 | (83) | -1.9% |
| Housing & Homelessness | 4,177 | 4,417 | 240 | 5.7% |
| Human Resources/ Organisational Development | 2,237 | 2,110 | (127) | -5.7% |
| Partnerships | 2,377 | 2,255 | (122) | -5.1% |

Legal, Democratic & Regulatory

- There is a net over spend of £553,000 across Legal, Democratic and Regulatory services, which shows an improved position from the quarter 3 projected net over spend of £718,000. In comparison, the over spend on legal fees for 2022-23 was £417,000, but this was partially offset by an earmarked reserve of £340,000 which was drawn down in that financial year. The remaining earmarked reserve for 2023-24 of £125,000 was drawn down to partially mitigate the over spend position.
- The over spend is primarily due to legal fees continuing to be a budget pressure. 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 and the actual spends are based on the number and complexity of cases. Council approved a £300,000 budget pressure for 2024-25 to support the increase in legal fees.
- There is also a net over spend of £9,000 in Regulatory Services (Licencing, Public Health, Pest Control etc) due to under recovery of income, particularly in Taxi Licencing and Environmental Health. This has improved since the quarter 3 projected over spend of £99,000 due to a refund of £74,000 being received in relation to the Shared Regulatory Service that provides regulatory services for Bridgend County Borough Council, Cardiff Council and the Vale of Glamorgan Council.

ICT

- There is a net under spend of £83,000 across ICT budgets. This has improved from the projected net over spend of £39,000 reported at quarter 3 due primarily to earmarked reserve funding being utilised to offset one off software upgrade costs during quarter 4.
- This is partially offset by increased expenditure as a result of rising postage costs and under recoument of printing recharge income as a result of hybrid working.

Housing & Homelessness

- There is an over spend of £240,000 on Housing & Homelessness. This is compared to the projected over spend position of £538,000 at quarter 3.
- 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) initially provided grant funding of £898,694 for accommodation under the "No One Left Out" funding stream, and £137,000 for financial assistance for families and individuals experiencing financial difficulties with accommodation under a Discretionary Homelessness Prevention Grant. During quarter 4 WG increased the Discretionary Homelessness Prevention Grant by £257,000. WG also increased the Ukrainian grant funding by £140,000 up to £212,000. The total revised funding received from WG relating to housing and homelessness services for 2023-24 was £1.505 million which is still significantly lower than the total grant allocation of £2.128 million which was received in 2022-23.
- Spend on Homelessness accommodation in 2023-24 totalled £5.092 million, compared with £4.790 million projected at quarter 3. As well as the core accommodation budget (£2.722 million), total WG homelessness accommodation grant funding (£1,174,000) and Ukrainian grant funding (£212,000) the service has

also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£419,000). The net impact is an over spend on homelessness accommodation of £565,000.

- The accommodation spend is based on increased numbers of households and individuals supported, from 601 households and 965 individuals between April 2022 to March 2023, to 659 households and 1,034 individuals between April 2023 to March 2024. The over spend is also partially due to the average length of stay in temporary accommodation increasing to an average length of stay of 158 days for 2023-24 compared to 96 days for 2022-23. Also the makeup of households in temporary accommodation involves large households and families with disabilities for whom temporary accommodation is difficult to secure and often results in significantly higher costs. The budget will require close monitoring as we move into the new financial year in line with any further changes in support required for homelessness accommodation.
- The projected over spend on accommodation is partially mitigated by the under spend of £133,000 on staff vacancies in line with the selective vacancy freeze and is comparable with the quarter 3 projection of £135,000. The service area plan to fill these vacancies, therefore they will not form part of the MTFs budget reduction to review provision of the Homelessness Service in 2024-25.
- The other area of under spend in Housing relates to the Housing Deposits budget, a fund that is used to support initial set-up costs in temporary accommodation which has a £137,000 under spend.
- To mitigate this over spend on Housing going forward, in the short term the Rapid Rehousing Transitional Plan sets out the intention to work in partnership with key stakeholders to prevent homelessness and to ensure that where prevention is not possible, homelessness is brief and people have access to the support required to live as independently as possible. Secondly, the service is seeking to expand the existing Alternative to Bed & Breakfast Accommodation (ABBA) service which is a partnership working model with Registered Social Landlords (RSLs) to reduce the usage of Bed and Breakfast Accommodation through the provision of suitable temporary accommodation units, with linked housing related support, supporting the move into independent accommodation. Finally, the service is undertaking feasibility work with Corporate Landlord to develop a procurement strategy whereby the Council purchases, owns and manages shared accommodation.
- In the medium term, the service is working with RSLs to utilise capital income streams such as the Social Housing Grant to increase suitable housing stock over a 5 year programme. In 2023-24 £3.5 million of transitional capital has been invested, creating an additional 38 units of social housing in the borough. Secondly, in November 2023 Cabinet agreed to join the Welsh Government private rent sector Leasing Scheme with the aim of increasing the supply of suitable, affordable accommodation in the borough and reduce demand on homelessness services.

Human Resources & Organisational Development

- There is a net under spend of £127,000 across Human Resources (HR) & Organisational Development services, which shows an improved position from the projected quarter 3 net under spend of £55,000. This is primarily due to an under spend on the core budget to support the Council's apprenticeship scheme as apprentices have been successfully appointed into full time employment across the Authority. HR will be seeking to recruit additional apprentices in 2024-25, therefore this under spend is not recurring.

Partnerships

- There is a net under spend of £122,000 across Partnership budgets which primarily relates to staff vacancies in line with the selective vacancy freeze. Part of this under spend will be utilised towards the MTFS budget reduction for Partnerships and Customer Services of £216,000 in 2024-25.

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 was £37.295 million and the actual outturn was £32.016 million resulting in an under spend of £5.279 million.

The most significant variances were:-

| COUNCIL WIDE BUDGETS | Net Budget | Actual Outturn | Actual Variance Over/(under) budget | % Variance |
|------------------------------|-------------------|-----------------------|--|-------------------|
| | £'000 | £'000 | £'000 | |
| Capital Financing | 7,142 | 3,064 | (4,078) | -57.09% |
| Council Tax Reduction Scheme | 16,054 | 15,566 | (488) | -3.04% |
| Insurance Premiums | 1,363 | 764 | (599) | -43.95 |
| Repairs and Maintenance | 460 | 0 | (460) | -100% |

Capital Financing

- The under spend of £4.078 million mainly relates to additional interest from current investments due to the higher level of interest rates agreed by the Bank of England Monetary Policy Committee. 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. The rate has remained frozen at 5.25% since August 2023, however indications are that this will start to reduce during 2024.
- It should 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 an under spend of £488,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. 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 2024-25 following the 9.5% council tax increase in April 2024, as it is possible 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.

Insurance Premiums

- There is an under spend of £599,000 on Insurance Premiums. This primarily relates to a reduction in the overall fund liability following successful claims repudiated and settled at a lower amount, claims won and an exceptionally low year for claims received. The outturn for 2023-24 is considered to be a one-off under spend, with

the budget not having under spent since 2020-21, however the budget will continue to be reviewed going forward to determine if there are any further permanent budget reduction opportunities.

Repairs and Maintenance

- There is an under spend of £460,000 which is as a result of slippage on some minor works schemes and feasibility studies in 2023-24.

3.3.6 Council Tax Collection

- At quarter 3 it was reported that it was still early in the financial year to provide a realistic indication of projected council tax income for 2023-24, and whether the Council was likely to see a reduction in council tax income as more people have suffered financial hardship due to the current cost of living crisis, or whether additional income would be collected from the introduction of council tax premiums on empty properties.
- The outturn for 2023-24 shows additional income of £1.506 million has been collected (+ 1.5%). £516,000 of this is in relation to the premium charge for empty properties, which was implemented on 1st April 2023, with the remainder being a combination of collection of arrears from previous financial years and additional in-year collection Premiums on second homes are being implemented from 1st April 2024.

3.4 Review of Earmarked Reserves

- 3.4.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFs includes the Council’s Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and earmarked reserves. During 2023-24 Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the quarterly monitoring reports. The final draw down from revenue reserves was £12.186 million and is summarised in Table 4 below. A more detailed breakdown of the movement on capital and revenue reserves is outlined in **Appendix 4**.

Table 4 – Draw Down from Earmarked Reserves during 2023-24

| | Draw down from Earmarked Reserves 2023-24 £'000 |
|--|--|
| Education & Family Support | 649 |
| Social Services & Wellbeing | 5,660 |
| Communities | 2,419 |
| Chief Executives | 1,311 |
| Non-Directorate | 2,147 |
| Total | 12,186 |

3.4.2 The net over spend position of £7.054 million for 2023-24, as set out in 3.1.2, required the unwinding of £6.952 million of existing earmarked reserves, along with a transfer of £102,000 from the Council Fund (see para 3.4.3) to balance the budget at year end. The main earmarked reserves that were unwound included capital programme reserves and those set aside for other high risk areas, which will reduce the funding available, for example, on capital expenditure going forward. Given the overall over spend position, no new earmarked reserves could be created at year end.

3.4.3 Table 5 below summarises the final position on all revenue useable reserves for the year, including the Council Fund. In addition there are currently £40.222 million of other earmarked reserves funding schemes within the capital programme.

Table 5 – Summary of Movement on Revenue Earmarked Reserves 2023-24

| Opening Balance 1 April 2023 £'000 | Reserve | Movement at Quarter 4 | | | Closing Balance 31 March 2024 £'000 |
|---------------------------------------|---------------------------------|-----------------------|---------------------------|-------------------------------|--|
| | | Additions £'000 | Reclassification £'000 | Drawdown/ Unwound £'000 | |
| 9,832 | Council Fund Balance | - | - | (102) | 9,730 |
| 16,739 | Corporate Reserves | 3,143 | (141) | (9,045) | 10,696 |
| 19,182 | Directorate Reserves | 3,338 | (6,326) | (9,526) | 6,668 |
| 5,703 | Equalisation & Grant Reserves | 988 | (232) | (2,454) | 4,005 |
| 6,898 | School Balances | - | - | (4,493) | 2,405 |
| 48,522 | Total Earmarked Reserves | 7,469 | (6,699) | (25,518) | 23,774 |
| 58,354 | Total Usable Reserves | 7,469 | (6,699) | (25,620) | 33,504 |

3.4.4 In terms of financial reserves, the Council Fund balance represents 2.84% of the net revenue budget for 2023-24, or 4.30% of the net revenue budget excluding schools. This is a reduction from the 4.84% of the net revenue budget, excluding schools, reported in 2023-24 and is a further movement away from MTFs Principle 9 which states that:-

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

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

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

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

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

6. Climate Change Implications

6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 These are reflected in the body of the report.

9. Recommendation

9.1 The Committee is recommended to consider the revenue outturn position for 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 achieved in 23-24 £000 | Reason why not achieved | Proposed Action in 2024-25 to achieve |
|------|---------------------------|--|---------------------------------|------------------|---|-------------------------|---------------------------------------|
|------|---------------------------|--|---------------------------------|------------------|---|-------------------------|---------------------------------------|

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 | As reported at quarter 3, positive progress was being made with Natural Resources Wales in relation to the licence at the new site in Pyle. The new site opened during quarter 4 (14th March 2024) however the timing of the opening meant that the saving could not be implemented in 2023-24. | The majority of the saving will be made in 2024-25, once the exit terms of the lease have been finalised. The service will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2024-25 to deliver a balanced budget position. |
| COM 3 (2022-23) | Change the composition of Household Food Waste Bags | | 35 | | 0 | The budget reduction proposal was delayed in 2023-24 until the outcome of national research had been completed to ensure any potential changes in legislation did not impact on this proposal. The new waste contractors from 1st April 2024 have been advised of the change of composition, therefore the saving will be made in full during 2024-25. | The new waste contractors from 1st April 2024 have been advised of the change of composition, therefore the saving will be made in full during 2024-25. |
| COM 4 (2022-23) | Remove Business in Focus from running Enterprise Centres in Bridgend | | 20 | | 0 | 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 continues to be explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver this saving in full in 2024-25. |
| COM 5 (2022-23) | Commercially let a wing of Ravens Court to a partner organisation or business | | 50 | | 0 | Demand for office space at this time is limited and the re-letting market extremely challenging, therefore unable to rent a wing of Ravens Court as anticipated. | The shared use of space with public sector partners has been accelerated. Discussion are ongoing with a number of parties in relation to the available accommodation at Ravens Court moving forward. |
| Total Communities Directorate | | | 165 | | 0 | | |

GRAND TOTAL OUTSTANDING REDUCTIONS

280

115

REDUCTIONS SHORTFALL

165

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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 | Budget Reductions 2023-24 £'000 | Value of saving achieved 2023-24 £'000 | Reason why not achieved | Proposed action in 2024-25 to achieve |
|------|---------------------------|--|---------------------------------|--|-------------------------|---------------------------------------|
|------|---------------------------|--|---------------------------------|--|-------------------------|---------------------------------------|

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 | During 2023-24 officers investigated the practicalities and implications of a bespoke transport arrangement for the Bridge Alternative Provision. It was determined that without capital investment to purchase a vehicle and additional staff resources that the proposal was not possible to be delivered. | The transport budget for The Bridge has been re-instated to 2022-23 levels. Since September 2023, the approach taken in relation to supporting Post 16 learners with college passes has been changed, with the £40K savings now anticipated to be made on the Post 16 transport budget. |
| Total Education and Family Support | | | 40 | 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 | The savings were implemented in 2023-24 and schools budgets reduced accordingly. However, the overall consequential effect on schools is a significant contributory factor in that year end balances have fallen from £6.898 million brought forward from 2022-23 to £2.405 million at the end of 2023-24. There are 21 schools with deficit budget situations (20 Primary and 1 Special). | None required - saving implemented in full in 2023-24. |
| Total Schools | | | 2,118 | 2,118 | | |
| Total Education & Family Support Directorate | | | 2,158 | 2,118 | | |

MONITORING OF 2023-24 BUDGET REDUCTIONS

| Ref. | Budget Reduction Proposal | Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act | Budget Reductions 2023-24 £'000 | Value of saving achieved 2023-24 £'000 | Reason why not achieved | Proposed action in 2024-25 to achieve |
|------|---------------------------|--|---------------------------------|--|-------------------------|---------------------------------------|
|------|---------------------------|--|---------------------------------|--|-------------------------|---------------------------------------|

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 | 4 | Public consultation on this proposal was under taken between the 30 June and 12 September 2023, with the outcome reported to Cabinet on the 21 November 2023, when the proposal was approved. A marginal saving was made in 2023-24, with the full saving being realised in 2024-25. | None required - 2024-25 will see the delivery of this saving target in full. |
| 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 | The traffic management team were engaged in the introduction of the default national speed limit in built up areas. The saving proposal was not achieved in 2023-24 due to the processes required to introduce any change. | The delivery of this proposal is linked to staffing within the Traffic and Transport section which is currently depleted due to unplanned staff absences. It is currently envisaged that the project will advance in Autumn 2024. Shortfalls against this savings target will be met through one off efficiencies in 2024-25 to deliver a balanced budget position. |
| 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 | Demand for office space at this time is limited and the re-letting market extremely challenging, therefore unable to rent a wing of Ravens Court as anticipated. | The Council continues to engage with the current occupiers of Ravens Court to ensure a prompt relocation and for the building to be closed down allowing full operational savings to be made. No wings were let to external parties during 2023-24 however detailed negotiations are ongoing which will help to deliver the operational savings to meet this proposal during 2024-25. |
| 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 | Full saving achieved in 2023-24 | None required - saving made in full 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 | Budget Reductions 2023-24 £'000 | Value of saving achieved 2023-24 £'000 | Reason why not achieved | Proposed action in 2024-25 to achieve |
|--------------------------------------|---|--|---------------------------------|--|---------------------------------|--|
| 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 | Full saving achieved in 2023-24 | None required - saving made in full 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 | Full saving achieved in 2023-24 | None required - saving made in full in 2023-24 |
| COM7 | Increase bulky waste charges from £21.42 for 3 items to £25. | Potential increase in fly tipping. | 25 | 25 | Full saving achieved in 2023-24 | None required - saving made in full in 2023-24 |
| Total Communities Directorate | | | 375 | 169 | | |

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 | Full saving achieved in 2023-24 | None required - saving made in full 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 | Full saving achieved in 2023-24 | None required - saving made in full in 2023-24 |
| Total Chief Executive's Directorate | | | 75 | 75 | | |

| | | |
|-------------------------------|--------------|--------------|
| GRAND TOTAL REDUCTIONS | 2,608 | 2,362 |
|-------------------------------|--------------|--------------|

| | | |
|----------------------------|--|--|
| REDUCTION SHORTFALL | | |
|----------------------------|--|--|

| | |
|-------|-------|
| 230 | 2,358 |
| 260 | 0 |
| 2,118 | 250 |
| 2,608 | 2,608 |

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| BRIDGEND COUNTY BOROUGH COUNCIL | Budget 2023-24 | | | Actual Outturn | Actual Variance Over/(under) budget | % Variance |
|--|-----------------------|------------------|----------------|-------------------|--|---------------|
| | Expenditure Budget | Income Budget | Net Budget | | | |
| | £'000 | £'000 | £'000 | | | |
| EDUCATION AND FAMILY SUPPORT | | | | | | |
| School Delegated Budgets | 139,192 | (23,064) | 116,128 | 116,128 | - | 0.0% |
| Learner Support | 8,200 | (1,216) | 6,984 | 8,179 | 1,195 | 17.1% |
| Family Support | 7,991 | (4,389) | 3,602 | 3,100 | (502) | -13.9% |
| Business Support | 16,508 | (4,418) | 12,090 | 12,912 | 822 | 6.8% |
| Schools Support | 1,550 | (837) | 713 | 650 | (63) | -8.8% |
| School Modernisation | 3,890 | - | 3,890 | 3,871 | (19) | -0.5% |
| Vulnerable Groups Support | 882 | (96) | 786 | 712 | (74) | -9.4% |
| Other Education and Family Support | 1,728 | (60) | 1,668 | 1,662 | (6) | -0.4% |
| TOTAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE | 179,941 | (34,080) | 145,861 | 147,214 | 1,353 | 0.9% |
| SOCIAL SERVICES AND WELLBEING | | | | | | |
| Adult Social Care | 88,812 | (22,848) | 65,964 | 72,864 | 6,900 | 10.5% |
| Prevention and Wellbeing | 8,472 | (980) | 7,492 | 7,097 | (395) | -5.3% |
| Childrens Social Care | 27,061 | (1,131) | 25,930 | 31,252 | 5,322 | 20.5% |
| TOTAL SOCIAL SERVICES AND WELLBEING | 124,345 | (24,959) | 99,386 | 111,213 | 11,827 | 11.9% |
| COMMUNITIES DIRECTORATE | | | | | | |
| Planning & Development Services | 2,763 | (2,023) | 740 | 740 | - | 0.0% |
| Strategic Regeneration | 3,056 | (1,280) | 1,776 | 1,681 | (95) | -5.3% |
| Economy, Natural Resources and Sustainability | 7,066 | (5,390) | 1,676 | 1,501 | (175) | -10.4% |
| Cleaner Streets and Waste Management | 14,505 | (1,968) | 12,537 | 12,404 | (133) | -1.1% |
| Highways and Green Spaces | 25,575 | (12,410) | 13,165 | 13,149 | (16) | -0.1% |
| Director and Head of Operations - Communities | 290 | - | 290 | 282 | (8) | -2.8% |
| Corporate Landlord | 16,246 | (12,048) | 4,198 | 4,745 | 547 | 13.0% |
| TOTAL COMMUNITIES | 69,501 | (35,119) | 34,382 | 34,502 | 120 | 0.3% |
| CHIEF EXECUTIVE'S | | | | | | |
| Chief Executive Unit | 517 | - | 517 | 525 | 8 | 1.5% |
| Finance | 39,431 | (35,194) | 4,237 | 4,272 | 35 | 0.8% |
| HR/OD | 2,635 | (398) | 2,237 | 2,110 | (127) | -5.7% |
| Partnerships | 3,604 | (1,227) | 2,377 | 2,255 | (122) | -5.1% |
| Legal, Democratic & Regulatory | 7,043 | (969) | 6,074 | 6,627 | 553 | 9.1% |
| Elections | 186 | - | 186 | 209 | 23 | 12.4% |
| ICT | 5,501 | (1,134) | 4,367 | 4,284 | (83) | -1.9% |
| Housing & Homelessness | 12,036 | (7,859) | 4,177 | 4,417 | 240 | 5.7% |
| Business Support | 1,349 | (111) | 1,238 | 1,250 | 12 | 1.0% |
| TOTAL CHIEF EXECUTIVE'S | 72,302 | (46,892) | 25,410 | 25,949 | 539 | 2.1% |
| TOTAL DIRECTORATE BUDGETS | 446,089 | (141,050) | 305,039 | 318,878 | 13,839 | 4.5% |
| Council Wide Budgets | 38,269 | (974) | 37,295 | 32,016 | (5,279) | -14.2% |
| Net Council Tax Income | | | | (1,506) | (1,506) | 0.0% |
| Transfers from Earmarked Reserves | | | | (6,952) | (6,952) | 0.0% |
| Transfer from Council Fund | | | | (102) | (102) | 0.0% |
| NET BRIDGEND CBC | 484,358 | (142,024) | 342,334 | 342,334 | - | 0.0% |

NB: Differences due to rounding of £000's

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**TOTAL MOVEMENT ON REVENUE AND CAPITAL EARMARKED RESERVES AS AT 31ST MARCH
2024**

| Opening Balance 01 Apr 23 £'000 | Reserve | Movement as at 31 March 2024 | | Closing Balance 31 Mar 24 £'000 |
|---------------------------------------|---|---|--------------------------------|---------------------------------------|
| | | Net Additions/ Reclassification £'000 | Draw-down/ unwound £'000 | |
| | Corporate Reserves: | | | |
| 766 | Asset Management Plan | - | (336) | 430 |
| 1,768 | Building Maintenance Reserve | 355 | (267) | 1,856 |
| 450 | Capital Asset Management & Asbestos Fund | - | (327) | 123 |
| 631 | Capital Feasibility Fund | 71 | (353) | 349 |
| 884 | Change Management | (308) | (227) | 349 |
| 2,539 | Digital Transformation, ICT & Finance Systems | 384 | (1,475) | 1,448 |
| 800 | Economic and Future Resilience Fund | - | (300) | 500 |
| 1,548 | Insurance Reserve | - | (719) | 829 |
| 3,081 | Major Claims Reserve | 1,000 | (3,581) | 500 |
| 906 | MTFS Budget Contingency | 1,500 | - | 2,406 |
| 179 | Property Disposal Strategy | - | (166) | 13 |
| 2,893 | Service Reconfiguration | - | (1,000) | 1,893 |
| 294 | Welfare Reform Bill | - | (294) | - |
| 16,739 | Total Corporate Reserves | 3,002 | (9,045) | 10,696 |
| | Directorate Reserves: | | | |
| 6,558 | City Deal Reserve | (6,558) | - | - |
| 11,670 | Directorate Issues | 4,092 | (9,406) | 6,356 |
| 313 | Looked After Children | (127) | - | 186 |
| 103 | Porthcawl Regeneration | - | - | 103 |
| 272 | School Projects Reserve | (272) | - | - |
| 266 | Wellbeing Projects | (123) | (120) | 23 |
| 19,182 | Total Directorate Reserves | (2,988) | (9,526) | 6,668 |
| | Equalisation & Grant Reserves: | | | |
| 32 | Building Control Reserve | - | (32) | - |
| 16 | Civil Parking Enforcement | 47 | - | 63 |
| 944 | HWB Schools Infrastructure | 414 | (444) | 914 |
| 3,648 | IFRS Grants | 404 | (1,957) | 2,095 |
| 153 | Legal Fees | (153) | - | - |
| 158 | Local Development Plan | - | (21) | 137 |
| 752 | Special Regeneration Fund | - | - | 752 |
| - | Rest Bay | 44 | - | 44 |
| 5,703 | Equalisation & Grant Reserves: | 756 | (2,454) | 4,005 |
| 6,898 | School Balances | - | (4,493) | 2,405 |
| 43,973 | Capital Programme Contribution | 9,571 | (13,322) | 40,222 |
| 9,832 | Council Fund Balance | - | (102) | 9,730 |
| 102,327 | TOTAL RESERVES | 10,341 | (38,942) | 73,726 |

NB: Differences due to rounding of £000's

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Agenda Item 6

| | |
|--|---|
| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | BUDGET MONITORING 2024-25 – QUARTER 1 REVENUE FORECAST |
| Report Owner/ Corporate Director: | CHIEF OFFICER – FINANCE, HOUSING 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 2024-25 is £360.671 million. The overall projected year end position at 30th June 2024 is a net over spend of £9.212 million.• The projected over spend is primarily due to ongoing pressures within the Social Services and Wellbeing Directorate, the Home to School Transport budget and Housing and Homelessness.• The budget approved for 2024-25 included budget reduction proposals totalling £13.045 million. The current position is a projected shortfall on the savings target of £1.850 million, or 14.18% 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 June 2024.

2. Background

2.1 On 28th February 2024, Council approved a net revenue budget of £359.725 million for 2024-25 based on the provisional local government settlement received from Welsh Government in December 2023. The Welsh Government announced its final settlement on the 27th February 2024 which included an increase in the Revenue Support Grant (RSG) for the Council of £649,540 along with three grants transferring into the settlement totalling £296,723, increasing the net revenue budget for 2024-25 to £360.671 million. The reasons for this increase were outlined in a report to Council on 13th March, but were mainly in respect of an additional £14.4 million (across Wales) included in the Final Local Government Settlement to support pressures in both social care and education, including teachers' pay.

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

3. Current situation / proposal

3.1 Summary financial position at 30th June 2024

3.1.1 The Council's net revenue budget and projected outturn for 2024-25 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 30th June 2024

| Directorate/Budget Area | Original Budget 2024-25 £'000 | Revised Budget 2024-25 £'000 | Projected Outturn at Q1 2024-25 £'000 | Projected Over / (Under) Spend 2024-25 £'000 | Projected Over / (Under) Spend at Qtr 1 2023-24 £'000 |
|---|----------------------------------|---------------------------------|--|---|--|
| Directorate | | | | | |
| Education, Early Years and Young People | 143,485 | 143,485 | 145,446 | 1,961 | 1,699 |
| Social Services and Wellbeing Communities | 104,575 | 104,575 | 110,655 | 6,080 | 11,065 |
| Chief Executive's | 30,704 | 30,739 | 31,489 | 750 | 122 |
| | 22,425 | 22,425 | 24,775 | 2,350 | (98) |
| Total Directorate Budgets | 301,189 | 301,224 | 312,365 | 11,141 | 12,788 |
| Council Wide Budgets | | | | | |
| Capital Financing | 7,052 | 7,052 | 5,448 | (1,604) | (2,125) |
| Levies | 9,635 | 9,635 | 9,555 | (80) | 0 |
| Apprenticeship Levy | 750 | 750 | 840 | 90 | 0 |
| Council Tax Reduction Scheme | 16,054 | 16,054 | 16,915 | 861 | (262) |
| Insurance Premiums | 1,363 | 1,363 | 1,217 | (146) | 0 |
| Repairs & Maintenance | 670 | 670 | 670 | 0 | 0 |
| Pension Related Costs | 430 | 430 | 430 | 0 | 0 |
| Other Corporate Budgets | 23,528 | 23,493 | 22,443 | (1,050) | (674) |
| Total Council Wide Budgets | 59,482 | 59,447 | 57,518 | (1,929) | (3,061) |
| | | | | | |
| Total | 360,671 | 360,671 | 369,883 | 9,212 | 9,727 |

- 3.1.2 The overall projected position at 30th June 2024 is a net over spend of £9.212 million comprising £11.141 million net over spend on directorates and a net under spend of £1.929 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), Home to School Transport (HtST), and Housing and Homelessness.
- 3.1.4 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, £2.480 million of this was to address the implementation of the Real Living Wage for care workers. The SSWB Directorate continued to see an increase in demand and the budget growth was insufficient to meet that increase, with the outturn showing a £11.827 million over spend in 2023-24.
- 3.1.5 A 3 year sustainability plan to improve outcomes for Children and Family Services was approved by Council on 20th September 2023, with an immediate budget virement of £1 million approved for Children's services. Council also noted the additional use of up to £2.5 million of earmarked reserves in 2023-24 to support the service whilst a more permanent funding solution was sought. This was drawn down in full in 2023-24 and a recurrent budget of £2.5 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) budget setting process in February 2024 to provide this as a permanent budget to Children's Services in 2024-25. Progress is being made with implementing the plan, particularly to progress the steady and safe reduction of agency workforce, through improved retention and recruitment of a permanent workforce, including successful from your own scheme and international recruits.
- 3.1.6 There continues to be pressures in learning disabilities and older people's services driven by the complexity of need. The Social Services Improvement Board is overseeing a number of actions to address the pressures in the adult services budget, including accelerating the work to transform learning disabilities. Council approved £1.970 million towards the increased costs of home care for adults with learning disabilities and £1 million towards additional residential/nursing placement costs due to new admissions for older people and older people with mental health needs as part of the Medium Term Financial Strategy 2024-25 to 2027-28.
- 3.1.7 There is a projected over spend on Home to School Transport (HtST) of £1.277 million. This is despite Council approving £1.2 million in the 2024-25 budget to address increased costs being experienced following re-tenders, mainly as a consequence of a shortage of drivers and increased fuel costs. In 2023-24, a further retendering exercise took place for Special School contracts, which resulted in an increase of £698,000 compared with 2022-23, the full year effect in 2024-25 being £1.197 million, and highlighting that market conditions are still predominantly unfavourable for HtST contracts.

- 3.1.8 The Council has seen a significant increase in the provision of temporary accommodation from 601 households and 965 individuals between April 2022 to March 2023, to 659 households and 1,034 individuals between April 2023 and March 2024. There is a projected net over spend of £860,000 in this service area. Budget reduction proposals of £645,000 have been approved by Council against Housing and Homelessness budgets in 2024-25, along with a reduction in Welsh Government funding based on grants confirmed to date of £332,000.
- 3.1.9 It is too early in the financial year to provide a realistic indication of projected council tax income for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2024-25 financial year as more people have suffered financial hardship due to the current cost of living crisis. A 1% reduction in the council tax income collection rate could result in an additional pressure to the Council of around £1 million. Council tax collection rates will be monitored continuously throughout the year and reported accordingly.

Budget virements/technical adjustments

3.1.10 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 February 2024. The budget position is reported on the assumption that these virements will be approved.

3.1.11 The main virements and technical adjustments are outlined below:

Budget Virements

| Service vired from / to | Amount |
|---|---------------|
| Transfer of funding from Corporate Contingency to the Communities Directorate for a Compliance Technician to lead on and coordinate compliance with relevant Health and Safety legislation and best practice guidance, relevant to the activities of the Neighbourhood Services area. | £35,153 |

Technical Adjustments

| Service vired from / to | Amount |
|--|---------------|
| Technical adjustment to reflect the reconfiguration of the Adult Social Care social work operating model to transform the organisation, function and remit of social work teams. Technical adjustment reflects that new teams will be dealing with all Adults, and not just Older People Services. <u>To:</u> Other Adult Services | £3,649,448 |
| <u>From:</u> Older People | (£2,842,380) |
| Adult Physical Disability/ Sensory Impairment | (£700,740) |
| Adult Learning Disabilities | (£2,060) |
| Adult Mental Health Needs | (£104,268) |
| Technical adjustment to re-align budgets to reflect the shift from use of Independent Fostering Agency placements to Special Guardianship Orders, as reported in the 2023-24 outturn revenue monitoring report:- Independent Fostering Agency | (£500,000) |
| Special Guardianship Orders | £500,000 |

Pay/Price Inflation

- 3.1.12 Additional funding announced by Welsh Government on 7 February 2024 in respect of social care and education pressures, which amounted to £649,540 for BCBC, and included funding for teachers' pay, has been held centrally in the provisions for pay and prices to mitigate additional costs in these areas as they arise.
- 3.1.13 When the budget 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 has been retained centrally within Council wide budgets, to be allocated as further information is known about specific contractual price increases. Amounts released will be reported to Cabinet in future revenue budget monitoring reports in 2024-25.
- 3.1.14 There are ongoing discussions regarding pay claims for Teachers' pay from September 2024 onwards and National Joint Council (NJC) workers for 2024-25. Even a variance of 1% on the pay settlement of NJC staff alone can result in a swing of required funding of over £1 million per annum.

3.1.15 With regard to the funding of changes to teachers' pensions, in the Final Settlement the Minister for Finance and Local Government re-stated that funding for this is expected to be provided by UK Government during 2024-25 and that she had written to the Chief Secretary to the Treasury to press for assurances on the level and timing of this funding. To date no further updates have been given on this funding.

3.1.16 Whilst inflation rates have decreased to 2% compared to 3.8% when the budget was set, there is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. With this uncertainty the budget will need to be monitored closely during the remainder of the year.

Budget Reduction Proposals

3.1.17 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 £13.045 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.

3.1.18 In February 2024 Council approved the Medium Term Financial Strategy for 2024-25 to 2027-28. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £44.882 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

3.1.19 At year end consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Similarly, consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2024-25. 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 is also being presented to Cabinet on 23rd July 2024 on the Revenue Budget Outturn 2023-24. In the report it was highlighted that there were £280,000 of prior year budget reduction proposals that were not met in full, with a total outstanding balance to be met of £165,000. In addition, of the 2023-24 budget reduction proposals of £2.608 million, it was reported that there was a total outstanding balance to be met of £246,000. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2024-25 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 |
| Education, Early Years and Young People | 40 | 40 | 0 |
| Communities | 375 | 220 | 155 |
| TOTAL | 415 | 260 | 155 |

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 £415,000 outstanding reductions, £260,000 is likely to be achieved in 2024-25 leaving a shortfall of £155,000. Proposals still not likely to be achieved include:

- COM 2 2021-22 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000). The new site in Pyle opened in quarter 4 of 2023-24. The majority of the saving will be made in 2024-25 once the exit terms of the lease in Tythegston have been finalised.
- COM5 2022-23 (£50,000) and COM3 2023-24 (£120,000) – Commercially let wings of Ravens Court to a partner organisation or business (£50,000). The service is hoping to achieve 50% of the saving in 2024-25 due to delays in implementing the proposal.
- COM2 2023-24 – Charging Blue Badge Holders for parking (£40,000). The delivery of this proposal is linked to staffing within the Traffic and Transport section which is currently depleted due to unplanned staff absences. It is currently envisaged that the project will advance in Autumn 2024.

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 2024-25

3.2.4 The budget approved for 2024-25 included budget reduction proposals totalling £13.045 million, which is broken down in **Appendix 2** and summarised in Table 3 below. The current position is that £7.807 million has been achieved to date with an additional £3.388 million likely to be achieved by year end, leading to an overall projected shortfall on the savings target by year end of £1.850 million, or 14.18% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2024-25

| | 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, Early Years and Young People | 1,560 | 762 | 1,221 | 339 |
| Schools | 3,441 | 3,441 | 3,441 | 0 |
| Social Services and Wellbeing | 2,248 | 671 | 1,827 | 421 |
| Communities | 2,460 | 1,635 | 2,278 | 182 |
| Chief Executive's | 3,246 | 1,208 | 2,338 | 908 |
| TOTAL | 13,045 | 7,807 | 11,195 | 1,850 |

3.2.5 The most significant (> £100,000 shortfall) budget reduction proposals unlikely to be achieved in full are:-

- EDFS2 – Directorate vacancy management factor (£342,000). Current projections indicate a shortfall of £148,000 against this proposal, however the Early Years budget is due to be transferred to SSWB in quarter 2 as part of the Children's Services Sustainability Plan, upon which part of this savings target will also be transferred to the SSWB directorate which will further mitigate this shortfall.
- EDFS9 – Cessation of Adult Community Learning provision (£149,000). The shortfall is due to the timing of the required restructure with further updates to be provided to Cabinet in the quarter 2 monitoring report.
- SCH1 – Efficiency saving against School Delegated Budgets – 3% in 2024-25 (£3.441 million). Whilst the saving is referenced as having been achieved due to the overall reduction in Individual Schools Budget (ISB), as referenced in 3.3.1, the reduced budgets have resulted in total projected deficit balances for schools at year end in excess of £5.1 million. Officers are working with schools to bring this overall deficit down.
- SSW13 – Council to reduce its investment into cultural services (£360,000). Current projections indicate a shortfall of £210,000. Cabinet approved on 14 May 2024 a £50,000 reduction to the book fund and removal of the £15,000 subsidy for the Youth Theatre. Cabinet also approved public engagement over how future savings can be achieved.
- SSW23 – reduction to the contribution towards the regional Western Bay adoption service (£250,000). There is currently a projected shortfall of £129,000 based on

the refund received in 2023-24 which was lower than in previous years due to an increase in the number of adoption placements. Further work is planned over the coming months with the regional service to identify further savings.

- COM23 – Reduce available property maintenance budgets in Corporate Landlord by up to 10% per asset (£100,000). Due to ongoing pressures on the property revenue maintenance budgets, this budget reduction proposal is unlikely to be achieved in 2024-25. The service continues to look at opportunities to effectively use the Council's minor works budget to support ongoing maintenance spend on corporate assets.
- CEX2 – Chief Executive's Directorate vacancy management factor (£510,000). The projected shortfall of £186,000 is based on known vacancies to date. Unplanned vacancies will be added to the projection as the financial year progresses which should further reduce the shortfall.
- CEX21 – Review options for providing accommodation to those who are homeless by reducing reliance on hotel and private provision (£397,000). There is a £205,000 shortfall against this budget reduction proposal. The service area is continuing to work to mitigate the temporary accommodation pressures for single bed units with the aim of reducing the use of the tourism sector to support the required demand.
- CEX22 – Review of ICT Services (£398,000). The projected shortfall of £234,000 is due to further work needed to be carried out the review of the telephony budget across the Council, with updates to be provided to Cabinet in future revenue monitoring reports.

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

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

3.3 Commentary on the financial position at 30th June 2024

Financial position at 30th June 2024

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, Early Years and Young People Directorate

The net budget for the Education, Early Years and Young People Directorate, including school delegated budgets, for 2024-25 is £143.485 million. Current projections indicate an over spend of £1.961 million at year end. The main variances are:

| EDUCATION, EARLY YEARS AND YOUNG PEOPLE DIRECTORATE | Net Budget | Projected Outturn | Projected Variance Over/(under) budget | % Variance |
|--|-------------------|--------------------------|---|-------------------|
| | £'000 | £'000 | £'000 | |
| Learner Support | 6,830 | 7,671 | 841 | 12.3% |
| Early Years and Young People | 4,596 | 4,387 | -209 | -4.5% |
| Home to School Transport | 9,819 | 11,096 | 1,277 | 13.01% |

Schools' delegated budgets

Total funding delegated to schools in 2024-25 is £113.268 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 £4.493 million during 2023-24 to £2.405 million at year end. At the start of 2024-25, projections indicated an overall deficit balance for school delegated budgets of £5.161 million at year end. There are 37 primary schools, 5 secondary schools and 2 special schools (75% of all schools) projecting a deficit balance at year end. The Financial Scheme for Schools requires all deficit budgets to be approved by the Section 151 Officer and the Corporate Director – Education, Early Years and Young People. For deficit budgets in excess of 5% of the school's annual budget share or £10,000 (whichever is the higher), a deficit recovery plan must be submitted to the Corporate Director – Education, Early Years and Young People identifying how the deficit will be recovered. Schools with deficits of greater than £50,000 in a primary school or greater than £150,000 in a secondary or special school attend termly support and challenge meetings with senior Local Authority officers. The Section 151 Officer and the Corporate Director – Education, Early Years and Young People will be reviewing the deficit plans before the end of the Summer term, with challenge meetings commencing in September,

Central Education, Early Years and Young People (EEYYP) Directorate budgets

Learner Support

- There is a projected net over spend of £841,000 in Learner Support budgets. Whilst this is an improvement on the net over spend of £1.195 million in 2023-24, this is primarily due to Council approving £500,000 of additional funding as part of the MTFS 2024-25 for learning support to meet the costs of increased demand for Bridgend pupils in out of county placements and for increased demand for additional learning needs support at schools.
- There continues to be an increase in demand for additional learning needs (ALN) support at schools resulting in a projected over spend of £817,000, in particular in the areas of sensory support and communication, complex medical needs, and relationship support. The number of pupils supported in 2022-23 was 174, increasing to 277 in 2023-24, further increasing to 302 in the Summer term of 2024-25.
- The inter-authority recoupment budget over spent in 2023-24 by £627,000 due to an increase in demand for Bridgend pupils in out of county placements as there were insufficient spaces at Heronsbridge and Ysgol Bryn Castell. The budget has benefited from budget growth referred to above, and also out of county placements are expected to reduce from 21 (Spring 2024) to 19 in the Summer Term. The service area is also projecting a one-off refund of £137,000 from an out of authority placement, where a pupil's circumstances have changed. As a consequence, the inter-authority recoupment budget is currently projecting an under spend of £200,000 although the budget will require close monitoring for the remainder of the financial year.
- There is a projected £202,000 over spend on the Adult Community Learning budget which is primarily due to the shortfall on the Medium Term Financial Strategy saving of £149,000 against the service. The shortfall is due to the timing of the required restructure with further updates to be provided to Cabinet in the quarter 2 monitoring report.

Early Years and Young People

- The projected under spend of £209,000 primarily relates to early implementation of a MTFS saving originally scheduled for 2025-26 – EDF10 – Reduction in Education Welfare Service (£136,000). The balance is primarily due to staff vacancies being held across the youth service and vulnerable groups budgets which are contributing to the 2024-25 MTFS vacancy management factor of £342,000 for the EEYYP Directorate.

Home-to-school transport (HtST)

- The revenue outturn report for 2023-24 highlighted a £1.780 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 which subsequently resulted in higher costs across many contracts in line with shortage of drivers and escorts and increased fuel costs.
- Whilst Council approved a £1.2 million budget pressure for 2024-25 as part of the Medium Term Financial Strategy to contribute to the increased costs, further retendering exercises in September 2023 resulted in additional costs on Special School contracts of £698,000 in 2023-24. The full year effect of these contracts has placed an additional £500,000 pressure on HtST budgets in 2024-25.
- The service has also seen an increase in demand for transporting pupils individually due to challenging behaviour and an increase in Statutory ALN pupils requiring

transport provision based on the learner's ALN. Along with a number of contractors handing back contracts and having to re-tender at higher cost, these pressures have added a further projected increase in costs in 2024-25 of £416,000.

- The combination of increased costs for retendering exercises and additional demand has resulted in an overall projected over spend on the HtST budget of £1.277 million in 2024-25.
- Bridgend County Borough Council launched a full public consultation on proposed changes to the home-to-school and college transport arrangements in April 2024 which could make just over £1 million in budgetary savings for the local authority. The Medium Term Financial Strategy approved by Council in February 2024 includes an indicative £792,000 budget reduction proposal on the HtST budget in 2025-26.

3.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2024-25 is £104.575 million. Current projections indicate an over spend of £6.080 million at year end compared to the outturn for 2023-24 which saw an over spend of £11.827 million. Council approved budget pressures of £8.330 million for the SSWB Directorate February as part of the Medium Term Financial Strategy. The funded pressures include pay and price increases for commissioned services (£3.36 million), addressing recommended levels of resourcing for Children's Services (£2 million), increased costs of home care for adults with learning disabilities (£1.970 million) and £1 million towards additional residential/nursing placement costs due to new admissions for older people and older people with mental health needs. Despite this growth the Directorate continues to experience the pressures of work to meet statutory duties against a backdrop of an exponential increase in demand and pressures in placements in children's social care and increased complexity of need in adult social care.

As noted in the revenue outturn report, there continue to be pressures in learning disabilities driven by the complexity of need. The Social Services Improvement Board is overseeing a number of actions to address the growth in the adult services budget. Further actions for 2024-25 are being developed into a 3 year service and sustainability strategic plan for adult services to be considered by Cabinet in Autumn 2024 following consultation and engagement over the summer period.

The most significant variances for the directorate are :

| SOCIAL SERVICES AND WELLBEING DIRECTORATE | Net Budget | Projected Outturn | Projected Variance Over/(under) budget | % Variance |
|--|-------------------|--------------------------|---|-------------------|
| | £'000 | £'000 | £'000 | |
| Adult Social Care | 70,564 | 72,908 | 2,344 | 3.32% |
| Prevention and Wellbeing | 5,819 | 6,071 | 252 | 4.33% |
| Childrens Social Care | 28,192 | 31,676 | 3,484 | 12.36% |

Adult Social Care

There is a net over spend of £2.344 million on the Adult Social Care budget.

The most significant variances contributing to the over spend are:

| ADULT SOCIAL CARE | Projected Variance Over/(under) budget £'000 |
|--|---|
| Learning Disabilities Day Opportunities | 779 |
| Older People Direct Payments | 572 |
| Mental Health Homecare | 475 |
| Learning Disabilities Direct Payments | 352 |
| Learning Disabilities Residential Care | 339 |
| Learning Disabilities Homecare | 310 |
| Homes for Older People | 214 |
| Physical Disability/Sensory Impairment Direct Payments | 267 |
| Physical Disability/Sensory Impairment Home Care | 220 |
| Assessment and Care Management | 201 |
| Mental Health Residential Care | (273) |
| Older People Home Care | (1,034) |

- Learning Disabilities Day Opportunities - the projected over spend of £779,000 relates mainly to placement numbers exceeding the available budget for external day services (£518,000) in addition to increased transport costs (£257,000). The quarter one projection is comparable to the £760,000 over spend reported in the outturn report for 2023-24 with the underlying reason continuing to be that whilst the learning disabilities home care budget continues to over spend as people have not returned to internal day services, new people are taking up the vacant day services placements. The service cannot be reduced until alternative models of day time support and occupation have been developed following a review which is underway. As also reported in the revenue outturn report for 2023-24 the service continues to experience higher transport costs than normal 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. These are anticipated to be received over the Summer, but with no firm delivery date provided, the projected over spend has been maintained at a similar level to 2023-24. A new transport policy will be considered by Cabinet in July 2024 and consulted on over the summer months.
- Older People Direct Payments – there is a projected over spend of £572,000 across the Direct Payments budgets in this area. The main reason for the projected over spend is the increasing complexity of cases that impact on the average cost of direct payments support. The projected over spend reflects the current demand level of 99 packages of support and will be monitored closely going forward.

- Mental Health Homecare – this includes supported living, short breaks and domiciliary care. The projected over spend of £475,000 is mainly due to increased needs of people with supported living packages of care (£416,000). There has been a reduction in the projected over spend compared with the £591,000 reported in the outturn report as there are currently 46 placements - 33 in Supported Living and 14 in short breaks & domiciliary care - compared with 48 at 31 March 2024.
- Learning Disabilities Direct Payments – there is a projected over spend of £352,000 based on the current demand for 140 packages of support. In addition the increasing complexity of cases impact on the average cost of direct payments support. In comparison at quarter 1 2023-24 there was a projected £239,000 over spend based on 134 packages. Whilst the outturn for 2023-24 saw a final under spend of £154,000, this was due to the level of reimbursements achieved last year. There is a £250,000 MTFS proposal against the level of Direct Payments Reimbursements (SSW5) in 2024-25 which is anticipated to be achieved in full. Reimbursements over this value will further reduce the pressure on this service area, and updates will be provided to Cabinet in future revenue monitoring reports.
- Learning Disabilities Residential Care – there is a projected over spend of £339,000 which is primarily due to increased costs for existing placements within the residential and nursing service due to changing needs. The projected over spend has decreased from the £1.078 million over spend in 2023-24. This is primarily due to a decrease in placements from 41 in quarter 4 of 2023-24 to 36 currently, and allocation of £599,000 of the Social Care Workforce (SCW) grant in this financial year whereas none of the SCW grant was allocated to this service area in 2023-24.
- Learning Disabilities Homecare – there is a projected over spend of £310,000 which is as a result of the number of hours of care covered by home care services having increased along with an increase in the complexity of people’s needs – e.g. the need for waking nights required rather than sleep-in. While the outturn for 2023-24 was a £2.288 million over spend, Council approved £1.970 million of budget growth for this service area in 2024-25 to cover the increased costs of home care for adults with learning disabilities (SSW3).
- Physical Disability/Sensory Impairment Direct Payments – The main reason for the projected over spend of £267,000 is the increasing complexity of cases that impact on the average cost of direct payments support. At quarter 1 there are 55 cases which is similar to quarter 1 2023-24 where there were 54 cases and a projected over spend of £247,000.
- Physical Disability/Sensory Impairment Home Care - there is a projected over spend of £220,000 which is based on the current demand on the service provision, which is 99 packages of support. The projected over spend has reduced from the £231,000 in 2023-24 as the number of placements have reduced from 119 at the end of quarter 4.
- Homes for Older People - In 2023-24 there was a net over spend of £1.792 million against the homes for older people budget mainly due to increasing placement costs. This has now reduced to a projected net over spend of £214,000 in 2024-25 primarily due to Council approving a £1 million budget pressure as part of the MTFS - SSW4 – additional residential/nursing placements costs due to new admissions for older people and an allocation of £110,000 Social Care Workforce grant.

- Assessment and Care Management – there is a projected over spend of £201,000 on directorate wide assessment and care management budgets, a reduction from the 2023-24 over spend of £812,000. The reduced over spend is partly due to a £132,000 allocation of the Social Care Workforce Grant and additional Regional Integrated Fund of £58,000. There continues to be a need for agency cover across this area due to demands in the system particularly linked to supporting the acute hospital and timely discharges and the complexity of court protection work in learning disabilities. A plan to permanently recruit and step down agency in a timely way is being implemented.
- Mental Health Residential Care - The projected under spend of £273,000 is based on 43 placements. 2023-24 saw an under spend of £118,000 in this service area and whilst current placement numbers remain at the same level to those at quarter 4 2023-24, higher overall numbers were seen for the first three quarters of 2023-24. This budget will be closely monitored, and if the under spend is recurring, budget realignment will take place into Mental Health Home Care budgets which are currently projecting an over spend.
- Older People Home Care - The projected under spend of £1.034 million primarily relates to staffing under spends (£764,000) as a result of the recruitment challenges in the home care service sector. Agency staff have been utilised to supplement the workforce where available, and there is positive working with employability to support people into careers in care. Whilst we are seeing an improving recruitment position, currently we have some challenges.

Prevention and Wellbeing

- There is a projected over spend of £252,000 which is mainly due to the following MTFS savings not anticipated to be fully achieved in 2024-25, partially offset by staff vacancies of £101,000:-
 - SSW7 – review opportunities to amend the current energy payment arrangements for the leisure contract - £45,000 shortfall.
 - SSW8 – review the full repairing lease aspect of the Healthy Living Partnership Programme - £20,000 shortfall.
 - SSW13 – Council to reduce its investment into cultural services - £210,000 shortfall.

Children’s Social Care

There is a projected net over spend of £3.484 million on the Children’s Social Care budget. The most significant variances contributing to this over spend are:-

| CHILDREN’S SOCIAL CARE | Actual Variance Over/(under) 2023-24 outturn £’000 | Projected Variance Over/(under) 2024-25 – qtr 1 £’000 |
|---------------------------------------|---|--|
| Care Experienced Children | 5,609 | 3,104 |
| Commissioning & Social Work | 55 | 355 |
| Other Child & Family Support Services | (123) | 160 |
| Management and Admin | (34) | (178) |

- The over spend of £3.104 million for Care Experienced Children has reduced from the £5.609 million reported in the outturn report for 2023-24. It is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £3.577 million (2023-24 - £5.345 million). This is based on the number of care experienced children in out of authority placements which is currently 24 placements, compared with 26 at the end of 2023-24. The underlying over spend position is due to a number of factors and, whilst the overall number of care experienced children has reduced by 2 since the end of 2023-24, the number in independent residential placements (24) exceeds the budget which covers between 6-8 placements depending on the unit cost. In addition, there continues to be insufficient foster carer placements to meet needs 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 very high costs being incurred.
 - As reported in 3.1.11 there has been a £500,000 technical adjustment from the Independent Fostering Agency placements budget to the Special Guardianship Orders budget so that budgets correlate more closely with the 2023-24 outturn and with projected demand for 2024-25. There is still a projected under spend of £238,000 on the Independent Fostering Agency budget based on 37 placements. The budget for Special Guardianship Orders is anticipated to break even based on 129 placements.
- Commissioning and Social Work – There is a projected over spend of £355,000. This is partly due to having to continue to rely on agency staffing across all the children's social work teams. Whilst there is good progress in permanent recruitment, and progressive reduction of agency, the ongoing use of agency social workers where there are gaps is partly the reason for the over spend position. The service has benefited from successes in international recruitment, the conversion of agency to permanent, and the 'grow your own' social work scheme, but there are transition costs given the detailed induction requirements before international recruits can hold full caseloads. There is also a projected over spend in care and support and placements costs across the service area - the majority of which relate to Care Experienced Children/care support spend such as court ordered drug testing, assessments, reports, travel and therapy costs over which the service has no discretion but to secure against a very limited budget. The service area benefited from full draw down of a £2.316 million earmarked reserve (EMR) from the £2.5 million Children's Services sustainability EMR against workforce pressures in 2023-24 with the remaining £184,000 being drawn down against Management and Administration budgets. There has been a budget pressure of £2 million approved by Council for 2024-25 to address the recommended levels of resourcing for children's services outlined in the 3 year strategic plan for Children and Families approved by Council in September 2023 and recruitment to these posts has commenced.

- Other Child & Family Support Services – The projected over spend of £160,000 is mainly due to the current projected shortfall on the MTFS budget reduction proposal of £250,000 against the Bridgend County Borough Council contribution towards the regional Western Bay adoption service (see 3.2.5) which was based on the 2023-24 outturn position. Further work is planned over the coming months with the regional service to identify further savings and updates will be provided in future Cabinet reports.
- Management & Administration – there is a projected under spend of £178,000 which is primarily due to staff vacancies in this service area which are contributing to the 2024-25 MTFS vacancy management factor of £255,000 for the SSWB directorate.

3.3.3 Communities Directorate

The net budget for the Directorate for 2024-25 is £30.739 million. The current projection is an anticipated over spend of £750,000. The main variances are:

| COMMUNITIES DIRECTORATE | Net Budget | Projected Outturn | Projected Variance Over/(under) budget | % Variance |
|--------------------------------|-------------------|--------------------------|---|-------------------|
| | £'000 | £'000 | £'000 | |
| Fleet Services | 156 | 504 | 348 | 223.08% |
| Strategic Regeneration | 933 | 757 | (176) | -18.86% |
| Highways Services (DSO) | 8,312 | 8,212 | (100) | -1.20% |
| Corporate Landlord | 2,718 | 3,318 | 600 | 22.1% |

Fleet Services

- There is a projected over spend of £348,000 on Fleet services which is an improvement from the £483,000 over spend in 2023-24. 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 and ongoing difficulties with recruitment and retention. A market supplement has been introduced for HGV technicians, in line with the corporate Market Supplement Policy, following comparisons with neighbouring authorities, which has seen some limited success in filling vacancies. A report outlining options for service operating models to mitigate the budget position of fleet services has been delayed due to officer availability but is now proceeding and is anticipated in the latter half of the 2024-25 financial year.

Strategic Regeneration

- There is a projected under spend of £176,000 on Strategic Regeneration budgets. This is primarily due to maximisation of the Shared Prosperity Fund (£120,000) with the remainder due to staff vacancies being held to contribute to the 2024-25 MTFS vacancy management factor of £500,000 for the Communities Directorate.

Highways Services

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

Corporate Landlord

- There is a projected over spend of £600,000 against Corporate Landlord which has increased from the £547,000 over spend reported in 2023-24. There are shortfalls in income generated from properties run by the Council that relate to occupancy shortfalls which have continued into 2024-25 and strategies are being developed to reduce these shortfalls in the longer term.
- The shortfall against Bridgend Market of £260,000 is due to the identification of Reinforced Autoclaved Aerated Concrete (RAAC) and the subsequent closure of the market and loss of rental income. Whilst tenants in the new market hall are paying rent and service charges, this is not sufficient to cover full costs.
- There is also a shortfall in income of £120,000 for the Innovation Centre and a strategy is being developed to reduce this income shortfall in the longer term.
- Corporate Landlord continue to seek opportunities for the use of Ravens Court by a partner organisation or business. As noted in section 3.2.2 the £50,000 target for 2022-23 and the £120,000 target for 2023-24 in relation to MTFS proposals to seek to commercially let out wings of Ravens Court were not achieved. In addition, as noted in 3.2.5, there is a further £73,000 MTFS saving across the estate budgets for 2024-25 in relation to office rationalisation. Whilst it is anticipated that 50% of these savings will be met in 2024-25, the shortfall against the savings targets adds a further £121,500 pressure on the Corporate Landlord estates' budget.
- There is also a forecasted over spend of £201,000 on other council run buildings due mainly to increased maintenance costs resulting in COM23 – reduction to property maintenance budgets (£100,000) being unlikely to be achieved in 2024-25.
- Whilst the over spend in Corporate Landlord was partially mitigated in 2023-24 by staff vacancies of £246,000, ongoing vacancies in this service area are contributing to the 2024-25 MTFS vacancy management factor of £500,000 for the Communities Directorate.

3.3.4 Chief Executive's

The net budget for the Directorate for 2024-25 is £22.425 million. Current projections anticipate an over spend against this budget of £2.350 million. The main variances are:

| CHIEF EXECUTIVE'S | Net Budget £'000 | Projected outturn £'000 | Actual Variance Over/(under) budget £'000 | % Variance |
|--|---------------------------------|--|--|-------------------|
| Housing & Homelessness | 3,488 | 4,348 | 860 | 24.66% |
| Legal, Democratic & Regulatory | 5,705 | 6,343 | 638 | 11.18% |
| ICT | 3,766 | 4,108 | 342 | 9.08% |
| Finance | 3,783 | 3,986 | 203 | 5.37% |
| Human Resources/ Organisational Development | 1,869 | 2,006 | 137 | 7.33% |

Housing & Homelessness

- There is a projected net over spend of £860,000 on Housing & Homelessness which is an increase on the over spend in 2023-24 of £240,000.
- The overall budget for housing and homelessness has been reduced by £645,000 in 2024-25 due to MTFS budget reduction proposals. Appendix 3 highlights that it is anticipated that £440,000 of these are likely to be achieved in 2024-25. 3.2.5 sets out the reason for the shortfall of £205,000 against CEX21 - £397,000 – review of provision of Homelessness Service.
- For 2024-25, Welsh Government (WG) have confirmed grant funding of £915,000 for accommodation under the “No One Left Out” funding stream, £198,000 under a Discretionary Homelessness Prevention Grant and £60,000 Strategic Coordinator grant. The total grant funding confirmed for 2024-25 of £1.173 million is significantly lower than the total grant allocation of £1.505 million received in 2023-24. £986,000 of the grant funding covers homelessness accommodation costs and £127,000 is utilised towards Homeless Spend to Save support, e.g. funding bonds for rental properties.
- Projected spend on Homelessness accommodation in 2024-25 is £4.750 million which is a reduction in the spend in 2023-24 of £5.092 million. As well as the core budget (£2.174 million) and total WG accommodation grant funding (£986,000), the service has also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£450,000). The net impact is a projected over spend on accommodation of £1.140 million.
- The projected accommodation spend is based on a small increase in numbers of households and individuals supported, with 261 households and 475 individuals in June 2024 compared to 260 households and 469 individuals in June 2023. Measures to support the delivery of CEX21 – review of Homelessness Service, are in the early stages of implementation, e.g. longer term arrangements which are more cost effective, and an increase in the Alternative to Bed & Breakfast service, which again is more cost effective when compared to tourism style units. The

budget will require close monitoring throughout 2024-25 in line with any further changes in support required for homelessness accommodation.

- The projected over spend of £1.140 million on accommodation is offset by projected under spends on the Brynmenyn Homeless Centre (£125,000) due to an increase in Housing Benefit income levels, staff vacancies (£40,000) and maximisation of Supporting People grant (£120,000).

Legal

- There is a projected net over spend of £638,000 across Legal, Democratic and Regulatory services.
- There is a projected over spend on staffing budgets within Legal services of £174,000, which is partly due to the timing of the implementation of the MTFS proposal CEX13 – restructure of Legal Services (£60,000)..
- Regulatory Services (Licencing, Public Health, Pest Control) is projecting a net over spend of £195,000. This is primarily due to the projected under recoupment of income for taxi examination and licence fees (£111,000). Whilst a similar shortfall was experienced in 2023-24 it was offset by a £74,000 refund being received in relation to the Shared Regulatory Service. The balance is due to the projected shortfall on CEX 8 – Charging the public for Pest control Services (£36,000) based on income levels to date.
- The balance of the projected over spend is due to legal fees continuing to be a budget pressure. Whilst Council approved £300,000 to support the increase in legal fees being experienced, the complex cases requiring King’s Counsel have continued in 2024-25, and the service area is projecting an over spend of £204,000.

ICT

- There is a projected net over spend of £342,000 across ICT budgets. This is primarily due to the projected shortfall of £234,000 against the MTFS saving CEX 22 – Review of ICT services whilst planned work on a review of telephony budgets across the Council is undertaken. Further updates will be provided to Cabinet in future revenue monitoring reports as this review is implemented.
- As experienced in 2023-24 there continues to be increased expenditure as a result of rising postage costs (£58,000).

Finance

- There is a projected net over spend of £203,000 across Finance. This is primarily due to a projected shortfall on Department for Work and Pension (DWP) subsidy contributions towards housing benefit arrangements (£113,000) in Bridgend. Any Housing Benefit award paid over the subsidy level is borne by the Council as the DWP does not fully fund all Housing Benefit expenditure – for example there are a number of tenancy arrangements whereby the subsidy is limited to historic local housing allowance rates or restricted by rent officer determinations. The balance is mainly due to the shortfall against CEX 25 – staff savings from Finance senior management (£35,000).

Human Resources/Organisational Development

- There is a net projected over spend of £137,000 within Human Resources and Organisational Development. This is primarily due to the timing of the implementation of CEX16 – Restructure of HR Service (£78,000) along with a shortfall on the HR contribution to CEX2 – Directorate Vacancy Management Factor (£56,000).

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 2024-25 is £59.447 million. Current projections anticipate an under spend against this budget of £1.929 million. The main variances are:-

| COUNCIL WIDE BUDGETS | Net Budget | Projected Outturn | Projected Variance Over/(under) budget | % Variance |
|------------------------------|-------------------|--------------------------|---|-------------------|
| | £'000 | £'000 | £'000 | |
| Capital Financing | 7,052 | 5,448 | (1,604) | -22.75% |
| Council Tax Reduction Scheme | 16,054 | 16,915 | 861 | 5.36% |
| Other Council Wide Budgets | 23,493 | 22,443 | (1,050) | -4.47% |

Capital Financing

- The projected under spend of £1.604 million mainly relates to additional interest anticipated from current investments due to the increase in interest rates in 2023-24 currently being sustained in 2024-25 by the Bank of England. The current rate is 5.25%, which has been held since August 2023. Indications are that the rate may stay at this level until there is more certainty that inflation pressures have "subsided sustainably".
- It should also be noted that this will not be a recurring under spend as the Council approved new Highways and Children's Playground refurbishments in the Capital Programme in March 2023 to be funded from a combination of unallocated capital funding and prudential borrowing.

Council Tax Reduction Scheme

- There is currently a projected over spend of £861,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The projected take-up for 2024-25 is higher than in 2023-24 when the gross spend in this budget area was £15.566 million, which is as a consequence of the 9.5% increase in council tax in 2024-25. The budget will be closely monitored in 2024-25 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 3.1.13 and 3.1.14, due to the ongoing discussions regarding pay claims and the risk on 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. Close monitoring of these budgets will be required for the remainder of 2024-25.

3.3.6 **Earmarked Reserves**

Earmarked reserves will continue to be thoroughly reviewed by Corporate Management Board during 2024-25, included assessments of the draw down profile and re-profiling of existing earmarked reserves. Where earmarked reserves are identified to be unwound, these will be used to fund emerging risks for the Council as a whole during 2024-25. Further detail will be provided on the outcome of CMB reviews in future revenue monitoring reports.

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 projected year end revenue position for 2024-25.

Background documents: Individual Directorate Monitoring Reports

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2024-25

| Ref. | Budget Reduction Proposal | | Original Reduction and RAG £000 | Total amount of saving likely to be achieved by 24-25 £000 | Reason why not achievable | Proposed Action in 2024-25 to achieve |
|------|---------------------------|--|---------------------------------|--|---------------------------|---------------------------------------|
|------|---------------------------|--|---------------------------------|--|---------------------------|---------------------------------------|

| 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 |

EDUCATION, EARLY YEARS AND YOUNG PEOPLE

| | | | | | | |
|--|--|--|-----------|-----------|---|--|
| EDFS1 (2023-24) | Delegate some school transport responsibilities to The Bridge Pupil Referral Unit under a new delivery model to deliver efficiency savings | | 40 | 40 | During 2023-24 officers investigated the practicalities and implications of a bespoke transport arrangement for the Bridge Alternative Provision. It was determined that without capital investment to purchase a vehicle and additional staff resources that the proposal was not possible to be delivered. The transport budget for The Bridge has been re-instated to 2022-23 levels. Since September 2023, the approach taken in relation to supporting Post 16 learners with college passes has been changed, with the £40K savings now anticipated to be made on the Post 16 transport budget. | No further action required in 2024-25. |
| Total Education, Early Years and Young People | | | 40 | 40 | | |

COMMUNITIES

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|--------------------|---|--|----|----|--|---|
| COM 2 (2021-22) | Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site | | 60 | 30 | The new site opened during quarter 4 in 2023-24. The timing of the opening meant that the saving could not be implemented in 2023-24. | The majority of the saving will be made in 2024-25, once the exit terms of the lease have been finalised. The service will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2024-25 to deliver a balanced budget position. |
| COM 3 (2022-23) | Change the composition of Household Food Waste Bags | | 35 | 35 | The budget reduction proposal was delayed in 2023-24 until the outcome of national research had been completed to ensure any potential changes in legislation did not impact on this proposal. The new waste contractors from 1st April 2024 have implemented the change of composition, therefore the saving will be made in full during 2024-25. | No further action required. The new waste contractors from 1st April 2024 have implemented the change of composition, therefore the saving will be made in full during 2024-25. |
| COM 4 (2022-23) | Remove Business in Focus from running Enterprise Centres in Bridgend | | 20 | 20 | Review of Business in Focus operating model continues to be explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver this saving in full in 2024-25. | None required - 2024-25 will see the delivery of this saving target in full. |
| COM 5 (2022-23) | Commercially let a wing of Ravens court to a partner organisation or business | | 50 | 25 | The service are hoping to achieve 50% of the savings in 2024-25 due to delays to implementing the proposal. | The service will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2024-25 to deliver a balanced budget position. |
| COM 1 (2023-24) | Closure of each of the Community Recycling Centre sites for one weekday per week | | 50 | 50 | Public consultation on this proposal was held between 30 June and 12 September 2023, with the outcome reported to Cabinet on 21 November 2023, when the proposal was approved. A marginal saving was made in 2023-24 with the full saving being realised in 2024-25. | None required - 2024-25 will see the delivery of this saving target in full. |
| COM 2 (2023-24) | Charging Blue Badge Holders for parking | | 40 | 0 | The traffic management team were engaged in the introduction of the default national speed limit in built up areas. The saving proposal was not achieved in 2023-24 due to the processes required to introduce any change. | The delivery of this proposal is linked to staffing within the Traffic and Transport section which is currently depleted due to unplanned staff absences. It is currently envisaged that the project will advance in Autumn 2024. Shortfalls against this savings target will be met through one off efficiencies in 2024-25 to deliver a balanced budget position. |

| Ref. | Budget Reduction Proposal | | Original Reduction and RAG £000 | Total amount of saving likely to be achieved by 24-25 £000 | Reason why not achievable | Proposed Action in 2024-25 to achieve |
|---|--|--|---------------------------------|--|---|---|
| COM 3 (2023-24) | Commercially let two wings of Ravens court to a partner organisation or business | | 120 | 60 | The service are hoping to achieve 50% of the savings in 2024-25 due to delays to implementing the proposal. | The service will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2024-25 to deliver a balanced budget position. |
| Total Communities Directorate | | | 375 | 220 | | |
| GRAND TOTAL OUTSTANDING REDUCTIONS | | | 415 | 260 | | |
| REDUCTIONS SHORTFALL | | | | 155 | | |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|------|---------------------------|--|------------------------|--------------------------------------|---|--|
|------|---------------------------|--|------------------------|--------------------------------------|---|--|

EDUCATION, EARLY YEARS AND YOUNG PEOPLE (FORMERLY EDUCATION AND FAMILY SUPPORT)

CENTRAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE

| | | | | | | |
|-------|---|--|-----|----|-----|---|
| EDFS1 | Reduction in staff mileage budgets | During the pandemic, most meetings were arranged virtually, instead of in person. This arrangement has continued in part with hybrid working, although there are clear cases where in-person meetings are essential. The result is that spend on mileage is less than pre-pandemic levels, and budgets can be reduced accordingly with limited impact on service provision, but positive benefits for achieving net carbon zero. | 18 | 5 | 18 | Full saving should be achieved in 2024-25. |
| EDFS2 | Directorate Vacancy Management Factor | The introduction of an average 3% vacancy factor across the directorate - excluding schools, front-line services and grant-funded and income-generating posts. Recruitment has been an issue across the Council in recent years and there have been underspends in many services which cannot recruit to vacant posts. This target will need to be managed carefully and reviewed to ensure it is achievable. | 342 | 49 | 194 | Current projections indicate a partial saving should be achieved in 2024-25. Early Years budget to be transferred to Social Services and Wellbeing Directorate (SSWB) in quarter 2 as part of the Children's Services Sustainability Plan, upon which part of this savings target will also be transferred to the SSWB directorate which will further mitigate the shortfall. |
| EDFS7 | Income generation opportunities within the Music Service | Interest in developing a training function for schools provided by the Bridgend Music Service but this has not been costed and at a time when schools are looking to manage their service level agreements (SLAs) very carefully, this might not be possible. The national music service grant is subsidising this at the moment. | 3 | 3 | 3 | Full saving should be achieved in 2024-25. |
| EDFS8 | Increase price of school meals by 30p (saving is limited due to the roll out of the universal primary free school meals (UPFSM) initiative) | The cost of school meal in Bridgend is currently one of the lowest in Wales. It is anticipated that an increase of 30p per meal would still see Bridgend as being in the bottom quartile of school meal cost across Wales. It is worth noting that there may be a decline in the take-up of a school meal following previous price increases and this may negate any savings. | 30 | 8 | 30 | Full saving should be achieved in 2024-25. |
| EDFS9 | Cessation of Adult Community Learning (ACL) provision | This would result in staff redundancies. There could be alternative options available via external partners. This saving could lead to the partnership being weakened. There will also be a loss of presence felt within local communities. | 149 | 0 | 0 | The shortfall is due to the timing of the required restructure with further updates to be provided to Cabinet in the quarter 2 monitoring report. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|--------|--|--|------------------------|--------------------------------------|---|--|
| EDFS11 | Reduction in contribution to Central South Consortium | Welsh Government is currently reviewing school improvement arrangements in Wales. The review is due to report in late spring/early summer 2024. We would look to reduce some of the central administrative functions rather than frontline services (improvement partners/principal improvement partners). | 35 | 35 | 35 | Full saving should be achieved in 2024-25. |
| EDFS12 | Educational Psychology Service - Reduction in equipment, mileage and staff | This may result in educational psychologists not using latest test materials for their assessments which may mean results are invalid. This could also result in a potential reduction in in-person visits to schools and an increase in online sessions. This could result in the local authority being unable to meet its statutory duties under legislation, as the statutory role of educational psychologists could not be met due to reduced capacity. The local authority could be open to legal and tribunal challenge due to missed timescales and failure to meet its statutory duties. Unidentified needs of learners and significant placement breakdowns could lead to an increase in out-of-county specialist placements requested at additional cost. | 38 | 10 | 38 | Full saving should be achieved in 2024-25. |
| EDFS13 | ALN Statutory Team - reduction to staffing structure | The local authority could be unable to meet its statutory duties. The local authority could be open to legal and tribunal challenge due to missed timescales. | 17 | 5 | 17 | Full saving should be achieved in 2024-25. |
| EDFS14 | Early Years ALN, Cognition and Learning and Complex Medical and Motor Impairment - review of pay grades, reduction in staffing numbers | There could be a reduction in training offered to schools. The team may be unable to oversee the Observation and Learning Resource Centres at the current level. The early identification of needs of pupils may not be identified as quickly as desired. Schools may not have expertise to support pupils and needs escalate. | 50 | 9 | 50 | Full saving should be achieved in 2024-25. |
| EDFS15 | The Bridge Alternative Provision - staffing reductions and charging schools for hospital education | The setting may be unable to offer pupils the option to continue their studies through the medium of Welsh (previous Estyn recommendation). There could be insufficient staff to pupil ratios which could have potential safeguarding risks and limit the number of pupils The Bridge is able to accommodate. | 81 | 21 | 81 | Full saving should be achieved in 2024-25. |
| EDFS16 | Learner Support - staffing reductions | There is a statutory requirement to support young people with additional learning needs up to the age of 25. This saving could result in schools being unable to effectively manage additional learning provision, therefore potentially causing more local authority individual development plans which could cost the local authority more. This could result in an increased risk of tribunals. | 16 | 4 | 16 | Full saving should be achieved in 2024-25. |
| EDFS17 | School Modernisation budgets - review of staffing and non-staffing budgets | This could result in challenges in respect of site maintenance. This could also impact on the delivery of some capital projects. | 22 | 22 | 22 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|--------|--|---|------------------------|--------------------------------------|---|---|
| EDFS18 | Sensory Team - Hearing and visual impairment - review of staffing and non staffing budgets | This could result in a failure to meet statutory duties for hearing impaired (HI) and visually impaired (VI) learners. Learners with a HI and VI may be unable to access visits and in class support, modified resources and the school curriculum. This could result in the Learning Resource Centre not being staffed fully. | 35 | 9 | 35 | Full saving should be achieved in 2024-25. |
| EDFS19 | Communication and Relationships Team - Referrals only accepted for pupils who are at risk of permanent exclusion and placement breaking down. No longer completing observations for the ND Pathway | This could result in schools not following the local authority graduated response due to waiting times of support being implemented. Pupils placed on reduced timetables while schools await action plans could increase. This could result in pupils not progressing on the Neurodevelopmental Pathway due to specialist teachers being unable to complete professional recommendations. | 142 | 0 | 100 | No savings have been achieved to date because of the increased demand placed on service and the secondment of the manager. |
| EDFS20 | Welsh in Education Strategic Plan (WESP) - reduction in translation services and review of staffing | This could result in a less co-ordinated approach to increasing Welsh-medium education and seeking opportunities to engage in activities through the Welsh-medium. WESP Coordinator to translate which would impact the ability to meet targets set within the WESP and could lead to a failure in meeting Welsh Government targets to increase Welsh-medium education. | 10 | 10 | 10 | Full saving should be achieved in 2024-25. |
| EDFS21 | School Music Service - cease payments of all Four counties ensemble financial commitments, cease all hire of vehicles for concerts etc | No offer of collaborative Four Counties activities to learners. | 7 | 7 | 7 | Full saving should be achieved in 2024-25. |
| EDFS23 | Reduction in Catering Services maintenance budget | This could mean a reduction in the purchase of replacement equipment for kitchens and an inability to comply with new refuse legislation from April 2024 for food recycling. This could have an impact on the local authority's resilience to maintain school kitchens effectively. | 154 | 154 | 154 | Full saving should be achieved in 2024-25. |
| EDFS24 | Review of staffing structure within the Education Directorate Support Unit (EDSU) | This could result in several challenges within the directorate's business function arm including the ability to coordinate correspondence, respond to Welsh Government requests and support administrative activity. | 63 | 63 | 63 | Two vacant posts in this service area contributed £72K in savings - £9K above target. This £9K has been used to contribute to EDF26 |
| EDFS25 | Review of staffing structures and non-staffing budgets within the Corporate Health and Safety Unit (CHSU) | This could result in less specialist health and safety support available across the organisation and may require the local authority to purchase additional external support if required at a later date. | 40 | 40 | 40 | One vacant post in this service area contributed saving that are £9K above target. This £9K has been used to contribute to EDF26 |
| EDFS26 | Review of staffing structure within Pupil Services | This could result in the directorate having less ability to discharge statutory functions (that is, school admissions, child performance licensing, chaperone licensing, child employment and the appointment of local authority governors). | 18 | 18 | 18 | See comments under EDF24 and EDF25 |
| EDFS27 | Review of staffing structures within Early Help | This could result in increased referrals to statutory services such as Social Care, and Child and Adolescent Mental Health Services (CAMHS). This could result in reduced support for learners, parents and carers. | 132 | 132 | 132 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|--------|--|---|------------------------|--------------------------------------|---|--|
| EDFS28 | Youth Support - redistribution of resources including the provision of a mobile youth support facility | This could result in a lack of appropriate spaces for young people to socialise can lead to them becoming isolated which in turn has a negative impact on their emotional wellbeing and mental health. This impact could be mitigated by the use of the new mobile youth provision vehicle. | 26 | 26 | 26 | Full saving should be achieved in 2024-25. |
| EDFS29 | Early Years and Childcare Team - reduction to project delivery budget (for example, training and grants available to childcare settings) | This could result in reduced training opportunities for the sector and the possibility of the team being unable to meet statutory requirements. | 14 | 14 | 14 | Full saving should be achieved in 2024-25. |
| EDFS30 | Edge of Care Services - staffing restructure | This could result in a reduction of services to children and families. | 84 | 84 | 84 | Full saving should be achieved in 2024-25. |
| EDFS31 | Youth Justice Service - review of staffing and non-staffing budgets | Loss of external provision could mean that the Bridgend Youth Justice Service would need to deploy an alternative operating model which may result in a decreased offer to young people. | 34 | 34 | 34 | Full saving should be achieved in 2024-25. |
| | Total Education, Early Years and Young People | | 1,560 | 762 | 1,221 | |

SCHOOLS

| | | | | | | |
|------|--|--|--------------|--------------|--------------|--|
| SCH1 | Efficiency savings against School Delegated Budgets - 3% in 2024-2025 then 2% for 2025-26 and 1% thereafter. | It is important to note that some of this impact may be mitigated by the financial support provided to schools from the local authority in assisting schools to meet cost pressures in relation to pay and pensions, and energy. Further to discussion with headteachers, the following potential impacts have been identified: 1. Risk of increased school deficit positions; 2. Potential to result in some teacher and other staff redundancies; 3. Increase in class sizes; 4. Loss of interventions; 5. Increase in staff absence; 6. Low staff morale; 7. Increased workload; 8. Reduced curriculum offer; 9. Reduced leadership/strategic thinking time; 10. Potential inability to meet statutory requirements; 11. Decrease in adult support in classrooms; 12. Increase in pupil exclusions; 13. Decline in standards; 14. Reduction in ability maintain school buildings; 15. Limited extra-curricular activity; 16. Increase in referrals for behaviour support; 17. Reduced support for learners with additional needs; 18. Reduction in professional learning opportunities; 19. Loss of expertise due to teachers and senior leaders leaving the profession. | 3,441 | 3,441 | 3,441 | Savings achieved due to overall reduction in Individual Schools Budget (ISB). However, reduced budgets have resulted in total projected deficit balances for schools at year end in excess of £5.1m. |
| | Total Schools | | 3,441 | 3,441 | 3,441 | |
| | Total Education, Early Years and Young People Directorate | | 5,001 | 4,203 | 4,662 | |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|------|---------------------------|--|------------------------|--------------------------------------|---|--|
|------|---------------------------|--|------------------------|--------------------------------------|---|--|

SOCIAL SERVICES AND WELLBEING

| | | | | | | |
|------|---|--|-----|----|-----|---|
| SSW1 | Reduction in staff mileage budgets | During the pandemic most meetings were arranged virtually, instead of in person. This arrangement has continued in the main since then with hybrid working, although there are clear cases where in-person meetings are essential, with the result that spend on mileage is less than pre-pandemic levels, and budgets can be reduced accordingly with no impact on service provision, but positive benefits for achieving net carbon zero. | 128 | 32 | 128 | Full saving should be achieved in 2024-25. |
| SSW2 | Directorate Vacancy Management Factor | The introduction of an average 3% vacancy factor across the directorate - excluding front line services and grant funded and income generating posts. Recruitment has been an issue across the Council in recent years and there have been underspends in many services which cannot recruit to vacant posts. This target will need to be managed carefully and reviewed to ensure it is achievable. | 255 | 64 | 255 | Full saving should be achieved in 2024-25. |
| SSW3 | Non Residential Charges Income Generation | Review of the service pricing model and increasing unit costs with a view to generating additional income. Based on unit cost increase of 7.5%. Services are provided to vulnerable adults following an assessment of need. There is risk that individuals will cancel care packages and not have their needs met which could result in higher packages of care required in the future cost and/or an increase in debt recovery. Welsh Government has set a maximum charge of £100 per week that can be charged to an individual for non-residential care, so for those people already paying the maximum amount no additional income will be generated. In terms of flat rate charges such as Transport and Meals, no additional income can be generated under the current regulations. | 75 | 18 | 75 | Full saving should be achieved in 2024-25. |
| SSW4 | Remodelling Day Opportunities | As part of the wider prevention and wellbeing agenda the service is reviewing all daytime opportunities to create environments in vibrant and compassionate communities that offer a wide and diverse opportunity. This will enable the department to review how the localised community hubs are operated and managed. This will include transport arrangements, management structures and overall operation and service that is delivered. The review will include a rebalance of who operate day time services in Bridgend but could reduce the numbers attending and /or a reduction in current service provision. | 200 | 0 | 200 | Plans are in place and full saving should be achieved in 2024-25. |
| SSW5 | Direct Payments Reimbursements | Invest to save proposal approved to fund a staff member to manage individual direct payment cases and action surplus fund reclaims to reduce overall spend. The savings target is net of the costs of implementing this proposal. | 250 | 30 | 250 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|--|---|------------------------|--------------------------------------|---|--|
| SSW7 | Review opportunities to amend the current energy payment arrangements for the leisure contract | A formal review and extension of contract could enable a change to how energy is paid for within the partnership with a positive impact on costs. Halo currently pay their energy bills directly but if BCBC were to pay there is greater economies of scale and potential tax savings. It would likely need a contract extension and review of the contract to justify such a change. | 45 | 0 | 0 | Advice received as to steps required to amend the partnership agreement to support the savings proposal. Update report required for Cabinet to seek approval for required changes |
| SSW8 | Review the full repairing lease aspect of the Health Living Partnership Programme contract and opportunities to invest differently or less within the leisure estate | The poor condition and need for investment of the leisure assets was a key driver in the development of the healthy living partnership and there have been improvements and scheduled maintenance at all venues since 2012. Council may wish to review how much funding it wishes to be spent on asset repairs and maintenance and whether the full repairing lease can be reviewed. Some small reductions may be possible by reviewing options for investment. The impact would be increased pressure on the capital/minor works programme to cover repair and replacement requirements and potentially not all investment needs would be met. The contractual implications of the outcome of the review will need to be considered. | 50 | 0 | 30 | Contract negotiation required to implement saving proposal in development. |
| SSW9 | Review the operating costs of leisure facilities | The operating costs of the leisure buildings have progressively improved since 2012 and as such the financial savings from building closures have reduced. A review of opening hours will deliver some efficiencies in 2024. A broader leisure strategy is being developed which will inform the remodelling of leisure in the county borough for future years. | 30 | 0 | 30 | Full saving should be achieved in 2024-25. |
| SSW11 | BCBC to waive protections on concessionary pricing and discounted rates for the more vulnerable in leisure settings | These categories of user have been developed in line with the terms of the leisure contract seeking to support our most vulnerable by reducing cost as a barrier to accessing services that support wellbeing. There has been success in this and large numbers of people benefit from concessions including the means tested access to leisure scheme. This subsidy could be removed but risks would include levels of participation reducing and also related income. Many of the beneficiaries in this category are means tested. This may challenge the socio economic duty. These individuals are part of communities which have the lowest mortality rates and the highest burden of chronic disease in the county borough. | 15 | 0 | 15 | Full saving should be achieved in 2024-25. |
| SSW13 | Council to reduce its investment into cultural services including the availability of buildings, services or resources relating to its libraries, supported employment, community venues and arts programmes | Will include consideration of a reduction in library opening hours, library resources, community centres, supported employment for people with disabilities, arts activity and resources (for BCBC to determine) and other services or venues managed on behalf of the Council. It will be for Council to determine the contractual changes it requires and the related changes to the partnership agreement. For some services there will potentially be the need for public engagement or consultation. | 360 | 65 | 150 | Cabinet report in May 2024 approved £50K reduction to book fund and removal of £15K subsidy for the Youth Theatre, along with public engagement over how future savings can be achieved. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|---|--|------------------------|--------------------------------------|---|---|
| SSW14 | Dual use facilities operated in partnership with schools to increase income generation in line with fees and charging policy | Sites are operated on a shared usage basis with management agreements. They benefit schools during the day and community beyond. In a number of instances external investment has developed facilities. An opportunity to increase charges and deliver a small saving. Operating costs have increased in recent times and no uplift. We would be looking to increase charges by a further 10%. | 8 | 2 | 8 | Full saving should be achieved in 2024-25. |
| SSW15 | BCBC to withdraw or reduce its commitment to older persons strategy, ageing well in Bridgend and becoming an age friendly community | This would see a reduction to the older persons strategy budget which would limit BCBC to lead on Age Friendly Communities workstreams going forward. This is currently in the corporate plan. If agreed, this would require the policy to be changed. The grant to Cruse is also currently funded from this cost centre so a £20k reduction applicable overall. | 15 | 15 | 15 | Full saving should be achieved in 2024-25. |
| SSW17 | BCBC consider efficiency savings from Third Sector Contracts - bereavement services | Annual grant payment which is a small contribution to larger scale service providing bereavement support for a range of circumstances. Will have been in demand during the pandemic period in particular. Would remove an important support service for those experiencing bereavement. | 5 | 4 | 4 | Notice served covering a 10 months saving in 2024-25. |
| SSW18 | BCBC consider efficiency savings from Third Sector Contracts - dementia services | Annual grant payment, for which we are currently reviewing the specification, its need and how services to support people awaiting or receiving diagnosis fit within overall support available locally and regionally. Numbers of people experiencing dementia predicted to grow and reducing the resource would create demand for alternative support or services. | 57 | 47 | 47 | Notice served covering a 10 months saving in 2024-25. |
| SSW19 | BCBC consider efficiency savings from Third Sector Contracts - stroke services | The service is commissioned by health, where BCBC made a 20% funding contribution. This reduction would impact directly on people who receive these services. The individual impact assessments are in development. | 20 | 20 | 20 | Full saving should be achieved in 2024-25. |
| SSW21 | Reduction to the Healthy Living Partnership Management Fee from 2024-25 | The saving will be achieved due to re-profiling the management fee and successfully securing funding from other sources to undertake improvement works/maintenance works that HALO would have otherwise undertaken. Extending the contract would support further potential for savings (SSW6). £164k of this saving relates to Management Fee and £36k relates to Leisure Client budget. | 200 | 200 | 200 | Full saving should be achieved in 2024-25. |
| SSW22 | BCBC consider efficiency savings from Third Sector Contracts - substance misuse services | This is an annual grant payment, which has the potential to be ceased. An impact assessment will need to be completed as no new referrals from BCBC have been made this year, there is a potential that people receiving this service will need ongoing care and support and result in higher packages. | 34 | 28 | 28 | Notice served covering a 10 months saving in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|--|---|------------------------|--------------------------------------|---|---|
| SSW23 | Reduction of the BCBC contribution towards the regional Western Bay adoption service | Based on the recent levels of refunds experienced since 2020-21, a reduction appears reasonable. The main risk is that the service may have an increase in cases where children should be placed for adoption and this will increase the usage of the regional service and associated costs. | 250 | 0 | 121 | The value likely to be achieved is based on the refund in 2023-24 which was lower than in previous years due to an increase in the number of adoption placements. Further work is planned over the coming months with the regional service to identify further savings and updates will be provided in future Cabinet reports |
| SSW24 | SCWDWP Training Reductions 1. Reduction in use of external venues for training delivery. 2. Increase offer of hybrid learning opportunities e.g., on-line resources, e-learning and on-line training. 3. External training courses / conferences to be supported only where there is an identified need that cannot be met by in-house resources. 4. Use of internal staff to facilitate training workshops. 5. Reduce the impact of non-attendance at training by introducing a non-attendance charge. | Insufficient availability of internal venues suitable to hold training events. Certain training requires physical attendance and specialist resources. Requires ICT equipment and skills to access on-line activities. External trainers bring specialist knowledge and skills that internal trainers could not replicate. | 50 | 50 | 50 | Full saving should be achieved in 2024-25. |
| SSW25 | Review of support staffing structure | Redundancy costs would have to be paid, risks in service delivery and compliance agenda which could result in poor regulatory judgements. | 55 | 55 | 55 | Full saving should be achieved in 2024-25. |
| SSW26 | Increasing Charges for in-house care homes | Aim for full cost recovery on in-house care home charges | 140 | 35 | 140 | Full saving should be achieved in 2024-25. |
| SSW27 | Reduction of contribution to BAVO SLA by 10% | Financial pressure on BAVO and reduced service provision for citizens of Bridgend | 6 | 6 | 6 | Full saving should be achieved in 2024-25. |
| | Total Social Services and Wellbeing | | 2,248 | 671 | 1,827 | |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|------|---------------------------|--|------------------------|--------------------------------------|---|--|
|------|---------------------------|--|------------------------|--------------------------------------|---|--|

COMMUNITIES

| | | | | | | |
|------|---|---|-----|-----|-----|---|
| COM1 | Reduction in staff mileage budgets | During the pandemic most meetings were arranged virtually, instead of in person. This arrangement has continued in the main since then with hybrid working, although there are clear cases where in-person meetings are essential, with the result that spend on mileage is less than pre-pandemic levels, and budgets can be reduced accordingly with no impact on service provision, but positive benefits for achieving net carbon zero. | 34 | 8.5 | 34 | Full saving should be achieved in 2024-25. |
| COM2 | Directorate Vacancy Management Factor | The introduction of an average 5% vacancy factor across the directorate - excluding front line services and grant funded and income generating posts. Recruitment has been an issue across the Council in recent years and there have been underspends in many services which cannot recruit to vacant posts. This target will need to be managed carefully and reviewed to ensure it is achievable. | 500 | 125 | 500 | The directorate has made 25% savings to date and current projections show the full saving should be achievable in 2024-25. The basis of the projection is that current vacancies would need to be held for the remainder of the financial year. Close monitoring of this target will be required to ensure this is sustainable and quarterly updates provided to Cabinet. |
| COM3 | Increase garden waste subscription cost to £50 per household and £45 for pensioners (Currently £46 per household or £42 for pensioners) | Potential increase in fly tipping. Loss of subscribers especially as it is the second year the subscription has been increased. Increase would not result in full cost recovery under the current contract, but recyclable tonnages contribute to an improved recycling level against Welsh Government targets to reduce the likelihood of penalties. | 13 | 13 | 13 | Full saving should be achieved in 2024-25. |
| COM4 | Increase bulky waste charges from £25 for 3 items to £30 | Potential increase in fly tipping especially as it is the second year the charge has been increased. Increase would not result in full cost recovery under the current contract, but recyclable tonnages contribute to an improved recycling level against Welsh Government targets to reduce the likelihood of penalties. | 10 | 2.5 | 10 | Full saving should be achieved in 2024-25. |
| COM5 | Removal of revenue budget used to fund the Council's Cardiff Capital Region City Deal (CCRCD) capital contribution | When the CCRCD was approved by the Council it was agreed that the Council's capital contribution (circa £11.3m) would be funded from revenue contributions and a recurrent budget pressure of £598k was included in the 2017-18 revenue budget. The total funding required is now almost complete which will enable the revenue budget to be reduced accordingly. | 598 | 598 | 598 | Full saving should be achieved in 2024-25. |
| COM6 | Increase fees on Bereavement services, i.e. burial charges by 20% | Income target has been based on historic income levels achieved and the application of a 20% increase to current charges. There is a risk to achieving the income target if there is a reduction in burials compared with the last two years if they return to pre-pandemic levels, or if relatives seek alternative services from neighbouring authorities. | 96 | 24 | 96 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|---|--|------------------------|--------------------------------------|---|---|
| COM7 | Review of charging mechanism for the Major Projects Team within Corporate Landlord (Architects) to ensure full cost-recovery | Fees to be aligned to industry standard charge out rates to ensure continued competitive rates reflective of the fair and reasonable costs of providing the service compared to an outsourced solution. Such charge out rates to factor in total costs of the major projects team as a whole. Schemes within the capital programme that are using the services of the Major Projects Team will see an increase in the rates charged to them. | 97 | 0 | 97 | Whilst it is anticipated the full saving should be achieved in 2024-25, it is too early in the financial year to recognise savings to date as saving is based on overall annual productivity of the team. |
| COM9 | Cessation of Shopmobility Scheme | Non statutory service and has ceased since October 2022 following the closure of Brackla 1 Car Park. | 21 | 5 | 10 | Staff consultation required to implement saving proposal. Full saving should be achieved from October 2024. |
| COM10 | Review of Porthcawl Marina berthing fees with a view to it operating on a full cost recovery basis | This would involve a review of the berth fees and other operational costs to enable full cost recovery. | 32 | 8 | 32 | Fees and Charges increased from 1 April 2024. Operational costs being reviewed to ensure budget reduction proposal is met in full. |
| COM11 | Cessation of the Parks & Playing Fields Development Fund | In the MTF5 2020-21 to 2023-24 Council approved £75,000 of funding, for a period of two financial years, to support voluntary sports clubs based within the county of Bridgend. This funding period has now come to an end so the funding will be removed. | 75 | 75 | 75 | Full saving should be achieved in 2024-25. |
| COM12 | Removal of non-staffing budget within Economic Development | Budget previously used to support delivery of events, pop up business schools e.g. "rebel business school". The reduction in budget will impact on the economic support able to be provided by BCBC for similar events in the future. Will now source external grant funding for this initiative. | 13 | 13 | 13 | Full saving should be achieved in 2024-25. |
| COM13 | Reduce the budget available for the Climate Emergency Response Programme, including ULEV implementation | The Climate Emergency Programme will have to be remodelled. This will impact on the Welsh Government's net zero 2030 target and will now require additional grant funding from external sources or joint working with partners to achieve our ambitious targets. | 55 | 55 | 55 | Full saving should be achieved in 2024-25. |
| COM14 | Office Rationalisation to include closing Raven's Court and the Innovation Centre and sharing accommodation in Civic Offices with the MASH and SWP. | Opportunity to close underused buildings & save running costs. Also to increase close working relations with South Wales Police and MASH and utilise largely unused area of the Civic Offices. Will also be an opportunity to cover 190K of unrealised savings on accommodation from previous years. | 73 | 0 | 36.5 | The service are hoping to achieve 50% of the savings in 2024-25 due to delays to implementing the proposal. |
| COM15 | Reduce weed spray from 3 times to 2 times a year, reversal to former MTF5 cut. | Will impact on the perceived visual amenity of the Borough, need to look at this with grass cutting and through biodiversity measures. | 12 | 12 | 12 | Full saving should be achieved in 2024-25. |
| COM17 | Removal of Sponsorship for Major Events Fund | Removal of ability to sponsor major Event in 2024/2025 & receive the benefits that accrue from the global marketing opportunities that events provides. Will need to focus increased marketing activities through partnerships in future years. | 25 | 25 | 25 | Full saving should be achieved in 2024-25. |
| COM18 | Reduction in County Wide Strategic Regeneration Funds | Will significantly impact regeneration initiatives & remove the ability to match fund external grants and undertake feasibility studies, parking studies etc. Will impact on both by restricting the ability to match fund external grant schemes and provide regeneration opportunities in our towns centres and valleys. No town centre management activities funded in the future, including summer fayres & events. | 300 | 300 | 300 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|--|--|------------------------|--------------------------------------|---|--|
| COM19 | Reduction in size of strategic regeneration team to release core funding | Redundancy and restructure required. Will reduce the capacity of the team to deliver regeneration schemes, will involve cessation/ omitting of projects and reprioritisation of work. Corporate Plan Obj's 2 & 3 will be impacted by the reduced resourcing so a reduction in the regeneration that can be achieved and the resulting economic benefits. Following commitment will be at risk of not be realised: 1. Deliver a regeneration strategy for the Ogmore and Garw Valleys. 2. Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities 3. Deliver a commercial property enhancement grant for all valleys high streets, to make them look better and bring properties back into commercial use. 4. Redevelop Bridgend Central Station, including improving the front public area with a transport interchange at the rear, providing links between bus services and trains, in partnership with Welsh Government and Network Rail. | 42 | 42 | 42 | Full saving should be achieved in 2024-25. |
| COM22 | Removal of Trainee Surveyor Post (Currently Vacant) | Reduction in number of posts within the structure will impact on the effectiveness and efficiency of the service area. Removal of succession planning. Will impact posts around it who will have to pick up functions of this role. Possible impact on line manager grade and partial service restructure required | 33 | 33 | 33 | Full saving should be achieved in 2024-25. |
| COM23 | Reduce available property maintenance budgets in Corporate Landlord by up to 10% per asset | Risk to safety and statutory building compliance. Reduction of maintenance activity counter productive for long term asset operation. This reduction would be limited to assets where non essential maintenance items can be removed. Will have a resulting negative affect on teams delivering maintenance functions with reduction in volume of orders, but these reductions have been taken previously and could be taken again if required | 100 | 0 | 0 | Due to ongoing pressures on the property revenue maintenance budgets the budget reduction proposal is unlikely to be achieved in 2024-25. The service will continue to look at opportunities to effectively use the Council's minor works budget to support ongoing maintenance spend on corporate assets. |
| COM26 | Cessation of provision of hard copy recycling calendar to all residents | Item is non-provisional so negotiation would be required with the contractor. Portal allows residents to check their collection day online but may cause some issues for those without access to internet. | 45 | 45 | 45 | Full saving should be achieved in 2024-25. |
| COM28 | Letting of former Woodmat Property, Brynmenyn Estate | Would maximise income but result in loss of use of asset for future depot or CRC relocation. Also, Loss of significant power supply at site for future ULEV charging facilities | 35 | 0 | 0 | Ongoing opportunities being sought to achieve this budget reduction proposal, but let not agreed by end of quarter 1. Projections will be updated throughout the financial year as opportunities continue to be sought. |
| COM29 | Removal of Estimator & Cost Control Manager – DLO (Currently Vacant) | Removal of post would require supervisor to undertake duties of cost control. | 45 | 45 | 45 | Full saving should be achieved in 2024-25. |
| COM30 | Switch Waste collection vehicles from HVO fuel to Diesel | Green deliverability as implementation is straightforward. But would represent a backwards step environmentally switching from green vegetable derived fuel back to a fossil fuel, albeit in WG Co2 reporting mechanisms minor variance. | 136 | 136 | 136 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|--------------------------------------|--|---|------------------------|--------------------------------------|---|--|
| COM31 | Release of 2 x vacant strategic transport planning posts | No further work on statutory active travel programme and on development of active travel network and other highway infrastructure improvements impacting viability and future development. Council will not be able to fulfil the Local Development Plan policy requirements and loss of S106 contributions Inability to commit to planning performance agreements for large scale schemes/development resulting in a loss of financial contributions No submission of bids for future transport funding under Levelling Up Fund or Shared Prosperity Fund No further work on current Bridgend strategic transport priorities Failure to comply with statutory duties under the Active Travel Act and national planning policy. | 70 | 70 | 70 | Full saving should be achieved in 2024-25. |
| Total Communities Directorate | | | 2,460 | 1,635 | 2,278 | |

CHIEF EXECUTIVES

| | | | | | | |
|------|---|---|-----|-----|-----|--|
| CEX1 | Reduction in staff mileage budgets | During the pandemic most meetings were arranged virtually, instead of in person. This arrangement has continued in the main since then with hybrid working, although there are clear cases where in-person meetings are essential, with the result that spend on mileage is less than pre-pandemic levels, and budgets can be reduced accordingly with no impact on service provision, but positive benefits for achieving net carbon zero. | 18 | 5 | 18 | Full saving should be achieved in 2024-25. |
| CEX2 | Directorate Vacancy Management Factor | The introduction of an average 3% vacancy factor across the directorate - excluding front line services and grant funded and income generating posts. Recruitment has been an issue across the Council in recent years and there have been underspends in many services which cannot recruit to vacant posts. This target will need to be managed carefully and reviewed to ensure it is achievable. | 510 | 107 | 324 | Current projections indicate a partial saving should be achieved in 2024-25. Unplanned vacancies will be added to the projection as the financial year progresses to reduce the shortfall. |
| CEX3 | Removal of the security patrols at Brynmenyn House - Homelessness hostel | There have been significant challenges since Covid-19. Numerous Community Safety Partnership meetings have been held with ward Councillors and local residents. The security, alongside additional CCTV cameras and lighting, have been part of a package of measures to support the community cohesion. The removal / reduction of the service, would reduce visibility and ability to react to situations, and potentially increase police presence, as these were reduced due to the presence of the security. | 150 | 150 | 150 | Full saving should be achieved in 2024-25. |
| CEX4 | Efficiency saving target targeting supplies and services budgets within Housing Solutions | Limited impact as review has identified small historic under spends against this budget category | 35 | 35 | 35 | Full saving should be achieved in 2024-25. |
| CEX5 | Increase Rental income budget at Brynmenyn House - Homelessness hostel | Limited impact as proposal reflects income levels consistently achieved since the Covid-19 pandemic. | 63 | 63 | 63 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|---|--|------------------------|--------------------------------------|---|---|
| CEX6 | Staffing saving in Finance Section | Staff saving in finance section achieved through removal of vacant posts and potential restructuring. This will place additional pressure on remaining staff, putting deadlines for grant returns and accounts closure at risk, impacting on levels of grant income achievable. | 71 | 71 | 71 | Full saving should be achieved in 2024-25. |
| CEX7 | Reduced contribution to the Regional Internal Audit Service (RIAS) | Requirement for Head of Internal Audit to provide an annual audit opinion on the Council's control environment in relation to governance, risk management and internal control, which may be more difficult if less audit work undertaken. Consultation on the budget also required with other RIAS partners. | 27 | 27 | 27 | Full saving should be achieved in 2024-25. |
| CEX8 | Charging the public for Pest Control Services | Look to implement a full cost recovery model for this service | 67 | 9 | 31 | Based on income achieved to date in quarter 1, it is projected the saving will be partly achieved, however this will be closely monitored as we progress through the year |
| CEX9 | Reduction of ICT Printing costs | Due to the increase in working from home across the authority, savings can be explored in the ICT Print Strategy areas when the printing framework contract is considered for renewal in January 2024. The tender will be designed to be in line with the cultural shifts towards the paperless office agenda. | 5 | 5 | 5 | Full saving should be achieved in 2024-25. |
| CEX10 | Amend the Disclosure and Barring Service (DBS) Policy to only recheck every three years for employees governed by the Care Standards Act 2000, not for all employees who require a DBS. | This approach is being followed in neighbouring authorities, but the impact will be that the employees (outside the Care Standards Act 2000) will only have a DBS on appointment. | 30 | 7 | 27 | Updated policy has been approved by Council and implemented from 1 May 2024. |
| CEX11 | Increase in various Registrars income budgets | Limited impact as proposal reflects income levels consistently achieved since the Covid-19 pandemic. | 50 | 50 | 50 | Full saving should be achieved in 2024-25. |
| CEX12 | Increased income from Registrars' Ceremonies | Increasing the fees charged for Marriages and other ceremonies by 15%. We are currently charging below the Welsh average. The increased cost could potentially reduce demand, however the Registrar's fee is a small percentage of the overall cost of the average wedding budget. It is also an essential requirement for a wedding and it is therefore anticipated that this increase in fee will have minimal impact on demand. | 43 | 11 | 43 | Full saving should be achieved in 2024-25. |
| CEX13 | Restructure of Legal Services | Reduction in capacity, reduction in service delivery, and impact on staffing levels. If the whole saving is agreed this will be the equivalent of 4 posts. | 154 | 62 | 94 | The restructure of Legal Services has been completed. There is a shortfall for 2024-25 due to residual salary costs of posts removed from the structure, however the savings will be made in full from 2025-26. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|---|--|------------------------|--------------------------------------|---|--|
| CEX14 | Reconfiguration of Business Support | Significant reduction in business support management and resilience, creating a single point of failure. Business Support is pivotal to managing the central business support to the Chief Executive, Communities and Education and Family Support Directorates. It will create a significant capacity risk in day-to-day management and add to workload pressure and stress down through the structure. The reconfiguration will look at making additional savings across the teams, but this will impact on such things as providing management information to services, particularly Corporate Landlord, supporting Legal Services accreditation to LEXEL, the ability to support minute taking of HR disciplinary and other such investigations, family support services, Youth Justice Services and performance management. | 160 | 0 | 105 | Shortfall in savings target due to timing of implementation of restructure, mitigated partly by under spends on vacant posts. Saving will be achieved in full by 2025-26. |
| CEX15 | Increase income generated from legal fees for property transactions, S106 Agreements and Highway Agreements | Currently the Service charge a set fee of £2k for the S106 process and highway agreements are based on a percentage of the estimated cost of the works for a highway scheme which is currently 1%. An estimate figure of potential increase in income has been given but this is subject to take up of the service and could be more or less. | 20 | 5 | 20 | Full saving should be achieved in 2024-25. |
| CEX16 | Restructure of HR Service | Reduction in capacity, reduction in service delivery, and impact on staffing levels. If the whole saving is agreed this will be the equivalent of 7 posts. | 289 | 32 | 211 | Phase 1 of the HR service restructure has been completed. There is a shortfall for 2024-25 due to residual salary costs of posts removed in the restructure. Phase 2 is due to commence later in the year. |
| CEX17 | Household Canvas - Reduction / Limited Canvass Door Knocking | Will focus on poor response areas but will draw criticism from Electoral Commission. | 9 | 9 | 9 | Full saving should be achieved in 2024-25. |
| CEX18 | Restructure of Procurement Team | Reduction in capacity, reduction in service delivery, and impact on staffing levels. If the whole saving is agreed this will be the equivalent of 2 posts. | 62 | 0 | 62 | Full saving should be achieved in 2024-25. |
| CEX19 | Restructure of Democratic Services | Reduction in capacity, reduction in service delivery, and impact on staffing levels. If the whole saving is agreed this will be the equivalent of 2 posts. | 96 | 0 | 80 | Restructure is in progress. Shortfall due to timing of implementation of restructure, however full saving should be achieved in 2025-26 |
| CEX20 | Restructure of Corporate Policy and Public Affairs Team | Service could not expand and develop as proposed. Graduates could assist until their contract expires (Nov 2024) | 45 | 45 | 45 | Full saving should be achieved in 2024-25. |
| CEX21 | Review of provision of Homelessness Service | Review the options for providing accommodation to those who are homeless by reducing reliance on hotel and private provision | 397 | 192 | 192 | Service area is continuing with the work to reduce the temporary accommodation pressures for single bed units with the aim of reducing the use of the tourism sector. |
| CEX22 | Review of ICT Services | Review the contract for telephony services to commence from April 2024. Review the use of teams in the Authority to reduce software costs. Consider partnership working to support and enhance the ICT provision | 398 | 0 | 164 | Further work to be carried out on a review of the telephony budget across the Council. Update to be provided to Cabinet in future revenue monitoring reports. |
| CEX23 | Review the provision of Partnerships and Customer Services | Reduction in capacity, reduction in service delivery, and impact on staffing levels. Review input from partners where appropriate | 216 | 62 | 216 | Full saving should be achieved in 2024-25. |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|-------|---|---|------------------------|--------------------------------------|---|---|
| CEX24 | Reduce subsidy to Citizens Advice Bureau by 10% | Financial pressure on CAB and reduced service provision for citizens of Bridgend | 22 | 22 | 22 | Full saving should be achieved in 2024-25. |
| CEX25 | Staff savings from Finance senior management team | This will require a restructure of the Finance senior management team, and potential redundancies, reducing senior leadership capacity and knowledge and experience, at a time of increasing focus and pressure on council finances. This will place additional pressure on remaining staff. | 70 | 0 | 35 | Shortfall in savings target due to timing of implementation of restructure. Saving will be achieved in full by 2025-26. |
| CEX26 | Increase in Finance income budgets | Increase in charges to the Finance Section's clients, including schools and other services / organisations where the finance team provide support e.g. Consortium of Local Authorities in Wales (CLAW). | 28 | 28 | 28 | Full saving should be achieved in 2024-25. |
| CEX27 | Restructure of the Council's Benefits and Assessment Team | This will require a restructure and potential redundancies. This would be exacerbated by annual reductions to the Housing Benefits Administration Grant, which is £20k in 2024-25. The impact will be longer times taken to process housing benefits and council tax reduction claims, and undertake assessments, and more likelihood of error and fraud. | 90 | 90 | 90 | Full saving should be achieved in 2024-25. |
| CEX28 | Reduction of staffing in the Council Tax section | This proposal will mean the reduction of staffing, resulting in additional pressure on remaining staff, delays in processing council tax queries, and the real likelihood of reductions in the amount of council tax income being collected. The team is already dealing with additional work as a result of the introduction of council tax premiums for empty properties and the forthcoming introduction of premiums for second homes. | 63 | 63 | 63 | Full saving should be achieved in 2024-25. |
| CEX29 | Reduction to the Shared Regulatory Service budget | Reduction in capacity, reduction in service delivery, and impact on staffing levels. Service has been asked to identify savings by three partner Councils and decision will be made by Joint Committee. | 58 | 58 | 58 | Full saving should be achieved in 2024-25. |
| | Total Chief Executive's Directorate | | 3,246 | 1,208 | 2,338 | |

CORPORATE/COUNCIL WIDE

| | | | | | | |
|-----|--|---|-----------|-----------|-----------|--|
| CW1 | Increased income receivable from investments and loans | No impact in the short term as current income is significantly higher than budget. However, if interest rates fall below pre-pandemic levels then the level of income will fall. The council's cashflow is managed carefully to ensure security, liquidity and yield, so funding is not placed at risk. As reserves are drawn down there will be less funding available for investing and this level of income may not be achievable. | 90 | 90 | 90 | Full saving should be achieved in 2024-25. |
| | Total Corporate/Council Wide | | 90 | 90 | 90 | |

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 2024-25 £'000 | Value achieved to date 2024-25 £'000 | Value Likely to be Achieved 2024-25 £'000 | Reason why not likely to be achievable |
|------|-------------------------------|--|------------------------|--------------------------------------|---|--|
| | GRAND TOTAL REDUCTIONS | | 13,045 | 7,807 | 11,195 | |

| | | | | | | |
|----------------------------|--|--|--|--|-------|--|
| REDUCTION SHORTFALL | | | | | 1,851 | |
|----------------------------|--|--|--|--|-------|--|

| | | |
|--------|--------|--------|
| 6,415 | 3,256 | 5,770 |
| 2,243 | 2,691 | 3,505 |
| 4,387 | 7,098 | 3,770 |
| 13,045 | 13,045 | 13,045 |

| BRIDGEND COUNTY BOROUGH COUNCIL | Budget 2024-25 | | | Projected Outturn | Projected Variance Over/(under) budget | % Variance |
|--|-----------------------|------------------|----------------|----------------------|---|---------------|
| | Expenditure Budget | Income Budget | Net Budget | | | |
| | £'000 | £'000 | £'000 | | | |
| EDUCATION, EARLY YEARS AND YOUNG PEOPLE (FORMERLY EDUCATION AND FAMILY SUPPORT) | | | | | | |
| School Delegated Budgets | 134,570 | (21,302) | 113,268 | 113,268 | - | 0.0% |
| Learner Support | 7,835 | (1,005) | 6,830 | 7,671 | 841 | 12.3% |
| Early Years and Young People | 8,729 | (4,133) | 4,596 | 4,387 | (209) | -4.5% |
| Strategic Performance and Support | 17,032 | (4,428) | 12,604 | 13,774 | 1,170 | 9.3% |
| Schools Support | 1,399 | (838) | 561 | 612 | 51 | 9.1% |
| Sustainable Communities For Learning | 3,874 | - | 3,874 | 3,906 | 32 | 0.8% |
| Other Education and Family Support | 1,812 | (60) | 1,752 | 1,828 | 76 | 4.3% |
| TOTAL EDUCATION AND FAMILY SUPPORT | 175,251 | (31,766) | 143,485 | 145,446 | 1,961 | 1.4% |
| SOCIAL SERVICES AND WELLBEING | | | | | | |
| Adult Social Care | 95,082 | (24,518) | 70,564 | 72,908 | 2,344 | 3.32% |
| Prevention and Wellbeing | 6,750 | (931) | 5,819 | 6,071 | 252 | 4.33% |
| Childrens Social Care | 29,312 | (1,120) | 28,192 | 31,676 | 3,484 | 12.36% |
| TOTAL SOCIAL SERVICES AND WELLBEING | 131,144 | (26,569) | 104,575 | 110,655 | 6,080 | 5.8% |
| COMMUNITIES DIRECTORATE | | | | | | |
| Planning & Development Services | 2,251 | (1,619) | 632 | 632 | - | 0.0% |
| Strategic Regeneration | 1,976 | (1,043) | 933 | 757 | (176) | -18.9% |
| Economy, Natural Resources and Sustainability | 5,741 | (4,328) | 1,413 | 1,371 | (42) | -3.0% |
| Cleaner Streets and Waste Management | 14,720 | (1,789) | 12,931 | 12,985 | 54 | 0.4% |
| Highways and Green Spaces | 24,729 | (12,896) | 11,833 | 12,141 | 308 | 2.6% |
| Director and Head of Operations - Communities | 279 | - | 279 | 285 | 6 | 2.2% |
| Corporate Landlord | 15,206 | (12,488) | 2,718 | 3,318 | 600 | 22.1% |
| TOTAL COMMUNITIES | 64,902 | (34,163) | 30,739 | 31,489 | 750 | 2.4% |
| CHIEF EXECUTIVE'S | | | | | | |
| Chief Executive Unit | 489 | - | 489 | 501 | 12 | 2.5% |
| Finance | 39,067 | (35,284) | 3,783 | 3,986 | 203 | 5.4% |
| HR/OD | 2,267 | (398) | 1,869 | 2,006 | 137 | 7.3% |
| Partnerships | 3,330 | (1,227) | 2,103 | 2,173 | 70 | 3.3% |
| Legal, Democratic & Regulatory | 6,854 | (1,149) | 5,705 | 6,343 | 638 | 11.2% |
| Elections | 176 | - | 176 | 152 | (24) | -13.6% |
| ICT | 5,025 | (1,259) | 3,766 | 4,108 | 342 | 9.1% |
| Housing & Homelessness | 11,409 | (7,921) | 3,488 | 4,348 | 860 | 24.7% |
| Business Support | 1,157 | (111) | 1,046 | 1,158 | 112 | 10.7% |
| TOTAL CHIEF EXECUTIVE'S | 69,774 | (47,349) | 22,425 | 24,775 | 2,350 | 10.5% |
| TOTAL DIRECTORATE BUDGETS | 441,071 | (139,847) | 301,224 | 312,365 | 11,141 | 3.7% |
| Council Wide Budgets | 60,421 | (974) | 59,447 | 57,518 | (1,929) | -3.2% |
| NET BRIDGEND CBC | 501,492 | (140,821) | 360,671 | 369,883 | 9,212 | 2.6% |

NB: Differences due to rounding of £000's

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|--|---|
| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | QUARTER 4 / YEAR-END PERFORMANCE 2023-24 |
| 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: | Monitoring the Council’s performance against its Corporate Plan forms part of the Council’s Performance Management Framework. |
| Executive Summary: | <p>This report provides –</p> <ul style="list-style-type: none"> • an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at year-end 2023-24. • more detailed analysis, as agreed with the Corporate Overview and Scrutiny Committee, on performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2023-24. |

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of Council performance against the Corporate Plan at quarter 4 of 2023-24, which is the finalised year-end outturn position. This is the first full year of the new 5-year Corporate Plan 2023-28 and the final performance report for the 2023-24 Corporate Plan Delivery Plan (CPDP). The format of this report has changed significantly this year to improve the way the Council monitors, analyses and understands its performance to inform effective decision making and allow robust scrutiny.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan (CPDP) to help monitor progress against it. On 19 July 2023 Council agreed the Corporate Plan Delivery Plan 2023-24 which set out the wellbeing objectives and associated aims, commitments, and performance indicators to help measure the Council’s progress on these priorities.
- 2.2 Each Directorate produced a business plan, which includes milestones against each commitment, targets against each Performance Indicator (PI) and clear rationales for targets. The directorate business plans can be viewed via the staff intranet. Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring, the scope of the data included, the calculation and verification methods to be used, and identify the responsible officers. In October

2023 the Corporate Plan PI targets and rationales were approved by Council and these are the targets used to judge performance at quarter 4 (Q4).

- 2.3 As part of the Performance Management Framework, monitoring of these commitments and PIs is carried out quarterly through 4 separate directorate performance dashboards scrutinised by Directorate Management Teams and reported quarterly to Corporate Performance Assessment (CPA) and now Cabinet and Corporate Management Board (CCMB) following the decision to discontinue CPA after Q3 2023-24. A performance overview report is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress on delivery.
- 2.4 In October 2023 the performance team held a performance process review session with Corporate Overview and Scrutiny Committee to discuss proposals for improvements to the performance reporting process, including the way the council collates, summarises, analyses, and presents performance information. These changes have been implemented in stages throughout the year and will continue into 2024-25 to ensure the data is presented, summarised and displayed in the most effective way.
- 2.5 At the meeting of Corporate Overview and Scrutiny Committee in December 2023 members recommended that improvements were made to the commentary in the dashboards, to give a clearer understanding of progress made, where PIs or commitments are off target, and what corrective actions are in place. This has been implemented for the dashboards produced in Q3 and Q4.
- 2.6 A key improvement is the development of a single performance dashboard for Bridgend County Borough Council's performance against its Corporate Plan which was implemented at Q3 this year. This gives greater detail on the individual commitments and PIs along with improved explanatory comments.

3. Current situation / proposal

- 3.1 The year-end performance dashboard has been provided at **Appendix 1**, which details performance against the Corporate Plan for 2023-24, with final judgements on our commitments and comments to summarise key activities and achievements in the year and outline next steps where appropriate, and annual values and supporting comments for the performance indicators.
- 3.2 Our simple scale for how we score the Council's performance is set out in our Performance Management Framework. This is summarised again for members' convenience in each separate table in the analysis below and the full performance key is provided within the performance dashboard (**Appendix 1**).

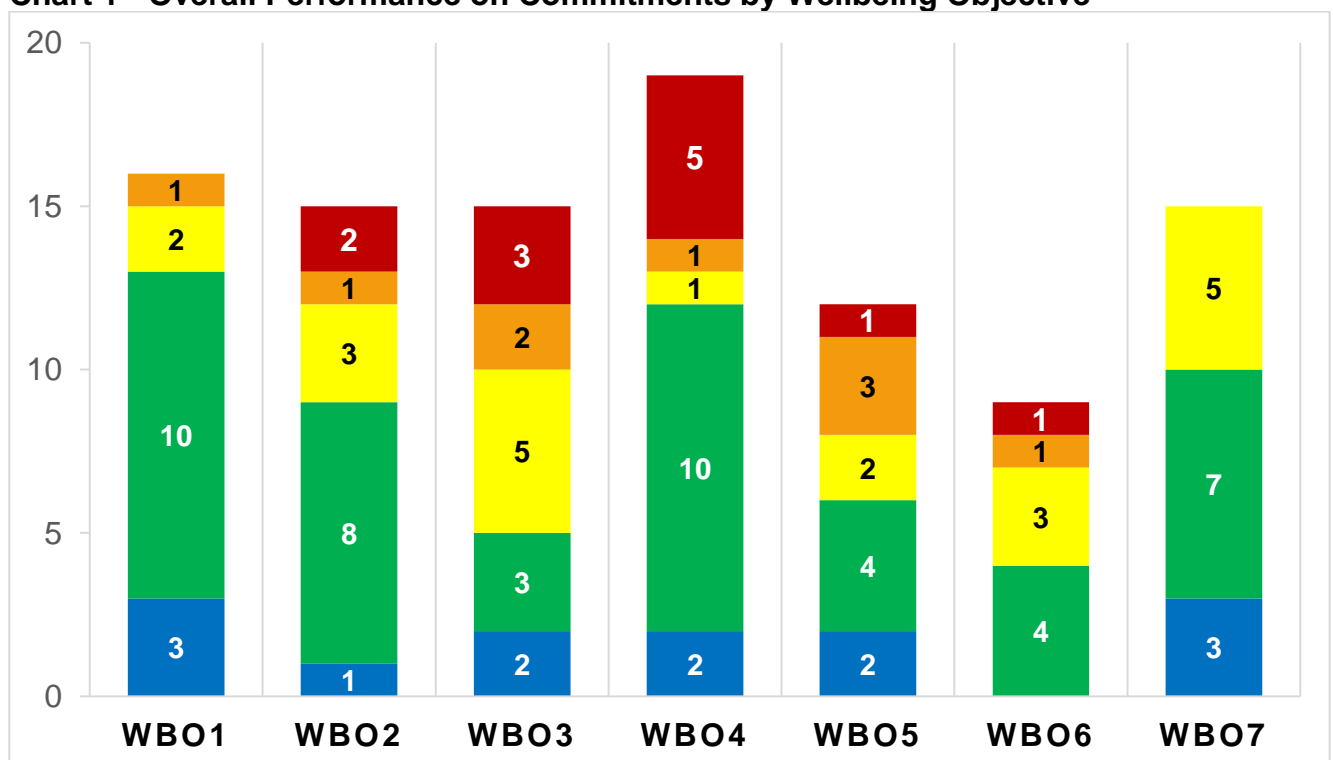
3.3 Summary of progress on Corporate Commitments

Table 1 shows the overall performance judgements for commitments at Year-end (Q4) and comparison with the previous quarter (PQ), with Chart 1 breaking this down further to show performance for each of the wellbeing objectives.

Table 1

| Status | Meaning of this status | Performance | | | |
|-----------------------------|--|-------------|-------|--------------|-------|
| | | PQ (Q3) | | Current (Q4) | |
| | | Number | % | Number | % |
| COMPLETE (BLUE) | Project is completed | 10 | 9.9% | 13 | 12.9% |
| EXCELLENT (GREEN) | As planned (within timescales, on budget, achieving outcomes) | 50 | 49.5% | 46 | 45.5% |
| GOOD (YELLOW) | Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases | 13 | 12.9% | 21 | 20.8% |
| ADEQUATE (AMBER) | Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases | 17 | 16.8% | 9 | 8.9% |
| UNSATISFACTORY (RED) | Significant issues – deadlines breached, project over budget, risk score up to critical or worse | 11 | 10.9% | 12 | 11.9% |
| | Total | 101 | 100% | 101 | 100% |

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.4 Summary of Performance Indicators

At Year-end (Q4) we are able to evaluate performance on the full PI data set included in the 2023-24 delivery plan, which is 116 PIs, 60 of which are quarterly indicators, and 56 annual indicators which are included for the first time.

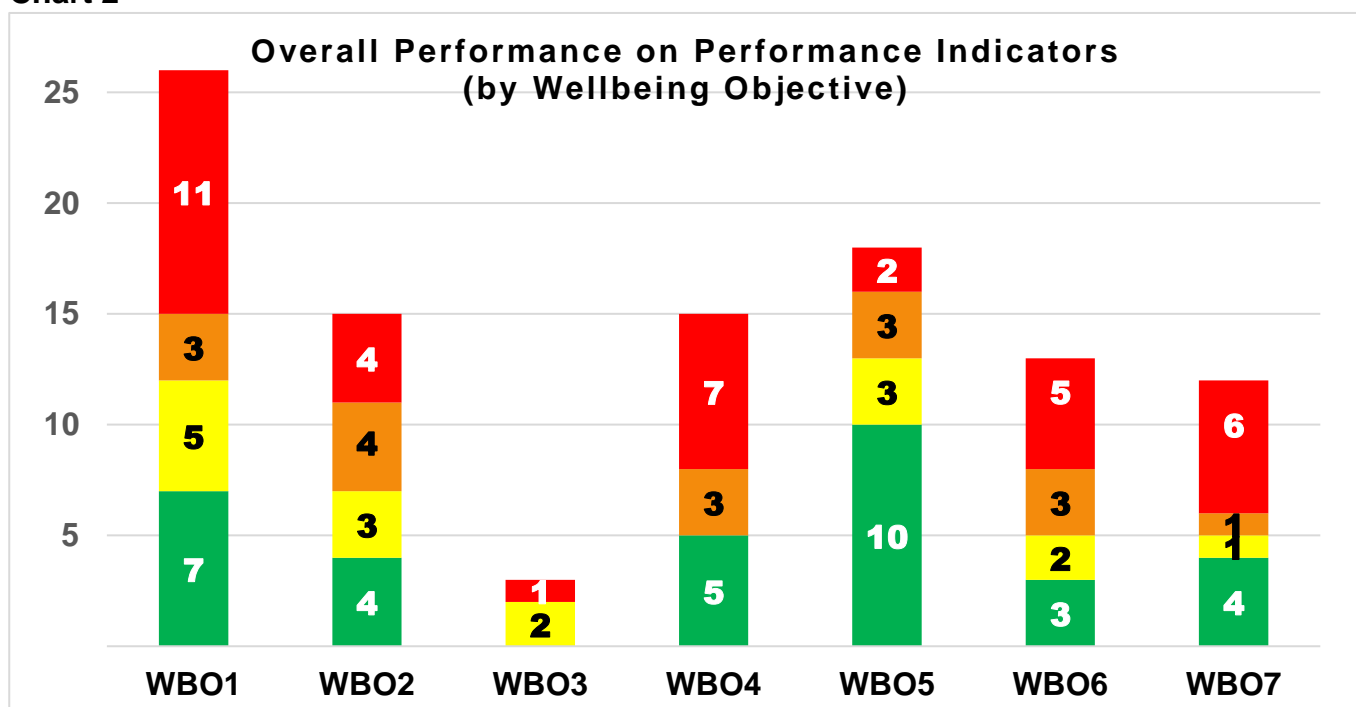
3.5 Of these 116, 114 have verified annual values, with 2 recorded as “data not available”. 102 could be compared against their target and awarded a RAYG status, with 12 of the indicators using 2023-24 to establish baseline values to set targets going forward.

3.6 Table 2 below shows overall year-end performance for PIs and a comparison with the previous quarter performance (Q3), and Chart 2 the performance for each wellbeing objective.

Table 2

| Status | Meaning of this status | Performance | | | |
|-----------------------------|--|-------------|--------|--------------|--------|
| | | PQ (Q3) | | Current (Q4) | |
| | | Number | % | Number | % |
| EXCELLENT (GREEN) | On target <u>and</u> improved or is at maximum | 11 | 20.75% | 33 | 32.35% |
| GOOD (YELLOW) | On target | 11 | 20.75% | 16 | 15.69% |
| ADEQUATE (AMBER) | Off target (within 10% of target) | 10 | 18.9% | 17 | 16.67% |
| UNSATISFACTORY (RED) | Off target (target missed by 10%+) | 21 | 39.6% | 36 | 35.29% |
| | Total | 53 | 100% | 102 | 100% |

Chart 2



3.7 Verified data could not be provided for 2 indicators detailed below with explanations provided by the Service.

| | |
|---|---|
| SSWB55b) Percentage of carers who were offered a carers' assessment - Adult Social Care | Performance: In Adult Social Care we are currently working with our IT department to resolve the reporting issues with this measure. A Carers action plan has been developed and is currently in progress. Carers champions across all adult social work teams have been recruited. |
| SSWB72 Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) | Performance: Survey not undertaken this year. This is based on the national school sport survey that is run by Sport Wales involving primary and secondary schools but is not annual and next survey is not imminent. Bridgend has demonstrated top quartile performance in the previous survey in a range of categories including overall activity levels, after school participation and links to community activities. The surveys cover primary and secondary school ages. |

3.8 Trend data allows us to compare our 2023-24 annual values with the same period last year (2022-23 annual values). Comparable data for last year is available for 68 of the 116 PIs. Of the remaining 48, 2 indicators are “data not available”, 42 indicators do not have comparable verified data for last year because they are new or data was not collected last year, and 4 PIs are “trend not applicable” due the way the targets are profiled. Trend analysis for year-end performance is set out in Table 3, with a comparison to the trend analysis at Q3, and Chart 3 the trend analysis for each wellbeing objective.

Table 3





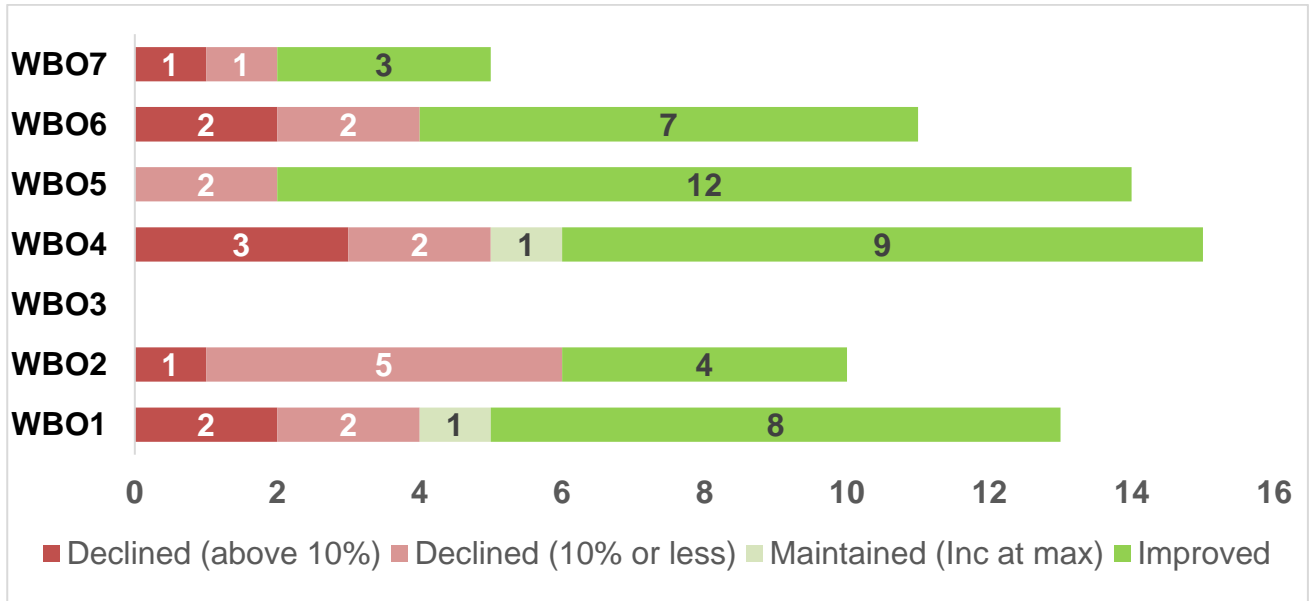
| Performance Indicators Trend Definition | | Trend | | | |
|---|--|---------|-------|--------------|--------|
| | | PQ (Q3) | | Current (Q4) | |
| | | Number | % | Number | % |
|  | Performance has improved | 19 | 63.3% | 43 | 63.24% |
|  | Performance maintained (includes those at maximum) | - | - | 2 | 2.94% |
|  | Declined performance (by less than 10%) | 5 | 16.7% | 14 | 20.59% |
|  | Declined performance (by 10% or more) | 6 | 20% | 9 | 13.23% |
| Total | | 30 | 100% | 68 | 100% |

Chart 3 – Performance Indicator Trend by Wellbeing Objective



3.9 At the performance process review session held with COSC in October 2023 members indicated it would be useful to have a more detailed visual summary to show performance at a glance in the form of a heat map. This is intended to allow members to pick out specific areas of concern which can then easily be identified on the performance dashboard. This is provided in Chart 4 on the next page.

Chart 4 - Overall Performance Heatmap

| WBO & AIM | | Commitments | | | | | | Performance Indicators | | | | | | | | | | | WBO & AIM | | |
|-----------|-----|-------------|---|---|---|---|---|------------------------|---|---|---|---|---|---|---|---|---|----|-----------|-----|----------|
| | | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | 11 |
| 1 | 1.1 | Y | G | G | Y | G | G | G | G | G | A | G | G | Y | R | R | Y | G | G | 1.1 | 1 |
| | 1.2 | | | | | | G | G | Y | Y | | | | | | | | | | 1.2 | |
| | 1.3 | | | | | | | B | R | R | | | | | | | | | | 1.3 | |
| | 1.4 | | | | | | | B | G | | | | | | | | | | | 1.4 | |
| | 1.5 | | | | | | A | G | A | R | A | | | | | | | | | 1.5 | |
| | 1.6 | | | | | | | G | R | R | R | R | Y | | | | | | | 1.6 | |
| | 1.7 | | | | | | G | B | R | R | | | | | | | | | | 1.7 | |
| 2 | 2.1 | | | | | G | G | Y | Y | A | | | | | | | | | | 2.1 | 2 |
| | 2.2 | | | | | B | G | G | R | G | | | | | | | | | | 2.2 | |
| | 2.3 | | | | | R | R | Y | | | | | | | | | | | | 2.3 | |
| | 2.4 | | | | | Y | A | G | G | Y | Y | | | | | | | | | 2.4 | |
| | 2.5 | | | | | | | G | R | R | A | R | G | A | A | | | | | 2.5 | |
| | 2.6 | | | | | | G | G | G | G | | | | | | | | | | 2.6 | |
| 3 | 3.1 | | | | | | Y | G | Y | | | | | | | | | | | 3.1 | 3 |
| | 3.2 | | | | | G | R | Y | | | | | | | | | | | | 3.2 | |
| | 3.3 | | | | Y | A | Y | A | Y | | | | | | | | | | | 3.3 | |
| | 3.4 | | | | | | R | B | | | | | | | | | | | | 3.4 | |
| | 3.5 | | | | | | B | Y | | | | | | | | | | | | 3.5 | |
| | 3.6 | | | | | | R | G | R | | | | | | | | | | | 3.6 | |
| 4 | 4.1 | | | | A | G | G | G | A | R | R | R | G | A | | | | | | 4.1 | 4 |
| | 4.2 | | | | | | | G | | | | | | | | | | | | 4.2 | |
| | 4.3 | | | | | | | G | A | R | R | | | | | | | | | 4.3 | |
| | 4.4 | | | | R | R | R | R | R | | | | | | | | | | | 4.4 | |
| | 4.5 | | | | | | | G | G | G | | | | | | | | | | 4.5 | |
| | 4.6 | | | | | | B | G | | | | | | | | | | | | 4.6 | |
| | 4.7 | | | | | | G | G | | | | | | | | | | | | 4.7 | |
| | 4.8 | | | | | | | B | R | | | | | | | | | | | 4.8 | |
| | 4.9 | | | | | | G | Y | G | G | R | | | | | | | | | 4.9 | |
| 5 | 5.1 | | | A | B | R | G | A | A | G | A | R | | | | | | | | 5.1 | 5 |
| | 5.2 | | | | | A | B | G | Y | Y | | | | | | | | | | 5.2 | |
| | 5.3 | | | | | | | G | R | G | | | | | | | | | | 5.3 | |
| | 5.4 | | | | | | Y | Y | G | G | G | G | Y | G | G | | | | | 5.4 | |
| | 5.5 | | | | | | | G | G | | | | | | | | | | | 5.5 | |
| 6 | 6.1 | | | | | | Y | G | R | | | | | | | | | | | 6.1 | 6 |
| | 6.2 | | | | | R | G | Y | A | A | G | G | | | | | | | | 6.2 | |
| | 6.3 | | | | | | | Y | A | R | G | R | R | | | | | | | 6.3 | |
| | 6.4 | | | | | | G | G | R | Y | Y | | | | | | | | | 6.4 | |
| | 6.5 | | | | | | | A | | | | | | | | | | | | 6.5 | |
| 7 | 7.1 | | | | | | | Y | R | | | | | | | | | | | 7.1 | 7 |
| | 7.2 | | | G | B | Y | G | Y | G | A | Y | | | | | | | | | 7.2 | |
| | 7.3 | | | | | B | B | Y | R | R | | | | | | | | | | 7.3 | |
| | 7.4 | | | | | | G | G | G | R | G | | | | | | | | | 7.4 | |
| | 7.5 | | | | | | | G | R | | | | | | | | | | | 7.5 | |
| | 7.6 | | | | | Y | G | G | R | G | | | | | | | | | | 7.6 | |

Measuring Performance against our Ways of Working





- 3.10 This is the first year of developing indicators / commitments to demonstrate how the Council is performing against the five ways of working in the new Corporate Plan. This remains a work in progress and will continue into 2024-25 with more work needed to agree how we judge progress against the ways of working commitments and come to overall judgements.
- 3.11 As a first step this year we have reported on a number of ways of working PIs in addition to those included within the wellbeing objectives. 9 of these indicators have been reported on at Q4, 8 which are quarterly PIs, with 1 annual indicator. Of the 9, 7 have an annual outturn value which could be compared against target and awarded a RAYG status. This is shown in Table 4, with comparison to the previous quarter.

Table 4

| Status | Meaning of this status | Performance | | | |
|---------------------------------|--|-------------|--------|--------------|--------|
| | | PQ (Q3) | | Current (Q4) | |
| | | Number | % | Number | % |
| EXCELLENT (GREEN) | On target <u>and</u> improved or is at maximum | 2 | 28.57% | 2 | 28.57% |
| GOOD (YELLOW) | On target | 2 | 28.57% | 1 | 14.29% |
| ADEQUATE (AMBER) | Off target (within 10% of target) | 2 | 28.57% | 2 | 28.57% |
| UNSATISFACTORY (RED) | Off target (target missed by 10%+) | 1 | 14.29% | 2 | 28.57% |
| | Total | 7 | 100% | 7 | 100% |

- 3.12 Trend data is available for 6 of the 9 ways of working indicators, comparing annual performance for 2023-24 with the same period last year. Of the remaining 3, 1 of the indicators does not have comparable verified data for last year because it is new, and 2 indicators are “trend not applicable” due the way the targets are profiled. Trend analysis is set out in Table 5 on the next page.

Table 5

| Performance Indicators Trend Definition | | Trend | | | |
|---|--|---------|------|--------------|--------|
| | | PQ (Q3) | | Current (Q4) | |
| | | Number | % | Number | % |
|  | Performance has improved | 2 | 40% | 3 | 50% |
|  | Performance maintained (includes those at maximum) | 2 | 40% | 2 | 33.33% |
|  | Declined performance (by less than 10%) | 1 | 20% | 1 | 16.67% |
|  | Declined performance (by 10% or more) | - | - | - | - |
| | Total | 5 | 100% | 6 | 100% |

Summary of Sickness Absence

- 3.13 Sickness absence is included as one of the ways of working PIs under Better and More Targeted use of Resources. The focus continues to be on trying to reduce sickness across the organisation, therefore no targets were set for the overall staff indicator or individual directorates. Staff wellbeing measures are in place and sickness continues to be closely monitored by Directorate Management Teams, Corporate Management Board, and at CPA/CCMB.
- 3.14 At Q4 cumulative days lost per full time equivalent (FTE) employee across the organisation in 2023-24 is 12.37, showing an improved position compared with 13.2 days for 2022-23, a 6.3% decrease, and bringing levels back down in line those reported in 2021-22. This improved trend is mirrored within the directorate data for both Social Services and Wellbeing and Education and Family Support, however a worsening trend compared to last year is seen in Chief Executives, Communities Directorate, and Schools. The proportion of absences that are classified at short-term has decreased slightly from 27% in the 2022-23 to 26% in 2023-24, which is the same as reported at Q3.

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

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

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

5.1 This report assists in measuring and monitoring progress made against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form the Council's Corporate Plan 2023-28:-

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

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

6. Climate Change Implications

6.1 There are no specific implications of this report on climate change. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2023-24 have been developed to help assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 The Committee is recommended to note the Council's performance at quarter 4 for the 2023-24 financial year.

Background documents

None

Corporate Performance Dashboard

Year End 2023-24



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







KEY:**How will we mark or score ourselves**

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

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

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

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

| Trend | Performance Indicator types |
|------------|-----------------------------|
| CP | Corporate Plan Indicator |
| WoW | Ways of Working Indicator |

| | Directorate Responsible |
|-------------|---|
| ALL | All Directorates |
| CEX | Chief Executives Directorate |
| COMM | Communities Directorate |
| EFS | Education and Family Support Directorate |
| SSWB | Social Services and Wellbeing Directorate |

OUR CORPORATE PLAN - AT A GLANCE

OUR 7 WELLBEING OBJECTIVES-



A County Borough where we protect our most vulnerable



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



A County Borough with thriving valleys communities



A County Borough where we help people meet their potential



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



A County Borough where people feel valued, heard and part of their community



A County Borough where we support people to live healthy and happy lives

WBO1: A County Borough where we protect our most vulnerable

WBO1.1: Providing high-quality children's and adults social services and early help services to people who need them

Performance Indicators

Page 106

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CH/026 WBO1.1 | Safe reduction in the number of children on the child protection register (SSWB) Lower Preferred | New 22-23 | 270 | 270 | 189 | ↑ | Quarterly Indicator Target Setting: Target set to see reduction following significant increase in 2022-23 Performance: The numbers of children on the Child Protection Register have steadily reduced over this year. We will continue to monitor this and undertake dip sampling to provide reassurance of conference decision making. |
| DEFS29 WBO1.1 | Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. (EFS) Higher Preferred | 73% | 75% | 72% | 83% | ↑ | Quarterly Indicator Target Setting: Due to an increased complexity in caseloads, the target may be more challenging to achieve. Performance: Through timely and effective interventions with families, the number of TAF plans closing with a positive outcome has increased throughout the year and has exceeded this year's target by over 10% (an increase of 8% compared to the previous year). |
| SSWB38c (AD/011c) WBO1.1 | Percentage of reablement packages completed that mitigated need for support (SSWB) Higher Preferred | 70.94% | 66.84% | 68% | 66.58% | ↙ | Quarterly Indicator Target Setting: Target set to improve; however, an increased number of referrals is expected. Performance: A change in discharge to recover and assess (D2RA) pathways mean that people with additional needs are being referred to reablement which has an impact on the proportion where needs are mitigated. |
| SSWB39 (CH/039) WBO1.1 | Safe Reduction in the number of Care Experienced Children (SSWB) Lower Preferred | 374 | 398 | 374 | 370 | ↑ | Quarterly Indicator Target Setting: Target set to see reduction in numbers reflective of pre-pandemic levels Performance: The number of care experienced children is safely but steadily reducing. There has been a reduction in the rate of children becoming looked after and a focus on care order discharges where appropriate. A refreshed safe reduction strategy is in development. |
| SSWB55a WBO1.1 | Percentage of carers who were offered a carer's assessment-Children's (SSWB) Higher Preferred | New 23-24 | New 23-24 | 80% | 100% | New 23-24 | Quarterly Indicator Target Setting: New indicator. Developing internal processes and IT systems to strengthen recording mechanisms to improve the ability to measure the offer of carers assessments Performance: Positive progress has been maintained in this area. The introduction of carers champions has commenced. Further work is required to ensure that all staff understand the importance of offering a carers assessment. |
| SSWB55b WBO1.1 | Percentage of carers who were offered a carer's assessment – Adults (SSWB) Higher Preferred | New 23-24 | New 23-24 | 80% | Data not Available | New 23-24 | Quarterly Indicator Target Setting: New indicator. Developing internal processes and IT systems to strengthen recording mechanisms to improve the ability to measure the offer of carers assessments Performance: In Adult Social Care we are currently working with our IT department to resolve the reporting issues with this measure. A Carers action plan has been developed and is currently in progress). Carers champions across all adult social work teams have been recruited. |
| SSWB57 CP WBO1.1 | Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) Higher Preferred | New 23-24 | New 23-24 | 70% | 74.88% | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline target set based on analysis of data over last 2 years Performance: As part of our approach to providing strengths-based practice and delivering on our vision of empowering people to live independent lives and exercise choice and control, the provision of information and advice is vital. Therefore, we aspire to improve our performance in this area. |
| SSWB61a WBO1.1 | Number of people who access independent advocacy to support their rights within: a) children's social care Higher Preferred | New 23-24 | New 23-24 | 185 | 64 | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline target set based on current service demand. Performance: The Tros Gynol Plan (TGP) Manager is meeting with teams to raise awareness. Systems are being updated to support and record the offer of advocacy. Work to be undertaken with the IRO service for raising during reviews. |
| SSWB61b WBO1.1 | b) Adult's social care (SSWB) Higher Preferred | New 23-24 | New 23-24 | 180 | 87 | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline target set based on current service demand. Performance: One of our commissioned providers is leading engagement activity with relevant social work teams to reprofile referral pathways. We will be working with commissioned advocacy providers to explore how service provision can be optimised. |

| | | | | | | | |
|-----------------------------------|--|-----------|--------|-----|--------|---|---|
| SSWB76 WBO1.1 | Number of packages of reablement completed during the year (SSWB) Higher Preferred | New 23-24 | 377 | 370 | 377 | ↔ | Quarterly Indicator Target Setting: New indicator. Baseline target set based on analysis of previous years data. Performance: The resetting of reablement to maximise the number of people who are supported to retain or regain their independence is one of the strategic priorities for Adult Social care. This data monitors the numbers of interventions completed. |
| SSWB78a WBO1.1 | Timeliness of visits to a) children who are care experienced Higher Preferred | New 22-23 | 81.13% | 85% | 85.31% | ↑ | Quarterly Indicator Target Setting: To continue to improve performance but also reflect the challenges there have been linked to recruitment and retention Performance: To continue to improve performance Social Worker's will have protected time to ensure that their visits are recorded within WCCIS. Team briefings will be utilised to identify pressure points such as staff absence to ensure all visits are undertaken. |
| SSWB78b WBO1.1 | b) children on the child protection register (SSWB) Higher Preferred | New 22-23 | 82.14% | 85% | 86.77% | ↑ | Quarterly Indicator Target Setting: To continue to improve performance but also reflect the challenges there have been linked to recruitment and retention Performance: Improving picture which is positive. Further work to be done to improve further. The introduction of four hubs with appropriate staffing will lead to safer caseloads. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|----------------------|---|---|
| WBO1.1.1 | Continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome (EFS) | GREEN (Excellent) | Quarter 4: Family Support Workers develop effective assessments and plans with families and deliver suitable interventions in line with this plan, that meet the needs of the family. As there has been an increase in the number of interventions closed with a successful outcome throughout the year, this evidences that the interventions are timely, impactful and appropriate. There was an overall increase in the number of plans closed from last year, and the number of plans closed with a positive outcome in 2023-2024 increased to 319 from 240 in the previous year. Work has been carried out throughout the year to improve the recruitment and retention of staff; however the planned service restructure has now been overtaken by the wider restructure of the Family Support service portfolio. | |
| WBO1.1.2 | Help communities become more resilient, so more people will find help / support they need in their community, with the third sector (SSWB) | GREEN (Excellent) | Quarter 4: Community navigators are based within Bavo and are being supported by Regional Integrated Fund investment. Local community co-ordinator roles are based within the council and part supported by Welsh Government investment a to de-escalate needs within communities. The local community co-ordinators supported 395 individuals during the year and the community navigators supported 517 people. There were over 200 community connection opportunities identified supporting needs to be met in communities. People are supported via "what matters" conversations to develop plans that meet needs and develop confidence to connect to local community-based support. | Continue to support people who can be connected into community-based opportunities as opposed to requiring services. Ensure that referring partners understand the roles and support that can be delivered. |
| WBO1.1.3 | Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring (SSWB) | GREEN (Excellent) | Quarter 4: New Bridgend Carers Wellbeing service was co-produced with unpaid carers and mobilised during quarter 1, expanding delivery in quarters 2, 3 and 4. Services include information, advice and assistance, proportionate "what matters" conversations and signposting to support within communities. The new service continues to meet needs based on volume of engagement. There is additional work taking place with young carers beyond this via Prevention and Wellbeing service, with 380 young carers engaged. | Conduct "what matters" conversations and proportionate carers assessments which has been seen to reduce the need for full assessments. Support available will include using technology to share information and advice, and face-to-face opportunities in a range of community settings. We will continue to engage with and support young carers including young carers network group. |
| WBO1.1.4 | Improve Children's Services by delivering the actions in our three-year strategic plan (SSWB) | YELLOW (Good) | Quarter 4: A detailed stocktake shows that we are largely on track to deliver the actions and outcomes set out for the first 6 months of the 3 year plan. This has been reported to the Cabinet Corporate Parenting Committee and the Social Services Improvement Board. Key actions completed in 2023/24 are noted in the regulatory tracker and include: <ul style="list-style-type: none"> The development an engagement and involvement framework. The development of a workforce plan including a revised business case for the Bridgend 'Grow our own Social Work Programme'. The implementation of an evidence-based re-unification framework. | Continue to review our action plan and deliver year 2 objectives which include further embedding signs of safety as the model of practice, continuing to reduce agency workforce, addressing the sufficiency issues for placements in fostering and residential, remodelling early help support to ensure the impact is maximised and co-producing a parents charter. |

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|--------------------------|--|--------------------------|--|--|
| | | | <ul style="list-style-type: none"> The development of a commissioning strategies for the provision of accommodation, care and support services for children with disabilities and care experienced children and young people. The introduction of live performance dashboards for each team Implemented new structures for grade 1, 2 & 3 social workers in children's social care and continue market supplement to address vacancies for children's social workers. Implemented the care experienced children reduction strategy Established a Children's Services dataset for the Corporate Parenting Board that relates to KPIs and Strategy Priorities. | |
| WBO1.1.5 | Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce (SSWB) | GREEN (Excellent) | Quarter 4: During 2023-24, Adult Social Care developed a draft "Three-Year Plan for Sustainable Care and Support for Adults in Bridgend" which, sets out the strategic objectives, priorities and plans required to deliver sustainable and effective social care and wellbeing support for adults in the County Borough. The draft plan will be presented for pre-scrutiny in July 2024, followed by engagement events over the summer with the final plan being presented to Cabinet in the Autumn of 2024. | Finalise and implement the plan |
| WBO1.1.6 | Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential (SSWB) | GREEN (Excellent) | Quarter 4: One year post launch of the new practice model with social care staff across ASC has seen the initial embedding of the model as evidenced through quality assurance activities such as audits and supervision. A series of 2 day training sessions on 'Strengths based, outcome focused practice' specifically aimed at leaders across ASC (Continuous Improvement Group members) was delivered February 2024 with course feedback highlighting the usefulness of the course. In children's social care the Signs of Safety model of social work practice is making good progress in being embedded. Staff have accessed 2 day and 5 day training sessions and feedback from partners and families is positive of the difference the "think family" approach is making. | Children's -To commence working groups on future operating model and development of services in Bridgend to prevent children and family need escalating. Adults – 'Strengths based, outcome focused practice' training to be widened for delivery to front line social care staff across BCBC. |
| WBO1.1.7 | Address the gaps in social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families (SSWB) | YELLOW (Good) | Quarter 4: We have developed 5-year commissioning strategies which were approved by Cabinet in April 2024 note all priorities across Adult and Children's Social Care some of which include placement sufficiency, the resetting of reablement and the recruitment of foster carers. | Close working with Commissioning to ensure the delivery of the key actions as outlined in the Commissioning plans. |

WBO1.2: Supporting people in poverty to get the support they need / help they are entitled to

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|---------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CED43 WBO1.2 | Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) Higher Preferred | New 23-24 | New 23-24 | 60% | 92% | New 23-24 | Quarterly Indicator Target Setting: New indicator. Base target set to monitor success of the scheme in supporting people to access benefits and allowances they are entitled to receive. Performance: The target overall has been exceeded due to an increase in clients presenting throughout the year to the service for support in benefit entitlement. In Q4 alone nearly half of the clients presenting required support with Personal Independence Payments (PIP). |
| CED44 WBO1.2 | Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) Higher Preferred | New 23-24 | New 23-24 | 60% | 93% | New 23-24 | Quarterly Indicator Target Setting: New indicator. Base target set to monitor the success of the intervention by the Financial Assistance and Support Scheme Performance: The target for the service has been far exceeded during the last twelve months, this is due to FASS seeing an increase in those needing support to manage council tax and energy bill arrears as a result of the cost-of-living crisis. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|--|------------|
| WBO1.2.1 | Support eligible residents to receive financial help through the Council Tax Reduction Scheme and to pay their energy bills by administering the UK Government's Energy Bill Support Scheme (CEX) | GREEN (Excellent) | Quarter 4: The Energy Bill Support Scheme ended earlier in the year and all payments have been made. Council Tax Reduction Scheme (CTRS) applications are dealt with promptly, and at Q4 the average time (days) taken to process council tax reduction (CTR) new claims is 23.64 days, exceeding the target of 28 days and showing a trend of improving performance. | |
| WBO1.2.2 | Raise awareness of financial support available to residents (CEX) | GREEN (Excellent) | Quarter 4: CAB have continued to provide a valuable service to residents across the county, including continuation of the extended drop-in service, for which the uptake is high. In the last quarter CAB have seen an increase in the number of clients presenting with issues such as benefit entitlement (126%), with 42% of issues relating to Personal Independence Payments. In the past twelve months, CAB have developed and implemented both an outreach and drop-in service, raising awareness of the support on offer to residents across the county. Take up of both services has been positive, with the drop in being extended from one day to two days per week in the latter half of the year. | |

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WBO1.3: Supporting people facing homelessness to find a place to live

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|---|--|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| DOPS39 WBO1.3 | Percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. (CEX) Lower Preferred | 19.2% | 7.6% | 10% | 29% | ↓ | Quarterly Indicator Target Setting: Target set to see reduction in the number who fall into the final legal duty category. This is where initial measures to relieve their homelessness within 56 days have failed. Performance: Since 2020 there have been a number of social, economic and legislative factors affecting housing and homelessness across Wales. It has acknowledged that there is housing shortage across the country. The only way in which someone can be prevented from becoming homeless or from having their homelessness relieved is to either save their tenancy/accommodation or, to secure alternative accommodation before the point they have to leave. It's highly unlikely that social housing will be a mechanism to prevent homelessness from taking place, although not impossible. The private rented sector is not a solution to prevention in a majority of cases we deal with due to the considerable disparity between what our applicants can afford in comparison to what the current market rent is. There is a disparity between social housing demand and supply. We have also seen larger households being made homeless from private rented accommodation, the stock to meet this need is one of the lowest type across all RSL's. We have also seen an increase in households requiring accessible accommodation being made homeless, the demand on accessible housing outweighs supply. Changes to the priority need definitions in legislation has resulted in almost all presenting as homeless being accepted under a final homeless duty where homelessness cannot be prevented. In addition, there are additional cases presenting through leaving refugee schemes Whilst we have adopted a rapid rehousing plan to mitigate the throughflow of homelessness, which primarily enables us to allocate a greater percentage of housing to those who are homeless, this must be balanced against the general public who are also in housing need. The numbers of households registered on the Bridgend common housing register are the highest that they have been in approximately 10 years. To not allocate accommodation to those households results in their circumstances deteriorating, priority increasing and in some cases to the extent they become homeless as their living situation becomes unsuitable and unreasonable to continue. |
| PAM/012 (DOPS15) WBO1.3 | Percentage of households threatened with homelessness successfully prevented from becoming homeless. (CEX) Higher Preferred | 30.5% | 19% | 20% | 11% | ↓ | Quarterly Indicator Target Setting: Target reduced to more realistic level considering the Welsh Government legislative changes in terms of priority need which has a significant impact on number of households included in this measure Performance: See comment for DOPS39 (above) |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|-------------------------|--|---|
| WBO1.3.1 | Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness (CEX) | BLUE (Completed) | Quarter 4: The Housing Support Programme Strategy 2022–2026 was approved by Cabinet in January and has been submitted to Welsh Government. An Independent consultant was commissioned to undertake a review to inform the strategy. This strategy outlines the Council's strategic priorities, our objectives and what we, alongside our partners aim to do over the next four years, to tackle homelessness across the county borough | Implement the action plan associated with the Housing Support Programme Strategy. |

WBO1.4: Supporting children with additional learning needs to get the best from their education

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DEFS164 WBO1.4 | Percentage of schools that have an Additional Learning Needs (ALN) policy in place (EFS) Higher Preferred | New 23-24 | New 23-24 | 100% | 100% | New 23-24 | Quarterly Indicator Target Setting: In line with the Additional Learning Needs and Education Tribunal Act (Wales) 2018. Performance: Out of the 59 schools in consideration, 3 have a stand alone ALN policy and the other 56 have incorporated it within their Teaching and Learning policy, in line with the ALN code. There is no requirement for schools to have a stand-alone ALN policy. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|-------------------------|---|------------|
| WBO1.4.1 | Provide training to at least 60 school-based staff about ALN reform and how to support children with Additional Learning Needs (EFS) | BLUE (Completed) | Quarter 4: Headteachers and additional learning needs co-ordinators (ALNCOs) in all Bridgend schools have received detailed training on ALN reform, as all schools have progressed towards full implementation. Support is also available from the Central South Consortium, as is training with support material available on Hwb. Individual ALNCOs monitor training and attendance of school-based staff, which is specific to each school. The provision of suitable training and information across our schools ensures that there is suitable support available for children and young people with additional learning needs when it is required. | |

WBO1.5: Safeguarding and protecting people who are at risk of harm

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|---|----------------|----------------|--------------------|-----------------------|-----------------------------|--|
| CH/003 WBO1.5 | Children's safeguarding referrals – decision making in 24 hours (SSWB) Higher Preferred | New 22-23 | 99.53% | 100% | 99.69% | ↑ | Quarterly Indicator Target Setting: To continue to improve performance and ensure children are protected from harm Performance: Completed and monitored daily. During the year there was one occasion where compliance was missed due to scheduled maintenance on the network which meant that WCCIS was unavailable and 7 referrals were received after system shutdown. |
| CORPB1 WBO1.5 | Percentage of safeguarding e-learning (including workbook) completions (ALL) Higher Preferred | 76.65% | 77.33% | 100% | 82.73% | ↑ | Quarterly Indicator Target Setting: All staff to complete training Performance: A review of the mandatory e learning models for all staff is ongoing to ensure the most important training is carried out first as a priority and to recognise prior learning and training for some staff where appropriate. |
| SSWB62 WBO1.5 | Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 77.78% | New 23-24 | Annual Indicator Target Setting: New indicator for 2023/24 and system changes need to be made to enable accurate data capture. Performance: Section 47 compliance is monitored weekly and systems are currently being reviewed to ensure more informed and accurate reporting. |
| SSWB63 WBO1.5 | Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB). Lower Preferred | New 23-24 | New 23-24 | Establish Baseline | 16 days | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded in order to calculate an average and set future target Performance: The backlog of DoLS assessments has been addressed through utilising an independent DoLS assessor, following which we are now managing demand through existing resource. |
| SSWB77 WBO1.5 | Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred | New 22-23 | 84.19% | 85% | 81.85% | ↓ | Quarterly Indicator Target Setting: Target set to see improved performance Performance: This is slightly under target. The difficulties lie with the need to wait for information from partner agencies to complete the enquiry. The permanent recruitment of a Social Work Team Manager for the Safeguarding and Secure Estates now provides managerial oversight and support for adult safeguarding enquiries, this includes the revision of safeguarding processes. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|--|--|
| WBO1.5.1 | Work as one Council on a strategic plan to improve our safeguarding arrangements (SSWB) | GREEN (Excellent) | Quarter 4: Corporate Safeguarding Officer is currently on maternity leave, discussions are being held about the distribution of work to ensure all Safeguarding forums continue to take place. Our Annual Corporate Safeguarding Report was presented to Cabinet in January, this reflected the current position in respect of safeguarding arrangements across the council. We also continue to hold regular Corporate Safeguarding board meetings to review safeguarding arrangements across the council with representation from all directorates analysing specific safeguarding data for each area. In 2024/25 all Council directorates will be required to undertake their own self-evaluation on safeguarding competency. (EFS)The Education Engagement Team have delivered safeguarding training and all schools are currently in compliance with their training. The team have also delivered Designated Safeguarding Person training since September 2023 and schools have recently received additional Signs of Safety training sessions. Governor safeguarding training has been completed and will continue to be scheduled and delivered through face-to-face and virtual sessions. | Ensure all Safeguarding forums continue to take place. |
| WBO1.5.2 | Safeguard children, young people and adults at risk of exploitation (SSWB) | AMBER (Adequate) | Quarter 4: The local authority has implemented an exploitation panel with positive feedback being received by social workers and partner agencies in raising awareness and responses to children at risk of exploitation. There are 2 workers supporting this agenda. Further work is required to ensure those roles are delivered equitably across the local authority. SWP have undertaken some work in respect of missing persons. This is an area in the Joint Inspection of Child Protection Arrangements Action plan that will continue to be monitored in respect of implementation. The Exploitation team in Bridgend is now well established. There is a regular multi-agency Exploitation panel held to consider those children who are or are at risk of being exploited and support services provided to address those concerns. The team will become a part of the Edge of Care team in 2024 with clear referral pathways for support being developed. In addition to local work, regional work has also been completed to develop a forum where data and themes are presented across the region to consider any emerging issues that need a strategic response. | To monitor the impact of the way of working and continue to work with regional partners to implement a regional model of practice. |

WBO1.6: Help people to live safely at home through changes to their homes

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|--|----------------|--------------------|--------------|-----------------------|-----------------------------|--|
| CED45(a) WBO1.6 | The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) for: a) low level access showers Lower Preferred | New 23-24 | New 23-24 | 210 days | 668 days | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded under the new category headings to calculate an average and set future targets. Data will continue to be reported as combined average while baseline data is gathered. |
| CED45(b) WBO1.6 | b) Stair lifts Lower Preferred | New 23-24 | New 23-24 | 210 days | 346 days | New 23-24 | Performance: A concentrated effort on the implementation of grants under all categories for referrals dating back to 2019/20 has been successful, with full utilisation of the DFG budget in 2023/24. The average number of days taken to deliver a DFG will begin to reduce over the coming months, due to historical cases now being fully certified and closed. The final cumulative position of collective DFG's (averages number of days, all types) remains over target at 454 days due to the historical cases completed during the year. A total number of 234 jobs have been completed and certified during the year with 87% of these cases relating to the period 2017/18 through to 2022/23. The remaining 13% are referrals from the current year 2023/24. |
| CED45(c) WBO1.6 | c) ramps Lower Preferred | New 23-24 | New 23-24 | 210 days | 694 days | New 23-24 | |
| CED45(d) WBO1.6 | d) extensions (CEX) Lower Preferred | New 23-24 | New 23-24 | 210 days | 917 days | New 23-24 | |
| DOPS41 WBO1.6 | Percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home (CEX) Higher Preferred | 100% | data not available | 98% | 98% | Trend data not available | Quarterly Indicator Target Setting: To maintain performance while new records management systems are embedded Performance: The overall position for the year is positive with all those residents receiving a service being satisfied with the adaptations made to their homes enabling them to remain in their own home independently and safely. The issues faced in the first six months of the year, with the absence of a process to collect information from residents has been resolved, with the process now firmly embedded. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|---|------------|
| WBO1.6.1 | Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX) | GREEN (Excellent) | Quarter 4: The new MasterGov system was implemented in year and is fully operational, streamlining and supporting the process for residents to apply for a DFG. The system has aided the team in having a clear and transparent process for addressing referrals in a timely manner. A fully digitised process has also been implemented for payment of works to contractors, creating efficient and effective budget management. With the addition of a DFG Caseworker in the team, coordination of adaptations from point of referral through to completion has been created with a partnership approach to providing a positive service to the end user. | |

WBO1.7: Support partners to keep communities safe

Performance Indicators

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| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|---|----------------|----------------|------------------|-----------------------|-----------------------------|--|
| CED46 WBO1.7 | Number of instances where CCTV supports South Wales Police in monitoring incidents (CEX) Higher Preferred | New 23-24 | New 23-24 | Baseline Setting | 944 | New 23-24 | Quarterly Indicator Target Setting: To collect, monitor and analyse the first year of data in order to set a meaningful target and rationale going forward Performance: This is a new PI for 23-24 and this year's data will give us an understanding of the total amount of incidents reported or picked up by operatives via CCTV and reported to South Wales Police (SWP). The number incidents across the Borough each quarter has been fairly consistent throughout the year, averaging around 236 each quarter. The support provided by CCTV operatives is vital for both the council and SWP in helping to deal with incidents across Bridgend and helping keep members of the public and local communities safe. |
| CORPB2 WBO1.7 | Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (ALL) Higher Preferred | New 23-24 | 73.45% | 100% | 75.54% | ↑ | Quarterly Indicator Target Setting: All staff to complete training Performance: A review of the mandatory e learning models for all staff is ongoing to ensure the most important training is carried out first as a priority and to recognise prior learning and training for some staff where appropriate. |
| DEFS161 WBO1.7 | Percentage of children being released from custody who attend a suitable education, training and employment (ETE) arrangement (EFS) Higher Preferred | New 23-24 | New 23-24 | 100% | DATA REDACTED | | Quarterly Indicator Target Setting: As per conditions of release from custody, it is important that children engage in suitable education, training or employment arrangements. Performance: This data cannot be included in the dashboard. Current children in custody figures are extremely low, therefore there are GDPR implications in reporting this data. However, the low numbers demonstrate a positive outcome for Bridgend Youth Justice Service, as this indicates that there is effective prevention in place to stop children receiving custodial sentences. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|----------------------|---|------------|
| WBO1.7.1 | Invest £750K 'safer streets' funding into extra CCTV, youth activities and women's self-defence classes (CEX) | BLUE (Completed) | Quarter 4: Safer Street funding was secured from the Home Office to help reduce anti-social behaviour, crime, and other offences across the County Borough. The funding included the implementation of additional fixed CCTV cameras in key areas following consultation with officers in BCBC, police and third sector. The funding was also used to purchase additional re-deployable CCTV cameras to deter offenders' behaviour, provide evidential capture and reassure communities. New and improved CCTV signage was also produced and installed across the County Borough in these areas. Women's self-defence classes have been delivered throughout quarter 1 and quarter 2, in April 2023 (Pencoed - 4 Courses with 53 female delegates), July 2023 (Bridgend 1 course delivered to 20 Bridgend Independent Domestic Violence Advisors) and August/September 2023 (8 Courses with 108 female delegates). This means that because of this funding women and young girls have received such training, improving their quality of life, improving their confidence, and reducing the chances of them becoming a victim of violence in the future. Furthermore, there will be ongoing benefits/value via DA Advisors who attended the inputs and will be able to pass this advice on to others/victims. | |
| WBO1.7.2 | Identify children who are more likely to offend and provide them with support to reduce offending behaviour (EFS) | GREEN (Excellent) | Quarter 4: The multi-agency prevention panel has expanded further to include wider multi-agency partnerships who both identify children relevant for Bridgend Youth Justice Service (YJS) but also can receive cases who are not eligible for YJS interventions at the point of referral. Partners can also raise cases at the panel to ensure the exit strategy for the child from any service is considered. A resettlement panel is in place which is held monthly, and is inclusive of representation from corporate parenting, housing services, youth justice services, probation, education, custody services and children services. This panel ensures that transition and resettlement planning for those children is proactive and meets the needs of the child. A new prevention assessment tool created by the Youth Justice Board has now been developed and will be integrated into the YJS ChildView system in May 2024. This tool provides an in-depth risk of offending, risk of harm and child safety and wellbeing assessment for children at risk of entering criminal justice services. The Youth Endowment Fund Trauma Recovery project is now in its sixth month of operation and trauma practice is now further developed in relevant service areas (early help, youth support and edge of care). | |

WBO2: A County Borough with fair work, skilled, high-quality jobs and thriving towns

WBO2.1: Helping our residents get the skills they need for work

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|---|----------------|----------------|--------------------|-----------------------|-----------------------------|---|
| DEFS82 WBO2.1 | Number of participants in the Employability Bridgend programme going into employment. (COMM) Higher Preferred | 556 | 392 | 350 | 366 | Trend not applicable | Quarterly Indicator Target Setting: 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 Performance: From a slow start to the year, where we were closing all of the old EU funded projects which ceased delivery in March 2023, and simultaneously starting all of the new UK Government and Welsh Government projects from 1st April 2023, and one of our existing Welsh Government contracts, CFW+, introduced new rules, targets and approaches from 1st April 2023, which meant that there were significant changes in the roles of team members and the nature of projects we deliver which were not conducive to achieving targets in these early months. Clarification from funders on eligibility criteria also delayed the claim process. All of this made achieving targets challenging, so this backlog has carried over to the later part of the year. Existing staff on the previous projects transferred to the new projects between April and October 2023, therefore we did not have the new projects fully staffed until towards the end of Q2 and we are still expanding and recruiting with 7 vacancies (5 of which are new posts added to the structure to support workload) still vacant out of 69 team members, of which 68 are project and not core funded. We are also currently claiming outcomes, as per compliance rules which are required for our funders, upon closure of the entire file when the participant leaves the project, as these clients can require a high level of support, it can be some time before they leave us. Therefore, the claimed figures do not reflect the work completed or show pipeline outputs and outcomes, which are much higher. This is different to last year, where we could immediately claim outcome. We were expecting that by Q4 we would have a significant number of clients who have come through the system and are claimed, however, due to staff turnover the support team, which includes compliance, went from 7 members of staff to 3, there is a significant backlog of files to close. The UK Government projects, People and Skills and Multiply has targets over 2 years, from 2023-25, with no specific targets for 2023-24 so it will be in Q4 of 2024-25 that all of the targets for this part of our operation will be achieved and fully claimed. |
| DEFS84 WBO2.1 | Number of under-employed participants leaving Employability Bridgend with an improved labour market position. (COMM) Higher Preferred | 84 | 107 | 100 | 93 | Trend not applicable | Quarterly Indicator Target Setting: First year of reporting. Baseline to be established. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. The new Adult Social Care Mental Health team are co-located within ARC to develop and enhance partnership working. This will support an increase in appropriate referrals. |
| SSWB64 WBO2.1 | Number of referrals to the employment service in ARC (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 213 | New 23-24 | Quarterly Indicator Target Setting: First year of reporting. Baseline to be established. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. The new Adult Social Care Mental Health team are co-located within ARC to develop and enhance partnership working. This will support an increase in appropriate referrals. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|--|
| WBO2.1.1 | Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place (COMM) | YELLOW (Good) | Quarter 4: The programme is now live and fully operational. All grant funds were agreed by Cabinet in June 2023 and applications received have been assessed against the funding criteria. A large number of key, strategic procurement exercises have been undertaken and contractors are still in place. The Economic Programme Board continues to monitor programme delivery and all claims and reports have been submitted to UK Government, via RCT who are the 'regional lead'. | Delivery of the 2024/25 Shared Prosperity Fund programme and commence scoping and development of future phases of the programme. |
| WBO2.1.2 | Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM) | GREEN (Excellent) | Quarter 4: The new Employability Bridgend programme was successfully launched on 29th June 2023 and was attended by multiple agencies and organisations. The new wellbeing focussed employability offer was showcased at the public facing event held in the Bowls Hall in Halo. Partnership meetings continue to be held monthly in various locations across the borough and are attended by key local groups and organisations with the aim of working together and preventing duplication, with new organisations being added as appropriate. A feasibility study, funded through SPF has been successfully created based on feedback from this network and there is a steering group that feeds back to the network. | |
| WBO2.1.3 | Help people with support needs to overcome barriers to work and get jobs (SSWB) | GREEN (Excellent) | Quarter 4: This work is being progressed as part of the review of day opportunities. Relationships with employability have been strengthened, some people are being given volunteering opportunities in the Day Service. A regional workstream has been established for Neuro Diversity and Learning Disability. A stakeholder meeting was held in February 24 to identify | Work stream to continue to meet to |

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|--|--|--|---|-----------------------------------|
| | | | current provision and networks between providers. There is existing support in the ARC and an embedded worker in the 16+ team as well as supported training and employment in wood-b and b-leaf. Further work is needed in 2024-25 to strengthen support from employability for people with care and support needs. | develop a local and regional plan |
|--|--|--|---|-----------------------------------|

WBO2.2: Making sure our young people find jobs, or are in education or training

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DEFS80 WBO2.2 | Number of participants in the Employability Bridgend programme supported into education or training (COMM) Higher Preferred | 342 | 387 | 727 | 76 | Trend not applicable | Quarterly Indicator Target Setting: 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 Performance: See comment for DEFS82 and DEFS84 above |
| PAM/046 WBO2.2 | The percentage of Year 11 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. (EFS) Lower Preferred | 1% | 1.6% | 1.5% | 1.4% | ↑ | Annual Indicator Target Setting: This target reflects the current position where more young people are identifying with a range of complex issues, impacting their progression into education, employment or training. Performance: For the 2022-2023 academic year, Bridgend's performance betters the all-Wales average for percentage of Year 11 school leavers presenting as not in education, employment or training. This is also an improvement on the previous year (1.6%). When compared against other local authorities, this figure places Bridgend in 4th, behind Newport, Vale of Glamorgan and Neath Port Talbot respectively. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|----------------------|--|--|
| WBO2.2.1 | Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old (COMM) | GREEN (Excellent) | Quarter 4: Employability Bridgend staff attended all schools on both A level and GCSE results days in August 2023 to offer support and advice on next steps, and work and training opportunities. The Annual Jobs Fair was held in September 2023, with many agencies supporting Employability Bridgend in providing advice and guidance to young people, and a specific section focusing on getting jobs within the council for young people. We have continued to engage with projects funded by Young Persons Guarantee providers to share information which can help with engaging and supporting those utilising the funding. We have made good progress in developing a specific menu of training aimed at young people including engagement opportunities such as the Digital Futures Festival leading to pathways into the digital sector. | |
| WBO2.2.2 | Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers (SSWB) | GREEN (Excellent) | Quarter 4: Across Adults and Children's Social Care we have seconded 15 staff and appointed 8 social work trainees to undertake a social work degree programme. We are currently consulting with staff to further improve the current learning and development training programme for 2023-24 which supports newly qualified practitioners within Bridgend. | Maintain our learning and development training programme which supports newly qualified practitioners within Bridgend. |
| WBO2.2.3 | Bridgend Music Service will further develop links with universities and conservatoires to develop music skills in young people that lead to jobs (EFS) | BLUE (Completed) | Quarter 4: The Bridgend Music Service works closely with the Seren Network, which supports pupils to achieve their academic potential and gain access to leading universities. The music service has also supported Seren welcome events by providing musical items performed by Seren students (19th October 2023, 8th December 2023). The service works with the British Army, who have been involved in side-by-side rehearsals and concerts (18th October 2023). Links have been established with the Royal Welsh College of Music and Drama and BBC National Orchestra of Wales, with a side-by-side rehearsal planned for April 2024. The Benedetti Foundation has carried out residential sessions in September 2023, working with pupils at primary schools and upskilling teachers and music service staff. | |

WBO2.3: Improving our town centres, making them safer and more attractive

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|---------------------------------|--|---|
| WBO2.3.1 | Deliver £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next three years to improve the economic sustainability of our town centres (COMM) | YELLOW (Good) | Quarter 4: The Transforming Towns programme has covered the delivery of 2 new placemaking plans for Maesteg and Porthcawl Town Centres', commercial premises grants, and match funding for project designs and feasibility work, which are currently in the process of being delivered. Whilst not all the funding is allocated in year the team will continue to work with businesses in the community to bring schemes forward in 24/25 as the funding is for three years. | Continue the Transforming Town Grant funding scheme into 24/25. |
| WBO2.3.2 | Prioritise the replacement of the Penprysg Road Bridge and removal of the level crossing in Pencoed and seek funding from UK Government for this project (COMM) | RED (Unsatisfactory) | Quarter 4: Unfortunately, there is no progress on this project. After discussions with the UK Government Levelling Up Department, it's been identified that we are also not eligible for LUF funding for this project. | Our next steps will be to work with Transport for Wales and Network Rail to consider funding options. |
| WBO2.3.3 | Redevelop Bridgend Central Station including improving the front public area with a transport interchange at the rear, providing links between bus services and trains, in partnership with Welsh Government and Network Rail (COMM) | RED (Unsatisfactory) | Quarter 4: Unfortunately, there is no progress on this project. We have continued to investigate possible funding options and how partnership working with UK Government, Welsh Government and Transport for Wales could assist. | Our next steps will be to work with Welsh Government, Transport for Wales and Network Rail to consider funding options. |

WBO2.4: Attracting investment and supporting new and existing local businesses

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--------------------|--|----------------|----------------|------------------|-----------------------|-----------------------------|--|
| WBO2.4 CED47 | Number of local businesses attending procurement workshops (CEX). Higher Preferred | New 23-24 | New 23-24 | Baseline Setting | 0 | New 23-24 | Annual Indicator Target Setting: Provide workshops in line with our procurement strategy and the introduction of supplier relation management Performance: There has been a significant delay on running procurement workshops due to capacity within the team. |
| WBO2.4 CED48 | Percentage local spend on low value purchases and contracts under £100,000 (CEX) Higher Preferred | New 23-24 | 2.93% | 4% | 45.22% | ↑ | Annual Indicator Target Setting: Increase the amount of local spends on low value purchases and contracts under £100,000. Performance: There has been a significant increase in local spend on lower value contracts as these have been awarded by a tender process this year. Small, Medium Enterprises (SMEs) and local suppliers are generally in a position to tender for lower value contracts as they do not have the capacity to tender for higher value contracts. |
| WBO2.4 DCO23.03 | Number of businesses receiving support through Shared Prosperity Funding (COMM) Higher Preferred | New 23-24 | New 23-24 | 20 | 25 | New 23-24 | Quarterly Indicator Target Setting: New indicator. Base target set to monitor the number of businesses supported and support economic growth Performance: The team were able to support more businesses in 23/24 than initially considered due to a level of local demand for support available. |
| WBO2.4 DCO23.04 | Number of business start-ups assisted (COMM) Higher Preferred | New 23-24 | New 23-24 | 52 | 219 | New 23-24 | Annual Indicator Target Setting: New indicator. Base target set to monitor the number of businesses supported and support economic growth Performance: The team were able to support more businesses in 23/24 than initially considered due to a level of local demand for support available. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|------------------------------|---|---|
| WBO2.4.1 | Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy (COMM) | GREEN (Excellent) | Quarter 4: In close liaison with the needs and demands of the local business community, the team have been able to provide support through a range of grant funds, advice sessions, web material and face to face networking and event opportunities. | Continue to deliver support services as set out in the Communities Directorate Business Plan, 2024/25 |

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|--------------------------|--|-------------------------|--|---|
| WBO2.4.2 | Helping local businesses to tender for public sector work through our Supplier Relation Management (SRM) project and external procurement webpage, supporting local businesses to be viable post-covid (CEX) | AMBER (Adequate) | Quarter 4: Staffing and capacity has had an impact on the progress of this project. The external webpage has been successfully developed and is now live however we have not been able to progress further to promote this to suppliers or arrange workshops to engage with suppliers directly. | New legislation is scheduled to come into effect in October 2024. This will require changes to our Contract Procedure Rules and our ways of engaging with local businesses. Supplier workshops will be arranged during the transition period. |
| WBO2.4.3 | Work with the Cardiff City Region (CCR) and its 10 local authorities to think regionally about planning, transport and economic development (COMM) | YELLOW (Good) | Quarter 4: Officers have continued to work on regional engagement with Cardiff Capital Region (CCR) throughout the year as it has transitioned into a Corporate Joint Committee (CJC). There has been continued attendance at Welsh Government working groups, with key members of local authorities looking at the implications of the Corporate Joint Committee (CJC) having strategic responsibility for economic development, transport, and planning. Also, we have continued to work with Officers from CCR on a range of strategic projects and grant funded schemes including the metro link and Ewenny Road in Maesteg. | |

WBO2.5: Making the council an attractive place to work

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CED29(a) WBO2.5 | The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal. Higher Preferred | 38% | 41% | 42% | 35% | ↓ | Annual Indicator Target Setting: Target set to show increase in positive feedback from staff in comparison to the previous survey conducted (22-23 actuals) Performance: It is disappointing to see the recent results have not improved since last year, and whilst it isn't possible to know the reason for the less positive responses from staff, there was a 41.9% reduction in survey completions across the workforce which would have impacted the overall results. It is difficult to know whether the lower response rate illustrates that the majority of 'silent' staff are satisfied or 'dissatisfied' so it is proposed to undertake additional focus group work to get underneath the headline results. Following the survey, an action plan will now need to be developed, as it is every year, to agree on steps that need to be taken to improve on these results. A focus will also need to be given to demonstrate to staff that their views are listened to and acted upon, [currently a 'you said', 'we did' section is available on the staff intranet] to encourage and increase the number of completions in the next annual staff survey which will hopefully improve future staff responses. |
| CED29(b) WBO2.5 | b) I am satisfied with BCBC as an employer Higher Preferred | 73% | 67% | 74% | 66% | ↙ | |
| CED29(c) WBO2.5 | c) Working here makes me want to perform to the best of my ability Higher Preferred | 78% | 77% | 79% | 73% | ↙ | |
| CED29(d) WBO2.5 | d) I feel that BCBC values its employees' ideas and opinions Higher Preferred | 47% | 40% | 48% | 39% | ↙ | |
| CED29(e) WBO2.5 | e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? Higher Preferred | 82% | 84% | 85% | 85% | ↑ | |
| CED49(a) WBO2.5 | Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work. Higher Preferred | New 23-24 | 70% | 71% | 67% | ↙ | |
| CED49(b) WBO2.5 | b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives (CEX) Higher Preferred | New 23-24 | 53% | 54% | 50% | ↙ | |
| CED50 WBO2.5 | Number of sign up of new subscribers to the staff extranet (CEX) Higher Preferred | New 23-24 | New 23-24 | Baseline | 0 | New 23-24 | Quarterly Indicator Target Setting: Collect baseline data to understand how many staff are accessing the extranet to set a meaningful target and rationale for future Performance: This project has not been able to start in 23/24, go-live date has not yet been agreed as this will depend on when single sign-on (SSO) has been completed, and training documents and support are in place. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|--|
| WBO2.5.1 | Improve the Council's culture as an employer, offering fair work opportunities to current and potential employees. Use the views of our workforce to make improvements, develop and motivate employees and improve staff retention (CEX) | GREEN (Excellent) | Quarter 4: Throughout the year the council has continued to promote itself as an employer of choice and ensure that both current and potential employees have access to opportunities for development. We have renewed the disability confident status, implemented the real living wage and continued to promote Health and Wellbeing and self-care. A number of policies have been renewed, some awaiting approval, and there has been positive progress in "growing our own" programme. | Further work to better understand the staff survey responses and seek to implement measures that address the main concerns |

WBO2.6: Ensuring employment is fair, equitable and pays at least the real living wage

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CE054 WBO2.6 | Number of real living wage employers identified (CEX) Higher Preferred | New 23-24 | 235 | 249 | 250 | ↑ | Annual Indicator Target Setting: Increase the number of suppliers replying and becoming accredited Performance: Further to the 235 employers we identified as Real Living Wage employers in 22/23, we have added 15 more to this list in 23/24. This has been achieved by actively working with our suppliers and requesting this information in our tender documentation. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|---|-------------------|--|--|
| WBO2.6.1 | Encourage our suppliers to become real living wage employers (CEX) | GREEN (Excellent) | Quarter 4: We have worked with our current and new suppliers to promote becoming RLW employers, to find out whether they are aware of the RLW, already accredited, or working towards accreditation. | We will continue this into 2024-25 and will be reviewing when necessary. |
| WBO2.6.2 | Encourage employers to offer growth/training options to employees (CEX) | GREEN (Excellent) | Quarter 4: We have encouraged our suppliers to offer their employees training opportunities relevant to the job and to keep any necessary training employees need up-to-date by including this within our standard tender documentation. Bidders must respond to the relevant questions as part of their bid. Contract managers will be monitoring supplier contracts to ensure they are fulfilling their tender response and ultimately their contract. | |

WBO3: A County Borough with thriving valleys communities

WBO3.1: Investing in town centres, including Maesteg town centre

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| DCO23.01 WBO3.1 | Number of commercial properties assisted through the enhancement grant scheme (COMM) Higher Preferred | New 23-24 | New 23-24 | 2 | 4 | New 23-24 | Annual Indicator Target Setting: To allocate the grant appropriately to successful applicants in line with funding terms Performance: In 23/24 we have successfully managed to assist 4 commercial properties through the enhancement grant scheme. We are able to accept applications at any point in time as there are no funding rounds, and encourage as many projects as possible to come forward. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|-------------------|---|------------|
| WBO3.1.1 | Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids (COMM) | GREEN (Excellent) | Quarter 4: The Placemaking Plan for Maesteg has been commissioned and prepared. A consultation has been completed with the public and external stakeholders on the draft plan, and the final draft is ready for sign off by Cabinet in summer 2024. | |
| WBO3.1.2 | Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use (COMM) | YELLOW (Good) | Quarter 4: The Commercial Property Enhancement Grant has been developed and marketed. 1 project is underway, however take up has been slow and a further marketing exercise is to be completed. | |

WBO3.2: Creating more jobs in the valleys

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|-----------------------------|--|--|
| WBO3.2.1 | Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities (COMM) | YELLOW (Good) | Quarter 4: A detailed grant bid to the Cardiff Capital Region (CCR) Northern Valley's Initiative has been submitted and we are awaiting consideration and decision. If successful we will be able to develop a range of industrial premises as set out in WBO3.2.2 below. | |
| WBO3.2.2 | Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys (COMM) | RED (Unsatisfactory) | Quarter 4: No progress yet as we are awaiting the outcome of the grant bid outlined in WB03.2.1 | Continue to seek out and progress bids for funding to bring premises & land forward for business growth in the valleys. |
| WBO3.2.3 | Provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw (SSWB) | GREEN (Excellent) | Quarter 4: For 23-24 the focus has been on conducting a feasibility study on what might be achievable, indicative costs, and sources of funding. The council has supported Awen with feasibility funding for the next stage of project design and development at RIBA 3. The tender was awarded and design work has continued to progress and will seek planning views in regards to potential development due to the location within Bryngarw Park. Securing planning permission will be advantageous to securing the external funding that is needed to progress this project. | Work in partnership with Awen to complete feasibility study to RIBA 3 and identify options for investment, maybe as an integrated community hub. Seek advice from planning on any considerations needed. |

WBO3.3: Improving community facilities and making them more accessible

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--------------------|--|----------------|----------------|--------------------|-----------------------|-----------------------------|---|
| DCO23.11 WBO3.3 | Value of investment with Community Asset Transfers (CATs) in Valleys (COMM) Higher Preferred | New 23-24 | New 23-24 | £200,000 | £296,662 | New 23-24 | Annual Indicator Target Setting: Level of external investment exceeds Council's CAT Fund allocations for the year. External investment target of £200K for CAT projects in valley communities Performance: A total of £624,900 of inward external investment was attributed to CAT related projects against a target of £400,000 for the year. In addition, there is substantial external investment via the UK Governments Community Ownership Fund, Welsh Governments Community Facilities Programme, Sports Wales and Cymru Football Foundation already in the pipeline for 2024-25. |
| SSWB65 WBO3.3 | Number of visits to venues for all purposes (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 353,782 | New 23-24 | Quarterly Indicator Target Setting: New indicator. Baseline to be set with new approach to capturing participation across a range of facilities within the valleys. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. During the year we have captured data on visits across 4 venues - Maesteg pool, Maesteg sports centre, Ogmere Valley Centre and Garw Valley Centre. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|-------------------------|--|--|
| WBO3.3.1 | Progress with Community Asset Transfers in the valleys, including Llangynwyd Playing Fields, to protect these valuable community assets for future generations (COMM) | AMBER (Adequate) | Quarter 4: Only 3 CATs out of an original target of 5 were finalised in the Valley areas during 2023-24 (Bettws, Llangynwyd & Garth Park, Maesteg). The number of transfers were impacted by property issues such as land title that could not be resolved due to limitations of staff resources within the Corporate Landlord and Legal Services which was further compounded by a prolonged staff absence by a member of staff due to illness. | CATs to be finalised in 2024-25 will need to be prioritised to reflect the current backlog and limitations of internal staff resources. In addition, external factors such as funding will also need to be considered. The feasibility of further streamlining the preparation of heads of terms and leases based on standard templates will also need to be considered to speed up the CAT process. |
| WBO3.3.2 | Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner (COMM) | YELLOW (Good) | Quarter 4: Significant progress throughout the year, with planning permission granted for a mixed-use development, the site being marketed for sale, with good interest. Awaiting confirmation from Cardiff Capital Region (CCR) on the revised timeline and milestones for completion. | |

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|--------------------------|---|-----------------------------|---|--|
| WBO3.3.3 | Deliver additional activities in community venues in the Valleys, including digital activities (SSWB) | AMBER (Adequate) | Quarter 4: This is a planning phase and project delivery is mainly intended to take place in 2024-25 using external funding support via shared prosperity fund. Consultant support has been secured in quarter 4 to take forward a digital development project involving 5 community venues and identifying how venue staff and volunteers can be more skilled and confident to use digital approaches including the streaming of activities. A development plan has been created. | Continue to develop and promote library usage in valleys communities in line with the review of library services following Council request for a new approach to be explored. Continue to deliver the development project in partnership with community centres. |
| WBO3.3.4 | Increase participation in physical and mental wellbeing programmes and leisure activities at Maesteg Town Hall, Garw and Ogmores Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre (SSWB) | YELLOW (Good) | Quarter 4: New focus on developing opportunities that build social connections and mental wellbeing, beyond visits that are for physical wellbeing purposes only. This has included activities beyond fitness or swimming and includes group activities that are therapeutic or combat loneliness and isolation by bringing people together. Total visits at halo operated facilities for all purposes have been captured and seeing growth although there is a need for external funding to support specific services and programmes. The life centres are now supporting people to maintain both physical and mental wellbeing. | Plan for investing in programming to increase usage and income at identified centres. BCBC is reviewing some reduced hours if unproductive times are identified at some venues going forward. |

WBO3.4: Improving education and skills in the Valleys

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|---------------------------------|---|--|
| WBO3.4.1 | Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmores Vale and Pontycymmer (EFS) | BLUE (Completed) | Quarter 4: Flying Start Nurseries at Pontycymmer, Nantymoel and Ogmores Vale are now fully registered with Care Inspectorate Wales, and are operating morning and afternoon sessions. A total of 60 children are currently in attendance across the three settings. | |
| WBO3.4.2 | Open Welsh-medium childcare in the Ogmores Valley and Bettws, with 32 full-time-equivalent childcare places (EFS) | RED (Unsatisfactory) | Quarter 4: There is interest from childcare providers at the Bettws and Blaengarw settings, however, the lease documentation is still not complete, meaning that neither opportunity is able to be opened to tender. | Corporate Landlord have indicated that the required documentation will be available by May 2024. Due to timeframes for advertising the opportunity and registering the provision, the sites are not expected to be operational until at least November 2024. |

WBO3.5: Investing in our parks and green spaces and supporting tourism to the valleys

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|-----------------------------|--|------------|
| WBO3.5.1 | Develop a regeneration strategy for the valleys (including Ogmores and Garw Valleys) (COMM) | YELLOW (Good) | Quarter 4: There has been good progress overall in developing the Valley Regeneration Strategy. Extensive consultations have taken place throughout the three valley areas and have included stakeholder and public engagement sessions. A draft strategy is now being prepared for consultation in the summer of 2024. | |
| WBO3.5.2 | Work with the Cwm Taf Nature Network Project to improve access to high quality green spaces (COMM) | BLUE (Completed) | Quarter 4: The Cwm Taf Nature Network (CTNN) completed its delivery during 23/24 and the evaluation report demonstrated the project had been a success. Key elements, where applicable, in relation to future opportunities were then integrated into the delivery of the Green Spaces Enhancement project which is now live at a local level. | |

WBO3.6: Encourage the development of new affordable homes in the valleys

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|---------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CED55 WBO3.6 | Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the Valleys (CEX) Higher Preferred | New 23-24 | New 23-24 | 20 | 2 | New 23-24 | Annual Indicator Target Setting: This 1-year target forms part of wider programme to see an additional 100 units in the valleys provided by RSLs over the next 5 years through the Welsh Government capital build scheme. Performance: Whilst development has been committed for the valleys areas work is progressing to identify opportunities with RSLs, where opportunities have been identified the statutory development process, outside of BCBC's control, has meant they have had to move forward into the next financial year(s) development programme. As we move through the programme opportunities will be realised. In addition to these opportunities there is a large-scale development identified in the LDP that will bring a considerable number of new homes to a Valley area albeit over a longer period. (Also refer to CED60 – Aim 7.6) |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|---------------------------------|--|--|
| WBO3.6.1 | Promote and encourage the development of new social housing in the valleys (CEX) | GREEN (Excellent) | Quarter 4: The Council meets monthly with Registered Social Landlords (RSLs) and quarterly with Welsh Government to identify opportunities within the Valleys and across Bridgend County Borough. The development of opportunities takes a significant amount of time, the process involves identification and working through viability with linkages to the Local Development Plan (LDP) and Local Housing Market Assessment (LHMA). With this regular engagement a funnel of opportunities is being developed and over time the hope is that these opportunities will become bricks and mortar. We are also working with RSLs on the Eweny site, Maesteg. | |
| WBO3.6.2 | Encourage the development of self-build homes on infill plots, to increase the range of housing available (COMM) | RED (Unsatisfactory) | Quarter 4: No further progress on this project as there are no resources or funding available. | Seek an appropriate resource to allow this work to continue. |

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

WBO4.1: Providing safe, supportive schools with high quality teaching

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DEFS155 WBO4.1 | Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EFS) Higher Preferred | New 22-23 | 90% | 100% | 95% | ↑ | Annual Indicator Target Setting: In line with guidance, to ensure schools are exercising their legal safeguarding obligations. Performance: All safeguarding audits have been completed by schools and quality assured by the Education Engagement Team. There has been an improvement in the percentage of schools rated as green. There were three schools that achieved an amber rating on this year's audit, with areas for development including, improving school websites content relating to safeguarding, enhancing the visual safeguarding information in schools and required updated to school anti-bullying policies. |
| DEFS156 WBO4.1 | Number of schools judged by Estyn to be in 'significant improvement' or 'special measures'. (EFS) Lower Preferred | New 23-24 | 0 | 0 | 1 | ↓ | Quarterly Indicator Target Setting: School support is delivered by Central South Consortium, so there should be early support in place to avoid the outcome of any school requiring 'significant improvement' or in 'special measures' Performance: As concluded in the May 2023 Estyn inspection, Caerau Primary School is currently in need of 'special measures'. In a recent visit, Estyn found that the school is making good progress in line with the post-inspection action plan. |
| EDU010a WBO4.1 | Percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools.(EFS) Lower Preferred | 0.014% | 0.02% | 0.02% | 0.03% | ↓ | Annual Indicator Target Setting: Exclusion data is monitored closely by schools to identify any variations in permanent exclusions to understand why it is happening and to ensure they are only used when necessary. Primary exclusions have remained static since COVID-19 lockdown, so targets remain the same as pre-pandemic levels. Performance: The percentage of school days lost due to fixed-term exclusions in primary and secondary schools is higher than the target set for this year. Pupil behaviour is becoming an increasing concern for both schools and local authorities since the pandemic. There is evidence that pupil behaviour is becoming more problematic leading to increases in both fixed-term and permanent exclusions. The behaviour being witnessed within schools show increases in verbal and physical aggression towards adults and other children, in addition to persistent and disruptive behaviour. An action plan has been developed with schools in Bridgend to look at how they are responding to these increases. This has included reviews of school's current graduated response, the pastoral and behaviour support in school, alternative provision, and the support available from within the local authority. In January 2024, the Directorate established an Exclusions Task and Finish Group to consider this issue. The group consisted of a wide range of local authority officers, colleagues from Central South Consortium and headteacher representatives. The task and finish group has been impressed by the 'Exclusions and Managed Move Panel' currently being run by Newport City Council. Members of the task and finish group have visited Newport and observed the panel in operation. Having undertaken a thorough examination of the issues currently being experienced in Bridgend, the task and finish group considered that there is merit in establishing a similar panel. |

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| EDU010b WBO4.1 | Percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools. (EFS) Lower Preferred | 0.081% | 0.164% | 0.12% | 0.19% | ↓ | Annual Indicator Target Setting: Exclusion data is monitored closely by schools to identify any variations in permanent exclusions to understand why it is happening and to ensure they are only used when necessary. Secondary exclusions have shown an upward trend since the pandemic due to behavioural changes and increased complexity of need. The target reflects an expected improvement in this performance. Performance: See comments for EDU010a (above) |
| EDU016a (PAM/007) WBO4.1 | Percentage of pupil attendance in primary schools (EFS) Higher Preferred | Not collected | 90.1% | 90% | 91.5% | ↑ | Annual Indicator Target Setting: Pupil attendance is a critical measure, as young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly. Performance: Pupil attendance in primary schools this year has surpassed the target for this year, however, still sits below pre-pandemic levels. A school attendance campaign was launched last year, and work is ongoing to promote the benefits of attending school to children and parents. |
| EDU016b (PAM/008) WBO4.1 | Percentage of pupil attendance in secondary schools (EFS) Higher Preferred | Not collected | 86.5% | 90% | 87.9% | ↑ | Annual Indicator Target Setting: Pupil attendance is a critical measure, as young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly. Performance: Pupil attendance in secondary schools is below the target for this year. However, it increased by 1.4% from the previous school year and continues on a positive trajectory. A school attendance campaign was launched last year and work is ongoing to promote the benefits of attending school to children and parents. |
| PAM032 CP WBO4.1 | Average Capped 9 Score for pupils in Year 11. (EFS) Higher Preferred | Not collected | Not collected | Baseline setting | 361.50 | Trend not available | Annual Indicator Target Setting: Welsh Government has reinstated the data collection for the 2022-2023 school year. This reintroduction is for an interim period while Welsh Government develops further thinking to align with the introduction of new qualifications from 2025. Data is expected to be available in autumn 2023. Performance: As this has been a baseline setting year, due to the data being unavailable since 2018-2019, there was no target set. However, Bridgend has achieved an increased average capped 9 score this year, when compared to historic data. For the 2022-2023 academic year, Bridgend's performance betters the all-Wales average. When compared against other local authorities, Bridgend ranks in 9th position. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|---|---|
| WBO4.1.1 | Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as 'not requiring any follow-up' (EFS) | GREEN (Excellent) | Quarter 4: Improvement partners at Central South Consortium have collated and reviewed all school development plans. All schools that have been through an inspection receive support from their improvement partner to amend their school development plan (SDP) or produce a post inspection action plan as appropriate. Improvement partners monitor the progress and impact of SDP priorities in partnership with school leaders. Central South Consortium continue to share the governor professional learning programme termly through the local authority governor services (pupil services). Bespoke support is also provided for individual governing bodies on request through the improvement partner, for example, preparation for Estyn and the regional self-evaluation toolkit. Through the Bridgend Governor Association, further training/development opportunities have been offered to school governors on a monthly basis. There is currently work ongoing to establish a governor skills audit to support their self-evaluation processes. | |
| WBO4.1.2 | Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EFS) | GREEN (Excellent) | Quarter 4: All school safeguarding audits are complete and have been quality assured by the Education Engagement Team coordinators. No school or significant areas of concern have been identified, with 95% of schools rated as "green". Of the three schools with an amber rating, a few areas have been highlighted for development including, improving school websites to ensure appropriate information is available in relation to safeguarding, enhancing the visual safeguarding information in schools (reception and foyer areas) and updates are needed to school anti-bullying policies. The schools also identified further safeguarding training needs for staff and school governors. | |
| WBO4.1.3 | Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EFS) | GREEN (Excellent) | Quarter 4: Central South Consortium provides a professional learning programme to support digital learning. This, alongside bespoke support, is available to all schools and complements the work of the digital lead officer. Bespoke professional learning has been provided to schools, including, digital competency training, google classroom and digital platform training, Curriculum for Wales skills mapping and online safety training (also provided to governors). Schools continue to engage with ongoing digital support opportunities, with recent training on Hwb tools and services to Pîl Primary School, Afon y Felin Primary School and Coychurch Primary School. | |
| WBO4.1.4 | Improve the digital offer to young people, including youth led interactive website (EFS) | AMBER (Adequate) | Quarter 4: The website wireframe, which was co-developed with the young editors group, has been further transformed by the communications and marketing team into the website content. This stage is now nearing sign off and a phased delivery plan has been agreed going forward. Social media channels (currently active on FaceBook, X and Instagram) are going from strength to strength and prove to be an excellent medium to engage with young people. Our social media following is increasing weekly, with latest posts reaching over 2000 young people. Bridgend Youth Support will be trailing a "TikTok" account for the local authority in the coming months. This is supported by young people that have engaged over the past months and have indicated that this is the preferred social media platform. The young editors group is established with approximately 15 young people attending weekly. There is a diverse group of young people | Initial website launch date has been set for end of May and will be completed in phases |

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| | | | attending, and the team are developing their digital competency through a series of workshops. Alongside their skill development, the young editors are now actively contributing to content on the youth-led digital platforms (website and social media). | prioritising the content available. |
|--|--|--|---|-------------------------------------|

WBO4.2: Improving employment opportunities for people with learning disabilities

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|---|
| WBO4.2.1 | Give young adults with learning disabilities a chance to try activities, gain new skills and fulfil their potential working across the Council and partners (SSWB) | GREEN (Excellent) | Quarter 4: This work is being progressed as part of the review of day opportunities. Relationships with employability have been strengthened, some people are being given volunteering opportunities in the Day Service. A regional workstream has been established for Neuro Diversity and Learning Disability. A stakeholder meeting was held in February 2024 to identify current provision and networks between providers. | Workstream to continue to meet to develop a local and regional plan |

WBO4.3: Expanding Welsh medium education opportunities

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DEFS138 WBO4.3 | Percentage of Year 1 learners taught through the medium of Welsh. (EFS) Higher Preferred | 7.71% | 8.1% | 8.7% | 8.56% | ↑ | Annual Indicator Target Setting: Welsh Government targets in accordance with Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: The percentage of Year 1 learners taught through the medium of Welsh has increased gradually over the last four years and continues to follow an upward trajectory, but has not reached the target for this year. Work continues to support and promote education through the medium of Welsh in Bridgend, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language. |
| DEFS157 WBO4.3 | Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EFS) Higher Preferred | New 23-24 | 6.89% | 7.16% | 6.62% | ↙ | Annual Indicator Target Setting: Target increase in learners studying through the medium of Welsh as per Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: The data shows a slight decrease in performance, indicating a smaller proportion of children studying at a Welsh-medium secondary school. Work continues to support and promote Welsh-medium education in Bridgend, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language. |
| DEFS158 WBO4.3 | Number of learners studying for Welsh as a second language (EFS) Higher Preferred | New 23-24 | 11 | 1,437 | 11 | ↔ | Annual Indicator Target Setting: Target to increase learners studying Welsh as a second language as per the Welsh in Education Strategic Plan (Wales) Regulations 2019. Performance: This is a new indicator for 2023-24, which was intended to be based on the number of learners entered for a Welsh Second Language examination at GCSE. However, as Welsh is a compulsory subject, this measure was not deemed the most effective for measuring outcomes, therefore the end-of-year figure is not comparable to the target. A more suitable indicator has been determined going forward, to measure the number of students who were entered for an A level examination in Welsh second language, as this will evidence progression. The number remains the same as in the previous year, however, the number sitting examinations in Welsh second language is almost double those that sat A level Welsh first language. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|---|------------|
| WBO4.3.1 | Deliver the actions in the Welsh Language Promotion Strategy and WESP (EFS) | GREEN (Excellent) | Quarter 4: The Welsh Language Promotion Strategy remains on target, with actions aligned with targets set within the Welsh in Education Strategic Plan (WESP). Changes to Welsh Government grants for 2024-25 ensures that staffing can be maintained for progress to continue. Progress has been made in developing the Welsh-medium webpages and a plan has been drafted with the communications team to promote Welsh-medium education throughout the year. Utilising the underspend of the Welsh Government grant for late immersion has led to positive outcomes for learners. | |

WBO4.4: Modernising our school buildings

Commitments

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| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|-----------------------------|--|---|
| WBO4.4.1 | Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new build off Ffordd Cadfan in Brackla (EFS) | RED (Unsatisfactory) | Quarter 4: The delayed decision regarding the site layout continued to negatively impact on the programme. The ecology phase 1 survey was completed. The design is progressing to Royal Institute of British Architecture (RIBA) Stage 2. Active travel assessment has been undertaken. | Review the outcome of the active travel assessment and determine extent of improvements. Commence site investigation to inform foundation design. Continue to develop the scheme in readiness for the pre-application consultation process, ahead of submitting a planning application. Agree safe crossing points following design considerations. |
| WBO4.4.2 | Provide a new build for Mynydd Cynffig Primary School at the junior site in Kenfig Hill (EFS) | RED (Unsatisfactory) | Quarter 4: The ecology mitigation was delayed as a result of Pwllgath Allotment Association (PAA) remaining on site for longer than planned. Vacant site position was achieved in March (PAA vacated the site). However, the pigeon loft remains in situ until it can be relocated. Further site investigations are required at the site and a consultant was appointed to oversee and report the outcome of the works, which will inform the foundation design. The design is ongoing and is at RIBA Stage 3. | Obtain a Coal Authority permit to undertake the site investigation. Relocate the pigeon loft to a site adjacent to Mynydd Cynffig Primary School infants site (subject to planning approval). Continue to develop the design (that is, architectural, mechanical and electrical). Agree extent of ecology mitigation measures with the appointed ecologist. |
| WBO4.4.3 | Enlarge Ysgol Ferch o'r Sger to a two form-entry new build on the existing school site (EFS) | RED (Unsatisfactory) | Quarter 4: The review of the elemental cost plan concluded. Welsh Government's technical advisers undertook a review of the outcome of this work and provided Welsh Government with advice. Council agreed the anticipated increase in the annual service charge as part of the MTFs report in March 2024. | Scheme progression to Stage 2 will be dependent on affordability for all partners. Welsh Government will need to confirm their view regarding affordability for the scheme to progress through Mutual Investment Model Stage 2. |
| WBO4.4.4 | Provide a new two form entry English-medium school at Marlas Estate, Cornelly, to replace the existing Afon Y Felin and Corneli Primary Schools (EFS) | RED (Unsatisfactory) | | |
| WBO4.4.5 | Relocate Heronsbridge School to a new build 300 place school at Island Farm (EFS) | RED (Unsatisfactory) | Quarter 4: The outcome of RIBA Stage 2 (that is, concept design and cost plan) was reported to Cabinet and Corporate Management Board (CCMB) in quarter 3. In March 2024, Cabinet and Corporate Management Board gave approval to take the scheme to tender stage. Meetings have been held to further define the residential provision on site to inform the revised Outline Business Case submission to Welsh Government. | Confirmation of residential provision will be received. The revised Outline Business Case will be submitted to Welsh Government. The tender documents will be drafted to appoint a design and build contractor to take the scheme forward. |

WBO4.5: Attract and retain young people into BCBC employment

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CED56 WBO4.5 | Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX) Higher Preferred | New 23-24 | 70.8% | 75% | 90% | ↑ | Annual Indicator Target Setting: Continue to improve the number of apprentices gaining employment Performance: 10 apprenticeships concluded with 9 obtaining roles within BCBC. |
| DOPS36 WBO4.5 | The number of apprentices employed across the organisation (CEX) Higher Preferred | 40 | 36 | 39 | 46 | ↑ | Annual Indicator Target Setting: Target set to increase number of apprentices Performance: Since the implementation of the Apprenticeship Scheme and the investment and commitment the council is making to apprenticeships, Managers are now realising the importance of succession planning and the idea of 'grow your own' within their teams. This has been complemented by the work being undertaken within schools to promote apprenticeships. As a result we are getting more expressions of interest and a wider cohort of applicants, including a number of which would not have previously considered the apprenticeship route and would have gone onto higher education. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|--|------------|
| WBO4.5.1 | Work with local schools to promote the Council as an employer and promote apprenticeships (CEX) | GREEN (Excellent) | Quarter 4: During the year Learning and Development (L&D) have engaged with schools via the termly Director Reports and have attended options and careers events at various locations to promote the apprenticeship offer including specific roles such as engineering, deliver workshops on applying for apprenticeship jobs and improving interview skills. L&D have also visited jobs fairs and options events at some comprehensive schools. | |

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[WBO4.6: Offering youth services and school holiday programmes for our young people](#)

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|--|----------------|----------------|--------------------|-----------------------|-----------------------------|---|
| SSWB66 WBO4.6 | Participation in targeted activities for people with additional or diverse needs (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 357 | New 23-24 | Quarterly Indicator Target Setting: New indicator. Welsh Government post pandemic investments have been removed and now using core resources. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. The removal of Welsh Government investment support for programmes such as Summer of Fun and Winter of Wellbeing initiatives will negatively impact the range and volume of opportunities available and the numbers that can be supported. |
| SSWB67 WBO4.6 | Participation in the national free swimming initiative for 16 and under (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 19,659 | New 23-24 | Annual Indicator Target Setting: New indicator. Programme investment reduced and Welsh Government review taking place Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. The funding for the Free Swimming Initiative is provided by Welsh Government which has been reduced by 50% in recent years and the costs of operating the programme have increased. The programme supports free access to swimming pool-based activities for those aged 16 and under during school holiday periods and weekends. A reduced performance of 16,000 is targeted for 2024-25 |
| SSWB68 WBO4.6 | Participation in active for life and holiday playworks programmes (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 8 | New 23-24 | Annual Indicator Target Setting: New indicator. Significant reduction in government funding, new approaches being developed. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. These opportunities are generally funded by Town and Community Councils and Welsh Government and has enabled free holiday activity programmes for 8-11 year olds to take place in 8 locations including leisure centres, secondary school sites and community settings. The investments into these schemes and ability to operate the same volume or range of activities may be challenged going forward based on external funding related decisions. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|--|
| WBO4.6.1 | Make our leisure and culture programmes more accessible to children with additional needs (SSWB) | GREEN (Excellent) | Quarter 4: Discovery programmes have continued to support young people with higher levels of additional needs and their families. An average of 50 households are supported with activities for the young people provided that creates respite for the families also. During the year additional work has taken place with young adults with disabilities including gaining accredited qualifications. As part of a new prevention & wellbeing "step up and step down" approach for low level social care referrals 22 families have been referred and 70 individuals have been supported. Targeted inclusion programmes being delivered in partnership with halo and community groups including a focus on youth activities for more vulnerable young people. | Continue to work with young people with additional needs and offer opportunities that support wellbeing. |
| WBO4.6.2 | Extend the food and fun programme in Summer 2023 to at least 80 pupils (EFS) | BLUE (Completed) | Quarter 4: Four schools took part in the two-week Food and Fun Programme in summer 2023, with a total of 130 children accessing the events. Children receive 12 sessions, where they receive a healthy breakfast and lunch, and take part in a range of activities to support their physical health and emotional wellbeing. | |

WBO4.7: Work with people to design and develop services

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|----------------------|---|---|
| WBO4.7.1 | Support communities to develop their own services (SSWB) | GREEN (Excellent) | Quarter 4: Co-production approaches being applied when community-based support services are being designed or developed and review of alignment to other existing support to make best use of resources. The Feel Good for Life programme delivered by Halo Leisure has used peer review panels and also regularly engages with service users to plan for improvements. A dementia planning working group has been established to share insight and opportunities to collaborate between partner organisations. | Continue to engage with people with lived experience and stakeholders to shape services and improve effectiveness. |
| WBO4.7.2 | Develop our future wellbeing programmes with people who are going to use them (SSWB) | GREEN (Excellent) | Quarter 4: Engagement planning to make use of lived experience has been progressing for unpaid carers and people living with cognitive impairment. In partnership with Cwmpas a social innovation project has been progressed involving a broad range of stakeholders who are working with unpaid carers to review how access to the information they need can be improved and how a range of short breaks could improve their resilience to care. This approach is bringing together key stakeholders and people with lived experience to review long standing issues. | Continue to grow co-productive approaches to inform community opportunities. Learning developed from the social innovation approach could be used for other service review processes. |

WBO4.8: Supporting and encouraging lifelong learning

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DEFS159 WBO4.8 | Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS) Higher Preferred | New 23-24 | 0.002% | 1% | 0.66% | ↑ | Quarterly Indicator Target Setting: To ensure there are adequate learning opportunities for the adult population across the county borough. Performance: The percentage of learners has increased steadily between April 2023 and March 2024, showing a significant improvement on the previous year. The target was not achieved as active engagement was ceased due to the approved proposal for cessation of the ACL service in February 2024. The percentage achieved would have been greater had planned workshops in Q4 been approved to run along with additional enrolments on to digital college provision. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|---------------------|--|------------|
| WBO4.8.1 | Run more sessions that communities have expressed an interest in – provide 20 more in-person training sessions (EFS) | BLUE (Completed) | Quarter 4: Between April 2023 and March 2024, Adult Community Learning (ACL) enrolment numbers have increased compared to previous years. Engagement and promotion of the service has continued, and more face-to-face courses/sessions have been offered, including accredited courses, one-off taster sessions and regular digital drop-ins. A total of 53 face-to-face sessions have been delivered to communities so far. A successful partnership has developed with a number of primary schools and effective recruitments campaigns were run. Active engagement and campaigns were ceased due to the approved proposal for cessation of the ACL service in February 2024. | |

WBO4.9: Being the best parents we can to our care experienced children

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CH/052 WBO4.9 | Percentage of care leavers who have experienced Homelessness during the year (SSWB) Lower Preferred | 8.23% | 10.2% | 10% | 7.17% | ↑ | Quarterly Indicator Target Setting: To continue to improve performance Performance: Positive joint working means this is on target. The 16+ team are in the process of recruiting a Social Worker specifically for “When I’m Ready “and Supported Lodgings arrangements. This role will include supporting the recruitment and assessments of providers in addition to providing support for the placement. There is a young person and Unaccompanied Asylum-Seeking Children homelessness workstream which includes representatives from housing and Social Services Department to consider how we can work together to prevent homelessness for care leavers with a more pro-active approach. The Group Manager for case management and transition works closely with commissioning and placements to consider future options. A 16+ move on panel is currently being planned. There is an increased focus on post 18 planning with regards to reunification plans and Placement with Parents arrangements with robust support. Independent living skills assessments are now in place within 16+ which will support the Personal |

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| | | | | | | Assistants to understand any skills deficits to enable plans to be targeted to support particular areas of need to support independent living with a view to prevent homelessness. | |
| SSWB48a WBO4.9 | Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the a) 12 months since leaving care Higher Preferred | 64.52% | 54.17% | 60% | 68.97% | ↑ | Quarterly Indicator Target Setting: To continue to improve performance Performance: The team continue to encourage access to education, employment and training. This is monitored and reviewed through the pathway planning process. |
| SSWB48b WBO4.9 | b)13-24 months since leaving care (SSWB) Higher Preferred | 54.55% | 62.07% | 65% | 57.69% | ↓ | Quarterly Indicator Target Setting: To continue to improve performance Performance: It has been identified that there has been a decline since the Basic Income Pilot was introduced. The team now have a multiply officer in post to support care leavers with developing numeracy skills. 16+ will look to further develop links with youth development. As the time lapses from the young person being looked after their contact with us often decreases which leads to us often struggling to maintain contact and be fully up to date of the Young Person's current engagement. This is actively discussed in Pathway reviews. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|----------------------|---|---|
| WBO4.9.1 | Give care experienced children love, care, safe homes to live in and opportunities to try new activities, gain new skills and fulfil their potential working across the Council and partners (SSWB) | YELLOW (Good) | Quarter 4: The delivery of Bridgend Corporate Parenting Strategy is overseen by a multi-agency corporate parenting board. In the last quarter member agencies have been tasked with signing up to the Welsh Government Corporate Parenting Pledge. Each agency has also been developing single agency action plans which will be amalgamated into the overall Bridgend Corporate Parenting Delivery Plan. | To review the action plan that is being developed to hold each agency to account on their support for care-experienced children. This action plan is key to ensure that the strategy is being implemented and improving outcomes for children and young people. |
| WBO4.9.2 | Develop a Corporate Parenting strategy with care experienced children to explain what public services will do to help them meet their potential and celebrate rights of passage (SSWB/EFS) | GREEN (Excellent) | Quarter 4: (SSWB) Data from each of the relevant agencies will be agreed in readiness for regular reporting in the new financial year. All agencies have been asked to sign up to the 'Corporate Parent Charter – a promise for Wales'. The Corporate Parenting and Participation Officer submitted BCBC pledge on behalf of the council on 3rd February following the agreement by Cabinet Committee Corporate Parenting to commit to the national charter. Bridgend Halo Leisure Centre is booked to host the Achievement Awards for all care experience children, young people and care leavers aged 5 – 21 across Bridgend County on Monday 28th October (half term). A fundraising page has been created to fund the awards and work is underway to plan for event. The most significant progress this quarter is the agreement by full council to have care experience recognised as a protected characteristic. (EFS)The Education Engagement Team continue to work closely with the Social Services and Wellbeing Directorate as part of the Corporate Parenting Strategy. Attendance at the corporate parenting board remains a priority. A drop-in will be set up between the Education Engagement Team and the care-experience team to ensure that we become aware of care-experienced children at the earliest opportunity to ensure smooth transitions into education and appropriate support is given. All personal education plans, which are used to record the child's view and plan how best to support their education, are now attached to the learners on WCCIS, however, they currently cannot be added into the directorate's management information system (MIS). It's important that they are transferred over to the MIS as this will become the primary information system for the directorate. | The final consolidated action plan encompassing all agency actions will be reviewed as described above within the Corporate Safeguarding Board. |

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

WBO5.1: Moving towards net zero carbon, and improving our energy efficiency

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CED57 WBO5.1 | Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred | New 23-24 | 47 | 40 | 40.80 | ↑ | Annual Indicator Target Setting: Target set to see a reduction, in line with concentration modelled in the draft Air Quality Action Plan (AQAP) for the monitoring location of OBC -110. Note (1) This represents the worst-case concentration recorded during 2022. Performance: The value of 40.8 µg/m3 is the worst-case value recorded on Park Street, and the result is expressed as an annual average for 2023. Monitoring is undertaken to specific calendar dates. Further improvement will be seen as the AQAP is implemented. |
| DCO20.01 WBO5.1 | Annual Gas Consumption across the Authority – kWh (COMM) Lower Preferred | 29,604,029 | 24,362,648 | 23,144,515 | 21,966,783 | ↑ | Annual Indicator Target Setting: To see reduction in energy consumption levels and related emissions and progress our corporate energy efficiency Performance: Whilst not meeting the targets entirely, as not all planned energy reduction measures were implemented due to timeframes, a reduction overall was achieved and this should be considered as a success |
| DCO20.02 WBO5.1 | Annual Electricity Consumption across the Authority – kWh (COMM) Lower Preferred | 18,003,343 | 15,927,161 | 15,130,803 | 15,210,536 | ↑ | |
| DCO20.03 WBO5.1 | Annual CO2 related to gas consumption across the Authority – tonnes (COMM) Lower Preferred | 5,417 | 4,458 | 4,235 | 4,018 | ↑ | |
| DCO20.04 WBO5.1 | Annual CO2 related to electricity consumption across the Authority – tonnes (COMM) Lower Preferred | 3,783 | 3,080 | 2,925 | 3,150 | ↙ | |
| DCO23.05 WBO5.1 | Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) Higher Preferred | New 23-24 | New 23-24 | 5% | 4.3% | New 23-24 | Annual Indicator Target Setting: To see a reduction in emissions and progress our corporate energy efficiency Performance: A 4.3% reduction in emissions was achieved, which whilst not the target 5%, can be considered as a success. More corporate working will be required in the year ahead as this target is for all Council Services so a collective responsibility. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|---|
| WBO5.1.1 | Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes (COMM) | AMBER (Adequate) | Quarter 4: Overall the Council saw a 4.3% reduction in its emissions in 2023-24. However, a very small proportion of this was from the movement of fleet from traditional petrol/diesel to Ultra Low Emission Vehicles (ULEV). The reason for this is the prohibitive costs currently of ULEV vehicles, this will impact on the speed of the transitioning future years unless it is grant aided by Welsh Government, as some vehicles for social services have been this year. | Will need to review our fleet transition strategy and align with the resources that are available within the Council and the Welsh Government reviewed commitments to a target of 2035 for Net Zero in the public sector. |
| WBO5.1.2 | Use feedback from the consultation to agree an Air Quality Action Plan and start work on the measures to improve air quality along Park Street (CEX) | GREEN (Excellent) | Quarter 4: Work was progressed to further develop and refine measures of the AQAP for Park Street. This resulted in additional modelling work being undertaken to assess the impact of further measures including electrification of buses using Park Street and also stopping HGVs from using Park Street, however these additional measures had minimal impact in terms of reducing future NO2 concentrations and therefore were not taken forward for implementation, but instead retained as future options in the AQAP. There was also further work to forecast a likely year of compliance as requested by Welsh Gov as part of their review of the draft AQAP. The assessment demonstrated that compliance will be achieved by 2026 with all measures in place. A report on the final AQAP is due to go to Cabinet for approval but this has been delayed until April 2024. | Cabinet report for approval of the AQAP at April cabinet meeting before implementation can begin. |

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|--------------------------|---|---------------------------------|--|--|
| WBO5.1.3 | Build five new net zero carbon schools (EFS) | RED (Unsatisfactory) | Quarter 4: Each of the five schemes are in design development and due to delays on each scheme throughout 2023-2024, the timescales for the five schemes has been impacted. This target will only be achieved following construction of the schools. | <p>Mynydd Cynffig Primary School - Obtain a Coal Authority permit to undertake the site investigation. Relocate the pigeon loft to a site adjacent to Mynydd Cynffig Primary School infants site (subject to planning approval). Continue to develop the design (that is, architectural, mechanical and electrical). Agree extent of ecology mitigation measures with the appointed ecologist.</p> <p>Ysgol Ferch o'r Sgêr and English-medium school - Scheme progression to Stage 2 will be dependent on affordability for all partners. Welsh Government will need to confirm their view regarding affordability for the scheme to progress through Mutual Investment Model Stage 2.</p> <p>Heronsbridge School - The revised Outline Business Case will be submitted to Welsh Government. The tender documents will be drafted to appoint a design and build contractor to take the scheme forward.</p> <p>Ysgol Gymraeg Bro Ogwr - Review the outcome of the active travel assessment and determine extent of improvements. Commence site investigation to inform foundation design. Continue to develop the scheme in readiness for the pre-application consultation process, ahead of submitting a planning application.</p> |
| WBO5.1.4 | Deliver more frontline social care services with workers using the Council's electric vehicles (SSWB) | BLUE (Completed) | Quarter 4: There are 6 electric vehicles in operation within the Support at Home Service being utilised by the Mobile Response Team and Support at Home Team Leads. The BCBC Decarbonisation Programme Officers are in the process, and are on track, to commission back-office management to support the charging functions. There have been challenges faced to in being able to charge the vehicles on site and this will be resolved with the imminent switch on of the charging points. The benefits of using electric vehicles within the service are that they; demonstrate the value of our service to the people who use the service and staff members; reduces wear and tear on staff members' own vehicles; reduces the amount of expenses claimed and has a number of broader benefits to the environment. | Implement the charging points at the Support at Home base. |
| WBO5.1.5 | Invest in energy efficiency improvements to Council buildings including schools (COMM) | AMBER (Adequate) | Quarter 4: The 2030 Decarbonisation Board has overseen focused work on building efficiencies in relation to insulation and lighting. This will continue into 24/25 however it is clear that these schemes will need to be funded via an Invest to Save Scheme. So will be balanced against the other competing needs within the Council's MTFS. | Take the business case for an energy invest to save proposal to Cabinet to identify if this is a Council priority and how it can be funded in 24/25. |

WBO5.2: Protecting our landscapes and open spaces and planting more trees

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DCO23.06 WBO5.2 | Number of blue flag beaches (COMM) Higher Preferred | New 23-24 | New 23-24 | 3 | 3 | New 23-24 | Annual Indicator Target Setting: Target set to maintain current high standards Performance: All our blue flag beaches retained their status. |
| DCO23.07 WBO5.2 | Number of green flag parks and green spaces (COMM) Higher Preferred | New 23-24 | New 23-24 | 2 | 2 | New 23-24 | Annual Indicator Target Setting: Target set to maintain current high standards Performance: All our green flag parks maintained their status |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|--------------------------|--|--|
| WBO5.2.1 | Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan (COMM) | GREEN (Excellent) | Quarter 4: The Local Places for Nature project successfully delivered its 23/24 work programme which included biodiversity enhancement schemes at Heol Y Cyw Playing Fields and land behind Pyle Swimming Pool and habitat connectivity schemes at Sarn, Brynmenyn, Newbridge Fields, Cefn Glas, Aberkenfig, Bryntirion and Newcastle. | |
| WBO5.2.2 | Work with the Cwm Taf Nature Network Project to enhance and improve access to high quality green spaces in our County Borough (COMM) | BLUE (Completed) | Quarter 4: The Cwm Taf Nature Network (CTNN) project completed its delivery during 23/24 and the evaluation report demonstrated the project had been a success. Key elements, where applicable, in relation to future opportunities were then integrated into the delivery of the Green Spaces Enhancement project which is now live at a local level. | |
| WBO5.2.3 | Plant a further 10,000 trees a year and provide a Community Planting Scheme to green our County Borough (COMM) | AMBER (Adequate) | Quarter 4: Feasibility for tree planting schemes were delivered in 23/24, however budget must be agreed and further information regarding the community woodland identified as the preferred site option, in order to complete tree planting scheme and landscape designs. | Implementation of scheme is pending corporate budget decisions, as currently there is no allocation for this work. |

WBO5.3: Improve the quality of the public realm and built environment through good placemaking principles

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-----------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| PAM/018 WBO5.3 | Percentage of all planning applications determined within 8 weeks (COMM) Higher Preferred | 64% | 64% | 80% | 68% | ↑ | Quarterly Indicator Target Setting: Target set in line with national target for good performance Performance: The Planning Department have implemented a restructure during this year which has resulted in some new posts being created. It is expected that performance will increase significantly next year. |
| PAM/019 WBO5.3 | Percentage of planning appeals dismissed (COMM) Higher Preferred | 76% | 64% | 66% | 87% | ↑ | Quarterly Indicator Target Setting: Target set in line with national target for good performance Performance: On target |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|---|--|
| WBO5.3.1 | Adoption of the Replacement Local Development Plan (COMM) | GREEN (Excellent) | Quarter 4: The Local Development Plan has now been adopted by Full Council in March 24 after an extensive examination in public in Spring 2023 by a Welsh Government Appointed Inspector. | We will now progress work on the Supplementary Planning Guidance (SPG) which is a document that enhances the policies in the Local Development Plan. The SPG covers topics such as affordable housing, education, open spaces etc. |

WBO5.4: Reducing, reusing or recycling as much of our waste as possible

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DCO20.05 WBO5.4 | Percentage of Street cleansing waste prepared for recycling. (COMM) Higher Preferred | 40.7% | 40.47% | 40% | 41.12% | ↑ | Annual Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Facility is extracting increased recycling from cleansing waste. |
| PAM/010 WBO5.4 | Percentage of highways land inspected and found to be of a high/acceptable standard of cleanliness. (COMM) Higher Preferred | 98.53% | 98.05% | 98% | 99.97% | ↑ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target has been exceeded and has improved by 1.92% compared to the previous year. Hard work of cleansing teams showing increased cleanliness of inspected streets. |
| PAM/030 WBO5.4 | Percentage of municipal waste collected and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in | 72.97% | 71.38% | 70% | 71.94% | ↑ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target achieved showing a 0.56% improvement compared to 22/23. Continued work by our education and enforcement teams with residents and other key stakeholders and |

| | | | | | | | |
|--------------------------------------|--|-----------|----------|--------|----------|---|---|
| | any other way (COMM) Higher Preferred | | | | | | communication campaigns assisting with continued improvements in amount of waste recycled and reused. |
| PAM/030 a) WBO5.4 | Percentage of municipal waste collected and a) prepared for reuse Higher Preferred | 1.24% | 0.68% | 1% | 1.39% | ↑ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Increased use of re-use shop on Maesteg CRC. Some highways waste being reused in civic works in the County Borough. |
| PAM/030 b) WBO5.4 | b) prepared for being recycled Higher Preferred | 51.29% | 51.01% | 49% | 50.42% | ↙ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target has been achieved this year. We have seen a decrease in figures throughout the year and believe this could be down to less paper and cardboard materials being collected on the kerbside. The fall in figures may also be affected by residents purchasing less due to the economic climate. |
| PAM/030 c) WBO5.4 | c) as source segregated biowastes that are composted or treated biologically in another way Higher Preferred | 20.44% | 19.69% | 20% | 20.14% | ↑ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target has been achieved this year with a slight increase of 0.45% compared to 22/23. Increased promotion of garden waste service meaning more subscribers to garden kerbside collections in this year. |
| PAM/043 WBO5.4 | Kilograms of residual waste generated per person (COMM) Lower Preferred | 131.65 kg | 120.2 kg | 131 kg | 119.8 kg | ↑ | Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target has been exceeded with less residual waste per person in 23/24. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|---------------|--|---|
| WBO5.4.1 | Develop our Future Waste Services Model, improving our recycling targets further and converting our vehicles. We will consult on the options with residents in 2024 (COMM) | YELLOW (Good) | Quarter 4: A consultant was engaged to produce a report outlining our future service delivery options – to reprocur with an external provider, set up a Local Authority Trading Company (LATCo), or bring the service back inhouse. This involved data gathering, and analysis based on the current service model. The consultant report was presented to Scrutiny in March 2024. Recommendations from scrutiny and Cabinet meeting in April 2024 require additional analysis of the options before Cabinet can make a decision on the preferred service delivery model. | Further work to explore options with findings reported Summer 24 and public consultation to take place. |
| WBO5.4.2 | Ensure that the new Community Recycling Centre at Pyle is opened (COMM) | YELLOW (Good) | Quarter 4: The new Community Recycling Centre (CRC) opened in Pyle on 14th March 2024, following a new licence application being submitted by our waste contractor and granted by Natural Resources Wales (NRW). A number of meetings were held with NRW and the waste contractor to ensure any issues with application were dealt with which resulted in the granting of the licence in February 2024 and subsequent opening of the site. Plans to decommission the CRC at Tythegston have not started in 2023-24 as we had planned. | Continue with plans to decommission the Tythegston Community Recycling Centre |

WBO5.5: Improving flood defences and schemes to reduce flooding of our homes and businesses

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DCO23.08 WBO5.5 | Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings. (COMM) Higher Preferred | New 23-24 | New 23-24 | 95% | 100% | New 23-24 | Quarterly Indicator Target Setting: Baseline target set to ensure effective progression of applications Performance: We are holding regularly meetings with SUDs colleagues to manage workloads in this area and assess upcoming deadlines to ensure targets were met. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|-------------------|---|------------|
| WBO5.5.1 | Invest in and improve flood mitigation measures in our valleys communities to reduce the flood risk (COMM) | GREEN (Excellent) | Quarter 4: New flood prevention and culvert schemes have been completed in Station Street, Nantymoel, and Queen street, Blaengarw and have been successfully monitored for effectiveness over the winter period and inclement weather. Bids have been issued to Welsh Government for further schemes identified and grant funding approved for implementation in 2024/25. There has been additional gully clearance during winter period at historical flooding locations, and ditch cleaning operations undertaken to improve flood risk in rural areas. Additional culverts have been added to monitoring regime and additional inspections undertaken throughout winter period of the flood risk culverts, along with replacement and upgrading of culvert warning sensors at various locations. | |

WBO6: A County Borough where people feel valued, heard and part of their community

WBO6.1: Celebrating and supporting diversity and inclusion and tackling discrimination

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CORPB3 WBO6.1 | Percentage of council staff completing Introduction to Equality and Diversity training (E-Learning or workbook). (ALL) Higher Preferred | New 23-24 | 12.07% | 100% | 47.61% | ↑ | Quarterly Indicator Target Setting: All staff to complete training Performance: A review of the mandatory e learning models for all staff is ongoing to ensure the most important training is carried out first as a priority and to recognise prior learning and training for some staff where appropriate. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|-------------------|---|------------|
| WBO6.1.1 | Finish work on current strategic equalities plan and work with communities to develop a new one, supporting Welsh Government on race equality and LGBTQ+ action plans (CEX) | GREEN (Excellent) | Quarter 4: We have engaged with key service areas to develop a new Strategic Equalities Plan (SEP) for 2024-28. This was presented to Cabinet Committee Equalities before Cabinet gave approval to commence a formal public consultation to seek views on the proposed Strategic Equalities Objectives and ensure they reflect citizens' priorities. The consultation ran during January and February 2024 and consisted of a public survey available online through our consultation webpage and in paper format by request. The consultation was sent out to our Citizen Panel, and shared with Town and Community Councils, and the Youth Council, and in-person public engagement events were also held throughout the consultation period. Following the consultation, further work has been taking place to finalise the plan. The final draft will go to Cabinet in May for approval and work can begin on formulating an action plan with the Corporate Equalities Network. | |
| WBO6.1.2 | Establish new BCBC staff groups for people with protected characteristic (CEX) | YELLOW (Good) | Quarter 4: The Equalities Team worked with Human Resources to design and undertake a staff survey to identify potential staff networks groups. Following analysis of the responses the groups identified included menopause, LGBTQ+, autism/social anxiety, Welsh, mental health, lifestyle, ethnic minority, new managers, and walking outdoors. Human Resources have looked at what e-learning training we have against each of the groups and work is now underway to move these initiatives forward. Staff have been asked to contact the equalities team with expressions of interest in joining groups by the end of April so that we can start arranging group meetings. | |

WBO6.2: Improving the way we engage with local people, including young people, listening to their views and acting on them

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CED58 WBO6.2 | Percentage of consultation participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months?(CEX) Higher Preferred | New 23-24 | 46% | 50% | 49.4% | ↑ | Annual Indicator Target Setting: Target set to improve performance Performance: This is a slight improvement. During 2024/2025 the Council intends to improve engagement with residents to provide better information about what the Council does but also to hear about their priorities. |
| CED59(a) WBO6.2 | Level of engagement (Welsh / English) a) across consultations (CEX) Higher Preferred | New 23-24 | 8,267 | 8,268 | 7,946 | ↙ | Annual Indicator Target Setting: To improve the level of engagement across the county borough, based on the number of people who engage in certain corporate consultations, open the digital communications bulletins, and engage with posts across all the social media platforms Performance: The Council adopted a new Participation and Engagement Strategy in 2023/3024 which was informed by feedback received during a consultation period. In 2024/2025 the Council will be undertaking a number of consultations and the method of engagement will be reviewed for each exercise to ensure the correct methods are used, dependent on the service area that is the subject of the consultation. |
| CED59(b) WBO6.2 | b) with corporate communications to residents, using the digital communications platform (CEX) Higher Preferred | New 23-24 | 795,335 | 795,336 | 972,384 | ↑ | |
| CED59(c) WBO6.2 | c) across all corporate social media accounts (CEX) Higher Preferred | New 23-24 | 1,230,698 | 1,230,699 | 1,715,802 | ↑ | |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|---------------------------------|--|--|
| WBO6.2.1 | Review how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive (CEX) | YELLOW (Good) | Quarter 4: Work has continued to strengthen our engagement methods with different groups. Engagement sessions have been carried out with pupils in schools to open further lines of communication. The engagement team continue to use different functionalities within Engagement HQ system such as ideas boards and quick poll surveys in order to reach younger audiences. Throughout the year there has been further work with our services to develop and improve the corporate website, with content constantly being reviewed and developed. For example, new webpages and content has been developed to support the drive to recruit more social care staff and social workers. We have engaged with Youth Services to improve their online presence and information available to young people. The digital communication platform is also being developed with new topics being created to increase our user numbers for specific services such as jobs, waste and recycling etc. | A new Communications manager has been appointed who is developing a communications plan for both external and internal communications, including the development of an agreed corporate narrative and a proposed comprehensive public engagement exercise this year to help shape the Council's priorities moving forward. |
| WBO6.2.2 | Provide new opportunities for the community to engage with us on our regeneration plans, holding workshops with key stakeholders including town councils, learners and community groups (COMM) | GREEN (Excellent) | Quarter 4: Officers have undertaken numerous consultation and engagement sessions throughout the year with local communities and key stakeholders on a number of our regeneration projects. This has included engagement on the Porthcawl and Maesteg Town Centre Placemaking Plans and the Valleys Regeneration Strategy. | |
| WBO6.2.3 | Develop the Bridgend County Borough Council Climate Citizens Assembly to allow communities to shape our 2030 Net Zero Carbon Agenda (COMM) | RED (Unsatisfactory) | Quarter 4: There has been no progress here as the funding for this activity was taken as part of an MTFs saving for 24/25 | Officers will now identify other methods to engage with communities on the 2030 agenda |

WBO6.3: Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|---------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CED5 WBO6.3 | Percentage of first call resolutions (CEX) Higher Preferred | 75.66% | 75.91% | 75.92% | 69.17% | ↙ | Quarterly Indicator Target Setting: Target set to improve performance. Performance: The first call resolution fluctuates and depends on the complexity of the calls taken by staff within the Contact Centre. The calls are monitored each month and the main IVR on the telephone system is constantly reviewed to try to ensure calls are routed to the right service first time. Also whilst there is no way to help identify which inbound calls are complex, discussions are ongoing with relevant service areas to see identify how the first call resolution can be improved. |
| CED51 WBO6.3 | Number of online transactions using the digital platform (CEX) Higher Preferred | New 23-24 | 103,347 | 103,348 | 72,500 | ↓ | Quarterly Indicator Target Setting: To promote channel shift and to increase the number of online transactions by customers Performance: The volume of online transactions has been consistent this financial year. Whilst the figure is lower than the set target, it must be reminded that the previous figures were inflated due to the various forms available online for residents to complete to apply for various schemes, mainly the Winter Fuel payments. There hasn't been any adhoc government schemes this financial year so the online activity has been based on the usual online services that are available. |
| CED52 WBO6.3 | Number of hits on the corporate website (CEX) Higher Preferred | New 23-24 | 1,398,559 | 1,398,560 | 3,415,000 | ↑ | Quarterly Indicator Target Setting: To improve on the information and advice that is available online to support residents further Performance: We actively promote the website, directing residents to the site to complete online transactions and view key information. We have also created a number of new pages on the website which are receiving more views as time goes on. During 2023/24 the roadworks page received over 15,000 views. The Free menstrual products subscription page, which is a new fairly new initiative, received over 13,000 views. |
| CED53 WBO6.3 | Percentage of staff with Welsh language speaking skills (including schools) Higher Preferred | New 23-24 | 25.5% | 52% | 26.82% | ↑ | Annual Indicator Target Setting: To improve the number of staff, including schools, with Welsh language speaking skills. Performance: Whilst we're under our target of 52% we have seen a 1% increase since last year on the amount of staff with Welsh language speaking skills. |

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|----------------------------------|--|--------------|-------|------|--------|---|--|
| CORPB4 WBO6.3 | Percentage of council staff completing Welsh Language Awareness E-Learning. (CEX) (ALL) Higher Preferred | New 23-24 | 12.4% | 100% | 47.61% | ↑ | Quarterly Indicator Target Setting: All staff to complete training Performance: A review of the mandatory e learning models for all staff is ongoing to ensure the most important training is carried out first as a priority and to recognise prior learning and training for some staff where appropriate. |
|----------------------------------|--|--------------|-------|------|--------|---|--|

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|----------------------|---|---|
| WBO6.3.1 | Develop more community hubs in libraries and other Council buildings so that residents can get more information and help without travelling to Civic Offices (CEX) | YELLOW (Good) | Quarter 4: Work continues with Awen to provide an extension of customer services to support residents accessing council services within their local communities. A pilot has been undertaken in Garw and Ogmore Valleys' libraries. The pilot proved demand in both communities was low as customers use alternative channels to access council services. | A decision will be made following AGM on how to progress with community support in the Garw and Ogmore Valleys. |

WBO6.4: Helping clubs and community groups take control of and improve their facilities and protect them for the future

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DCO16.8 WBO6.4 | Number of council owned assets transferred to the community for running (CATs) across the County Borough (COMM) Higher Preferred | 11 | 10 | 15 | 7 | ↓ | Annual Indicator Target Setting: A combination of 10 transfers ongoing being delivered and five new ones, across the County Borough Performance: The number of completed transfers was impacted by property issues such as land title that could not be resolved due to limitations of staff resources within the Corporate Landlord and Legal Services, further compounded by a prolonged staff absence by a member of staff due to illness. |
| DCO23.12 WBO6.4 | Value of investment with CATs across Bridgend County Borough (COMM) Higher Preferred | New 23-24 | New 23-24 | £400,000 | £624,900 | Trend not applicable | Annual Indicator Target Setting: Level of external investment exceeds Council's CAT Fund allocations for the year. External investment target of £400K for CAT projects across County Borough. Performance: A total of £624,900 of inward external investment was attributed to CAT related projects against a target of £400,000 for the year. In addition, there is substantial external investment via the UK Governments Community Ownership Fund, Welsh Governments Community Facilities Programme, Sports Wales and Cymru Football Foundation already in the pipeline for 2024-25. |
| SSWB69 WBO6.4 | Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) Higher Preferred | New 23-24 | New 23-24 | 200 | 395 | New 23-24 | Annual Indicator Target Setting: Baseline target set based on number of individuals being supported by BCBC local community co-ordinators who will be working in 6 locations within the county borough Performance: Although the number of local community co-ordinators has been increased the volume is low for whole county coverage and additional investment into these preventative roles would increase the community based support available. Three of the six new roles did not commence until quarter three. There are limitations on the numbers that can be supported at any given time particularly regarding those on the edge of care with higher complexities of need. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|--------------------------|---|--|
| WBO6.4.1 | Invest a further £400k in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities (COMM) | GREEN (Excellent) | Quarter 4: A total of £624,900 of inward external investment was attributed to CAT related projects against a target of £400,000 for the year. In addition, there is substantial external investment via the UK Governments Community Ownership Fund, Welsh Governments Community Facilities Programme, Sports Wales and Cymru Football Foundation already in the pipeline for 2024-25. | |
| WBO6.4.2 | Develop a more coordinated approach with partners to helping people find activities and groups in their communities (SSWB) | GREEN (Excellent) | Quarter 4: Community network building approaches to bring partners and stakeholders together who support people in communities to connect with what is in place and identify gaps in provision. There has been positive network development including opportunities for people with disabilities and additional needs, opportunities for older adults via the older adults network and network based opportunities for carers and young carers also. BAVO are supporting a range of community based networks as part of a prevention and wellbeing in communities approach. | Continue to build networks and grow network meetings that are more cross cutting as part of an overarching prevention and wellbeing network in partnership with Bavo and third sector. |

WBO6.5: Becoming an age friendly council

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|-------------------------|---|--|
| WBO6.5.1 | Make Bridgend County Borough a great place to grow old, working with partners to improve leisure activities, accessible housing, care, and support as an Age Friendly Council (SSWB) | AMBER (Adequate) | Quarter 4: Bridgend is participating in the all Wales programme supported by Welsh Government and developing its baseline assessment and action plan. This will continue into 2024-25. There are 8 domains to focus on including transport, housing, community support and health services, social participation, respect and social inclusion, civic participation and employment, communication and information. There has been survey work to engage older adults, programmes of older adult activity groups, cultural activities including dementia friendly sessions and support for the older persons forum to improve web information. | Continue to be a part of the Welsh Government and older persons commissioners network to inform local planning and development. Commence engagement with stakeholders and partners on draft plans. |

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

WBO7.1: Improving active travel routes and facilities so people can walk and cycle

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| DCO23.17 WBO7.1 | New active travel routes (length in KM) (COMM) Higher Preferred | New 23-24 | New 23-24 | 4km | 0.4km | New 23-24 | Annual Indicator Target Setting: Additional target routes for the year Performance: Welsh Government have significantly reduced the funding available to implement Active Travel Routes, hence the dramatic reduction in schemes achieved in 23/24 from previous years. Without this funding future schemes cannot come forward. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|--|----------------------|---|------------|
| WBO7.1.1 | Improve sustainable and active travel choices, including the Metrolink bus facility in Porthcawl, to increase connectivity and greener travel choices (COMM) | YELLOW (Good) | Quarter 4: Construction of the Metrolink bus facility is underway and has progressed well throughout the year, but has not been completed for the facility to open to commercial use within the year as planned. The new completion date will be summer 2024. | |

WBO7.2: Offering attractive leisure and cultural activities

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------|---|----------------|----------------|--------------------|-----------------------|-----------------------------|--|
| SSWB70 WBO7.2 | Number of visits by older adults to physical activity opportunities supported (SSWB) Higher Preferred | New 23-24 | New 23-24 | Establish Baseline | 23,308 | New 23-24 | Annual Indicator Target Setting: New indicator. New approach with reductions in funding. Performance: Currently establishing baseline in order to assess effectiveness of this service, following one year's worth of data will be able to benchmark going forward. |
| SSWB71 WBO7.2 | Number of individuals who commence programmes and complete 16 weeks of activity (SSWB) Higher Preferred | New 23-24 | 350 | 350 | 416 | ↑ | Annual Indicator Target Setting: New indicator. Funding levels set by Public Health Wales. Performance: On target. The 16-week measure is based on a period to encourage behavioural change in those referred as an indicator. As some referrals link to a range of chronic conditions this is not always attainable due to poor health or other risks. |
| SSWB72 WBO7.2 | Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) (SSWB) Higher Preferred | New 23-24 | 44.6% | 46% | Data not available | New 23-24 | Annual Indicator Target Setting: New indicator. Base target set to see improvement on previous data captured by Sport Wales Performance: Survey not being undertaken this year. This is based on the national school sport survey that is run by Sport Wales involving primary and secondary schools but is not annual and next survey is not imminent. Bridgend has demonstrated top quartile performance in the previous survey in a range of categories including overall activity levels, after school participation and links to community activities. The surveys cover primary and secondary school ages. |

| | | | | | | | |
|----------------------------------|--|-----------|-----------|--------|--------|-----------|--|
| SSWB73 WBO7.2 | Participation in the summer reading challenge in libraries (SSWB) Higher Preferred | New 23-24 | New 23-24 | 2,378 | 2,361 | New 23-24 | Annual Indicator Target Setting: New indicator. Target set in line with agreement with Awen Performance: Although performance was positive overall (less than 1% below target) the Councils changes in requirements regarding library services and reductions in investment will not see programmes such as the summer reading challenge monitored regarding performance in subsequent years |
| SSWB74 WBO7.2 | Participation in Childrens events in libraries (SSWB) Higher Preferred | New 23-24 | 61,855 | 48,176 | 55,975 | ↙ | Annual Indicator Target Setting: New indicator. Welsh Government have removed funding used to support previous higher attendances therefore base target set for new funding levels Performance: On target. The figures for 2022-23 will have been artificially inflated whereby additional children's library activities were funded by Welsh Government school holiday programmes that have now ceased. Also where library temporary closures have been needed for improvement works this has influenced activity programmes. The attendances have exceeded the target set for the year recognising this reduction. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|-------------------|---|---|
| WBO7.2.1 | Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust (COMM) | YELLOW (Good) | Quarter 4: Good progress has been made on the Grand Pavilion project. Procurement of a specialist project management team to work alongside officers is underway, and planning and listed building consent has been approved, with work on the RIBA 4 designs continuing. An enabling works contract is slightly delayed but due to start in May to oversee the strip out and survey the building in advance of the main contract. The tender process will commence in the Summer. | |
| WBO7.2.2 | Develop an active leisure offer for older adults to improve physical and mental wellbeing (SSWB) | GREEN (Excellent) | Quarter 4: Welsh Government and Sport Wales are supporting this initiative during 23/24 and have confirmed it can be continued into 24/25. The focus has been on growing usage of leisure facilities or ancillary programmes that benefit older adults. Activities have included the Super Agers activity programmes in community settings, free or subsidised swimming for those 60 plus and leisure venue based fitness classes and racquet sport sessions. | Focus available resources to develop increased usage in valleys communities by older adults. |
| WBO7.2.3 | Increase the use of the exercise referral programme by people who may have found it hard to participate in the past (SSWB) | YELLOW (Good) | Quarter 4: The National Exercise Referral Scheme (NERS) programme supports people needing to exercise more or living with chronic conditions to improve lifestyle and activity rates. An exercise professional will provide personal support and ensure safe exercise regimes are followed in line with national protocols The NERS programme is operating beyond capacity and with waiting lists in place for support. Referrals are in place from all GP surgeries. There were 1658 new referrals in 2023-24 with 20,729 session attendances. 416 people completed a 16 week review of progress. Programmes include cardiac, back care, falls, stroke, mental health and the generic pathway. | Public Health Wales have changed the national approach to capturing performance of the NERS scheme which may influence the data used to monitor impact. |
| WBO7.2.4 | Complete the refurbishment of Pencoed library and provide investment into library services (SSWB) | BLUE (Completed) | Quarter 4: This has been completed by Awen utilising external investment via Welsh Government and Awen resources during Q1. Library related usage is monitored on a quarterly basis as part of the cultural partnership and includes a diverse range of areas including events, borrowing, and digital resources. During 23-24 there have been 26,620 visits (supporting 17,760 adult issues, 20,873 junior issues, 1,013 ICT sessions and 825 WiFi sessions, 479 new borrowers). | |
| WBO7.2.5 | Develop a long-term Active Bridgend plan and leisure strategy (SSWB) | GREEN (Excellent) | Quarter 4: The Council is responding to the Wales Audit Office (WAO) review of the Active Bridgend plan and related Better Health Successful Sport plan that expired during the pandemic to create a longer-term vision and plan. External support has been commissioned and engagement has been progressing in regards to leisure facility operators, schools, national governing bodies of sport, community groups and key Council personnel and external stakeholders also. The review will explore the alignment of key policy areas including community focused schools, community asset transfer, active travel, play sufficiency and the population needs assessment. | Continue stakeholder engagement to create draft plan during 24/25. |

WBO7.3: Improving children's play facilities and opportunities

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|------------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| DCO23.09 WBO7.3 | Value of investment in play areas (COMM) Higher Preferred | New 23-24 | New 23-24 | £1,000,000 | £54,443 | New 23-24 | Annual Indicator Target Setting: Target set in line with programme of works for the year Performance: We have been unable to achieve our target this year due to procurement taking longer than expected and then the lead in times for the work to commence. The work has been split into 3 lots with 8 children's play areas being refurbished in Lot 1, 8 in Lot 2 and 6 in Lot 3. Work on Lot 1 has begun. All 22 play areas are due to be refurbished in 24/25 |
| DCO23.10 WBO7.3 | Number of play areas refurbished (COMM) Higher Preferred | New 23-24 | New 23-24 | 20 | 0 | New 23-24 | |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|----------|---|---------------------|---|--|
| WBO7.3.1 | Improve the quantity and quality of play opportunities. We will Invest in all children's play areas and make sure inclusive play equipment is provided to allow opportunities for all (SSWB/COMM) | YELLOW (Good) | Quarter 4: (SSWB) The need for a play sufficiency network group was approved by cabinet and reviewed at scrutiny when considering the play sufficiency assessment and action plan required by Welsh Government. There have been improvements to play spaces including accessibility, free school holiday programmes supported by partners, targeted activities and opportunities for young people with diverse needs and improvements made to web based information resources. (COMM) Whilst there has been slow progress during the complex procurement of this works in packages, the contracts have now all been awarded, and work has commenced on refurbishing 22 children's play areas across the County. This has included consulting local members on community needs and working with Disability Wales to ensure that inclusive play equipment is included as appropriate in schemes. | SSWB - Next full play sufficiency assessment is due for June 2025. The network group will need to support the assessment and action planning process. COMM - Deliver Phase 3 and continue Phase 4 development |
| WBO7.3.2 | Roll-out the Dare2Explore project in at least 1 more school (EFS) | BLUE (Completed) | Quarter 4: The "Dare2Explore" project was initially rolled out to Coleg Cymunedol Y Dderwen and Cynffig Comprehensive School. Following the pilot, all secondary schools in Bridgend have engaged with the project leader. Children involved in the project benefit from learning about nature and the environment at sites across Bridgend, including, Bryngarw Country Park, Trecco Bay, Kenfig Pool and Gorwelion. Children learn new skills each week, such as, safety around water, cooking skills and wildlife conservation. | |
| WBO7.3.3 | We will increase the range of after school music ensembles and activities to ensure more pupils benefit from this provision (EFS) | BLUE (Completed) | Quarter 4: By September 2023, the music service had developed a new training brass ensemble, senior wind band and string ensemble. The new training string ensemble now has regular attendance of beginner string players of all ages. As of March 2024, Bridgend Music Service began running ensemble workshop days in addition to the regular ensembles to support recruitment of members. Due to increased membership across all ensembles, this enables the two main orchestras to split into wind and string ensembles, increasing the overall number of ensembles to six. | |

WBO7.4: Providing free school meals and expanding free childcare provision

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|-------------------|--|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| DEFS160 WBO7.4 | Number of two-year-olds accessing childcare through the Flying Start programme. (EFS) Higher Preferred | New 23-24 | 321 | 500 | 530 | ↑ | Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the Flying Start programme. Performance: The expansion of the Flying Start programme has created significant additional capacity. At the end of March 2024, there were 520 children registered at Flying Start settings in Bridgend, an increase of 249 children compared to the previous year (2022-2023). Welsh Government has funded a small expansion (26 additional Flying Start childcare places) to take place in 2024-2025. |
| DEFS162 WBO7.4 | Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS) Higher Preferred | New 23-24 | New 23-24 | 100% | 76.5% | New 23-24 | Quarterly Indicator Target Setting: Target set in line with Welsh Government expectations Performance: No further inspections have taken place in quarter 4, however, the data represents 13 of 17 funded non-maintained settings that have so far received a joint inspection. A strong professional development offer, generous grants and the ongoing support of local authority officers continues to support improvement across the funded non-maintained sector. This work should officially be recognised when settings are inspected/re-inspected as part of Estyn / Care Inspectorate Wales' joint inspection cycle. |
| DEFS163 WBO7.4 | Percentage of eligible learners offered a free school meal (EFS) Higher Preferred | New 23-24 | New 23-24 | 100% | 100% | New 23-24 | Quarterly Indicator Target Setting: Target set in line with government expectations Performance: Year 3 eligibility was successfully delivered from the start of the 2023-2024 school year and Nursery was implemented in January 2024 as planned. So far, roll-out of the UPFSM offer is on track, with further implementation planned throughout the year. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|--|----------------------|--|------------|
| WBO7.4.1 | Provide free school meals to all primary school learners by September 2024 (EFS) | GREEN (Excellent) | Quarter 4: Universal primary free school meals (UPFSM) has been implemented across Year 3 and Nursery pupils. Year 4 pupils have now been included in the UPFSM offer from the start of the summer term. The roll-out to Year 5 and Year 6 is on track for September 2024. | |
| WBO7.4.2 | Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds (EFS) | GREEN (Excellent) | Quarter 4: There has been a further increase in the children accessing Flying Start funded childcare through the expansion programme. There have been 272 additional children accessing childcare between April 2023 and March 2024 with a total of 530 children registered at quarter 4. Welsh Government has funded a small expansion (26 additional Flying Start childcare places) to take place in 2024-2025. A delivery plan has been submitted and agreed. | |

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WBO7.5: Integrating our social care services with health services so people are supported seamlessly

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|----------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| SSWB75 WBO7.5 | Number of people recorded as delayed on the national pathway of care (SSWB) Lower Preferred | New 23-24 | New 23-24 | 71 | 104 | New 23-24 | Quarterly Indicator Target Setting: New national indicator which includes all reasons for delayed pathway of care. Baseline target set based on data captured for the first quarter of the year Performance: Implementation of Discharge to Recover and Assess pathways earlier this year has added some confusion to discharge planning- use of electronic whiteboards to record delay codes were not accessible to the social work team and affected communication. Patients and their conditions move in and out of being "assessment fit" and social workers have kept patients open for assessment to ensure timely re start of their assessments and continuity for the patients and their families. Also availability of social care capacity within the short term services fluctuates and have affected this PI. Group Manager of service area is monitoring daily and receiving weekly reports actioning as required. |

Commitments

| Code | Commitment | Status | Progress this period | Next Steps |
|--------------------------|---|----------------------|---|---|
| WBO7.5.1 | Work even more closely with the NHS so all people receive the right health or care service at the right time (SSWB) | GREEN (Excellent) | Quarter 4: Dementia mapping and linking needs around the Complex Dementia Day Service and the new Memory Assessment Service. Some Cwm Taf Morgannwg University Health Board Regional Integrated Fund posts remain waiting for approval to advertise, this is having some impact on service delivery, but is being escalated through appropriate routes. We have mobilised the Age Connect Morgannwg contract with the new Dementia Connector role for Bridgend and have mobilised the Alzheimer's Disease contract for the Dementia Link Workers. | Continue to develop the Network Multi-Disciplinary Teams. Continue to escalate requests for approval of vacant posts. |

WBO7.6: Improving the supply of affordable housing

Performance Indicators

| PI Ref & Aim | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|---------------------------------|---|----------------|----------------|--------------|-----------------------|-----------------------------|---|
| CED60 WBO7.6 | Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred | New 23-24 | 110 | 110 | 64 | ↓ | Annual Indicator Target Setting: This 1-year target forms part of wider programme to see an additional 500 units across the County Borough to be provided by RSLs over the next 5 years through the Welsh Government capital build scheme. Performance: In year 1 of the programme over £11.8 million has been committed in Social Housing Grant equating to approximately to delivering around 119 new homes. In addition, over £4 million was secured through TACP to bring approximately 33 addition homes into current stock. There have been external factors affecting the delivery of new sites e.g. NRW objections, which is not within the gift of BCBC to resolve meaning that whilst the grant has been allocated the homes will not be deliverable in the same period. Schemes can move into the next financial years due to hurdles that need to be overcome which causes delays to build commencements. A scheme of moderate size circa 30 units can take 2-3 years from planning to completion. Monthly meetings have been taking place with all RSL development teams to identify new sites at the earliest opportunity and progress sites that are already in the development programme. In addition, a quarterly Bridgend Housing Partnership |

| | | | | | | | |
|---------------------------------|---|-----------|---|---|---|---|---|
| | | | | | | | meeting takes place with all RSL directors. We also meet with Welsh Government on a quarterly basis to discuss our development programme. We're working collaboratively with our estates team to identify opportunities in development. To try and enhance the process, regular meetings are taking place with planning colleagues and development of a process of early engagement to identify any key challenges with a scheme. |
| CED61 WBO7.6 | Number of empty properties returned to use with local authority intervention (CEX) Higher Preferred | New 23-24 | 5 | 5 | 6 | ↑ | Annual Indicator Target Setting: This is a challenging environment and maintaining current performance is proposed Performance: The Empty Properties Group work with property owners via the Empty Properties Strategy with a focus on the top 20 properties as identified. |

Commitments

| Code | Commitment | Status | Progress this period | | | | Next Steps |
|--------------------------|--|-------------------|---|--|--|--|------------|
| WBO7.6.1 | Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords (CEX) | GREEN (Excellent) | Quarter 4: Monthly meetings have continued with the development teams with 6 RSL's currently developing in the area. We've recently incorporated representation from Strategic Asset Management for efficiency in bringing new sites forward for development and specialist insight. Monthly meetings continue to be held with planning colleagues and development of a system whereby consultation with them takes place on potential development sites prior to a pre planning application being submitted. Quarterly meetings take place with all RSL's and Welsh Government collectively and Bridgend Housing Partnership meeting takes place quarterly with CEO's etc of all RSLs collectively. TACP funding was fully utilised for this financial year and 11 million worth of social housing grant committed for development. The Welsh Government Leasing scheme has been adopted with a small portfolio of accommodation already in use. | | | | |
| WBO7.6.2 | Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs (CEX) | GREEN (Excellent) | Quarter 4: A housing and support needs assessment was undertaken during the development of the Housing Strategy. Housing needs are discussed with Registered Social Landlords in monthly development meetings where general needs housing, temporary accommodation and supported housing schemes are discussed. Separate meetings have been arranged with the primary stock holding authority to look at specific supported accommodation needs and visits have taken place to one of our supported accommodation projects. Accommodation has been transferred under a lease agreement to support providers by RSL's for the purpose of supported and temporary accommodation. | | | | |
| WBO7.6.3 | Improve the way we deal with empty homes (CEX) | YELLOW (Good) | Quarter 4: The Empty Properties Loan Scheme is nearing completion. The Empty Properties Working Group targets the Top 20 empty properties in the Borough. Of the top 20 properties, 2 are sold, 3 are under renovation and 2 properties have completed on probate. 2 properties have been served with an enforcement notice. There have been 3 successful prosecutions and a further prosecution pending. 1 work in default completed. The remaining properties are subject to informal action. Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. The Empty Properties working group is also working with a Welsh Government Industry Expert who is supporting the working group to provide a coordinated approach to towards a remediation strategy for the top 20 empties this is around implementing further powers with regard to Enforced Sale and Compulsory Purchase. | | | | |

Ways of Working

Performance Indicators (not included in WBO)

| PI Ref, PI Type | PI Description and Preferred Outcome | Year End 21-22 | Year End 22-23 | Target 23-24 | Year End 23-24 & RYAG | Direction vs year end 22-23 | Performance this period |
|--|--|----------------|----------------|--------------|-----------------------|-----------------------------|--|
| CHR002 (PAM/001) WOW | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (ALL) Lower Preferred | 12.36 days | 13.20 days | No target | 12.37 days | ↑ | Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Overall sickness levels have improved from 22/23. |
| CORPB5 WOW | Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL) Higher Preferred | N/A | 58.05% | 80% | 60.89% | ↑ | Annual Indicator Target Setting: Target set to ensure all eligible staff have an annual review. Performance: The annual target has not been achieved this year, however, there has been an improvement of 2.84% from the previous year. More comms and targeted data is being used to support managers in completing appraisals whilst also recognising those that are on probation. |
| DCO16.9 WOW | Realisation of capital receipts targets (COMM) Higher Preferred | £48,840 | £3,710,000 | £0 | N/A | Trend not applicable | Quarterly Indicator Target Setting: Target set in line with disposal programme Performance: No disposals identified or undertaken in year. A number of larger development opportunities are currently being brought to the market; including Maesteg Ewenny Road, The Crescent and Leisure sites in Porthcawl, Ravens Court, 52 Chilcott Avenue and land at Bettws allowing the 24/25 disposal strategy and capital receipts target to be updated. |

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|--------------------------------------|---|-----------|-----------|--------|--------|----------------------|---|
| DCO19.02 WOW | Percentage of full statutory compliance across BCBC operational buildings (COMM) Higher Preferred | 64.4% | 78.6% | 100% | 84.9% | ↑ | Quarterly Indicator Target Setting: Target set to achieve full compliance Performance: Target will always remain at 100%. The overall compliance with all compliance related items (statutory, non-statutory, safety critical and non-safety critical) have all improved in 23/24 with the year-end figure of 84.9% reported. Overall compliance did exceed 90% during the year however it has dropped as a number of compliance contracts have been retendered and new contractors appointed and currently mobilising. The compliance team has benefitted from the appointment of an Apprentice Compliance Officer, and this is allowing greater data capture and improvements to be made. |
| DCO23.14 WOW | Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) Higher Preferred | New 23-24 | New 23-24 | 100% | 93.5% | New 23-24 | Quarterly Indicator Target Setting: Target set to achieve full compliance Performance: Statutory (Big 5) Compliance target will always remain at 100%. Big 5 compliance has increased by approximately 20% in year benefiting from the appointment of a legionella officer and new water risk management surveys being contracted and undertaken. Further improvements targeted in 24/25 with further water risk assessments being completed and new contracts awarded for other big-5 compliance servicing requirements. The compliance team has benefitted from the appointment of an Apprentice Compliance Officer, and this is allowing greater data capture and improvements to be made |
| DOPS34 (a) WOW | Percentage availability of a) voice and data network Higher Preferred | 100% | 100% | 99.99% | 100% | ↔ | Quarterly Indicator Target Setting: Target set to maintain good performance Performance: On target and continuing to perform well |
| DOPS34 (b) WOW | b) storage area network (core computing) Higher Preferred | 100% | 100% | 99.99% | 100% | ↔ | Quarterly Indicator Target Setting: Target set to maintain good performance Performance: On target and continuing to perform well |
| DOPS34 (c) WOW | c) core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (CEX) Higher Preferred | 99.96% | 99.99% | 99.9% | 99.96% | ↘ | Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Despite achieving our target, we have seen a slight downward trend compared to 22/23. This is down to the complete ICT outage on Monday July 23rd 2023. |
| DRE6.1.1 WOW | Percentage budget reductions achieved (Overall BCBC budget) (CEX/ALL) Higher Preferred | 96.3% | 72.1% | 100% | 90.57% | Trend not applicable | Quarterly Indicator Target Setting: Target retained at maximum Performance: Our position has improved slightly in that of the 2023-24 savings target of £2.608 million, £2.362 million has been achieved (90.57%). The most significant reduction proposals not achieved in full are:- • EDFs1 – Delegation of school transport responsibilities to The Bridge Pupil Referral Unit (£40,000). 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). Public consultation on this proposal was undertaken between the 30 June and 12 September 2023, with the outcome reported to Cabinet on the 21 November 2023, when the proposal was approved. A marginal saving was made in 2023-24, with the full saving being realised in 2024-25. • COM 2 – Charging Blue Badge Holders for parking (£40,000). The traffic management team have been engaged in the introduction of the national speed limit in built up areas, and therefore the saving proposal was not 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 (£120,000) – delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in year-end spend. |

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| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | SELF-ASSESSMENT 2023/24 |
| Report Owner / Corporate Director: | CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY |
| Responsible Officer: | ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER |
| Policy Framework and Procedure Rules: | The Performance Framework (of which self-assessment is part) forms part of the Policy Framework. |
| Executive Summary: | <p>This report seeks the Corporate Overview and Scrutiny Committee’s view on the Council’s self-assessment 2023/24. Key points are –</p> <ul style="list-style-type: none"> • This is the first-year judging performance against the Council’s new Corporate Plan and Wellbeing Objectives (WBOs). • All WBO scores are yellow (good) and amber (adequate). • Use of resources score is amber (adequate). • Governance score is yellow (good). • The draft report summarises the views of others expressed throughout the year, rather than trying to consult on the self-assessment report itself. |

1. Purpose of Report

- 1.1 The purpose of this report is to seek the Corporate Overview and Scrutiny Committee’s (COSC) view on the draft self-assessment for 2023/24.

2. Background

- 2.1 The Local Government and Elections (Wales) Act 2021, which received royal assent in January 2021, set out a new local government improvement regime. One of the requirements of the Act is for the council to make and publish a self-assessment report once each financial year. The self-assessment report has to set out conclusions on whether the council met the ‘performance requirements’ during that financial year, and actions needed to improve. The ‘performance requirements’, focus on -

- Is the council exercising its functions effectively;
- Is the council using resources economically, efficiently and effectively;
- Is the council’s governance strong.

- 2.2 The Council published its first self-assessment in October 2022 based on performance in 2021/22. The process was new, but the self-assessment was based on existing data, reports and meeting fora where possible. The Council published its second self-assessment in December 2023 based on performance in 2022/23. Reflecting on the first self-assessment some improvements were made. Many parts of the self-assessment process have been embedded into the council's regular performance management process, for example the regulatory tracker, inclusion of consultation, engagement and involvement exercises in the quarterly dashboard, and reporting performance against wellbeing objectives rather than directorates.
- 2.3 The first performance requirement is about how council services are performing. Existing end of year performance processes and timelines have been used to capture Directorate performance information to satisfy the first performance requirement (as in 2022/23). Through end of year performance dashboards directorates were asked to provide realistic Blue, Red, Amber Yellow, Green (BRAYG) ratings for commitments and performance indicators and use plain English to outline their performance challenges and achievements. The performance team have used this information to develop clear judgements for each aim and each wellbeing objective and a short narrative for each aim.
- 2.4 The second performance requirement, on use of resources, also followed a similar process to previous years. The 7 use of resources templates were reviewed and updated by the lead officers. All of the 7 areas have been included in the work of Audit Wales in the past two to three years, and in many cases reviewed and discussed by the Governance and Audit Committee, or Scrutiny Committees, so there is significant additional evidence to draw on. These 7 were then collated by the Performance Team for scrutiny and challenge.
- 2.5 The third performance requirement, on governance, is largely covered by the Annual Governance Statement (AGS) which is scrutinised and approved by the Governance and Audit Committee. This document was summarised and used to inform the self-assessment.

3. Current situation / proposal

- 3.1 This third self-assessment is the first that will review performance against the Council's new Corporate Plan 2023-28, so a new process for the performance element of self-assessment was required. The main changes made were reported to the Governance and Audit Committee on 18 April 2024 and are –
- Presenting a performance summary section which uses summary graphs to show performance against each wellbeing objective at a glance.
 - Using a more objective methodology (as outlined to CMB in March and approved by the Governance and Audit Committee in April) for scoring aims / wellbeing objectives based on progress on commitments and performance targets, then moderating these scores with Heads of Service,

Corporate Management Board (CMB) and Cabinet / Corporate Management Board (CCMB).

- Summarising the views of others that have been gathered and used throughout the year within in the report, rather than trying to consult on the self-assessment report itself.

3.2 The draft findings from each of the three performance requirements were pulled together into a single presentation where the narrative and judgements were tested at Heads of Service Board (26 June), CMB (3 July) and CCMB (9 July) and discussed at Governance and Audit Committee (19 July). Comments and changes from these fora have been used to inform the draft self-assessment report included at **Appendix 1**.

3.3 The Council's proposed self-assessment judgements for 2023/24 are –

| | | |
|---|--|-----------------|
| 1 | Protecting our most vulnerable. | GOOD |
| 2 | Fair work, skilled, high-quality jobs and thriving towns. | GOOD |
| 3 | Thriving valleys communities. | GOOD |
| 4 | Helping people to meet their potential. | ADEQUATE |
| 5 | Responding to the climate and nature emergency. | GOOD |
| 6 | Helping people feel valued, heard & part of their community. | ADEQUATE |
| 7 | Supporting people to be healthy and happy. | GOOD |

3.4 The Use of Resources judgement remains at 'Adequate'.

3.5 The Governance judgement remains at 'Good'.

3.6 COSC may want to reflect on the main changes since the 2022/23 self-assessment which are -

- 7 separate judgements for individual wellbeing objectives (based on the BRAYG status of the commitments and performance indicators that support them, tested and moderated by Heads of Service, CMB and CCMB).
- All 7 judgements being made are yellow (good) or amber (satisfactory). This reflects the cross-directorate range of commitments and Performance Indicators (PIs) being measured across the Council.
- Change to the financial management judgement (beneath the overall use of resources judgement) from good to adequate based on the Council's challenging financial position and the associated risk to financial sustainability. This does not affect the overall use of resources judgement of adequate.

Moderation process

- 3.7 An objective scoring process to develop judgements for each of the Council's 44 aims and 7 WBOs was agreed at Governance and Audit Committee on 18 April 2024. This methodology took the BRAYG rating for each PI and commitment, converted them into a score, took an average of all of the scores for each aim and then converted that score to a judgement. The same process was used to develop judgements for each WBO.
- 3.8 To test the judgements generated by the new scoring system, each of the 44 individual aims were discussed by Heads of Service, CMB and CCMB. Each aim was subjected to a second test, comparing actions, progress against commitments and PI performance to the BRAYG key in the council's agreed and published performance framework, outlined below.

| | |
|-----------------------|--|
| EXCELLENT | Very strong, sustained performance and practice |
| GOOD | Strong features, minor aspects may need improvement |
| ADEQUATE | Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement |
| UNSATISFACTORY | Needs urgent improvement. Weaknesses outweigh strengths. |

- 3.9 Heads of Service, CMB and CCMB have proposed the following changes to 3 specific aims or 6.8% of the aims (worsening or downgrading the scores) -

| | Aim | System score | HoS proposal |
|------------|--|---------------------|---------------------|
| 1.1 | Providing high-quality children's and adults social services and early help services to people who need them | Excellent | Good |
| 1.4 | Supporting children with additional learning needs to get the best from their education | Excellent | Adequate |
| 4.2 | Improving employment opportunities for people with learning disabilities | Excellent | Adequate |

- 3.10 They proposed the following changes to 3 specific aims or 6.8% of the aims (improving or upgrading the scores) -

| | Aim | System score | HoS proposal |
|------------|---|-----------------------|---------------------|
| 1.5 | Safeguarding and protecting people who are at risk of harm | Adequate | Good |
| 2.3 | Improving town centres, making them safer and more attractive | Unsatisfactory | Adequate |

| | | | |
|-----|--|-----------------------|-----------------|
| 7.1 | Improving active travel routes and facilities so people can walk and cycle | Unsatisfactory | Adequate |
|-----|--|-----------------------|-----------------|

3.11 The main reasons for the proposed changes are;

- some of the aims are currently insufficiently measured by the Commitments / PIs that underpin them. This means that the judgements are being skewed when compared with a more subjective, broader service view. So, for example, in relation to the aim, ‘Supporting children with additional learning needs to get the best from their education’, the system score is ‘excellent’ based on one performance indicator (PI) and one commitment. The actual range of services is much broader than this would suggest, and there are issues with waiting times and availability of services. For this reason, it is proposed to reduce the judgement from excellent to good.
- Some of the aims are significantly affected by use of resource issues e.g. significant overspends. It is felt that these issues should be taken into account when determining a judgement. So, for example, in relation to the aim, ‘Providing high-quality children’s and adults social services and early help services to people who need them’, due to the significant overspend in this area, it is proposed to reduce the judgment from excellent to good.
- For consistency in reporting e.g. what we report to regulators and other council governance forums. So, for example, in relation to the aim, ‘Safeguarding and protecting people who are at risk of harm’ we should come to the same broad conclusions and judgements as in the annual director of social services’ annual report.

Next Steps

3.12 Following its consideration at the Corporate Overview and Scrutiny Committee, the Council will discuss the draft document with –

- Trade unions through the Council’s regular meeting programme.
- Town and Community Councils at the Town and Community Council Forum (TCCF).
- Partners / other local authorities at the Public Services Board (PSB).

3.12 Following discussions at the Governance and Audit Committee (19 July), and Corporate Overview and Scrutiny committee (25 July), the performance team will make improvements over the summer, translate and design the document and present the final draft self-assessment 2023/24 to Cabinet and Council in September 2024.

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. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives

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

1. A County Borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard, 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. Progress on these 5 ways of working is also summarised in the draft self-assessment.

6. Climate Change Implications

6.1 There are no specific implications of this report on climate change. However, the self-assessment helps the Council to assess performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the self-assessment will help the Council assess performance on areas including safeguarding and corporate parenting.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 It is recommended that the Committee -

- Review the draft self-assessment at **Appendix 1** and provide comments, feedback and improvements.
- Consider the proposed alterations to scores at paragraph 3.9 and 3.10.

Background documents

None

Corporate Self-Assessment 2023/24

1. The purpose of this report

In January 2021, the Welsh Parliament passed a new law that changed the way councils work. Every year, we must publish a self-assessment report. This report covers 6 April 2023 to 5 April 2024.

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

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

2. The changing world for local government

The world has changed a lot since the pandemic, and it is having a big impact on the way the Council works. The cost-of-living crisis is making things difficult for you as residents and businesses, and it is making it harder for the Council to manage too. Some of the challenges your Council faces are –

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

3. Our progress against last year's areas for improvement

In our 2022/23 Annual Self-Assessment we identified a series of areas that needed specific improvements in the 2023/24 year. Below is an update on the work we have undertaken in these areas. More detail is provided on actions to date, and those that are still planned in each detailed section of this report. In 2023/24 we have –

Priority One

- Using the Post-16 Improvement Plan (PIP), we've developed a consistent approach to post-16 education across our 9 secondary schools, including a hybrid approach to A-level subjects to improve subject choice.
- Developed an action plan with schools and an exclusions task and finish group to tackle the use of fixed term and permanent exclusions.
- Developed Welsh Medium webpages and improved communications to promote Welsh Language education.

- Delivered 53 face-to-face adult community learning sessions and increased enrolment numbers.
- The Bridgend Business Forum has delivered 6 large events, attended by a total of 293 delegates from the business community.

Priority Two

- Increased the number of adult learners in Bridgend.
- We are on track with all of the actions in the Additional Learning Needs (ALN) Implementation Plan.
- Worked with ALN coordinators and headteachers to give training on ALN reform.
- Developed Welsh-medium childcare in Bettws and in the Ogmores Valley, although timescales have slipped to November 2024.
- Made universal free school meals available for nursery, Year 1 and Year 2 pupils.
- Completed the merger of the community safety partnerships.
- Developed and published a new homelessness strategy.
- Worked with Welsh Government and other authorities on our approach to housing refugees (including Ukrainian refugees)
- Improved our work with Registered Social Landlords to improve housing options.
- Improved learning and development for newly qualified social workers.
- Embedded the Signs of safety model in social care.
- Launched our Strength Based, Outcome-Focused model of social work practice.
- Opened our new children's residential care service and implemented enhanced therapeutic support for all our residential care and inhouse fostering services.
- Completed and published our new Corporate Parenting Strategy.
- Work on admission avoidance and discharge services with the NHS through the development of network multi-disciplinary team.
- Developed capacity in reablement services through a locality operating model to help people who are able to be supported to retain or regain independent living skills.
- Coproduced the new Bridgend carer's wellbeing service with unpaid carers.
- Supported 237 people via community co-ordinators, 111 via community navigators.
- Developed a learning disability transformation programme.
- Raised awareness of the Bridgend Biodiversity Duty through newsletters.
- Completed 7 Community Asset Transfers.

Priority Three

- Developed and implemented a Strategic workforce Plan.
- Improved the way we manage performance.
- Embedded our new Corporate Plan, Delivery Plan and Performance Framework.
- Improved the way we manage our assets and reduced our maintenance backlog.
- Improved our Statutory Building Compliance, with Big-5 Compliance now at 94%.
- Embedded our updated Corporate Risk Management approach.
- Developed longer-term and multi-year savings options.
- Reviewed and updated the council's hybrid working policy.

- Made progress on building rationalisation with teams being transferred to the Civic Offices. Ravens Court will then become available for disposal or lease.
- Reviewed several HR protocols including on redundancy and redeployment.

4. How is the council performing in 2023/24?

Every 5 years the council publishes a new Corporate Plan. A new Corporate Plan was published in April 2023 to cover a 5-year period. It describes the council’s priorities, why they are important and how progress will be measured. The priorities, or well-being objectives, show our commitments to citizens and our contribution to Wales’s seven well-being goals –

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

In line with the Future Generations Act, when we developed this corporate plan, we thought hard about how we could work differently to respond to short- and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term. We have a process for measuring how we are doing on these priorities. We use –

- performance indicators,
- evidence on delivery of our projects,
- feedback from residents, businesses, and partners, and
- the views of our regulators and auditors.

Each part of the council pulls this information together and presents it to councillors who look at the data, check it and ask questions. This was done for the year 2023-24 in June 2024. We use this information to make a judgement using this scale -

| | |
|------------------|--|
| EXCELLENT | Very strong, sustained performance and practice |
| GOOD | Strong features, minor aspects may need improvement |
| ADEQUATE | Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement |

| | |
|-----------------------|--|
| UNSATISFACTORY | Needs urgent improvement. Weaknesses outweigh strengths. |
|-----------------------|--|

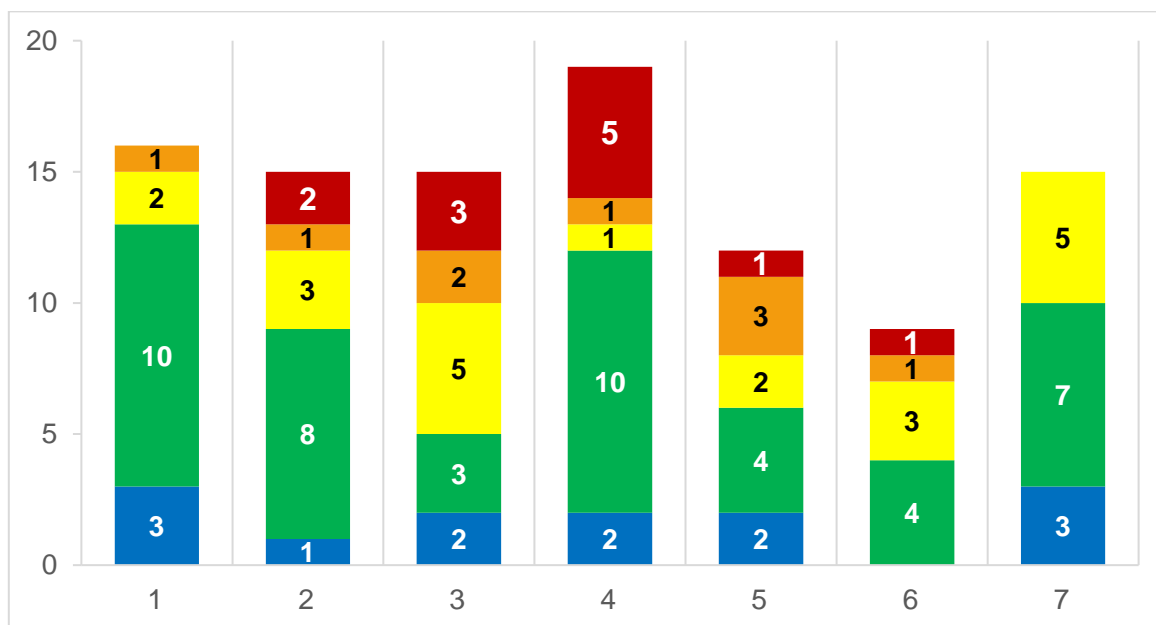
Performance Overview

To support the new, 5-year Corporate Plan, we developed a 1-year delivery plan for 2023/24. The plan includes –

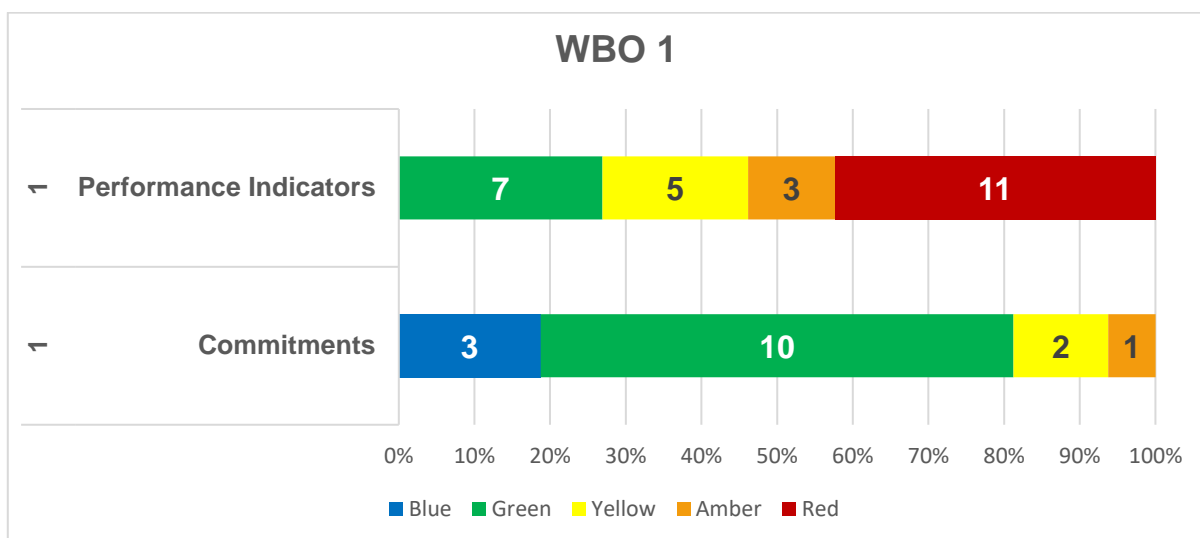
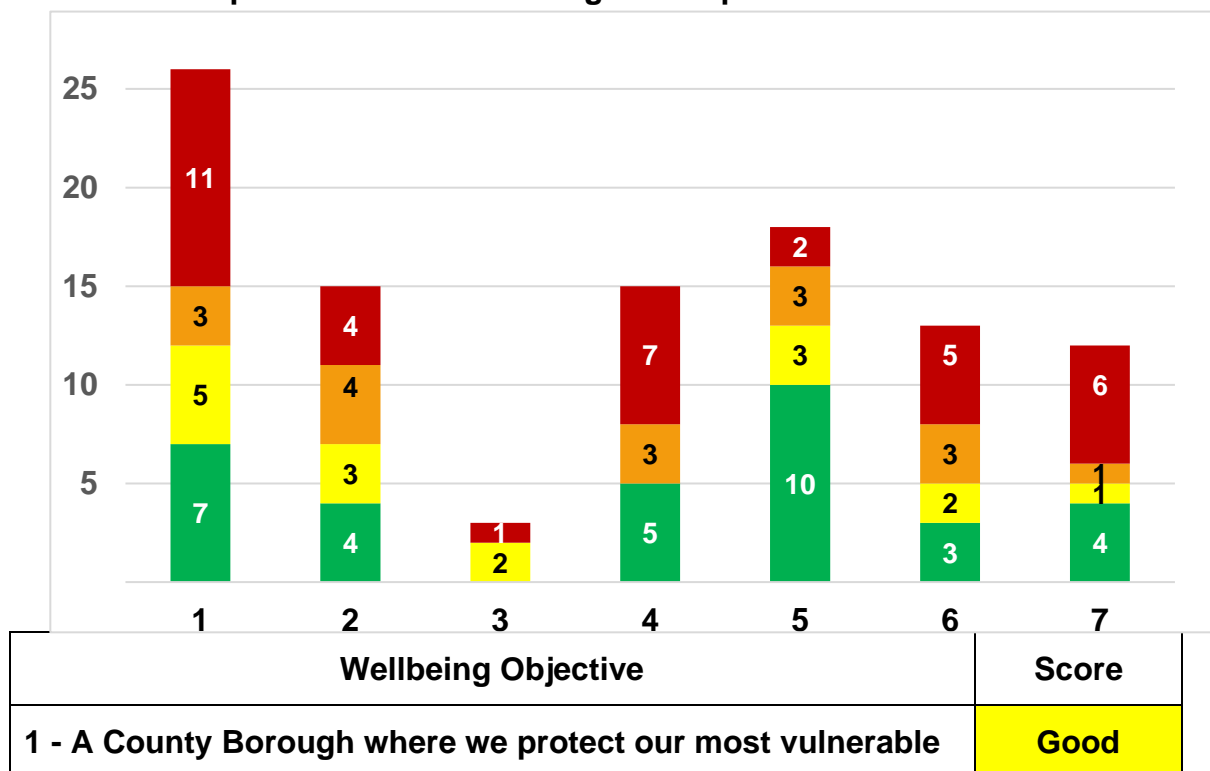
- 101 commitments (projects) the council will do to help us achieve our aims, for example, opening a new recycling centre at Pyle.
- a list of 99 performance indicators to measure our day to day activities, for example, collecting and recycling your household waste.

Each one of these has been given a blue, red, amber or green rating to show you whether they are completed, on target, or if we are struggling to achieve them.

Graph 1 – How we are doing on our commitments / projects



Graph 2 – How we are doing on our performance indicators.



The information below gives you more detail on how we are doing on each aim under this wellbeing objective

| Aim | Status | Description |
|---|--------|--|
| Providing high-quality children’s and adults social services and early help services to | Good | There have been some significant successes in social services this year. We are making good progress against the 3-year children’s services strategic plan, including development of an engagement framework, workforce plan, commissioning strategy, signs of safety model of social work practice, corporate parenting board and improvements to data and information. The number of children on the child protection register has |

| | | |
|---|-----------------------|--|
| people who need them | | <p>steadily reduced and is on target. We have achieved a safe reduction in the number of care experienced children. 100% of carers (in children's services) have been offered a carer's assessment. There have been improvements of the timeliness of visits to children who are care experienced and on the child protection register.</p> <p>We are making good progress in developing a 3-year plan for sustainable care and support for adults. We are embedding the new practice model. There have been several training sessions on strengths based, outcome focused practice. 377 reablement packages have been completed, supporting people to retain or regain their independence, although the percentage that mitigated the need for support has got slightly worse. Community coordinators have supported 395 people and community navigators supported 517 people to develop confidence and connect them to community-based support.</p> <p>The new carer's wellbeing service provides information, advice and assistance, and signpost to support services as well as specialist support for young carers.</p> <p>Numbers of people accessing independent advocacy both in children's and adult's social care is well below target and we are working to better promote and record interventions.</p> <p>We have completed more team around the family support plans and the percentage of plans closing with a successful outcome has increased to 83%.</p> |
| Supporting people in poverty to get the support they need / help they are entitled to | Excellent | <p>We are supporting some people with direct financial support, for example through the Energy Bill Support Scheme which ended earlier in the year, for which all payments have been made. Our Council Tax Reduction Scheme (CTRS) is efficient, with applications dealt with promptly. We also provide advice and support through our financial advice and assistance service (FASS). This service provides advice and support in managing or reducing household debt to 93% of the people who have contacted it. It is also helping people access benefits and allowances, and 92% of people using the service saw an increased income through claims for additional / increased benefits and allowances. We also work closely with citizens advice bureau (CAB) who have developed an outreach and drop in service, raising awareness of the support on offer.</p> |
| Supporting people facing homelessness | Unsatisfactory | <p>We have developed a new homelessness strategy, which outlines our priorities, objectives and what we will do with partners over the next 4 years to tackle</p> |

| | | |
|---|-----------------|---|
| to find a place to live | | homelessness. Changes to Welsh Government legislation means there is a crisis of housing supply and demand across Wales. Demand is very high for homelessness services and our supply of accommodation (particularly specific types of accommodation like large homes and accessible homes) is very low. This means we aren't able to help people as quickly as we should, and we are relying on temporary accommodation more than we would like. |
| Supporting children with additional learning needs to get the best from their education | Adequate | <p>All schools have additional learning needs (ALN) practice embedded in their teaching and learning policies. Headteachers and ALN coordinators (ALNCos) in all schools have had detailed training on ALN reform.</p> <p>Support and training are available from the Central South Consortium, with support material on Hwb. Training and information help make sure there is support available for children with additional learning needs.</p> <p>But significant cuts to service delivery, especially in respect of managing challenging pupil behaviour, have impacted on the level of support available. This has resulted in significant waiting lists for specialist provision across all areas. There has been a substantial increase in requests for support and specialist placements as a result of exclusions and behavioural challenges in mainstream settings. Early years settings are requiring a higher level of support for children with increasingly complex medical needs. Similarly, there are pressures on the availability of specialist home-to-school transport to meet the needs of learners.</p> |
| Safeguarding and protecting people who are at risk of harm | Good | <p>We have a regular, corporate safeguarding board. Our Annual Corporate Safeguarding Report was approved in January.</p> <p>Almost all children's safeguarding referrals decisions are made within the 24-hour target. 78% of child protection investigations are completed within required timescales.</p> <p>Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list has reduced to 16 days now we have got rid of the waiting list backlog. The percentage of adult safeguarding inquiries which receive initial response within 7 working days is slightly below target.</p> |

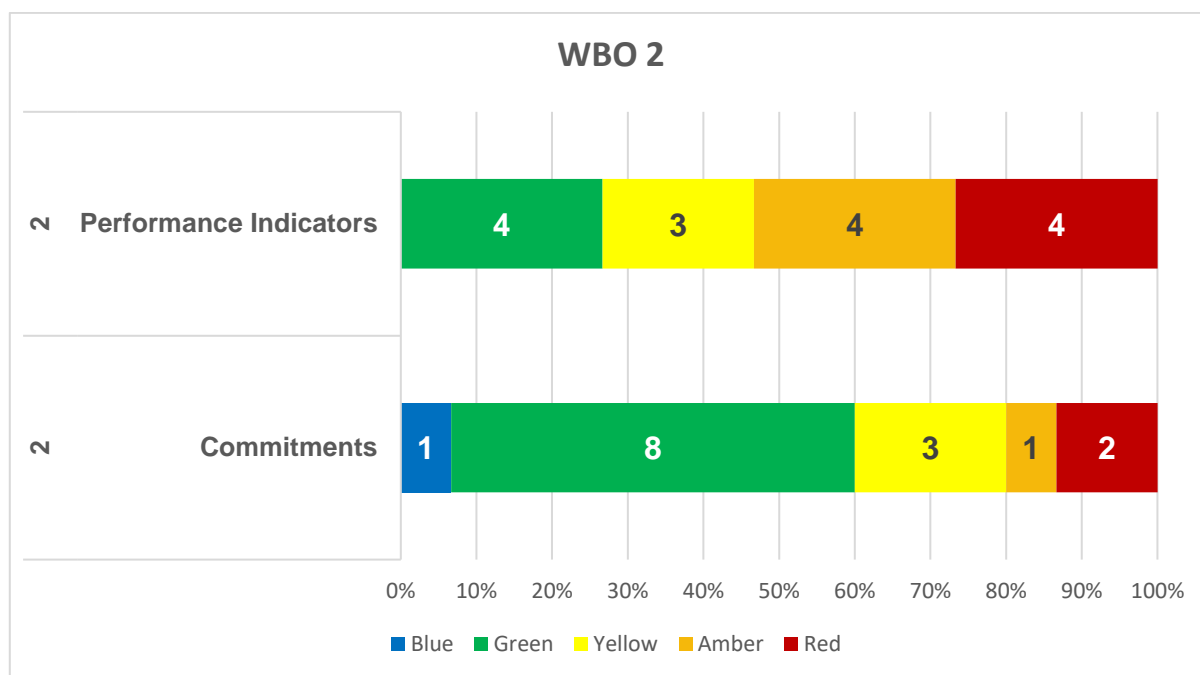
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|---|-----------------------|--|
| | | Not all staff are using the safeguarding e-learning module, but we are changing the system to recognise prior learning. |
| Help people to live safely at home through changes to their homes | Unsatisfactory | We are still clearing a backlog of historical disabled facility grants, so the waiting times are still long. But the total number of jobs completed is high, we have spent all of our budget, streamlined the process for applying for a DFG and improved payment to contractors and budget management. A new DFG Caseworker will help coordinate progress and improve communication with the applicant. We now expect waiting times to start to reduce. All residents receiving a service were satisfied with the adaptations made to their homes and felt they helped them to remain in their own home independently and safely. |
| Support partners to keep communities safe | Adequate | <p>Safer streets funding has been used to install new fixed CCTV cameras, re-deployable CCTV cameras and new signs, to deter bad behaviour, provide evidence and reassure communities The council's CCTV system and operatives have reported 944 incidents to South Wales Police to help them deal with incidents and keep the public safe.</p> <p>We are working with partners to identify children who need support to reduce offending behaviour in a multi-agency prevention panel. A new prevention assessment tool has been created by the Youth Justice Board to help us understand the needs of children at risk of entering criminal justice services.</p> <p>Women's self-defence classes have been delivered to individuals and Independent Domestic Violence Advisors. Around 75% of council staff have completed Violence Against Women training, but this is below target.</p> |

What will we do to improve?

- Restructure the family support service
- Prevention and wellbeing service will work with an extra 380 young carers
- Bring in 'what matters' conversations and proportionate carers assessments
- Develop a young carers network group
- Review the children's services 3-year strategic plan and deliver the year 2 objectives
- Finalise and implement the adult services 3-year strategic plan
- Develop working groups on the future operating model for children's services
- Widen training for strength-based outcome focused practice to front line social care staff.
- Work with corporate procurement to deliver the actions in the commissioning plans.

- Implement the action plan from the housing support programme strategy.
- Undertake directorate self-evaluations on safeguarding competencies.
- Additional signs of safety training sessions and safeguarding training for school governors.
- Review mandatory eLearning modules for staff.
- Work with partners to develop a regional model of practice for safeguarding and exploitation
- Reducing the backlog of historical disabled facilities grants

| Wellbeing Objective | Score |
|---|-------------|
| 2 - A County Borough with fair work, skilled, high-quality jobs and thriving towns | Good |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

| Aim | RAYG | Performance this year |
|---|-------------|--|
| Helping our residents get the skills they need for work | Good | Employability Bridgend provides support to unemployed people, and those in work but struggling with low skills or in-work poverty. This year, 366 people (above the target of 350) from the Employability Bridgend programme went into employment and 93 people (just below the target of 100) improved their Labour market position. A number of grant schemes have been launched successfully, and we continue to work in partnership with public and third sector groups to deliver the employability programme, including Careers Wales, BAVO, DWP and Bridgend Employability Network. 213 people have been referred to the employment service in Assisting Recovery in the Community (ARC) for support with mental health issues. |
| Making sure our young people find jobs, or are in education or training | Good | 76 young people on the Employability Bridgend programme have been supported into education or training (against a target of 727), as we are just starting new projects and funding eligibility criteria and dealing with staff capacity issues. A marketing campaign has been developed for young people, to |

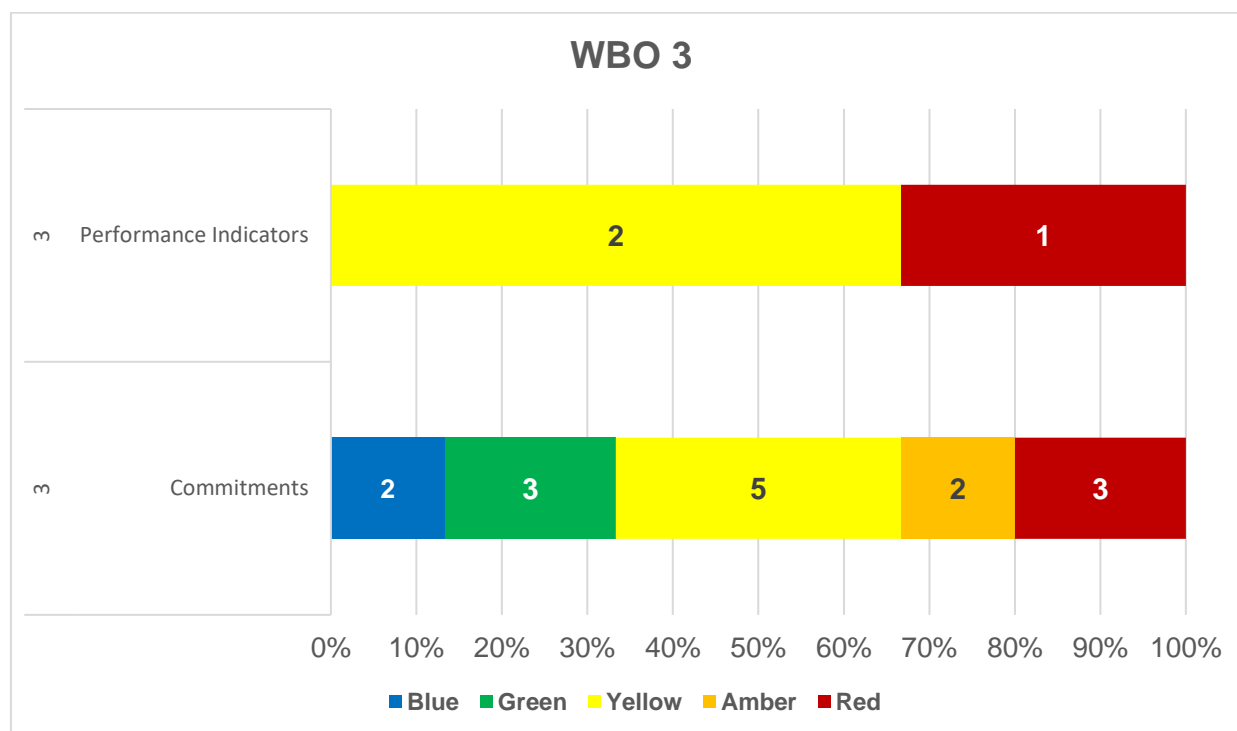
| | | |
|--|-----------------|--|
| | | <p>raise awareness of employment and training opportunities.</p> <p>The percentage of year 11 school leavers not in education, employment or training (NEET) is better than the Wales average, 4th in Wales and better than last year at 1.4%.</p> <p>The Council's vacancy issues have been addressed through grow your own schemes, flexible working, and leadership development. We have got 8 social work trainees into posts.</p> |
| Improving town centres, making them safer and more attractive | Adequate | <p>We have developed two placemaking plans – for Maesteg and Porthcawl – engaging with local people and businesses to reflect their priorities.</p> <p>Two commitments under this aim have not been able to progress due to lack of funding. This has had an impact on achievement against the aim as a whole. There is no progress on Penprysg Bridge as we did not receive funding from UK government. There is no progress on Bridgend Central Station improvements, but we will keep looking for sources of funding.</p> |
| Attracting investment and supporting new and existing local businesses | Good | <p>219 business startups (compared with a target of 52) have been supported through advice, grant bids, web material, face to face networking and event opportunities. 25 businesses have received support through the shared prosperity fund, which is a higher demand than we expected.</p> <p>The Council has done more of its purchasing and contracts under £100,000 through local businesses.</p> <p>Work continues on the Supplier Relation Management [SRM] project to help local businesses tender for public sector work. A new webpage has been developed but has not been promoted and supplier workshops have not yet taken place due to staffing issues.</p> <p>There has been regional engagement with Cardiff Capital Region [CCR] to monitor developments, disseminate information and progress grant funding schemes including the Metrolink and Ewenny Road, Maesteg.</p> |
| Making the council an attractive place to work | Adequate | <p>We have renewed staff policies, implemented the real living wage and continued to promote health, wellbeing and self-care.</p> <p>A new Employee Assistance Programme was launched in December 2023. Work continues on the menopause and carers protocol. Further positive progress continues with the "Grow your Own" programme. We continue to promote savings that</p> |

| | | |
|--|------------------|--|
| | | <p>come from Brivilege rewards to help with the Cost of Living.</p> <p>Our staff survey took place in Feb/March 2024 but had a poor response rate of only 24%. Responses were slightly less positive than in 2023 for most of the tracker questions. We will run focus groups to get underneath the headline figures and poor response rate.</p> |
| Ensuring employment is fair, equitable and pays the real living wage | Excellent | <p>We have worked with our supply chain, encouraging employers to offer training and working with our suppliers to find out if they are real living wage employers. 250 employers in the Borough are Real Living Wage accredited.</p> |

What will we do to improve?

- Deliver the 2024/25 shared prosperity fund programme.
- Improve the employability offer to people with care and support needs.
- Develop a local and regional plan to help people with support needs overcome barriers to work.
- Learning and development training to support newly qualified social workers.
- Run the transforming town grant funding scheme.
- Work with Transport for Wales, Network Rail and Welsh Government to assess funding options for the Penprysg road bridge, Pencoed level crossing and Central Station redevelopment.
- Update our procurement strategy, action plan and CPRs based on the new UK government legislation.
- Run focus groups to better understand the results of the staff survey and develop an action plan to address them.
- Encourage our suppliers to become real living wage employers

| Wellbeing Objective | Score |
|---|-------------|
| 3 - A County Borough with thriving valleys communities | Good |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

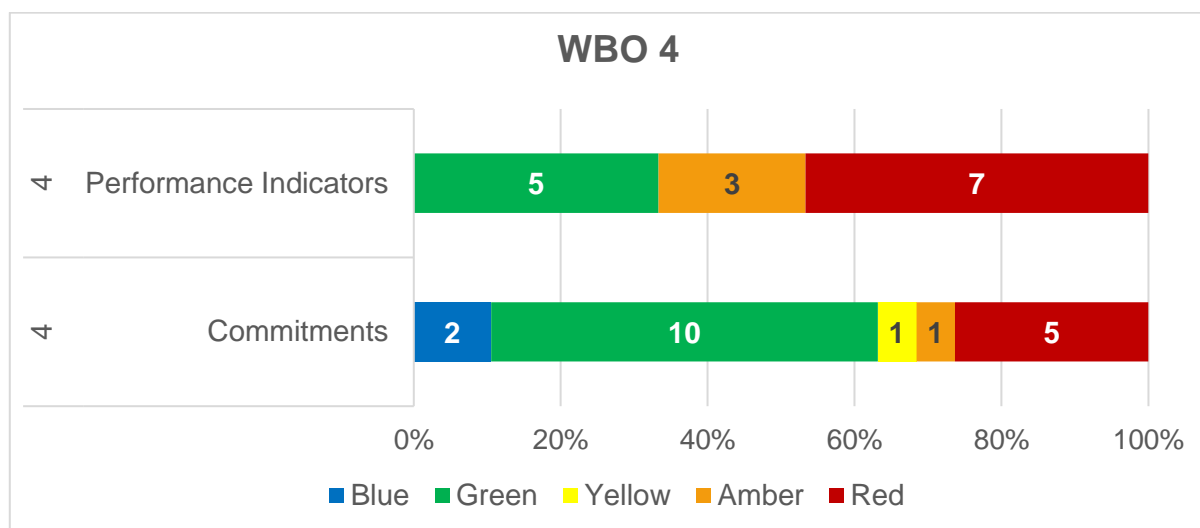
| Aim | Status | Description |
|--|--------------|---|
| Investing in town centres, including Maesteg town centre | Good | A Placemaking Plan for Maesteg has been developed and consulted on. It will guide investment and policy decisions which will shape the town's future. The Commercial Property Enhancement Grant has been developed and marketed. 1 project is underway and we have already helped 4 commercial properties through the enhancement grant scheme. |
| Creating more jobs in the Valleys | Amber | We have bid for a large grant from the Cardiff Capital Region (CCR) Northern Valley's Initiative. If successful we will be able to develop a range of industrial premises in the Valleys. We are working with Awen to provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw. The tender was awarded and design work is progressing. |
| Improving community facilities and making | Good | Only 3 Community Asset Transfers (CATs) of our target of 5 were finalised (Bettws, Llangynwyd & Garth Park, Maesteg). The number of transfers were impacted by property issues and staff capacity issues. |

| | | |
|---|-----------------------|--|
| them more accessible | | <p>£296,662 has been invested with Community Asset Transfers (CATs) in Valleys.</p> <p>There has been significant progress on the redevelopment of the Ewenny Road site, with planning permission granted for a mixed-use development, (including new and affordable homes, an enterprise hub, open space and green infrastructure) and the site being marketed for sale.</p> <p>There have been 353,782 visits to Maesteg Town Hall, Garw and Ogmore Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre. We are increasingly trying to focus on actions that build social connections / mental wellbeing and reduce loneliness and isolation. There is a digital development plan in 5 community venues, identifying how staff / volunteers can use digital approaches including streaming activities.</p> |
| Improving education and skills in the Valleys | Adequate | <p>Flying Start Nurseries at Pontycymmer, Nantymoel and Ogmore Vale are now operating morning and afternoon sessions with a total of 60 children.</p> <p>There is interest from childcare providers at the Bettws and Blaengarw settings, but the lease documentation is not complete, so neither can yet be opened to tender.</p> |
| Investing in our parks and green spaces and supporting tourism to the valleys | Excellent | <p>There has been good progress in developing the Valley Regeneration Strategy, with engagement throughout the 3 valley areas. A draft strategy is being prepared for consultation.</p> <p>The Cwm Taf Nature Network (CTNN) completed its delivery during 23/24 and the evaluation report demonstrates the project has been a success.</p> |
| Encourage the development of new affordable homes in the valleys | Unsatisfactory | <p>The Council meets Registered Social Landlords (RSLs) and Welsh Government regularly to promote and encourage the development of new social housing in the valleys. A funnel of opportunities is being developed.</p> <p>Only 2 (against a target of 20) additional affordable homes have been provided by Registered Social Landlords in the Valleys this year. There have been external factors affecting the delivery of new sites, including NRW objections which we haven't been able to resolve within the year.</p> <p>There has been no progress on encouraging the development of self-build homes on infill plots, to increase the range of housing, as there are no resources or funding available.</p> |

What will we do to improve?

- Complete and publish the placemaking plan for Maesteg.
- Improve marketing for the commercial property enhancement grant.
- Bid for funding to bring premises and land forward for business growth in the Valleys
- Work with Awen to progress the new facilities for people with learning disabilities at wood-B and B-leaf.
- Increase investment in Community Asset Transfers in the Valleys.
- Sell the Ewenny Road site for a mixed-use development including new and affordable homes, an enterprise hub, open space and green infrastructure.
- Deliver additional activities in community venues in the Valleys.
- Develop and promote library use in Valleys communities.
- Implement the digital development project in 5 community venues.
- Invest in programmes that focus on social connections / mental wellbeing and reduce loneliness and isolation.
- Complete the lease document for Bettws and Blaengarw childcare facilities so they are operational in November 20224.
- Consult on a regeneration strategy for the Valleys in summer 2024.
- Implement the green spaces enhancement project.
- Work with RSLs, Welsh Government and other partners to resolve external factors affecting the delivery of new affordable housing sites in the Valleys.

| Wellbeing Objective | Score |
|---|-----------------|
| 4 - A County Borough where we help people meet their potential | Adequate |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

| Aim | Status | Description |
|--|-----------------|---|
| Providing safe, supportive schools with high quality teaching | Adequate | Schools have been given tools to help improve Estyn inspection outcomes, including self-evaluation toolkits, reviewed school development plans, and support with post inspection actions. All schools have completed safeguarding audits, with 95% rated as “green”. Three schools rated amber with areas of improvement to address. Additional digital learning opportunities have been available to schools via Central South Consortium, including digital competency training, google classroom and digital platform training, Curriculum for Wales skills mapping, and online safety training (also provided to governors). The Young Editors Group have co-developed website content for an interactive youth-led website. Our social media channels have proved an excellent way to engage with young people. Engagement with young people has identified that “Tik Tok” is the preferred social media platform, which Bridgend Youth Support will trial in the coming months. |
| Improving employment opportunities for people with learning disabilities | Adequate | We are doing a review of day opportunities to give young adults with learning disabilities a chance to try activities, gain new skills and fulfil their potential. Links with our Employability Team are in development, and there have been a small number of volunteering opportunities in the Day Service. |

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| | | A regional working group has been established for Neuro Diversity and Learning Disability, with a stakeholder meeting held in February 2024 to identify current provision and networks between providers. |
| Expanding Welsh medium education opportunities | Unsatisfactory | <p>There are a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language, but targets we have set have not been achieved in all areas. The percentage of year 1 learners taught through the medium of Welsh is 8.56% and continues to show an improving trend, but the percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 has fallen slightly to 6.62%, indicating a smaller proportion of children studying at a Welsh-medium secondary school. The number of students who were entered for an A level examination in Welsh second language remains the same as last year, although is almost double those that sat A level Welsh first language.</p> <p>The Welsh Language Promotion Strategy is on target – we have developed Welsh-medium webpages and have been planning the promotion of Welsh-medium education.</p> |
| Modernising our school buildings | Unsatisfactory | <p>Each of the five schemes are in design / development phases and have experienced delays throughout 2023-2024, including significant increases in projected costs, with a big impact on project timescales, consideration of options and decision making.</p> <p>The replacement Ysgol Gymraeg Bro Ogwr timescales have been impacted due to a review of the car park and school transport parking design layout (to ensure pupil/user safety) as well as ecological issues at the new, Ffordd Cadfan site. A strategy for undertaking the work is being developed with input from the ecologist.</p> <p>The replacement Heronsbridge School has seen significant cost increases and a delayed decision in terms of the preferred option, which has impacted on the timescale for delivery of the project.</p> <p>The replacement Mynydd Cynffig Primary School planning application is yet to be submitted, as the preferred option for the highway infrastructure needs to be confirmed.</p> <p>The PAC process for Bridgend West (the replacement Ysgol y Ferch o'r Sgêr and the new English-medium school) has concluded and a cost plan developed, reviewed in conjunction with Welsh Government / Welsh Education Partnership Company (WEPCo), and value engineering has been undertaken. Welsh Government reviews have impacted on timescales for delivery.</p> |

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| Attract and retain young people into BCBC employment | Excellent | <p>We have engaged with schools through the termly Director Reports and have attended jobs fairs, options and careers events at comprehensive schools to promote the apprenticeship offer, delivering workshops on applying for apprenticeship jobs and improving interview skills.</p> <p>The number of apprentices employed by the council has increased from 36 in 22-23 to 46 in 23-24, with 90% of those concluding their apprenticeships in 23-24 going on to obtain a non-apprentice role.</p> |
| Offering youth services and school holiday programmes for our young people | Excellent | <p>130 children took part in the Food and Fun Programme, where children attended 12 sessions to support their physical health and emotional wellbeing and received a healthy breakfast and lunch.</p> <p>19,659 children in the County Borough took part in the national free-swimming initiative for 16 and under.</p> <p>Discovery programmes supported around 50 families with young people with higher levels of additional needs, with activities for the young people and respite for the families.</p> <p>22 families have been referred and 70 individuals supported in our “step up and step down” approach for low level social care.</p> <p>Programmes have been delivered with halo and community groups with youth activities for more vulnerable young people.</p> <p>Using funding from Town and Community Councils / Welsh Government there has been free holiday activity programmes for 8-11 year olds in 8 locations including leisure centres, secondary school sites and community settings.</p> <p>357 people with additional or diverse needs have taken part in targeted activities including Summer of Fun / Winter of Wellbeing.</p> |
| Work with people to design and develop services | Excellent | <p>The Feel Good for Life programme delivered by Halo Leisure has used peer review panels to engage with service users to plan for improvements. A dementia planning working group has been established to share insight and opportunities to collaborate between partner organisations.</p> <p>We work with Cwmpas and carers to make improvements to how they can access the information they need, and how use of a range of short breaks could improve their resilience to care.</p> |
| Supporting and encouraging lifelong learning | Adequate | <p>There were a number of promotional exercises to engage with residents about the Adult Community Learning (ACL) service. 53 face-to-face courses/sessions delivered, including accredited courses, one-off taster sessions and regular digital drop-ins. A successful partnership has developed with a</p> |

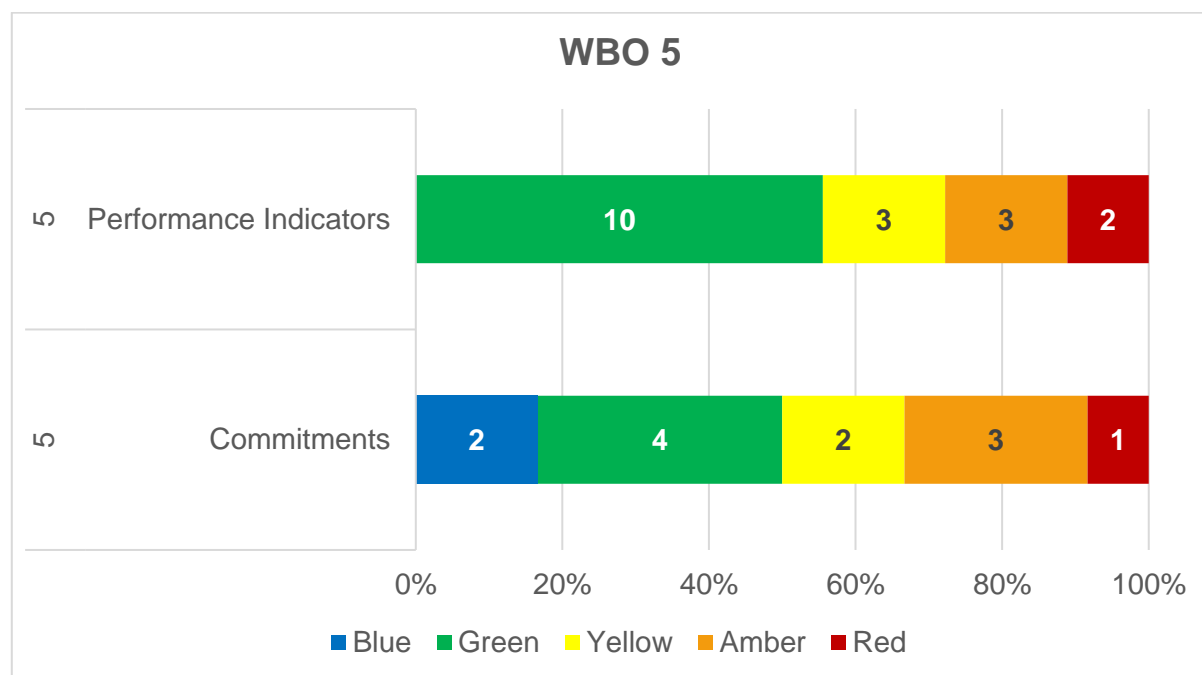
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| | | <p>number of primary schools and effective recruitment campaigns were run. This year has seen increased enrolment numbers compared to previous years however we did not reach our target as active engagement campaigns ended due to the approved proposal to deprioritise ACL funding in February 2024.</p> |
| <p>Being the best parents we can to our care experienced children</p> | <p style="text-align: center;">Good</p> | <p>Joint working in the 16+ team has led to a fall in the number of care leavers who experience homelessness. Social Services and Housing are working together to provide care leavers with the skills needed for independent living.</p> <p>The number of care leavers completing 12 months consecutive employment, education or training (EET) since leaving care is improved to 68.97%, but there is a slight decrease in those completing 13-24 months. There has been a notable decline since the Basic Income Pilot was introduced.</p> <p>We have published our new Corporate Parenting Strategy with board member agencies now asked to sign up to the Welsh Government Corporate Parenting Pledge.</p> <p>We have set up a fundraising page for an awards event for care experienced children, young people and care leavers aged 5-21.</p> <p>Care experience will now be recognised as a protected characteristic to make sure their needs are taken into account in all our decision making.</p> |

What will we do to improve?

- Support schools (working with Central South Consortium) to implement Curriculum for Wales and assessment, encouraging high-quality teaching and learning.
- Implement the Trauma-Recovery Model (TRM) of practice across the Youth Justice Service to better support children and their families.
- Ensure children are diverted from the criminal justice system through appropriate interventions at the earliest opportunity (working with the police and courts).
- Streamline youth justice referrals, through Prevention and Diversion Panel, ensuring smooth handoffs to other agencies for cases where criminalisation can be avoided.
- Increase education, training and employment support to children not in education, employment, or training (NEET) or with reduced timetables.
- Develop and implement a digital platform to capture the voice of young people, especially those who have been in receipt of services.
- Complete a governor skills audit to inform their self-evaluation process.
- Organise additional safeguarding training for school staff and governors.
- Provide schools with additional digital learning training.
- Launch the new website and tiktok account to keep young people informed.
- Develop a local and regional plan for young people with learning disabilities.
- Enact the communications plan for Welsh-medium education.

- Complete the review of the car park and school transport parking design layout at the replacement Ysgol Gymraeg Bro Ogwr and develop a strategy for accessing the site and undertaking the work with input from the ecologist.
- Proceed with work on the replacement Heronsbridge School 'do maximum option (that is, school and the school's residential provision) plus a swimming pool' following Cabinet approval of the way forward in March 2024.
- Submit the planning application for the replacement Mynydd Cynffig Primary School.
- Await Welsh Government signoff for the Mutual Investment Model (that is, revenue funded) scheme for the PAC process for Bridgend West (that is, the replacement Ysgol y Ferch o'r Sgêr and the new English-medium school).
- Review the action plan on support for care experienced children through corporate safeguarding board.
- Education and Engagement team / Social Services will continue to work closely to provide care-experienced children with support and put personal education plans in place as soon as possible.

| Wellbeing Objective | Score |
|--|-------------|
| 5 - A County Borough that is responding to the climate and nature emergency | Good |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

| Aim | Status | Description |
|---|-----------------|--|
| Moving towards net zero carbon, and improving our energy efficiency | Adequate | <p>Overall, a 4.3% reduction in emissions was achieved in 23-24, slightly less than our 5% target but a positive step in our 2030 obligations, with reductions in electricity and gas consumption and CO2 related energy consumption across our buildings.</p> <p>There are significant cost barriers to moving fleet vehicles from traditional petrol/diesel to Ultra Low Emission Vehicles (ULEV), but we have used Welsh Government funding to procure 6 electric vehicles, used by the Social Services Support at Home Service.</p> <p>The average nitrogen dioxide level in Park Street, Bridgend has improved. Measures in the Air Quality Action Plan (AQAP) have developed and refined, which will reduce levels further once implemented. Modelling now forecasts the likely year of compliance as 2026 with all measures in place.</p> |
| Protecting our landscapes and open spaces and planting more trees | Good | <p>The Local Places for Nature project successfully delivered its 23/24 work programme which included biodiversity enhancement schemes at Heol Y Cyw Playing Fields and land behind Pyle Swimming Pool and habitat connectivity schemes at Sarn, Brynmenyn, Newbridge Fields, Cefn Glas, Aberkenfig, Bryntirion and Newcastle.</p> |

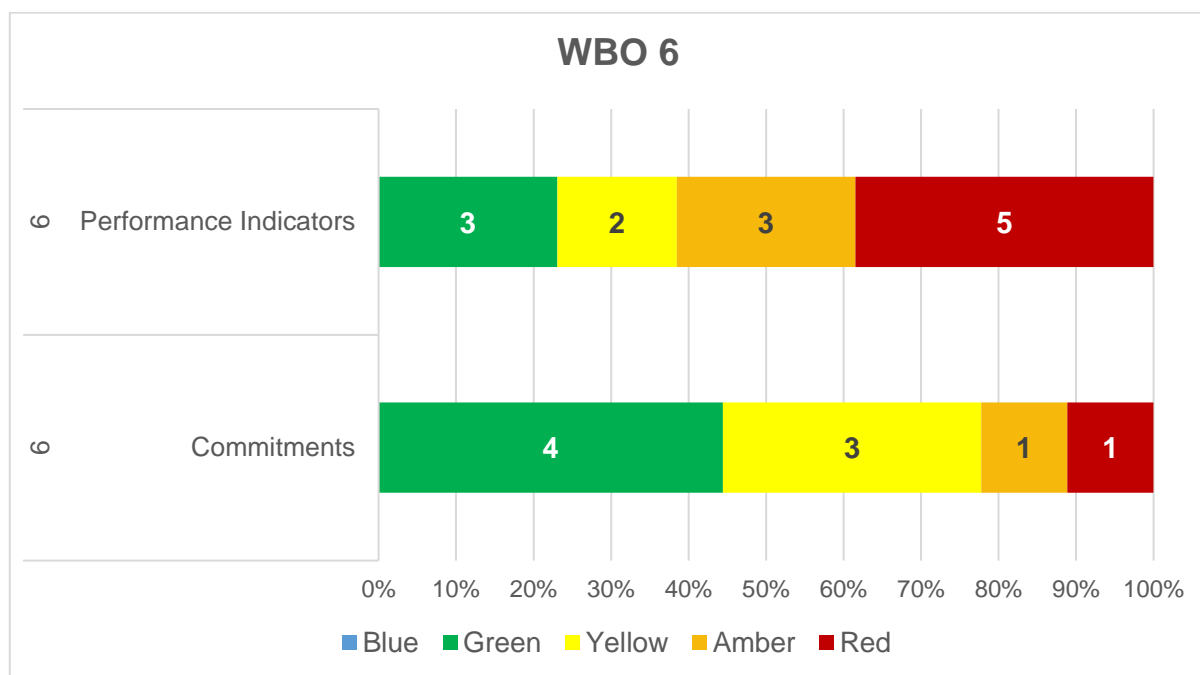
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| | | <p>The Cwm Taf Nature Network (CTNN) project completed its delivery during 23-24 and the evaluation report demonstrated the project had been a success, improving access to green spaces for local people, improving the quality of the environment of those green spaces, and connecting up green spaces.</p> <p>Our commitment to plant a further 10,000 trees could not be achieved. Feasibility work for the schemes was completed, but further investigation of the preferred site option is needed and funding must be secured before this can progress further. 3 beaches at Rest Bay, Trecco Bay and Porthcawl Marina retained their blue flag status, and 3 parks at Bryn Garw Country Park, Coychurch Crematorium and Maesteg Welfare Park maintained their status as green flag parks / green spaces.</p> |
| Improve the quality of the public realm and built environment through good placemaking principles | Good | <p>The Local Development Plan (LDP) was adopted in March 2024 after an extensive examination in public in Spring 2023 by a Welsh Government Appointed Inspector. We will now progress work on the Supplementary Planning Guidance (SPG) which enhances the policies in the LDP.</p> <p>The Planning Department have implemented a restructure during this year resulting in new posts being created, and an improvement in the percentage of planning appeals dismissed from 64% to 87% and planning applications determined with 8 weeks from 64% to 68%, however this is still lower than target.</p> |
| Reducing, reusing or recycling as much of our waste as possible | Excellent | <p>Our high standards in recycling have continued, with the percentage of street cleansing waste being recycled increased to 41.12%, the percentage of municipal waste collected that is prepared for re-use, recycled, or biowaste that is composted increased to 71.94% and the amount of residual waste generated has decreased further to 119.8 kg per person.</p> <p>The percentage of highways land found to be of acceptable or high level of cleanliness also improved to 99.97%.</p> <p>Work has begun on our future waste services model, engaging an industry expert to outline our options based on analysis of data from our current model – potential future options.</p> <p>The new Community Recycling Centre (CRC) opened in Pyle on 14th March 2024.</p> |
| Improving flood defences and schemes to reduce flooding of our homes | Excellent | <p>New flood prevention and culvert schemes have been completed in Station Street, Nantymoel, and Queen street, Blaengarw and monitored for effectiveness over the winter period. Bids for Welsh Government funding have been approved for schemes identified for 2024/25. There was additional gully clearance work targeted at historical flooding locations, and ditch cleaning operations to improve flood risk in rural areas. More culverts have been added to monitoring</p> |

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| and businesses | | regime, with more frequent inspections of the high-risk culverts, and replacement/upgrading of warning sensors at some locations. Improvements have been made to the statutory sustainable drainage systems (SUDs) application process, with 100% of applications being processed within 7 weeks. |
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What will we do to improve?

- Review our fleet transition strategy to meet the target of 2035 for net zero
- Agree and publish the final air quality action plan (AQAP).
- Install electric car charging points at the social services support at home base
- Develop and explore funding for energy efficiency improvements for council buildings.
- Develop supplementary planning guidance to support our new LDP
- Further improvements to our landscapes and green spaces through the new Green Spaces Enhancement project.
- Further work on the future waste model and a decision on new model will be made in 2024/25.
- Decommission the outdated CRC at Tythegston.

| Wellbeing Objective | Score |
|---|-----------------|
| 6 - A County Borough where people feel valued, heard and part of their community | Adequate |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

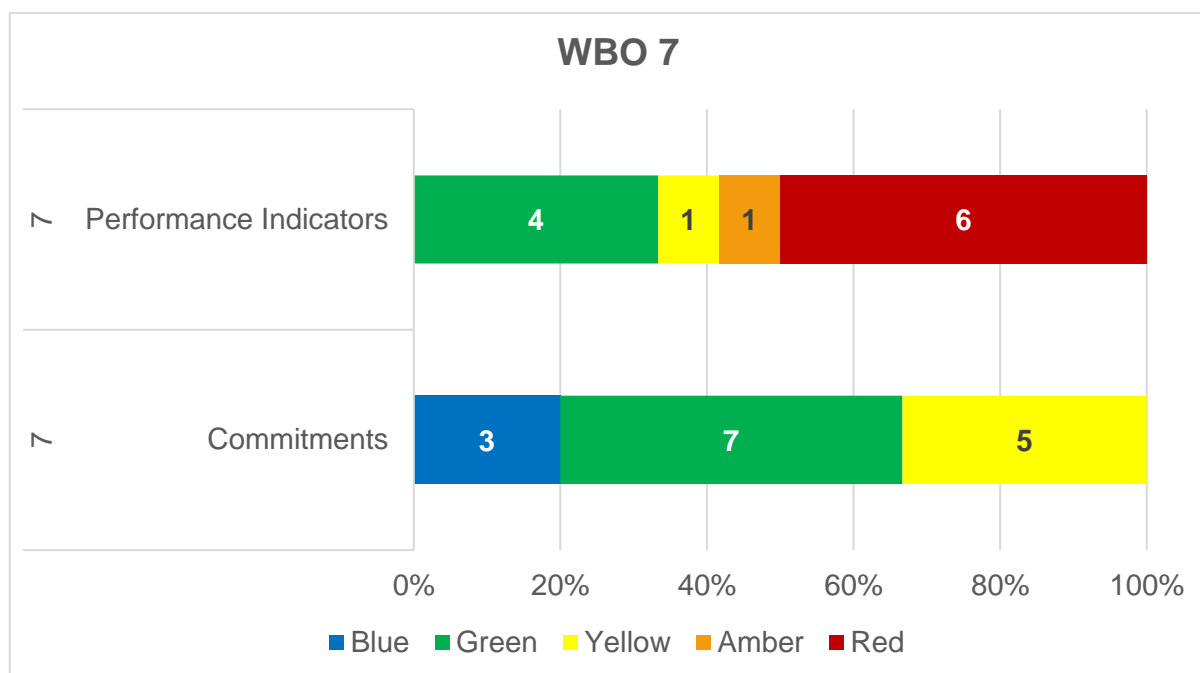
| Aim | Status | Description |
|---|-----------------|--|
| Celebrating and supporting diversity and inclusion and tackling discrimination | Adequate | <p>The new Strategic Equalities Plan (SEP) for 2024-28 has been consulted on and will be approved and published early in 2024/25.</p> <p>Only 48% of council staff have completed introduction to Equality and Diversity training, below the target of 100%.</p> <p>The staff survey has identified interest in staff groups focused on groups including LGBTQ+, mental health and ethnic minority. Groups will commence in 2024.</p> |
| Improving the way we engage with local people, including young people, listening to their views and acting on them. | Good | <p>The percentage of consultation participants who believe we have been effective at meeting our aim of being citizen-focused over the last 12 months has improved slightly to 49.7% against a target of 50%.</p> <p>The level of engagement with residents, using the digital communications platform and across corporate social media accounts has increased and the targets have been achieved. The level of engagement on corporate consultations has reduced and target has been missed.</p> |

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| | | We have not developed the Bridgend County Borough Council Climate Citizens Assembly, as this has been deprioritised. |
| Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh | Unsatisfactory | <p>We have not quite achieved our targets for first call resolutions or number of transactions using the digital platform and performance is down since last year. The number of online transactions decreased in comparison to previous years, due to the previous figures being inflated as they included the online forms that were temporarily made available to residents to apply for various cost of living schemes, especially the Winter Fuel payments. But the number of hits on the corporate website has increased and met the target, with awareness raising communications, new pages and people being directed to using the website for online transactions.</p> <p>Work continues with Awen to extend customer services in local community facilities. A pilot has been undertaken in Garw and Ogmere Valleys' libraries, but it showed that demand for the service was low.</p> <p>Staff with Welsh language speaking skills has increased to 27% but this is still below target. Only 48% of council staff have completed Welsh Language Awareness E-Learning, more than last year but still below target.</p> |
| Helping clubs and community groups take control of and improve their facilities and protect them for the future | Good | <p>Our progress with community asset transfers (CATs) is mixed. 7 CATs were completed against a target of 15 for the year, as a result of some complicated property issues and staff capacity. But the level of investment in CATs has exceeded our target as we have fully spent our own budget and brought in external funds.</p> <p>395 people have been supported to have their needs met in their communities by local community co-ordinators and community navigators. This is well above target for the new roles. Community network building approaches are being used to bring partners and stakeholders together who support people to understand services / gaps.</p> |
| Becoming an age friendly council | Adequate | Bridgend is participating in an all-Wales programme supported by Welsh Government. We are developing our baseline assessment and action plan, looking at transport, housing, community support and health services, social participation, respect and social inclusion, civic participation and employment, communication and information. |

What will we do to improve?

- Publish our new Strategic Equalities Plan
- With our partners, develop an action plan to deliver the Strategic Equalities Plan
- Arrange staff groups for people with protected characteristics.
- Develop a communications plan, corporate narrative and public engagement.
- Engage in the 2030 net carbon agenda.
- Find ways to progress with community support in Garw and Ogmore Valley libraries.
- Continue to build community networks and grow prevention and wellbeing network meetings in partnership with Bavo and the third sector.
- Continue to work with Welsh Government and the Older People's Commissioner network to inform planning and development around age friendly councils.

| Wellbeing Objective | Score |
|---|-------------|
| 7 - A County Borough where we support people to be healthy and happy | Good |



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

| Aim | Status | Description |
|--|------------------|---|
| Improving active travel routes and facilities so people can walk and cycle | Adequate | Construction of the Metrolink bus facility has progressed well throughout the year but has not opened for commercial use within the year as planned. Welsh Government have significantly reduced the money available to implement additional Active Travel Routes, which has had a dramatic impact on schemes achieved, with only 0.4km of new route added. |
| Offering attractive leisure and cultural activities | Excellent | The Grand Pavilion refurbishment project is underway, with a specialist project management team and planning and listed building consent in place, and work on designs in progress. The tender process will commence in Summer 2024. Welsh Government and Sport Wales have supported improvements to the active leisure offer for older adults, to improve physical / mental wellbeing. We have promoted use of our leisure facilities and community settings, and activity programmes that benefit older adults. The National Exercise Referral Scheme (NERS) operated beyond capacity with referrals totalling 1658 |

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| | | <p>across 20,729 sessions. 416 people completed 16-week programmes.</p> <p>Refurbishment of Pencoed library was completed. During 23-24 there have been 26,620 library visits, 2,361 children participated in the summer reading challenge, (slightly below target), and almost 56,000 children participated in children's events in libraries - slightly below previous years.</p> |
| Improving children's play facilities and opportunities | Adequate | <p>The refurbishment of play areas has not progressed as far as planned, with slow progress during the complex procurement work. Contracts have now been awarded and work has commenced on refurbishing 22 play areas across the borough working with members and Disability Wales.</p> <p>Following successful pilots in Coleg Cymunedol Y Dderwen and Cynffig Comprehensive School, the "Dare2Explore" project has been rolled out to all secondary schools.</p> <p>Bridgend Music Service developed a new training brass ensemble, senior wind band, and string ensemble and will be recruiting new members.</p> |
| Providing free school meals and expanding free childcare provision | Good | <p>Universal primary free school meals (UPFSM) were implemented for Year 3, 4 and Nursery pupils.</p> <p>There has been a further increase in children accessing Flying Start funded childcare through the expansion programme, with 272 additional children accessing childcare between in 23-24 and a total of 530 children now registered.</p> <p>The percentage of non-maintained settings judged by Care Inspectorate Wales as at least 'good' was 76.5% which was below the target of 100% we have set.</p> |
| Integrating our social care services with health services so people are supported seamlessly | Adequate | <p>104 people were delayed on the national pathway of care, which exceeds our target. Implementation of 'Discharge to Recover and Assess' pathways has not led to the improvement anticipated.</p> <p>We have worked closely with the NHS on Dementia mapping and linking needs around the Complex Dementia Day Service and the new Memory Assessment Service. CIW have evaluated this service as 'excellent'.</p> <p>We have successfully mobilised the Age Connect Morgannwg contract with the new Dementia Connector role for Bridgend, and the Alzheimer's Disease contract for the Dementia Link Workers.</p> |
| Improving the supply of affordable housing | Yellow | <p>64 additional homes were delivered, over £11.8 million Welsh Government Social Housing Grant was committed and an additional £4 million Transitional Capital secured for the year.</p> <p>The Welsh Government Leasing Scheme has been adopted with a small number of units already in use.</p> |

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| | | <p>A housing and support needs assessment was undertaken during the development of the Housing Strategy, and we have engaged with all RSL's and Welsh Government to discuss general housing needs, temporary accommodation and supported housing schemes.</p> <p>The Empty Properties Loan Scheme is nearing completion. 6 empty properties have been brought back into use through local authority intervention. By targeting the Top 20 empty properties - 2 have been sold, 3 are being renovated, and 2 completing probate. Enforcement notices have been served on 2 properties, successful prosecutions on 3 with another prosecution pending, and 1 work in default completed.</p> |
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What will we do to improve?

- Open the new metrolink bus facility.
- Start the tender process for Porthcawl Grand Pavilion.
- Improve the active leisure offer in the Valleys for older adults.
- Develop a plan for the long-term active Bridgend plan and leisure strategy.
- Develop a new play sufficiency assessment.
- Deliver phase 3 and 4 of refurbishing 22 play areas across the borough.
- Roll out free school meals for Year 4 pupils (from April 2024) and Year 5 (in June 2024) and Year 6 (in September 2024).
- A delivery plan has been submitted and agreed for a small Welsh Government funded expansion (26 additional Flying Start childcare places) in 24-25.
- Continue to develop network multidisciplinary teams with the NHS
- As part of a much larger 5-year programme, the £11.8 million committed in Social Housing Grant will deliver approximately 119 new homes.
- The £4 million secured through Transitional Accommodation Capital Funding Programme (TACP) will add approximately 33 affordable homes.

5. How is the council using its resources?

We have always had to report how well we are using our resources. For example, telling Audit Wales about our spending, workforce and buildings. Until recently, we did not have a process for reviewing how we are managing all our different resources. To help us write this report, we developed a process to look at:

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

To come to our judgements, we used:

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

We asked questions based on the Well-being of Future Generations Act, including:

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

We presented findings to councillors who scrutinised them, checked and asked questions, and used the same judgement scale from excellent to unsatisfactory.

Overall judgement

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| <p>Use of resources</p> | <p>Adequate</p> | <p>For the third year in a row, our use of resources is adequate. Some things have got better – we have implemented our performance management improvement plan, improved our statutory building compliance in asset management, and embedded and communicated the new Corporate Plan, Delivery Plan and Performance Framework.</p> <p>Other things have got worse – due to the increased demand, increased prices and significant financial situation we are facing. We have significantly overspent on our budget and used reserves to balance the budget. The worsening financial situation, and risk to our financial sustainability, has an impact on workforce across corporate teams and staff and managers across all of our directorates, with increasing vacancies and capacity issues. We have brought in a 5-point plan to try and help us save money.</p> <p>We have got strong frameworks and robust processes for the day-to-day management of resources, with clear and agreed working models and strong, working relationships between corporate teams and directorates. But longer-term planning, proactiveness and improvement will be challenging with the resource issues we are facing.</p> |
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Theme judgements

Our overall judgement looks at use of resources of all types. We also have a specific judgement for each resource type, to help us with our improvement planning.

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| Finances | Adequate | Financial Planning is adequate. Judgements from regulators are generally positive, we balance our budget every year, and have unqualified Statements of Accounts from the Auditor General. The council's financial framework is robust, with strong governance arrangements which drive the budget and spending decisions of the Council. The financial position is set out in detail in regular reports. We have a high level of compliance with the CIPFA Financial Management Code, Principles and Standards. In recent years the Council's financial position has become more challenging, with higher than anticipated pay / price increases and service pressures. This year we have significantly overspent on our budget and used reserves to balance the budget putting the financial sustainability of the Council at risk. |
| Corporate planning | Good | Corporate planning is good. The new Corporate Plan is becoming more embedded, and forms part of induction and manager training, with communication activities on the plan and priorities taking place in autumn 2023. The Corporate Plan is supported by a 1-year Delivery Plan. It is also supported by Directorate Business Plans which are all accessible on the Council's intranet. An updated performance framework has also been developed. In the staff survey in February 2024, 70% of respondents strongly agree or agree that they are aware of BCBC's priorities, up from 68% in 2022. |
| Risk management | Good | Risk management is good. Our updated Corporate Risk Management Policy has been embedded in the Authority. Reports and the reporting process for risk are straightforward and accessible, including for members. Through a review by internal audit of the Council's Corporate Risk Management, completed in March 2024, a Reasonable Assurance opinion has been given and the recommendations for improvement will be implemented in 2024/2025. |
| Procurement | Adequate | Procurement is good. We have embedded the new Socially Responsible Procurement Strategy, delivery plan and updated Contract Procedure Rules. We have run training sessions to help stakeholders understand responsibilities and requirements. We have embedded the real living wage into our tender process and have a database of accredited suppliers. We have also worked with Cwmpas and suppliers around carbon reduction planning. We have made some changes to our processes including a price cap and authorisations for purchasing card spending. Our judgement is adequate based on the need for an improved and more consistent approach to commissioning. |

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| Performance management | Adequate | Our Performance management approach is adequate but we have made significant improvements in the last 18 months. We have developed a new 5-year corporate plan and 1-year delivery plan and performance framework to support them. We have appointed a new corporate performance manager. We have improved arrangements for data quality and accuracy. Performance reporting to scrutiny has been improved with summaries and graphs. Our overall judgement is adequate as improvements to our challenge culture, roles, responsibilities and timeliness of information, data accuracy and use of service user perspectives still needs improvement. |
| Workforce planning | Adequate | Workforce management is good. Feedback from employees, managers, trade union representatives and internal audits is positive. Managers are assisted to deal effectively with people issues through support from the HR / Organisational Development service. We are developing an increased focus on longer-term workforce planning and engagement and retention activity as well as supporting services who have to identify staff reductions. The overall judgement is assessed as adequate based on the need for added capacity amongst managers and in the HR team, an increased focus on strategic workforce planning across the council which will consider longer range workforce needs and succession planning. |
| Asset management | Adequate | Asset management policy is good with good engagement from directorates. The asset management strategy is dynamic and undergoes regular reviews with services / partners. The overall judgement is adequate, as we need to address the continued resource challenges that prevent us from planning strategically, and result in a reactive approach. Over the last year we have developed and completed 4 new Net Zero Carbon assets and continued to look at ways to reduce carbon and energy usage across the whole estate. Our management of Statutory Building Compliance has improved, with Big-5 Compliance now at 94%. We have also improved collaboration with public sector partners and continued our work on the Integrated Works Management System (IWMS). |

Areas for improvement

- Continue to improve wider understanding, internally and outside of the Council, of the Council's budget including how it is set, where the funding comes from and how the funding is spent.
- Improve processes for identifying future years savings proposals.
- Wider consultation, improving engagement, to contribute towards the budget setting process.
- Closer monitoring of budget, including deep dives, to target key overspend areas.
- Review working arrangements with, and Terms of Reference of, the Budget Research and Evaluation Panel (BREP).

- Develop an approach to better communicating information about our priorities in the Corporate Plan.
- Support Governance and Audit Committee to scrutinise the Corporate Risk Assessment.
- Standardise risk reporting across directorates and integrate risk reporting with performance and finance across all service areas.
- Consider whether we are overly risk-averse at a corporate level.
- Assess the impact of the procurement price cap and changed authorisations for purchasing card spending.
- Rollout additional procurement training sessions to help stakeholders understand responsibilities and requirements.
- Update our procurement strategy, action plan and CPRs based on the new UK government legislation.
- Develop an improved and more consistent approach to commissioning across directorates, in particular in analysis and review.
- Develop a stronger challenge culture for using performance information.
- Clarify roles and responsibilities around performance information and improve timeliness of reporting.
- Improve data accuracy of performance information through PI audits.
- Enhance our use of service user perspectives to inform decision making.
- Develop Strategic workforce planning supported by the introduction of planning guidance which will support longer term planning, in a consistent manner across the council, aligned to financial planning.
- Tackle capacity issues in senior management and elsewhere and inform national discussion.
- Further development of HR policies and procedures which are co-designed and focus on proactive HR services.
- Continuation of the automation and streamlining of HR processes.
- Introduction of Leadership and Resilience development.
- Support and inform the Welsh Government work on the social care progression framework to tackle divergence in terms and conditions.
- Adopt the new strategic asset management Plan.
- Continue to make improvements in the maintenance backlog and statutory building compliance.
- Procure and implement the IWMS to improve information, data and benchmarking around assets.
- Improve asset management workforce capacity. We will also work closely with the decarbonisation team to enhance our asset management approach.

6. How good is the council's governance?

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

We have always had to report on our governance, to Audit Wales. There is a clear process for developing an 'Annual Governance Statement' (AGS) that has existed for many years. The information below summarises the Council's AGS for 2023/24.

What is our judgement?

| | |
|-------------------|-------------|
| Governance | Good |
|-------------------|-------------|

Our governance arrangements are good, and work well.

Decision making

Our Governance Framework, Code of Corporate Governance explain how we work, how we are accountable and how decisions are made. In 2022 we developed a new constitution with a simple guide to help members of the public understand it. Through these documents (along with the Member's Code of Conduct, Standards Committee and role of Internal Audit) the Council operates with integrity, ethical values and within its legal powers.

Governance arrangements are reviewed each year and included within the Annual Governance Statement (AGS), which is reviewed and approved by the Governance and Audit Committee.

We are committed to ensuring we have good governance principles and management practices. These are used right across the councils to make sure we have the public's trust. The arrangements the Council has for Corporate Governance are set out below.

| | | |
|---|--|--|
| 1 | Bridgend County Borough Council Code of Corporate Governance | The Council's Code of Governance provides a public statement that sets out the way in which the Council meets and demonstrates compliance with the CIPFA Governance principles. |
| 2 | The Governance Framework | The Council's Code is underpinned by a Governance Framework which comprises the policies, procedures, behaviours and values by which the Council is governed and controlled. |
| 3 | The Annual Governance Statement | The Annual Governance Statement provides assurances regarding the Council's Governance arrangements, together with identifying areas of future focus and improvement. The purpose of the Annual Governance Statement is to |

| | | |
|---|---|---|
| | | report publicly on the extent to which the Council complies with its Code of Corporate Governance. It identifies those areas which have been identified as needing improvement following self-assessment. |
| 4 | Annual Governance Statement Action Plan | The Council continues to review the areas for improvement identified within the Annual Governance Statement which are monitored through the Annual Governance Statement Action Plan. |

A number of significant issues were identified in the Council's 2022-23 AGS, to be taken forward during 2023-24, so in the past year we have made improvements including –

- Developing workforce planning activities, some that focus on specific challenge areas, for example social care and school catering. Others are more universal, like looking at new ways of working and developing a new employee assistance programme.
- Improvements to Asset management including work to improve the Council's statutory compliance in the "Big 5" areas of compliance.
- Improvements to the Disabled Facilities Grant service including new procedure guidelines, working with external surveyors to make progress with existing grant applications, the introduction of a new software system and improved tendering processes.
- Improvements to our medium to long-term financial management processes including providing Capital Strategy training for all members, training for schools on the closing of accounts process, regular reviews and reporting on the level of reserves, quarterly budget reporting and monitoring of budget reduction proposals.
- Providing additional training for Members to support their role in ensuring proper financial management of the Council including on Treasury Management and Earmarked Reserves.
- Implementing our performance management improvement plan and embedding the new Corporate Plan, Delivery Plan, Performance Framework and reporting mechanisms. Improvements to data quality and accuracy are ongoing.
- Started a review of the Decarbonisation 2030 strategy in line with Welsh Government changes.

Listening to the views of others

The council provides services to all residents of Bridgend. Some of our services are universal – used by all residents – like roads and pavements, and waste and recycling. When we are developing, reviewing and changing these services, we need to try and talk to the whole population of Bridgend to help us decide what to do. We have a range of different methods for doing this, from formal consultations on major changes, public drop-in sessions and discussions, and the regular, day-to-day engagement from our social media.

Other services are more specialist – and used by smaller numbers of residents – like school transport and services for people with learning disabilities or young people leaving care. When we are developing, reviewing and changing these services, we need to try and talk to the people who rely on those services and their families to help us decide what to do. We have a range of methods for doing this, from consultation and engagement sessions, to coproducing those services directly with the users and their families.

In Spring 2023, Audit Wales reviewed the way we use service user perspectives to inform decision making. The review was published in April 2024 and concluded that, *'The Council's performance information does not enable senior leaders to understand the service user perspective and progress towards intended outcomes, restricting their ability to understand the impact of the Council's services and policies.'* We have a plan to improve this in the coming year working with, and reporting to the Council's Corporate Overview and Scrutiny Committee.

Over the last year, we have completed a huge range of activities to understand and use service user perspectives, and the opinions of our regulators. The main ones are summarised below.

Consultation and engagement

Corporate consultations are promoted bilingually to the council's social media channels, shared through weekly resident bulletins and weekly staff messages throughout the consultation period. Up to three consultations a year are shared with our citizen panel to raise awareness and encourage participation. Face to face engagement sessions are held where necessary and our Youth council are involved with relevant consultations.

We consulted on a number of our key strategies and reports, for example the Director of Social Services annual report, Self-assessment, 3 Year Strategic Plan - Childrens Social Care, Housing Strategy Policy, Engagement and Participation Strategy – included face to face engagement drop-in sessions (Citizen Panel included), Strategic Equality Objectives (including public drop-in sessions and focus group with a school) – (Citizen Panel included).

Other key strategies are coproduced with service users and their families. For example, the corporate parenting strategy was co-produced with care experienced children and young people, who also led the launch of the strategy in May 2023. We are now working with Cwmpas to co-produce the carers strategy.

We also consulted on some significant proposed changes to the way the council or our services work. Some of the main consultations in 2023/24 were –

- Our **20mph Scheme** was tested in April 2023, to look at which roads should be exempt from the reduced speed limit. As a result, a small number of roads were added to the speed limit exemptions and a similar number removed, based on the sound reasons given by residents of the Borough.
- **Dog fouling** was the subject of consultation in April 2024, proposing to renew our dog control Public Space Protection Order (PSPO) where dog walkers can be fined

if they fail to pick up after their pets in public areas. There was wide support for the proposals from town councils, residents and groups including the Dogs Trust and the RSPCA, with over 379 survey responses and 77 comments on social media channels. As a result of this positive endorsement the PSPO is now progressing.

- Changes to **Community Recycling Centres** were tested July to September 2023, when the public were asked for their views on CRCs, their use of them and the potential one day a week closure of each site. Feedback from the public was mixed with 56% of the public that responded that they didn't agree that the CRC sites should be closed whilst 44% did agree. Ultimately Cabinet considered the public view alongside the need of the authority to generate the savings and approved the day closure that has since been implemented.
- **Maesteg Town Centre Placemaking Plan** was tested through consultation (including face to face engagement sessions) in September / October 2023, to assess whether the plan was robust enough to reach the town's full economic potential and encompass community well-being and cultural history. Residents and Businesses were positive about the plans and continuing support for business growth and retail improvements through the grant funding and advice. They were all positive about Maesteg Town Hall and welcomed the opening of this refurbished facility. Many asked that heritage information be more prominent to attract tourism to the Llynfi Valley. These comments and others are now being considered.
- The public were asked for their views on the **Valley Regeneration Strategy** and plans for future improvements in the Valleys (included face to face engagement sessions) in January / February 2024. Residents were keen to see improvements to the public realm, including parks, open spaces and car parking. There were conversations about transport links, including active travel and employment opportunities and training. All of this is being considered for inclusion in the Strategy, including how it will be delivered and over what timeframe.
- **Porthcawl Town Centre Placemaking Plan** was the subject of public consultation in March / April 2024 (including face to face engagement sessions). Residents and Businesses were positive about plans for the town centre and regeneration work in Porthcawl. There was some concern over parking, so we have committed to reviewing parking policies. Plans to promote the town centre offer across the waterfront and looking to increase footfall, with the development of the Dock Street Link were also well received.
- Our **Annual Budget consultation** included engagement with the Citizens Panel and face to face engagement sessions in January / February 2024. Respondents were asked about budget principles, reducing / closing services, new charges, asset review, external contracts for leisure services, council tax and citizen focus. Over 80% of respondents agreed with budget principles. Following this consultation and recommendations from scrutiny, a number of budget reduction proposals totalling £2.994 million were removed or amended, including a 3% reduction to schools delegated budgets (from 5%).

Complaints and compliments

We have a clear and agreed two stage process for dealing with complaints -

- **Informal Complaint Stage**

Informal complaints should be dealt with quickly and where possible informally. It advises customers to contact the office responsible for the service to provide an opportunity to solve the problem. Informal complaints are logged in the Corporate Complaints office and we report on them every quarter to the Public Services Ombudsman. In 2023/24 we had the following informal complaints –

| | Number | Resolved | Upheld | Discontinued / withdrawn | Ongoing |
|-----------------------------|--------|----------|--------|--------------------------|---------|
| Adult Social Care | 0 | 0 | 0 | 0 | 0 |
| Benefits Administration | 6 | 5 | 0 | 1 | 0 |
| Children's Social Services | 1 | 0 | 1 | 0 | 0 |
| Community Facilities | 15 | 13 | 0 | 2 | 0 |
| Complaints handling | 3 | 2 | 1 | 0 | 0 |
| Education | 23 | 20 | 0 | 3 | 0 |
| Environment | 0 | 0 | 0 | 0 | 0 |
| Finance & Council Tax | 33 | 29 | 4 | 0 | 0 |
| Housing | 22 | 22 | 0 | 0 | 0 |
| Planning / Building Control | 16 | 16 | 0 | 0 | 0 |
| Roads & Transport | 48 | 41 | 3 | 4 | 0 |
| Various/Other | 48 | 36 | 7 | 5 | |
| Waste & Refuse | 60 | 56 | 3 | 1 | 0 |

- **Formal Complaint Stage**

Formal complaints can be done by email, telephone, letter or online complaint form. All formal complaints with the exception of schools and social services (which have their own statutory procedures) are received, logged and acknowledged centrally by the Information Team within 5 working days. These complaints are sent to a Head of Service who appoints a senior officer e service to investigate the complaint and respond directly within 20 working days. The Information Team is provided with a copy of the response. We monitor numbers of complaints, time to respond, category of complaint, where in the Borough they come from, The Information Team has received, logged, acknowledged and referred a total of 67 formal complaints for the period for 2023/24 –

| | Number | Resolved | Upheld | Discontinued / withdrawn | Ongoing |
|-----------------------------|--------|----------|--------|--------------------------|---------|
| Adult Social Care | 0 | 0 | 0 | 0 | 0 |
| Benefits Administration | 1 | 1 | 0 | 0 | 0 |
| Children's Social Services | 1 | 1 | 0 | 0 | 0 |
| Community Facilities | 4 | 2 | 2 | 0 | 0 |
| Complaints Handling | 0 | 0 | 0 | 0 | 0 |
| Education | 8 | 8 | 0 | 0 | 0 |
| Environment | 0 | 0 | 0 | 0 | 0 |
| Finance & Council Tax | 6 | 6 | 0 | 0 | 0 |
| Housing | 14 | 13 | 0 | 1 | 0 |
| Planning & Building Control | 12 | 12 | 0 | 0 | 0 |
| Roads & Transport | 8 | 8 | 0 | 0 | 0 |
| Various/Other | 10 | 6 | 3 | 0 | 1 |
| Waste & Refuse | 4 | 3 | 0 | 1 | 0 |

We don't currently have a way of reviewing all of our corporate complaints to see what impact they have had on our services.

Regulator views

Engagement with regulators is strong and systematic. Regular meetings take place between regulators and senior officers in the Council to discuss regulators' work and the council's improvement plans. We regularly test our progress against the views and recommendations of our regulators, through a regulatory tracker. This is reported to Governance and Audit Committee every January and July. The following new reviews were published in 2023/24.

Audit Wales' review of Service User Perspectives (SUPs), published in January 2024. Summarised above.

In June 2023, Care Inspectorate Wales (CIW), His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Healthcare Inspectorate Wales (HIW), and Estyn undertook a Joint Inspection of Child Protection Arrangements (JICPA) in Bridgend. The inspection noted a number of areas of **positive practice** and a number of **areas for improvement**. A **multi-agency action plan** was developed in September 2023. In the Council progress is overseen by the Social Services Improvement Board and the Cwm Taf Morgannwg Regional Safeguarding Board (RSB).

Care Inspectorate Wales undertook 8 inspections of regulated services. In Adult Social Care, there were 5 inspections of regulated residential establishments and domiciliary support services. All inspections identified there is a good standard of care and support provided across the services, previous areas of improvement had been addressed and no priority action notices for 2023/24 were noted. However, 1 area for improvement was identified, which is being addressed.

In Children's Social Care 3 regulatory inspections took place, 2 within residential establishments and 1 with Foster Wales Bridgend. For the residential establishments, key strengths were highlighted and no priority action notices were identified, with only 2 areas for improvement being identified which are being addressed.

In November 2023, Care Inspectorate Wales undertook an inspection of Foster Wales Bridgend. The inspection acknowledged the current context, *'the number of children who are referred to the service, outnumbers foster carers available'* but highlighted a number of key strengths. It noted 8 areas for improvement around the matching of children with complex needs, safe care arrangements, timeliness of responses to allegations and improvements to systems to ensure policies and procedures are evidenced in practice. Action plans are monitored via the fortnightly Children's Social Care Pressures meeting and quarterly performance management meetings.

Staff and Trade Union views

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

As well as regular staff and trade union engagement, we run an annual staff survey. The last one, in February / March 2024 had 707 responses. This is lower than in recent years. The survey contained many questions which repeated previous surveys so we can see how we are doing over time. Overall satisfaction with BCBC as an employer increased in recent years but reduced over the last two years, from 59% in 2018, 66% in 2020, 73% in 2021, 67% in 2022 and 49% in 2024. A detailed feedback report was developed, staff focus groups will be held to better understand the results and then an action plan will be developed to act on issues from the staff survey.

Areas for improvement

- Implement the action plans developed to address areas for improvement in our regulator reviews.
- Develop a small suite of service user perspective performance indicators.
- Develop a new digital strategy for 2024/28
- Make improvements to the way we engage with people, including directing a new group of people to be involved with current consultations through a widget in MyAccount and developing links with organisations to reach protected groups.
- Focus better on schools / young people's voices by establishing links with schools and youth services.
- Improving the way we provide feedback to respondents (and others) following consultation and engagement.

- Respond to the internal audit review of the council's use of complaints information.
- Undertake a climate change risk assessment with the public service board.
- Working with shared regulatory service on an Empty Property Consultation.
- Work with WLGA / Data Cymru on the development and implementation of the National Residents Survey
- Develop a place narrative and communicate it widely.
- Development of staff forum for staff with protected characteristics
- Improvements to medium to long term financial management, reviewing the BREP process and starting budget setting earlier.
- Improvements to recruitment with targeted recruitment in key areas, and bespoke recruitment packages. We continue to work regionally and nationally to develop solutions that will not destabilise the job market.
- Review of the Decarbonisation 2030 strategy.
- Improvements to our use of service user perspectives information in our performance management process.
- Improved financial management including a review of financial procedures and policies, additional training for members and schools, developing budget reduction proposals and improving the reach of the budget consultation.

7. Our Strategic Equality Plan

Our new Strategic Equality Plan has been developed and consulted on and outlines our six strategic equality objectives, which will shape how we plan, provide, and deliver our services to reflect the diversity of our communities. We are developing a Strategic Equality Action Plan which will detail the actions we will take to realise the equality objectives. Progress on the plans is regularly reported to the Corporate Equality Network, and responsibility for operational delivery lies with all service areas and teams. Our Cabinet Committee Equalities monitors and scrutinises delivery against the objectives.

How do we identify and collect relevant information?

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

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

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

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

How effective are the council's arrangements for identifying and collecting relevant information?

Each year we try to improve the Equality Monitoring Data we hold for employees, revising the data capture to include more characteristics. We encourage employees to update information regularly through communications, appraisals and other methods.

What do our arrangements tell us regarding the equality of access to employment, training and pay?

Every year, we report our 'equalities in the workforce' report to Cabinet Committee Equalities. This tells us about a range of things including the numbers of employees with protected characteristics where declared. It also tells us about pay, recruitment and training of employees with protected characteristics. This is all put together and included in the strategic equality Plan. Areas for development are included in the strategic equality plan action Plan.

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| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | CORPORATE PARENTING CHAMPION NOMINATION |
| Report Owner / Corporate Director: | CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY |
| Responsible Officer: | MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY |
| Policy Framework and Procedure Rules: | <p>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p> |
| Executive Summary: | <p>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.</p> <p>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.</p> <p>In order to further develop and enhance the Council’s Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.</p> <p>The Committee is being asked to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.</p> |

1. Purpose of Report

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

2. Background

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

3. Current situation / proposal

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

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

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

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

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

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

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

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

1. A County Borough here we protect our most vulnerable

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

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

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

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

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

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

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

6. Climate Change Implications

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

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

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

Background documents

None.

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| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | CWM TAF MORGANNWG PUBLIC SERVICES BOARD (PSB) JOINT OVERVIEW AND SCRUTINY COMMITTEE (JOSC) NOMINATIONS |
| Report Owner / Corporate Director: | CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY |
| Responsible Officer: | MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY |
| Policy Framework and Procedure Rules: | The work of Overview and Scrutiny Committees relate to the review and monitoring of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated. |
| Executive Summary: | <p>Joint scrutiny arrangements and Terms of Reference for Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee (JOSC) were agreed by Council on 19 July 2023, to ensure effective scrutiny arrangements are in place to scrutinise the newly established single Public Services Board (PSB) for Cwm Taf Morgannwg.</p> <p>For the 2023-34 municipal year, the Corporate Overview and Scrutiny Committee (COSC) as the Scrutiny Committee designated to scrutinise the work of the Public Service Board as required by the Well-being of Future Generations (Wales) Act, 2015 and based on the political balance of this Committee as far as practical, nominated 5 Members to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee and one substitute Member from the Committee to attend the JOSC when one of the core Members are not available.</p> |

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| | <p>This report seeks nominations to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee for the 2024-25 municipal year, for 5 Members of COSC and 1 Substitute member to attend when one of the core Members are not available, based on the political balance of the Committee, as follows:</p> <ul style="list-style-type: none"> - 3 Members from Labour; - 1 Member and 1 Substitute Member from Bridgend County Independents; - 1 Member from Democratic Alliance. |
|--|---|

1. Purpose of Report

- 1.1 The purpose of the report is to request the Committee to nominate for the 2024-25 municipal year, 5 Members to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee and 1 Substitute Member to attend when one of the core Members are not available, based on the political balance of the Committee, as follows:
- 3 Members from Labour;
 - 1 Member and 1 Substitute Member from Bridgend County Independents;
 - 1 Member from Democratic Alliance.

2. Background

- 2.1 Joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee were agreed by Council on 19 July 2023, to ensure effective scrutiny arrangements are in place to scrutinise the established single Public Service Board (PSB) for Cwm Taf Morgannwg.
- 2.2 For the 2023-24 municipal year, COSC (as the Scrutiny Committee designated to scrutinise the work of the Public Service Board as required by the Well-being of Future Generations (Wales) Act, 2015 and based on the political balance of this Committee as far as practical), nominated five members of the Committee to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee (JOSC) for the 2023-24 municipal year and one substitute Member from the Committee to attend the JOSC when one of the core Members are not available.

3. Current situation / proposal

3.1 For the 2024-25 municipal year nominations are requested to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee of 5 Members from this Committee (as the Scrutiny Committee designated to scrutinise the work of the PSB as required by the Well-being of Future Generations (Wales) Act 2015) and 1 Substitute member to attend when one of the core Members are not available, based on the political balance of the Committee as far as practical, as follows:

- 3 Members from Labour;
- 1 Member and 1 Substitute Member from Bridgend County Independents;
- 1 Member from Democratic Alliance.

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

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

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

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term – The establishment of the Joint Scrutiny Arrangements will enable the Authority’s long-term commitment to effective scrutiny of the Cwm Taf Morgannwg PSB.
- Prevention – The PSB Wellbeing Assessment and Plan will be preventative in nature and progress will be scrutinised effectively.
- Integration – The proposed arrangements are for integrated joint scrutiny by three Local Authorities of the integrated partnership arrangements of the Cwm Taf Morgannwg Public Service Board.
- Collaboration – This report supports collaborative working with other Local Authorities and partners to effectively scrutinise the PSB.

- Involvement – The joint arrangements will enable effective scrutiny of the wellbeing assessment, plan and progress and promote the involvement of stakeholders, partners in scrutiny activity.

5.2 The proposed arrangements will assist in the achievement of the Council's 7 Well-being Objectives under the **Well-being of Future Generations (Wales) Act 2015**, listed below:

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

6. Climate Change Implications

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

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 For the 2024-25 municipal year, the Committee is requested to nominate 5 Members to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee and 1 Substitute Member to attend when one of the core Members are not available, based on the political balance of the Committee, as follows:

- 3 Members from Labour;
- 1 Member and 1 Substitute Member from Bridgend County Independents;
- 1 Member from Democratic Alliance.

Background documents

None.

| | |
|--|--|
| Meeting of: | CORPORATE OVERVIEW AND SCRUTINY COMMITTEE |
| Date of Meeting: | 25 JULY 2024 |
| Report Title: | FORWARD WORK PROGRAMME UPDATE |
| Report Owner / Corporate Director: | CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY |
| Responsible Officer: | MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY |
| Policy Framework and Procedure Rules: | <p>The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p> |
| Executive Summary: | <p>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>The Council’s Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council’s Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</p> <p>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, note the Recommendations Monitoring Action Sheet for this Committee, and note that the Forward Work Programmes for each of the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC.</p> |

1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme attached as **Appendix A** 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 whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report;
- d) Present the Recommendations Monitoring Action Sheet for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at previous meetings;
- e) Advise that the Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of Corporate Overview Scrutiny Committee (COSC), with any update from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in their upcoming cycle of 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 15 May 2024, 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 January 2025, 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 2025.
- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.
- 3.5 The Subject Overview and Scrutiny Committee Draft Forward Work Programmes will be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee for coordination and oversight of the overall Forward Work Programme. The SOSC Forward Work Programmes will be

included in the standing Forward Work Programme Update report from then on with any feedback from each SOSC meeting included.

Identification of Further Items

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

Recommended Criteria for Selecting Scrutiny Topics:

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

Reasons to Reject Scrutiny Topics:

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

Corporate Parenting

- 3.7 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a

whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.

- 3.8 In this role, it is suggested that Members consider how each item they consider affects care experienced children and young people, and in what way can the Committee assist in these areas.
- 3.9 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 3.10 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.
- 3.11 The Recommendations Monitoring Action Sheet to track outstanding responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.

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 Committee in **Appendix A.**
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend.
- c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report.

- d) Note the Recommendations Monitoring Action Sheet in **Appendix B** to track outstanding responses to the Committee's recommendations made at previous meetings;
- e) Note that the proposed draft Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC, with the comments from each respective SOSC following consideration in their upcoming meetings.

Background documents

None.

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Forward Work Programme
Corporate Overview and Scrutiny Committee

Monday 25 July 2024 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|--|------------------------------------|--|
| Revenue Budget Outturn 2023-24 | | <u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy |
| Budget Monitoring 2024-25 – Quarter 1 Revenue Forecast | | As above |
| Quarter 4 Performance 2023-24 | | As above plus: Head of Partnership Services Corporate Policy and Public Affairs Manager; Corporate Performance Manager; |
| Corporate Self-Assessment 2023-24 | | As above plus: Corporate Policy and Public Affairs Manager; Corporate Performance Manager. |
| Corporate Parenting Champion Nomination | | N/A |
| Nominations to the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg | | N/A |

Monday 9 September 2024 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|---|------------------------------------|---|
| Director of Social Services Annual Report 2023/24 | | <u>Cabinet Members</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health 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; Group Manager - Commissioning |

APPENDIX A

| | | |
|--|--|--|
| Corporate Plan PI Targets (Date to be confirmed) | | <u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> Chief Executive; Chief Officer Finance, Housing and Change; and Corporate Policy and Public Affairs Manager |
| Scrutiny Annual Report | | N/A |

Thursday 24 October 2024 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|---|--|--|
| Budget Monitoring 2024-25 – Quarter 2 Revenue Forecast | | <u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy |
| Using Service User Perspectives Update | May be an information report or Briefing | TBC |

Monday 16 December 2024 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|---|------------------------------------|---|
| Quarter 2 Performance Report 2023-24 | | <u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Corporate Policy and Public Affairs Manager; Corporate Performance Manager; and Head of Partnership Services |

APPENDIX A

Wednesday 15 January 2025 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|--|------------------------------------|---|
| <p>Draft Medium Term Financial Strategy 2025-26 to 2028-29 and Budget Proposals</p> | | <p><u>Cabinet Members</u> Leader of the Council; Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance;</p> <p><u>Officers</u> Chief Executive; Chief Officer Finance, Housing 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> |

Tuesday 28 January 2025 at 10.00am

| Report Topics | Any Specific Information Requested | Invitees |
|---|------------------------------------|---|
| <p>Scrutiny Recommendations on Medium Term Financial Strategy 2025-26 to 2028-29 and Draft Budget Consultation Process</p> | | <p><u>Cabinet Member</u> Cabinet Member for Finance and Performance</p> <p><u>Officer</u> Chief Officer - Finance, Housing and Change</p> |
| <p>Capital Strategy 2025-26 onwards</p> | | <p><u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance;</p> <p><u>Officers</u> Chief Officer Finance, Housing and Change; and Group Manager – Chief Accountant</p> |
| <p>Budget Monitoring 2024-25 – Quarter 3 Revenue Forecast</p> | | <p><u>All Cabinet Members</u></p> <p><u>Officers</u> Chief Executive; Chief Officer – Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy</p> |

APPENDIX A

| Monday 17 March 2025 at 10.00am | | |
|---|---|---|
| Report Topics | Any Specific Information Requested | Invitees |
| Corporate Plan Delivery Plan Refresh 2024-25 | | <p><u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance;</p> <p><u>Officers</u> Chief Executive; Chief Officer Finance, Housing and Change; and Corporate Policy and Public Affairs Manager</p> |
| Quarter 3 Performance Report 2023-24 | | <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; Corporate Policy and Public Affairs Manager Corporate Performance Manager; Head of Partnership Services.</p> |

| Reports to be Scheduled | | |
|---|---|--|
| Report Topics | Any Specific Information Requested | Invitees |
| Digital Strategy Review | Potentially Autumn 2024 | TBC |
| Review Progress of Disabled Facilities Grants – <i>To be reviewed following receipt of Briefing report</i> | Updated Briefing Paper to be provided in first Instance and then to be scheduled for COSC or a SOSOC if required. | TBC |
| Engagement and Participation Strategy Action Plan | Update to be provided within 12 months | TBC |
| Workforce Strategy Monitoring Action Plans | To monitor progress / implementation of Action Plans | <p><u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance;</p> <p><u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Group Manager – Human Resources Organisational Development</p> |
| Cessation of Ukrainian Refugee Host Sponsorship | Information report | N/A |

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

| Date of Meeting | Agenda Item | Action | Responsibility | Outcome | Response |
|------------------------|---|--|--|--|--|
| 21 March 2024 | Q3 Performance 2023-24 | The Committee made recommendations / requests for additional information. | Scrutiny | Circulated for response. | |
| 21 March 2024 | Corporate Plan Delivery Plan Review for 2024/25 | The Committee requested that a Workshop be arranged for Members of COSC to consider how best to measure service user perspectives as part of the Council's performance management framework and to discuss and identify potential areas that could be explored. | Scrutiny/ Performance | Actioned - Workshop held on 3 June 2024 to develop areas for potential exploration. | Further work to be carried out and included in a future report / information report or briefing to be scheduled on the Forward Work Programme. |
| 21 March 2024 | Strategic Workforce Plan | <p>The Committee requested that more information be included in future reports on the Plan including data examples and details of actions taken for each theme to demonstrate progress, future targets for the Plan, and the use of graphics to show progress and staffing levels.</p> <p>The Committee requested that the monitoring of progress on the implementation of the Plan be scheduled on the Forward Work Programme for 2024.</p> | Scrutiny/ Chief Officer – Legal & Regulatory Services, HR & Corporate Policy | | |

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