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Bridgend County Borough Council



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Eich cyf / Your ref:

Dyddiad/Date: Monday, 16 September 2024

Dear Councillor,

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

A meeting of the Subject Overview and Scrutiny Committee 2 will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB/ Remotely via MS Teams on **Monday, 23 September 2024 at 10:00.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations).
3. Approval of Minutes 3 - 8
To receive for approval the minutes of a meeting of the Subject Overview and Scrutiny Committee 2 of the 08/07/24.
4. Community Resource Team Package of Care Delays (PoCD) 9 - 40

Invitees:

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

Claire Marchant - Corporate Director - Social Services and Wellbeing.

Jacqueline Davies - Head of Adult Social Care.

Shagufta Khan - Social Work Lead in Adult Social Care.

Michelle King - Integrated Community Services Manager – Reablement.

Julia Wilkinson – Clinical Service Group Manager - Cwm Taf Morgannwg University Health Board.

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5. Proposal To Extend the Term of the Healthy Living Partnership with GLL / HALO Leisure 41 - 56

Invitees:

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

Claire Marchant - Corporate Director - Social Services and Wellbeing.

Sophie Moore - Group Manager - Prevention and Wellbeing.

6. Conclusions and Recommendations

7. Information Report - 2023-24 Quarter 4 Performance 57 - 108

8. Forward Work Programme Update 109 - 134

9. 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:

S Aspey
F D Bletsoe
P Ford
GH Haines

Councillors

D T Harrison
M Lewis
J Llewellyn-Hopkins
R J Smith

Councillors

A Wathan
R Williams
RL Penhale-Thomas
C Davies

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - MONDAY, 8 JULY 2024

MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON MONDAY, 8 JULY 2024 AT 10:00

Present

Councillor F D Bletsoe – Chairperson

C Davies

GH Haines

M Lewis

R J Smith

Present Virtually

J Llewellyn-Hopkins

RL Penhale-Thomas

R Williams

Apologies for Absence

P Ford, D T Harrison and A Wathan

Invitees:

Councillor Jane Gebbie

Deputy Leader / Cabinet Member Social Services, Health and Wellbeing

Claire Marchant

Corporate Director Social Services and Wellbeing

Jackie Davies

Head of Adult Social Care

Shagufta Khan

Social Work Lead in Adult Social Care

Jason Howells

Group Manager – Integrated Cluster Network Service Manager

Officers:

Meryl Lawrence

Senior Democratic Services Officer - Scrutiny

Stephen Griffiths

Interim Scrutiny Officer/ Democratic Services Officer - Committees

Declarations of Interest

M Lewis – Item 4 – Personal – Community Centre – Garw Valley.

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - MONDAY, 8 JULY 2024

R J Smith – Item 4 – Personal – Runs a community interest company that supports children and young adults with additional needs throughout Porthcawl and the borough at large.

Approval of Minutes

Decision Made	<u>RESOLVED:</u> That the minutes of the meeting of Subject Overview and Scrutiny Committee 2 dated 19 February 2024 were approved as a true and accurate record.
Date Decision Made	8 July 2024

2. Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council

Decision Made	<u>RESOLVED:</u> Following detailed consideration and discussions with Cabinet Members and Officers, the Committee concluded the following: General Comments <ol style="list-style-type: none">1. The Committee expressed concern that aligning our priorities with those of the Health Board and other partners could create service delivery challenges.2. There was concern regarding the potential funding available to take the plans forward, given the difficult current, and predicted future, budget situation and the Committee would monitor this going forward. Recommendations <ol style="list-style-type: none">3. Given the need for increased partnership working, Members recommended that there was a need to ensure that the proposals for the future of Sustainable Care for Adults were integrated with and compatible with the work of Employability Bridgend.4. The Committee expressed concern over the lack of performance data which made the evaluation of
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	<p>future plans difficult and recommended that this be considered for the future plan and reports.</p> <p>5. Members were complimentary regarding the Plan and felt the Service Area needed to promote it further to highlight the work that had been undertaken in developing the Plan, the proposals and the resulting positive outcomes for the community as a whole. The Committee therefore recommended there was an urgent need to demonstrate further and promote the value of the new operating model, as a potential exemplar to other services areas in terms of how to deliver services differently within defined budgetary constraints.</p> <p>6. The Committee recommended that there was a need to revisit the correspondence with the local member of the Senedd about attending the mental health round table, and that a follow-up request should be sent.</p> <p>Additional Information:</p> <p>The Committee requested that:</p> <p>7. The relevant performance data be sent to Members as soon as it is available, rather than waiting for future meetings.</p> <p>8. Members receive information about the BAVO consultation exercise by email.</p> <p>9. Members receive a copy of the Quality Assurance Framework via email.</p> <p>10. In addition to the mental health round table, there was a need to identify other local groups and fora that provide relevant services but the workings of which are not necessarily known to Members.</p>
Date Decision Made	8 July 2024

3. Corporate Parenting Champion Nomination Report

Decision Made	<p><u>RESOLVED:</u></p> <p>That Councillor Johanna Llewellyn-Hopkins be nominated to represent Subject Overview and Scrutiny Committee 2 as an Invitee to meetings of the Cabinet Committee Corporate Parenting.</p>
Date Decision Made	8 July 2024

Forward Work Programme Update

Decision Made	<p><u>RESOLVED:</u></p> <p>The Committee approved the Forward Work Programme (FWP) in Appendix A, noted the Recommendations Monitoring Action Sheet in Appendix B and noted that the FWP, Recommendations Monitoring Action Sheet and any updates from the Committee would be reported to the next meeting of Corporate Overview and Scrutiny Committee.</p> <p>The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to procure and implement major ICT systems which support critical services such as a replacement system for Care Director (WCCIS).</p> <p>There was a need to resolve which scrutiny committee addresses the issue of Disabled Facilities Grants.</p>
Date Decision Made	8 July 2024

5. Urgent Items

Decision Made	None
Date Decision Made	8 July 2024

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

The meeting closed at 11:55.

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	23 SEPTEMBER 2024
Report Title:	COMMUNITY RESOURCE TEAM AND PACKAGE OF CARE DELAYS (PoCD)
Report Owner / Corporate Director:	CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING
Responsible Officer:	JACQUELINE DAVIES HEAD OF ADULT SOCIAL CARE
Policy Framework and Procedure Rules:	There is no effect upon the policy framework or procedure rules.
Executive Summary:	The purpose of the report is to provide details of the current Community Resource Team pressures being experienced in Adult Social Care, describe the mitigating actions that the service is undertaking and how we are working within the integrated services to support individuals who require care when discharged from hospital. The report also provides details of the work relating to the national requirement to report on Pathways of Care Delays (PoCD) in hospital and how we are working across the region and locally on a whole system approach to improve performance in this area.

1. Purpose of Report

- 1.1 The purpose of the report is to provide details of the current Community Resource Team pressures being experienced in Adult Social Care, describe the mitigating actions that the service is undertaking and how we are working within the integrated services to support individuals who require care when discharged from hospital. The report will also provide details of the work relating to the national requirement to report on Pathways of Care Delays (PoCD) in hospital and how we are working across the region and locally on a whole system approach to improve performance in this area.

2. Background

- 2.1 In Bridgend we have been developing our integrated service since 2010 and the services and structures that we currently have in place are managed jointly with the Local Authority and the Health Board and overseen by a joint partnership board. Previously we benefitted from a clear vision for the service and structures that are based on a 'team around a person' approach with the 'Jones' central to our everyday practice. The Cwm Taf Morgannwg (CTM) region are currently reviewing the integrated service model.

2.2 The Community Resource Team is a community based, integrated, health and social care service. It works with adults living within the boundaries of Bridgend County Borough. It works within a person centred, proactive, case management model, with an emphasis on improving independence and outcomes for an individual from multi-disciplinary team input. The Community Resource Team aims to maximise independence at home through input from the community team or the team based in the Reablement Unit at Bryn y Cae.

2.3 The Community Resource Team (CRT) is the amalgamation of Intermediate Care Services in Bridgend into a single service. To date, these include:

- Acute Clinical Team.
- BridgeLink Telecare.
- Community Reablement Team – Therapies.
- BridgeStart enabling home care - Therapies.
- Bryn y Cae Reablement Unit - Therapies.
- Specialist Assessment Team that includes the Sensory and Community Occupational Therapists Teams.
- Integrated Community Equipment Service.
- Early Intervention & Prevention Hub including the Hospital Social Work Team.
- Mental Health Link worker & Dementia Support Worker.

2.4 Individuals can step up and step down between these intermediate care elements within the framework that makes up the team. The different elements are as follows:

2.4.1 **Acute Clinical Team**

The Acute Clinical model is led by a highly experienced clinical practitioner workforce and overseen by a Consultant Geriatrician. The team aims to provide rapid (within 4 hours) assessment, diagnostics, and treatment in the community, thus avoiding a hospital admission.

2.4.2 **Bridgelink Telecare**

Bridgelink Telecare is an assistive technology service that helps people stay independent in their own homes. It offers the security of knowing someone can help 24 hours a day, 365 days a year.

Telecare uses:

- a lifeline unit
- a pendant
- and sometimes other complex sensors

All the equipment can raise an alarm to the Alarm Monitoring centre, or if preferred, via a telephone call to a chosen family member, carer, or friend. The Alarm Monitoring centre can arrange for help from the in-house 24-hour Mobile Response Team or the emergency services, as well as anyone listed as emergency contacts.

As long as someone does not need medical assistance, the Mobile Response Team can help someone up from the floor. The team also provides personal care, and ensures people are left as comfortable and secure as possible.

2.4.3 Community Reablement

Community Reablement offers a brief period of therapeutic assessment and intervention in a person's own home. People accessing this service are assessed as requiring a multi-disciplinary approach. Members of the service may visit up to 4 times a day to provide the person with support to help them to regain the skills they need for maximum independence.

2.4.4 Bridgestart

BridgeStart is a short-term enabling domiciliary care service providing Occupational Therapy with enabling care support for all people who are assessed as potentially needing long term home care. Members of the service may visit up to 4 times a day to provide the person with support to help them to regain the skills they need to maximise their independence at home.

2.4.5 Reablement Unit

The Bryn y Cae Reablement Unit is suitable for individuals who, for short periods of time, are likely to need more intensive support with activities of daily living than it would be possible to provide at home. The Reablement Unit of 6 units is situated in a dedicated wing of the Bryn y Cae Residential Care Home, Brackla, Bridgend.

2.4.6 Specialist Assessment Team

This includes the Sensory Team which is a short-term assessment service delivering assessment and care coordination for people living with sensory loss. The team works with children and adults. The Team also includes the Community Occupational Therapists who also work with people of all ages who are living with a disability. They conduct practical assessments of people's ability to carry out normal activities of daily living: this could include personal care, household tasks, ability to care and be cared for, and to live safely in their own home. Following the assessment, the Occupational Therapy staff may give advice, arrange equipment, or recommend alterations to the home.

2.4.7 Early Intervention & Prevention Hub (EIPH)

The EIPH is the front door to Adult Social Care for individuals who have not previously been known to the services but have presenting care and support needs. Referrals to the EIPH can come via individuals themselves, family members/carers, GPs or other professionals. Individuals contacting the EIPH will have their request for help listened and responded to by a suitable qualified social care practitioner, ensuring that the individual's voice and choice regarding their desired outcomes are considered along with their current strengths. At the point of first contact, depending on the presenting needs, individuals can be provided information and advice, signposted to community assets, referred to the relevant enabling service or referred to the appropriate specialist team within Social Care if the needs are evident.

Where the needs are not evident for onward referral, the individual will have a proportionate assessment carried out and will remain under the care of the EIPH Social Worker for a period of up to 12 weeks where evidence informed decision making, focusing on the individual's strengths and outcomes will take place. Where social care needs are identified, the EIPH Team will make the necessary arrangements for the individual's agreed package of care and support to be implemented and transferred to the appropriate social care team, whether this be our

Integrated Community Network Team or one of the specialist Social Care Teams (e.g. Older People Mental Health Team).

Part of the Team are based within the Princess of Wales Hospital, and they focus on people presenting in the main that have been admitted to wards. They also respond to referrals from other hospitals in the Health Board or wider. The Team can provide information or advice, support discharge planning or provide more complex social intervention that will include assessment.

3. Current situation / proposal

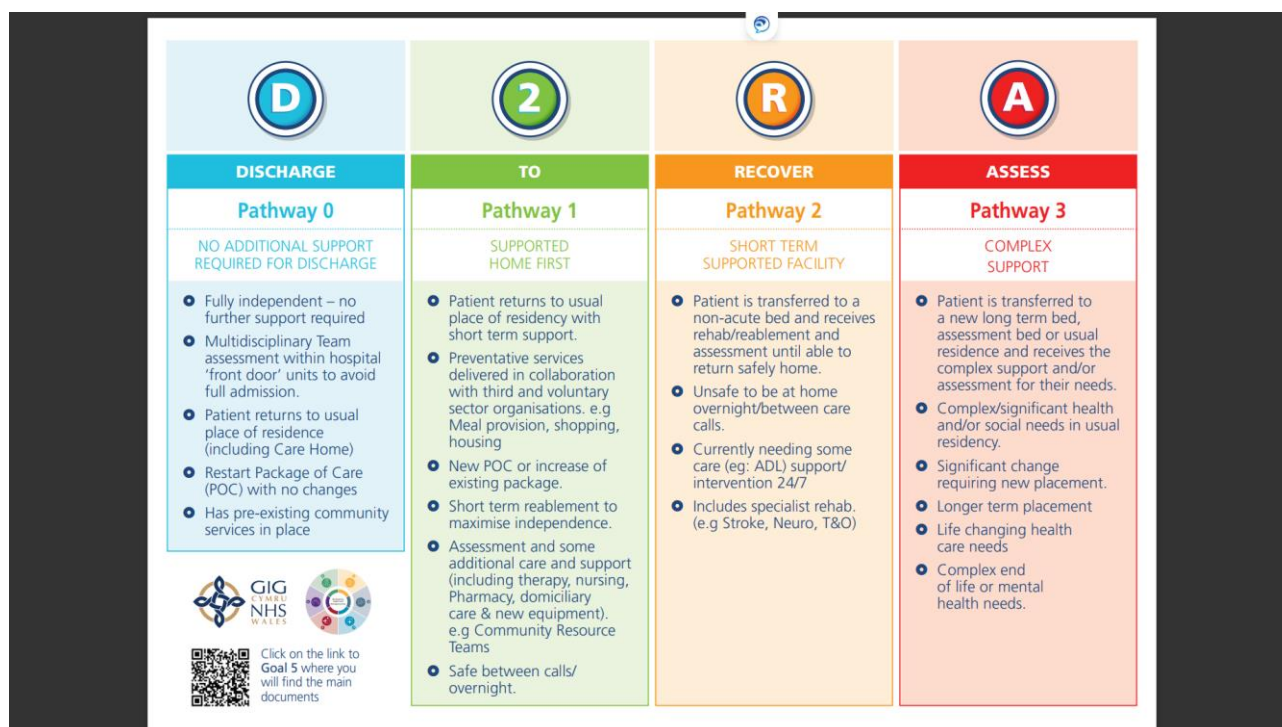
3.1 A report in February 2023 for Subject Overview Scrutiny Committee 2 (SOSC2) was presented on the services pressures being experienced in Adult Social Care. There have been significant improvements since that report and a number of a number of key developments have been implemented across the region and locally in Bridgend Integrated services. The key ones are:

3.2 Discharge to Recover and Assess (D2RA)

The regional introduction of the Discharge to Recover and Assess process known as D2RA has been driven by the national agenda. The aim of D2RA is to support people to leave hospital at the right time, continuing their care, recovery, and assessment for any long-term needs in the right place, which is usually at home.

In the CTM region to aid the implementation there has been the introduction of an electronic transfer of care proportionate assessment (EToC) and the use of an Electronic White Board (EWB) to record if the patient meets '*criteria to reside*' in a hospital bed and any delay to discharge. The EToC assessment completed at ward level informs the transfer of care into community services. EWB has been implemented in all general adult in-patient wards in CTM where live information is pulled at ward level situational reporting and Pathway of Care Delay (PoCD) reporting which is detailed later in this report.

The D2RA pathways are:



3.3 The Community Resource Team has been working with colleagues in the Health Board to implement the D2RA process; this has meant significant changes within its internal process and there have been a number of issues that continue to be worked through collectively.

3.4 The Integrated Discharge Hub

3.4.1 An Integrated Discharge Hub in Princess of Wales hospital was created in the Summer of 2022 and is responsible for the triage of EToC's. The aim is to ensure a safe and timely discharge to the correct pathway, working with the ward, the person, and/or their care network, to get the right support, at the right time, in the right place. The team consists of Care Coordinators, who aim to meet the national standard which states that a patient should be discharged within 48 hours of being clinically optimised for discharge.

3.4.2 Integrated Discharge Delivery Board

The region has also seen the development of the Integrated Discharge Board; its purpose is to be accountable for the design and delivery of Discharge to Recover then Assess (D2RA) in region, aligning to national best practice and guidance, and ultimately ensuring that patients get the right care at the right time in the right place, irrespective of hospital and system pressures. Also to be accountable for discharge performance identifying areas for improvement and making appropriate challenge where performance is stalled and to ensure effective accountability of D2RA, Unscheduled Care, Community Care and Social Care. The Objectives of the Board are to:

- Ensure effective contribution to the Healthy Days at Home Measure – which will see a reduction in Length of Stay and Pathway of Care Delays.

- Be responsible for the oversight of Discharge Operational Groups.
- Act as point of escalation for any unresolved issues/risks and provide recommendations regarding additional mitigating actions as necessary.
- Ensure that 'home first: discharge to assess' ways of working are embedded, including D2RA at the front door.
- Review nationally reported pathway of care delay data, with the aim of reducing the overall number of delays and associated days lost.
- Through analysis of the data, be responsible to authorise recommended changes to discharge arrangements and operating model in CTM.
- Oversee implementation of the CTM Discharge Policy, which will include reluctant and adverse discharge monitoring.

The Board have agreed a work plan and achieved the following: -

- Developed and received approval through governance a CTM Discharge Policy in line with national protocol.
- Developed an integrated escalation framework.
- Developing an Integrated Flow and Discharge App which can be used in daily patient flow meetings, site meetings and Integrated Discharge Delivery Board.
- Operational embedding of discharge hub and central coordination of flow and discharge via a Service Operational Policy.
- Recruited regional trusted assessor roles.
- Quarterly report on PoCD action plan with the aim of a reduction in PoCD and Assessment Delays.
- Proportionate Assessment form completed at ward level to inform the transfer of care (EToC) into community services.
- One central record the Electronic White Board (EWB) implementation across the CTM region and compliance is improving.
- Significant change to the interface between acute sites, community hospitals, primary and community and local authorities.
- Culture change to operational practice is being embedded across sites.
- Understood and acknowledged that when we started this system that our numbers of delays in the system would increase across CTM.

3.5 Pathways of Care Delays (PoCD)

3.5.1 There is a requirement for each Health Board to measure delayed transfer of care on a monthly basis and to take necessary actions to alleviate those numbers of people who are delayed. This return is known as the pathways of care delay (PoCD) return.

3.5.2 A PoCD is experienced by an inpatient occupying a bed in an NHS hospital who is ready to move on to the next stage of care but is prevented from doing so by one or more reasons. The revised definition for recording a delay is 'any patient post 48 hours clinically optimised'. The 'next stage of care' covers all appropriate destinations out of NHS hospitals. This information is captured on a census day, which is a snapshot of those people delayed on the 3rd Wednesday of each month. Below are the criteria that is used nationally: -

- This definition covers all adults.
- Implicit within the definition is the existence of harmonious working arrangements between all agencies involved in the patient's discharge

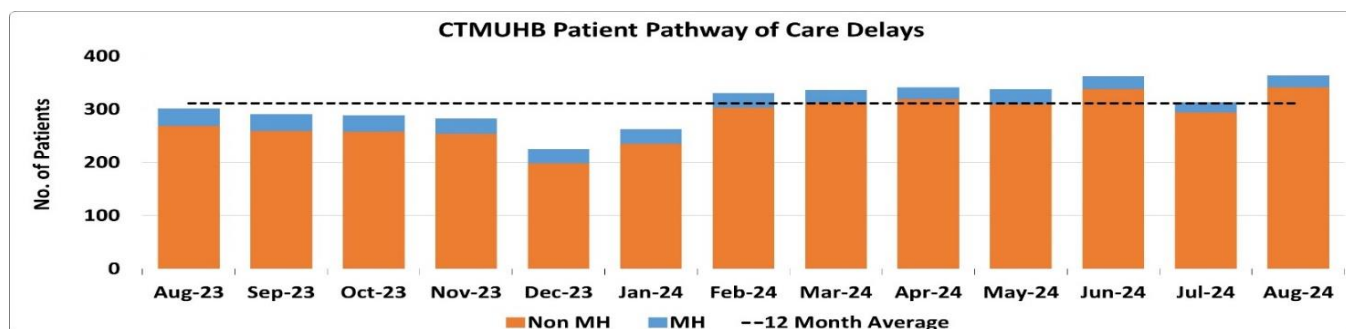
planning, including efficient, effective, and timely communication, which expedite the patient's transfer of care to the optimum destination.

- Multi-agency transfer of care processes are complex; many agencies can be involved in the care and discharge planning for a patient and account must be taken of the patient's own wishes and family/carer issues.
- The purposes of the census. All patients who continue to occupy an NHS inpatient bed after their clinically optimised date, post 48 hours must be reported, i.e. locally agreed timescales must not be applied prior to reporting a delay as part of the census process.
- The definition covers adults - Clinically Optimised: "A clinical decision has been made by the registered professional(s) that the patient is ready for discharge."
- The registered professional will be part of the multi-disciplinary team and have discharge/transfer rights through the governance processes, policy and pathways of individual Health Boards and partnership agreements.
- Discharge does not require an MDT collective decision; it is the lead registered professional who will determine the patient is optimised for discharge.
- The agencies involved in hospital discharge planning will vary from patient to patient.
- The "next stage of care" covers all discharge destinations out of NHS hospitals.
- Patients will be excluded from the census who are subject to infection protection and control processes within the hospital and have been previously deemed clinically optimised.
- When presenting the results in a graph format, a decision may be made to only include decision codes above a certain number of patients within that decision code, for example, codes with ten or more patients may be shown.
- During the first year of collecting the data following the revision in guidance (2023/24), it is recognised that flaws are likely to have occurred in the first few months of data collection whilst the new process was being embedded.

3.5.3 The Trend Data

CTM PoCD

The following tables show the key data from the reporting of PoCDs across the region and specifically for Bridgend residents. MH refers to Mental health patients and Non-MH refers to those people not on a specific mental health ward.



The graph shows that since February 2024 there has been a rise in the regional PoCD numbers with only a slight dip in July. There was a recognition that since the D2RA launch and the central electronic recording CTMs PoCD numbers have increased due in part to a revised reporting process i.e. previously a manual trawl by nurses but now they are electronic reporting at ward level.

There has also been a revised definition of 'criteria to reside' where a patient has to meet specific criteria to remain in a hospital bed, which does not include assessment or therapy intervention that should be completed in a community setting, including bed based.

National benchmarking of PoCD is a subjective process as there is significant variation in application of criteria to reside as well as recording, reporting of patients delayed, with CTM having one of the only bespoke recording systems at ward level in the country.

Bridgend PoCD

NB: The data below shows all patients who reside in the Local Authority (LA) area and not those delayed and attributed to a LA delay code for the month of August.

Delays by Local Authority - August 2024											
Healthcare Facility	Blaenau Gwent	Bridgend	Caerphilly	Cardiff	Merthyr Tydfil	Neath Port Talbot	Powys	Rhondda Cynon Taff	Swansea	Vale of Glamorgan	Total
PCH	3		2		11		1	12			29
POW		80				4		3		4	91
RGH		1	1					97			99
YCC			1		19			50	1		71
YCR											0
Glanrhyd		8		1				64			73
Grand Total	3	89	4	1	30	4	1	226		4	363

- PCH – Prince Charles Hospital
- POW – Princess of Wales Hospital
- RGH – Royal Glamorgan Hospital
- YCC – Ysbyty Cwm Cynon
- YCR – Ysbyty Cwm Rhondda

BCBC PoCD

The table below shows the trend data since November 2023 for social care reasons that in the main are the responsibility of the LA. Bridgend has seen a decrease in delays in two of the top six social care delay reasons between the census dates in November 2023 and August 2024. Overall delays have reduced by one between these dates for the top six social care delay reasons within this period but noting that May and June saw the highest overall numbers.

Social Care Delay Reason (Top six)	Nov-23		Mar-24		Apr-24		May-24		Jun-24		Jul-24		Aug-24		Increase/Decrease in Delays Between Nov 23 & Aug 24
	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	Bridgend No. of Delays	Bridgend Ranking	
Awaiting completion of assessment by social care	18	3	28	2	27	1	23	3	19	3	12	5	12	6	Decrease
Awaiting start of new home care package	14	2	21	2	18	1	27	1	29	1	18	1	19	2	Increase
Awaiting Social worker allocation	2	13	1	17	8	8	6	6	16	1	2	11	2	13	Same
Awaiting NH availability	11	2	3	4	3	5	2	12	4	4	5	2	3	6	Decrease
Awaiting reablement care package	1	12	2	10	1	15	4	7	3	9	8	2	4	6	Increase
Awaiting RH availability	2	10	9	2	6	4	9	1	2	11	3	10	7	3	Increase
Total	48	-	64	-	63	-	71	-	73	-	48	-	47	-	

3.5.4 The table below provides an analysis of the top six social care delay reasons, where Bridgend has been ranked against all other Local Authorities in Wales based on the rate of delays per 1,000 of the population as at the census date in August 2024.

August 2024

Social Care Delay Reason	Bridgend No. of Delays	Bridgend Rate per 1,000 of population	Bridgend Ranking	All Wales Rate per 1,000 of population	Above/Below All Wales Rate
Awaiting completion of assessment by social care	12	0.38	6	0.37	Above
Awaiting start of new home care package	19	0.61	2	0.24	Above
Awaiting Social worker allocation	2	0.06	13	0.14	Below
Awaiting NH availability	3	0.10	6	0.07	Above
Awaiting reablement care package	4	0.13	6	0.10	Above
Awaiting RH availability	7	0.22	3	0.11	Above

3.5.5 This shows that Bridgend has ranked higher than the All-Wales rate for 5 of the 6 top reasons for social care delay, with awaiting start of new home care package and awaiting residential home availability being the highest followed by awaiting completion of assessment by social care, awaiting nursing home availability, and awaiting reablement care package being only slightly above the All Wales rate. All the actions contained in this report are to support the service to improve performance in these areas. Bridgend ranked below the All-Wales rate for August 2024 for awaiting social worker allocation.

3.5.6 Monitoring of the data is nationally via NHS Executive, regionally via the Integrated Discharge Board and locally within adult social care.

There are monthly national monitoring meetings where the regional action plans and performance are discussed. The details from these meetings are then reported to the Care Action Committee overseen by the Cabinet Secretary for Health and Social Care and the Minister for Social care. A letter attached as **Appendix 1** details the recent targets that have been set in Wales which will be monitored via the nation and region process's already in place.

Work continues across the CTM region on an action plan known as the Six to Fix plan, details of which are shown in **Appendix 2**.

Within Adult social care there is senior management oversight via fortnightly meetings known as Silver - Adults Social Care pressures where focussed action plans are detailed. Key actions to date include:

- Biweekly triage meetings of all people awaiting in the system both in the community and the hospital.
- Weekly reporting to senior management.
- Remodelling in house support at home service delivery model to maximise reablement and short-term capacity to support hospital discharge and avoiding hospital admission. The service has been working towards increasing those individuals who go through the short-term services to ensure we maximise independence before we commission long term care packages our current performance is that 53.98% of individuals who completed a package of reablement during Qtr1 2024/25 had no ongoing service need. In 2023/2024 38.6% of people had a short term service prior to have a long term package, the service has been working towards increasing this number to 80% of people, in July the figure had increased to 60% of people who had a short term service prior to have a long term package people.
- Workflow processes being redesigned including how we ensure a timely discharge from that service to next point of care if assessed as requiring once a person's short-term service has concluded.
- Strong links with our independent support at home providers.
- Working with colleagues in Princess of Wales hospital on timely discharges via D2RA and setting up routine meetings to support communication and discharge planning.
- Use of agency social work staff in the hospital social work team at times of reduced capacity.

3.5.7 In addition, the team are in the process of developing a more focused local Six to Fix action plan which will align to the regional one and includes:

- A review of the process and seek to increase the licences and training for the e-whiteboards for social workers in the hospital team and Team Leaders in Support at Home. This will enable us to update the system in live time.
- Training and awareness of effective implementation of the Integrated Discharge Policy and Procedure.
- Ensure that the Standard Operating Procedure would support use of the e-whiteboards across the teams.
- Seek to establish how the regional Trusted Assessors could support with PoCD and the connections with the hospital social work team.
- Ensure staff have regular training such as Continuing Health care.
- Review compliance with the D2RA within the team.
- Work with colleagues on the need for proportionate assessments and how risk is managed in the community.
- Ensure that the right referral goes to the right place for it be actioned and processed in a timely way.

3.6 Enhanced Community Care (Level 4) – National Model in Wales

3.6.1 Services to support effective hospital discharge were developed at pace in the early 2000's and are known as Intermediate Care. Delivery has evolved over the past two decades, resulting in NICE guidelines and development of an Enhanced Community Care (ECC) model for Wales.

3.6.2 The Health Board are currently progressing with ECC level 4 which will provide a rapid multi-disciplinary response to patients in a crisis, with a time standard of a 2hr response time. This service would rapidly progress patients who are delayed to discharge as well as support avoiding hospital admission.

There are currently no services across CTM that meet criteria and standards for Crisis Response/ECC level 4. So, whilst the Acute Clinical Team (ACT) described in paragraph 2.4.1 was initially set up to perform a similar role, the current national benchmarking shows that there are gaps in the skill mix and the level of resources in the team, which compromises its ability to perform the full function as outlined in the national model.

3.6.3 A proposal has been made to create ECC level 4 services across the CTM footprint with the ACT action as the core team for delivery. The proposal involves additional therapy and Health Care Support Worker resource. Pump priming funding has been secured through the national 6 goals of Urgent and Emergency Care Programme and a delivery model is rapidly being developed in conjunction with CTMUHB.

3.6.4 The EIPH has seen significant absences through sickness. It has also experienced difficulties recruiting appropriately skilled and experienced staff. This has created service capacity issues that has impacted its ability to maintain case flow through the short-term assessment services. To address this situation, the service has prioritised the release of capacity within the short-term assessment services that will in turn facilitate hospital discharges for those people awaiting D2RA Pathway 1 (return home with short term support).

In addition, resources have been deployed from other social work tiers in adult social care, reviews of the systems and processes are ongoing, the use of agency staff and senior management focus via daily meeting, weekly sitrep reports and overseen by a fortnightly Silver group chaired by the Corporate Director – Social Services and Wellbeing.

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

4.1 The delivery of domiciliary care / care at home services supports the five ways of working under the Well-being of Future Generations (Wales) Act 2015, as follows:

Long Term – our service models will be a more person-centred and outcome-focused way of working, more in keeping with the requirements of the Social Services and Well-being (Wales) Act 2014, and more appropriate for the longer-term.

Prevention – domiciliary care / care at home services are essential preventative services to mitigate the need for more costly residential care placement, where

individuals are supported to maintain independence and live in their own homes for as long as is possible and appropriate to do so.

Integration – the service providers will need to work with a wide range of stakeholder groups and organisations (such as Health) to ensure the best possible outcomes for individuals in receipt of these services.

Collaboration – the service model is predicated on close collaboration between the service provider, social work teams, wider stakeholders and communities, and the individuals themselves.

Involvement – Key stakeholders and providers have been involved to help shape and inform our domiciliary care / care at home services.

5. Climate Change Implications

5.1 There is no impact or link to Bridgend County Borough Council's climate change aspirations as a result of this report.

6. Safeguarding and Corporate Parent Implications

6.1 This report outlines the PoCD performance, and the actions taken to support timely discharges which will ensure effective safeguarding arrangements and support the wellbeing of adults for whom the Council has a statutory responsibility.

7. Financial Implications

7.1 There are no direct financial implications arising from this report however, at times of pressures within the Health and Social Care system or as government set targets that the local authority is expected to meet, additional resources maybe required, either through specific grants or as potential future budget pressures to be considered as part of the Medium-Term Financial Strategy.

8. Recommendation

8.1 It is recommended that the Committee note and consider the contents of this report; and provide feedback on the actions being undertaken by the Council.

Background documents

None



Llywodraeth Cymru
Welsh Government

Eluned Morgan AS/MS
Ysgrifennydd y Cabinet dros Iechyd, Gofal Cymdeithasol a'r
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Language

Dawn Bowden AS/MS
Y Gweinidog Gofal Cymdeithasol
Minister for Social Care

RPB Chairs, LA Directors of Social Services,
LA Leaders and Chief Execs, Health Board Chairs and Chief Execs,
Directors of Primary Care, LA Cabinet Leads for Social Care

Copied to: RPB Leads, ADSS Cymru, NHS Confed, Social Care Wales, CAC members

26 July 2024

Dear Colleagues

We wanted to first of all thank you for your ongoing commitment to working together, in partnership, across the health and social care system in order to build community capacity so that people can be supported to achieve what matters to them, to live well and stay well at home, in their communities and prevent the need for admission to hospital.

As we continue to build our Integrated Community Care System (ICCS) for Wales, which includes the important work being delivered through key programmes such as the Regional Integration Fund, the Urgent and Emergency Care 6 goals programme and the Strategic Primary Care Programme. The Care Action Committee provides us with an opportunity to amplify and accelerate those parts of the system that can be strengthened to help improve system flow and citizen experiences over the winter months.

To that end the Care Action Committee continues to provide an important space in which health and social care system leaders can meet together with Ministers to focus on collective action to improve system performance and flow across both the health and social care sectors. For your reference, the membership of the Care Action Committee is made up of the following representatives:

- Cabinet Secretary for Health, Social Care and Welsh Language, Ministers and Special Advisors
- Lead health and social care government officials
- WLGA and Local Government Leader representatives (Chris Llewelyn and Cllr Andrew Morgan)
- Directors and Heads of Social Services representatives (Lance Carver and Jason Bennett)
- Health Board Chief Executives (Paul Mears)

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

- NHS Confederation (Darren Hughes)
- Regional Partnership Board Chairs (Ann Lloyd)
- 6 Goals Programme Lead (Richard Bowen)
- Strategic Primary Care Programme Leads (Sue Morgan)

Background

In 2022/23, the Care Action Committee focused on delivering against the ambition of creating an additional 1000 community beds (achieving nearly 700). While the ambition of 1000 additional beds was not fully realised, the focus on an ambitious target supported collective action and facilitated significant progress and impact. This is an approach that Ministers are keen to build on going forward.

Last winter, the CAC focused on three priorities:

1 – Reduction in pathways of care delays due to assessment, including increasing the role of Trusted Assessors - (181 additional TA roles/functions were introduced and there were some reductions in assessment delays but they were not consistent across Wales)

2 - increased weekend capacity for district nursing and palliative care nursing - (our target / trajectories are linked to delivering the National Community Nursing Specification with the aim of Weekend day capacity to be in the order of 80% of that of the average weekday day capacity and the ability to meet the national response times 7 days per week).

3 – increased community capacity to support step up/down of support i.e ECC (formally, virtual wards, reablement, community beds) - (specifically on to the Enhanced Community Care (ECC) component, whilst the integrity of data requires further development in order to reliably demonstrate impact, it did provide an indication that significant numbers of people were benefiting from care at home as a safe alternative to hospital admission and / or to expedite discharge).

Resourcing

£5 million recurrent funding was made available from April 2023 to increase Allied Health Professional and support worker posts in Primary and Community services. To date, there are an additional 90 AHP posts in community services across Wales, including some in ECC services and Community Resource Teams.

In addition to this, last winter Ministers provided an additional £8.24m through the Further Faster ambition to support improvements with funds targeted at increasing community nursing hours at weekends, increasing capacity within enhanced community care and to support future care planning for our most vulnerable populations. The allocation of these resources was late in the year and as such plans for their investment were not as strongly aligned to the priorities as would have been liked.

As these funds are available recurrently (£11.95m alongside the £5m annually) we will be working more closely with partners to ensure the resources are invested in line with the intended priorities and that they support the building of community capacity to support hospital discharge and help people to live and age well at home. It is important to note that while we have managed the £11.95m Further Faster funds through Health Boards the intention remains that local cluster and regional arrangements should determine the

optimal investment of these funds, which can and should include both health and social care providers.

Winter 2024/25

The Welsh Government is developing a 2024-25 Winter Framework which will be focused on alleviating system pressures due to respiratory viruses. It will be aimed at key settings such as health, social care and special education as opposed to the general public. It is envisaged that this Framework will be made available in September, via a Welsh Health Circular, CIW comms channels and Welsh Government Education Directorate colleagues to ensure appropriate coverage across the relevant areas. The Welsh Government's website guidance for the general public will be updated where appropriate in similar timescales.

Looking ahead to winter 2024/25, it has also been agreed that the CAC will continue to focus on the same priorities as last winter to ensure we can build from the good work already done and get closer to realising our ambition of more people being able to live and age well at home, with fewer avoidable conveyances and admissions to hospital and fewer pathways of care delays where hospitalisation was appropriate and necessary.

The Cabinet Secretary for Health, Social Care and Welsh Language and the Minister for Social Care have requested that the Care Action Committee continues to meet over the summer months to ensure we have a clear measurable improvement plan ahead of winter 2024/25 that will target and optimise flow across our health and social care system.

The June meeting of the Care Action Committee considered the progress made in winter 2023/24 and have agreed the following approach for Winter 2024/25;

Priorities for action in 2024/25

- 1) Reduced pathways of care delays due to assessment** (*monitoring to be led by 6 Goals programme*)
 - a) Ambition** – to reduce Pathways of Care Delays (Total Patient Delays) by 15% by end of November 2024 and then maintain to March 25
 - b) Ambition** – to reduce the number of patients that experience a Pathways of Care Delay (POCD) due to an assessment reason code by 20% by end of Dec 2024 and then maintain to March 25
 - c) Ambition** – to reduce total Days Delayed (the number of days delayed in hospital due to POCD) by 20% by end of Dec 2024 and then maintain to March 25

- 2) Increased weekend district nursing and palliative care nursing hours** (*monitoring to be led by Strategic Primary Care Programme*)

Ambition – for Weekend day capacity to be in the order of 80% of that of the average weekday day capacity by March 2025 (to have achieved 60% by September 2024)

- 3) Increased count of people (at home and in care homes) benefiting from 'step up' care as safe alternative to conveyance / hospital admission and 'step down' care from hospital.** (*monitoring to be led by Strategic Primary Care Programme and National Office for Care and Support*)

Ambition - to increase the number of people accessing Enhanced Community Care (Level 4) by 20% by March 2025

Ambition - to increase the number of people accessing Reablement by 20% by March 2025

Monitoring impact

Seven system outcome measures have been identified and agreed by CAC members to help us monitor impact. The seven measures as set out below will be drawn together into a data dashboard and will be routinely monitored by CAC members to understand system pressures and changes. Data will be drawn from across our system and delivery programmes including the 6 Goals Urgent and Emergency Care programmes, the Strategic Primary Care Programme and the Social Care checkpoint data.

- Monthly count of people who have benefited from Enhanced Community Care (home based and bed based) - *reported via SPPC*
- Monthly count of people who have benefited from Reablement (home based and bed based) - *reported via social care Check Point*
- Pathways of Care Delays including assessment delays – *reported via 6 Goals programme*
- Count of people in hospital with LoS > 21 days
- Admission rates > 75 years
- Count of people waiting care or reablement in hospital (*via POCD data*)
- Count of people waiting care or reablement in community (*via checkpoint data*)

Exploration work – work will be undertaken to complete a deep dive review of the system and further research to:

- a. Undertake analysis and modelling work to understand current and optimal demand and capacity across our health and social care system (*being led by Mike Emery with NHS Exec, WG Policy*)
- b. Explore the extent to which Regions are implementing the Primary Care Model for Wales and Enhanced Community Care (Level 3) (*to be led by Strategic Programme for Primary Care*)
- c. Explore the extent to which regions have progressed with the implementation of the Frailty Statement and how they are implementing critical components of an Integrated Community Care System for older people (*led by Professional Advisor for Frailty/Integration, WG*)
- d. Examine the extent to which D2RA is being applied across health boards and its impacts (*being led by 6 goals programme team*)

Accountability – there will be a strengthening of accountability and oversight across the system to ensure a joint commitment to building community capacity and improving system flow by;

- Ministers undertaking a round of virtual regional meetings over the summer months to specifically talk to Local Authority Leaders/Directors, Health Board Chairs/Directors and RPB Chairs jointly about planning and commissioning for next winter and beyond. Officials will be making contact with regions to arrange these meetings shortly.
- Establishing a Care Action Committee engagement and oversight framework that will enable officials to meet with regions regularly in order to maintain focus on progressing priority areas, monitor performance and share best practice. These arrangements will help us to test how each region is building quantifiable additional capacity in the system for next winter and also include steps for

escalation and enhanced support where engagement or performance is of concern.

- Reviewing and strengthening the Care Action Committee Membership to include seven Local Government representatives (one per region) and to clarify expectations of representatives in relation those they represent.
- By asking each region to identify one senior accountable officer who will lead the regional response to the priorities set out above and attend Care Action Committee Meetings as necessary to represent their region and discuss progress **(each region to confirm their senior accountable officer and contact details to partnershipandintegration@gov.wales by the end of August 2024).**

Further details will follow in the early autumn about our winter framework for 2024/25 but in the meantime, I hope that this letter provides a helpful early indication of priorities and ambitions for next winter. I also hope that it will start to inform advance planning conversations between delivery partners and through RPBs/Cluster groups so that we can be in an improved position for next winter to optimise system flow, help people to stay well at home and protect our acute services for those who most need them.

Yours sincerely



Eluned Morgan AS/MS

Ysgrifennydd y Cabinet dros Iechyd, Gofal
Cymdeithasol a'r Gymraeg
Cabinet Secretary for Health, Social Care
and Welsh Language



Dawn Bowden AS/MS

Y Gweinidog Gofal Cymdeithasol
Minister for Social Care



Llywodraeth Cymru
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Cabinet Secretary for Health, Social Care and Welsh
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Dawn Bowden AS/MS
Y Gweinidog Gofal Cymdeithasol
Minister for Social Care

Cadeiryddion Byrddau Partneriaeth Rhanbarthol, Cyfarwyddwyr Gwasanaethau Cymdeithasol yr Awdurdodau Lleol, Arweinwyr yr Awdurdodau Lleol a'r Prif Weithredwyr, Cadeiryddion y Byrddau Iechyd a'r Prif Weithredwyr, Cyfarwyddwyr Gofal Sylfaenol, Arweinwyr Cabinet yr Awdurdodau Lleol dros Ofal Cymdeithasol

Copiwyd i: Arweinwyr Byrddau Partneriaeth Rhanbarthol, ADSS Cymru, Conffederasiwn GIG Cymru, Gofal Cymdeithasol Cymru, aelodau'r Pwyllgor Gweithredu dros Ofal (CAC)

26 Gorffennaf 2024

Annwyl Gydweithwyr

Yn gyntaf oll, hoffem ddiolch ichi am eich ymrwymiad parhaus i weithio gyda'n gilydd, mewn partneriaeth, ar draws y system iechyd a gofal cymdeithasol i feithrin capasiti cymunedol fel y gellir helpu pobl i gyflawni'r hyn sy'n bwysig iddynt, i fyw'n dda ac aros yn iach gartref, yn eu cymunedau, ac atal yr angen iddynt gael eu derbyn i'r ysbyty.

Wrth inni barhau i sefydlu ein System Gofal Cymunedol Integredig i Gymru, sy'n cynnwys y gwaith pwysig sy'n cael ei gyflawni drwy raglenni allweddol megis y Gronfa Integreiddio Rhanbarthol, y rhaglen Chwe Nod ar gyfer Gofal Brys a Gofal mewn Argyfwng a'r Rhaglen Strategol ar gyfer Gofal Sylfaenol. Mae'r Pwyllgor Gweithredu Gofal yn rhoi cyfle inni ehangu a sbarduno'r rhannau hynny o'r system y gellir eu cryfhau er mwyn helpu i wella llif y system a phrofiadau dinasyddion dros fisoedd y gaef.

Mae'r Pwyllgor Gweithredu Gofal felly'n parhau i ddarparu man pwysig lle gall arweinwyr y system iechyd a gofal cymdeithasol gyfarfod â Gweinidogion i ganolbwyntio ar gamau gweithredu ar y cyd i wella perfformiad a llif y system ar draws y sector iechyd a'r sector gofal cymdeithasol. Er gwybodaeth ichi, mae aelodaeth y Pwyllgor Gweithredu Gofal yn cynnwys y cynrychiolwyr a ganlyn;

- Ysgrifennydd y Cabinet dros Iechyd, Gofal Cymdeithasol a'r Gymraeg, Gweinidogion a Chynghorwyr Arbennig

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

- Swyddogion arweiniol y llywodraeth ym maes iechyd a gofal cymdeithasol
- Cynrychiolwyr CLILC ac Arweinwyr Llywodraeth Leol (Chris Llewelyn a'r Cynghorydd Andrew Morgan)
- Cynrychiolwyr Cyfarwyddwyr a Phenaethiaid Gwasanaethau Cymdeithasol (Lance Carver a Jason Bennett)
- Prif Weithredwyr Byrddau Iechyd (Paul Mears)
- Conffederasiwn GIG Cymru (Darren Hughes)
- Cadeiryddion Byrddau Partneriaeth Rhanbarthol (Ann Lloyd)
- Arweinydd y Rhaglen Chwe Nod (Richard Bowen)
- Arweinwyr y Rhaglen Strategol ar gyfer Gofal Sylfaenol (Sue Morgan)

Y cefndir

Yn ystod 2022/23, canolbwyntiodd y Pwyllgor Gweithredu Gofal ar gyflawni'r uchelgais o greu 1000 o welyau cymunedol ychwanegol (gan gyflawni bron i 700). Er na chafodd yr uchelgais o 1000 o welyau ychwanegol ei wireddu'n llawn, gwnaeth y canolbwyntio ar darged uchelgeisiol helpu i gydweithio a hwyluso cynnydd ac effaith sylweddol. Mae hwn yn ddull gweithredu y mae Gweinidogion yn awyddus i'w ddatblygu o hyn ymlaen.

Y gaeaf diwethaf, canolbwyntiodd y Pwyllgor Gweithredu Gofal ar dair blaenoriaeth;

1 – ***Lleihau oedi yn achos llwybrau gofal oherwydd asesiadau***, gan gynnwys cynyddu rôl Aseswyr Dibynadwy - (cyflwynwyd 181 o rolau/swyddogaethau Aseswyr Dibynadwy ychwanegol a gwelwyd ychydig yn llai o oedi o ran asesu ond nid oedd hyn yn gyson ledled Cymru)

2 - ***Cynyddu capasiti nyrsys ardal a nyrsys gofal lliniarol ar benwythnosau*** - (mae ein targed / rhagolygon yn gysylltiedig â chyflawni'r Fanyleb Genedlaethol ar gyfer Nyrsio Cymunedol gan geisio sicrhau bod capasiti diwrnod ar benwythnos tua 80% o gapasiti cyfartalog diwrnod yr wythnos, a'r gallu i gyflawni'r amseroedd ymateb cenedlaethol 7 diwrnod yr wythnos).

3 – ***Cynyddu capasiti cymunedol i annog cymorth cam-i-fyny / cam-i-lawr, hynny yw, Gofal Cymunedol Estynedig (yn ffurfiol, wardiau rhithwir, ailalluogi, gwelyau cymunedol)*** - (yn benodol ar gyfer yr elfen Gofal Cymunedol Estynedig, ac er bod angen datblygu cywirdeb y data ymhellach er mwyn dangos yr effeithiau yn ddibynadwy, mae'r data wedi dangos bod nifer sylweddol o bobl yn elwa ar ofal gartref fel opsiwn diogel amgen yn lle cael eu derbyn i'r ysbyty a / neu eu rhyddhau yn gyflym).

Darparu Adnoddau

Ers mis Ebrill 2023, mae cyllid rheolaidd gwerth £5 miliwn wedi'i ddarparu i gynyddu nifer y swyddi Gweithwyr Proffesiynol Perthynol i lechyd a gweithwyr cymorth o fewn gwasanaethau Gofal Sylfaenol a Chymunedol. Hyd yma, mae 90 o swyddi Gweithwyr Proffesiynol Perthynol i lechyd ychwanegol o fewn gwasanaethau cymunedol ledled Cymru, gan gynnwys rhai mewn gwasanaethau Gofal Cymunedol Estynedig a Thimau Adnoddau Cymunedol.

Yn ogystal â hyn, y gaeaf diwethaf, rhoddodd Gweinidogion £8.24 miliwn yn ychwanegol drwy'r uchelgais Ymhellach, yn Gyflymach i annog gwelliannau gyda chyllid wedi'i dargedu ar gyfer cynyddu oriau nyrsio cymunedol ar benwythnosau, cynyddu capasiti ym maes

gofal cymunedol estynedig a helpu'r gwaith o gynllunio gofal yn y dyfodol ar gyfer ein poblogaethau mwyaf agored i niwed. Cafodd yr adnoddau hyn eu dyrannu'n hwyr yn y

flwyddyn ac, o ganlyniad, nid oedd y cynlluniau ar gyfer eu buddsoddi yn cyd-fynd â'r blaenoriaethau mor gadarn ag y byddem wedi ei ddymuno.

Gan fod y cyllid hwn ar gael yn rheolaidd (£11.95 miliwn ochr yn ochr â'r £5 miliwn yn flynyddol), byddwn yn gweithio'n agosach gyda phartneriaid i sicrhau bod yr adnoddau'n cael eu buddsoddi yn unol â'r blaenoriaethau a fwriedir a'u bod yn annog meithrin capasiti cymunedol i gynnal y gwaith o ryddhau cleifion o'r ysbyty a helpu pobl i fyw a heneiddio'n dda gartref. Er ein bod wedi sicrhau'r cyllid Ymhellach, yn Gyflymach gwerth £11.95 miliwn drwy'r Byrddau Iechyd, mae'n bwysig nodi mai'r bwriad o hyd yw y dylai trefniadau clystyrau lleol a rhanbarthol bennu'r buddsoddiad gorau posibl o'r cyllid hwn, a all gynnwys ac a ddylai gynnwys darparwyr iechyd a darparwyr gofal cymdeithasol.

Gaeaf 2024/25

Mae Llywodraeth Cymru yn datblygu Fframwaith Gaeaf 2024-25 a fydd yn canolbwyntio ar leddfau pwysau ar y system yn sgil feirysau anadlol. Bydd wedi'i anelu at leoliadau allweddol megis iechyd, gofal cymdeithasol ac addysg arbennig yn hytrach nag at y cyhoedd. Rhagwelir y bydd y Fframwaith hwn ar gael ym mis Medi, drwy gyfrwng Cylchlythyr Iechyd Cymru, sianeli cyfathrebu AGC a chydweithwyr yng Nghyfarwyddiaeth Addysg Llywodraeth Cymru er mwyn sicrhau ei fod yn cael ei rannu'n ddigon eang yn y meysydd perthnasol. Bydd canllawiau i'r cyhoedd ar wefan Llywodraeth Cymru yn cael eu diweddarau pan fo hynny'n briodol o fewn amserlenni tebyg.

Gan edrych tuag at y gaeaf yn 2024/25, cytunwyd hefyd y bydd y Pwyllgor Gweithredu Gofal yn parhau i ganolbwyntio ar yr un blaenoriaethau â'r gaeaf diwethaf. Diben hyn yw sicrhau ein bod yn gallu adeiladu ar y gwaith da sydd eisoes wedi'i gyflawni ac agosáu at wireddu ein huchelgais o gael rhagor o bobl yn byw a heneiddio'n dda gartref, gyda llai o achosion y gellir eu hosgoi o ran cludo a derbyn cleifion i'r ysbyty, yn ogystal â llai o achosion o oedi yn achos llwybrau gofal pan fo mynd i'r ysbyty yn briodol ac yn angenrheidiol.

Mae Ysgrifennydd y Cabinet dros Iechyd a Gofal Cymdeithasol a'r Gweinidog Gofal Cymdeithasol wedi gofyn i'r Pwyllgor Gweithredu Gofal barhau i gyfarfod dros fisoedd yr haf i sicrhau bod gennym gynllun gwella mesuradwy a chlir cyn gaeaf 2024/25 a fydd yn targedu llif y system iechyd a gofal cymdeithasol gyfan ac yn ei wneud mor effeithiol â phosibl.

Yn ystod cyfarfod y Pwyllgor Gweithredu Gofal a gynhaliwyd fis Mehefin, ystyriwyd y cynnydd a wnaed yn ystod y gaeaf yn 2023/24 a chytunwyd ar y dull gweithredu a ganlyn ar gyfer gaeaf 2024/25;

Blaenoriaethau ar gyfer gweithredu yn 2024/25

- 1) Lleihau oedi yn achos llwybrau gofal oherwydd asesiadau** (*y gwaith monitro i'w arwain gan y rhaglen Chwe Nod*)
 - a) Uchelgais** – Lleihau Oedi yn Achos Llwybrau Gofal (cyfanswm Oedi yn achos Llwybrau Cleifion) 15% erbyn diwedd mis Tachwedd 2024 a chynnal y lefel hon tan fis Mawrth 2025
 - b) Uchelgais** – Lleihau nifer y cleifion sy'n profi Oedi yn Achos Llwybrau Gofal yn sgil cod rheswm asesiadau 20% erbyn diwedd mis Rhagfyr 2024 a chynnal y lefel hon tan fis Mawrth 2025

c) **Uchelgais** – lleihau cyfanswm y Diwrnodau o Oedi (nifer y diwrnodau o oedi cyn y gellir rhyddhau cleifion o'r ysbyty yn sgil Oedi yn Achos Llwybrau Gofal) 20% erbyn diwedd mis Rhagfyr 2024 a chynnal y lefel hon tan fis Mawrth 2025

2) Cynyddu oriau nyrsys ardal a nyrsys gofal lliniarol ar benwythnosau
(y gwaith monitro i'w arwain gan y Rhaglen Strategol ar gyfer Gofal Sylfaenol)

Uchelgais – bod capasiti diwrnod ar benwythnos tua 80% o gapasiti cyfartalog diwrnod yr wythnos erbyn mis Mawrth 2025 (gan gyflawni 60% erbyn mis Medi 2024)

3) Cynnydd yn nifer y bobl (yn eu cartrefi ac mewn cartrefi gofal) sy'n elwa ar ofal 'camu-i-fyny' fel opsiwn diogel amgen yn lle cael eu cludo / derbyn i'r ysbyty a gofal 'camu-i-lawr' o'r ysbyty. (y gwaith monitro i'w arwain gan y Rhaglen Strategol ar gyfer Gofal Sylfaenol a'r Swyddfa Genedlaethol Gofal a Chymorth)

Uchelgais - cynyddu nifer y bobl sy'n manteisio ar Ofal Cymunedol Estynedig (Lefel 4) 20% erbyn mis Mawrth 2025

Uchelgais - cynyddu nifer y bobl sy'n manteisio ar ddarpariaeth Ailalluogi 20% erbyn mis Mawrth 2025

Monitro effaith

Mae saith mesur i fesur canlyniadau'r system wedi'u nodi a chytuno arnynt gan aelodau o'r Pwyllgor Gweithredu Gofal er mwyn ein helpu ni i fonitro effaith. Bydd y saith mesur fel yr amlinellir isod yn cael eu crynhoi i ddangosfwrdd data a byddant yn cael eu monitro'n rheolaidd gan aelodau o'r Pwyllgor Gweithredu Gofal er mwyn deall pwysau ar y system a newidiadau ynddi. Bydd data'n cael ei gasglu o bob rhan o'n system a'n rhaglenni cyflawni, gan gynnwys y rhaglenni Chwe Nod ar gyfer Gofal Brys a Gofal mewn Argyfwng, y Rhaglen Strategol ar gyfer Gofal Sylfaenol a data'r adroddiadau cadarnhau ym maes Gofal Cymdeithasol.

- Nifer y bobl bob mis sydd wedi elwa ar Ofal Cymunedol Estynedig (yn eu cartrefi ac mewn cyfleuster seiliedig ar welyau) - *adroddir ar hyn drwy'r Rhaglen Strategol ar gyfer Gofal Sylfaenol*
- Nifer y bobl bob mis sydd wedi elwa ar ddarpariaeth Ailalluogi (yn eu cartrefi ac mewn cyfleuster seiliedig ar welyau) - *adroddir ar hyn drwy'r adroddiadau cadarnhau ym maes gofal cymdeithasol*
- Oedi yn Achos Llwybrau Gofal, gan gynnwys oedi wrth asesu – *adroddir ar hyn drwy'r rhaglen Chwe Nod*
- Nifer y bobl yn yr ysbyty sydd â hyd arosiadau > 21 o ddiwrnodau
- Cyfraddau derbyn i'r ysbyty > 75 oed
- Nifer y bobl sy'n aros am ofal neu ddarpariaeth ailalluogi yn yr ysbyty (*adroddir ar hyn drwy ddata Oedi yn Achos Llwybrau Gofal*)
- Nifer y bobl sy'n aros am ofal neu ddarpariaeth ailalluogi yn y gymuned (*adroddir ar hyn drwy ddata'r adroddiadau cadarnhau*)

Gwaith archwilio – bydd gwaith yn cael ei gynnal i gwblhau adolygiad manwl o'r system a chynnal ymchwil bellach er mwyn;

- a. Cynnal gwaith dadansoddi a modelu i ddeall y galw a'r capasiti presennol a'r mwyaf ffafriol ar draws ein system iechyd a gofal cymdeithasol (*caiff ei arwain gan Mike Emery ar y cyd â Gweithrediaeth y GIG, Polisi Llywodraeth Cymru*)
- b. Archwilio i ba raddau y mae rhanbarthau'n gweithredu'r Model Gofal Sylfaenol i Gymru a Gofal Cymunedol Estynedig (Lefel 3) (*i'w arwain gan y Rhaglen Strategol ar gyfer Gofal Sylfaenol*)
- c. Archwilio i ba raddau y mae rhanbarthau wedi mynd ati i weithredu'r Datganiad Eiddilwch a sut maent yn gweithredu cydrannau hanfodol System Gofal Cymunedol Integredig ar gyfer pobl hŷn (*o dan arweiniad Cyngorydd Proffesiynol ar gyfer Eiddilwch / Integreiddio, Llywodraeth Cymru*)
- d. Archwilio i ba raddau y mae'r weithdrefn rhyddhau i adfer yna asesu yn cael ei rhoi ar waith ar draws byrddau iechyd a'i heffeithiau (*arweinir y gwaith gan dîm rhaglen y Chwe Nod*)

Atebolrwydd – bydd gweithdrefnau atebolrwydd a goruchwyliaeth yn cael eu cryfhau ar draws y system er mwyn sicrhau ymrwymiad ar y cyd i feithrin capasiti cymunedol a gwella llif y system drwy'r gwaith a ganlyn;

- Bydd Gweinidogion yn cynnal cyfres o gyfarfodydd rhanbarthol rhithwir dros fisoedd yr haf i gyd-drafod yn benodol ag Arweinwyr/Cyfarwyddwyr Awdurdodau Lleol, Cadeiryddion/Cyfarwyddwyr Byrddau Iechyd a Chadeiryddion Byrddau Partneriaeth Rhanbarthol ynglŷn â chynllunio a chomisiynu ar gyfer y gaeaf nesaf a thu hwnt. Bydd swyddogion yn cysylltu â rhanbarthau i drefnu'r cyfarfodydd hyn yn fuan.
- Sefydlu fframwaith ymgysylltu a goruchwyllo'r Pwyllgor Gweithredu Gofal a fydd yn galluogi swyddogion i gyfarfod â rhanbarthau yn rheolaidd er mwyn parhau i ganolbwyntio ar ddatblygu meysydd blaenoriaeth, monitro perfformiad a rhannu arferion gorau. Bydd y trefniadau hyn yn ein helpu i brofi sut y mae pob rhanbarth yn meithrin capasiti ychwanegol mesuradwy yn y system ar gyfer y gaeaf nesaf. Byddant hefyd yn cynnwys camau ar gyfer uwchgyfeirio a chymorth estynedig pan fo gweithdrefnau ymgysylltu neu berfformiad yn destun pryder.
- Adolygu a chryfhau Aelodaeth y Pwyllgor Gweithredu Gofal i gynnwys saith cynrychiolydd o Lywodraeth Leol (un o bob rhanbarth) ac egluro disgwyliadau cynrychiolwyr mewn perthynas â'r rhai y maent yn eu cynrychioli.
- Gofyn i bob rhanbarth nodi un uwch-swyddog atebol a fydd yn arwain ar yr ymateb rhanbarthol i'r blaenoriaethau a amlinellir uchod. Byddant hefyd yn bresennol yng nghyfarfodydd y Pwyllgor Gweithredu Gofal yn ôl yr angen i gynrychioli eu rhanbarth a thrafod cynnydd (**gofynnir i bob rhanbarth gadarnhau ac anfon enw a manylion cyswllt ei uwch-swyddog atebol i partneriaethauacintegreiddio@llyw.cymru erbyn diwedd mis Awst 2024**).

Bydd rhagor o fanylion am ein fframwaith gaeaf 2024/25 yn cael eu rhannu yn gynnar yn yr hydref, ond yn y cyfamser, gobeithiaf fod y llythyr hwn yn rhoi gwybodaeth amserol a defnyddiol ynghylch y blaenoriaethau a'r uchelgeisiau ar gyfer y gaeaf nesaf. Gobeithiaf hefyd y bydd yn fodd i ddechrau llywio trafodaethau cynllunio gofal ymlaen llaw rhwng

partneriaid cyflawni a chyda Byrddau Partneriaeth Rhanbarthol / grwpiau Clwstwr fel y gallwn fod mewn gwell sefyllfa ar gyfer y gaeaf nesaf i sicrhau bod llif y system mor effeithiol

â phosibl, helpu pobl i aros yn iach gartref a diogelu ein gwasanaethau aciwt i'r rhai sydd eu hangen fwyaf.

Yn gywir



Eluned Morgan AS/MS

Ysgrifennydd y Cabinet dros Iechyd, Gofal
Cymdeithasol a'r Gymraeg
Cabinet Secretary for Health, Social Care
and Welsh Language



Dawn Bowden AS/MS

Y Gweinidog Gofal Cymdeithasol
Minister for Social Care



Discharge Delays: 6 2 Fix



1 Process

- Escalation process of discharge delays
- Discharge Hub
- Electronic White Board, proportionate assessment.

2 Resource

- Workforce gaps & resilience in acute & D2RA pathways
- New roles, e.g Trusted Assessors
- Training

3 Capacity

- Residential & Nursing home capacity/EMI
- Commissioning for intermediate and long term domiciliary care.
- Intermediate Care Beds

4 Compliance

- Discharge Policy (inc Reluctant Discharge & Choice)
- Time standards
- EWB Data and PoCD Delay Codes

5 Culture

- Actions to address risk aversion
- Blame culture
- Silos
- Person centered
- Approach to frailty

6 Service Model

- No integrated or clear Operating Model
- Silo working
- Duplication and confusion
- Lack of ownership

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Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	23 SEPTEMBER 2024
Report Title:	PROPOSAL TO EXTEND THE TERM OF THE HEALTHY LIVING PARTNERSHIP WITH GLL / HALO LEISURE
Report Owner / Corporate Director:	CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING
Responsible Officer:	SOPHIE MOORE GROUP MANAGER, PREVENTION AND WELLBEING
Policy Framework and Procedure Rules:	There is no effect upon the policy framework or procedure rules.
Executive Summary:	<p>The report summarises the progress and achievements that have been made since the establishment of the partnership with GLL/Halo in 2012 and the potential benefits of extending the current term.</p> <p>The report describes the achievements made in terms of growing usage of services, managing service quality and outcomes and in particular ensuring that many of the risks that had been identified in relation to the leisure estate have been reduced via investment schemes. The report describes the financial efficiencies that the Council have been able to deliver by working in partnership, whilst retaining certain controls on service provision, and the potential for future efficiencies. The challenging financial position that the Council is facing is recognised together with the related potential merits of a short-term extension of the partnership agreement whilst the Council determines its longer-term position. The positive outcomes and cost effectiveness of the current partnership are key drivers for this at a time of significant uncertainty. A potential contract extension would provide the Council with the time needed to determine its longer-term position on healthy living and leisure service provision in line with a new strategic plan and approach.</p> <p>The report also contains information on the cost increases that would be likely to apply should the Council wish to insource this service area when the additional risks that the Council would be accepting are factored in. This could amount to two to three times the current costs, with no guarantee of better outcomes, when all factors are considered which may be currently unaffordable. An extension period would potentially support a number of</p>

	further financial efficiencies to be taken forward and the nature of the partnership agreement provides the flexibility to negotiate such changes in requirements. A number of such changes are already being taken forward in accordance with the partnership agreement.
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1. Purpose of Report

- 1.1 The purpose of this report is to present the progress and benefits that the Healthy Living Partnership has delivered in supporting the wellbeing of local people and communities in Bridgend County Borough Council since its establishment and to provide considerations regarding the possible extension of the partnership agreement.
- 1.2 The report also highlights the additional risks that the Council would be taking in regard to directly operating the related services and the potential for significant cost increases.
- 1.3 The report asks Scrutiny to consider the evidence in this report and to note the actions needed and processes to be followed to potentially extend the Healthy Living Partnership with GLL/Halo Leisure based on identifiable cost efficiencies and mitigation of specific risks.

2. Background

- 2.1 The Council established a 15-year partnership agreement with GLL/ Halo Leisure in 2012 to operate eight leisure centres and swimming pools and related services to support and improve population health and wellbeing.
- 2.2 At that time condition surveys of the leisure assets revealed that they were in a poor condition, and they were identified on the corporate risk register as a risk with no identifiable sources of capital investment to support improvements. This was having a negative impact on customers and related income generation and creating sustainability challenges for these services.
- 2.3 The Healthy Living Partnership Agreement sought to improve the condition of the leisure buildings and a full repairing lease was negotiated within its terms. This was developed as an optional variant within the partnership agreement which saw the risk of repairing and maintaining the leisure assets passed to the partner organisation. This has resulted in a scheduled approach to repair and maintenance being applied and with related risks positioned with the service delivery partner.
- 2.4 At the commencement of the partnership, there was large scale modernisation needed at Bridgend Life Centre which has subsequently supported the co-location of the town library, changing room improvements and the creation of a wellbeing hub in addition to new fitness and play facilities. There is a prudential borrowing arrangement still being repaid by the Council regarding these works.

- 2.5 The Council had sought a new level of affordability to operate the leisure assets that would be founded on good control of costs and the potential for increased income generation that would allow the management fee to be reduced. The management fee had commenced at £2,329,153 in 2012 and had reduced to £1,399,872 by 2023-2024. The calculations of efficiencies when inflation is considered have shown that £1,802,000 of savings had been delivered in real terms by 2021. During this period there were significant financial challenges related to the pandemic faced by the Healthy Living Partnership that required additional support from Welsh Government and other sources to be provided. The cost-of-living crisis has also placed pressure on the management fee, with inflationary increases of 10.4% in 2023-24 and a further 4% in 2024-2025, resulting in an overall management fee payable, after taking account of MTFS reductions, of £1,255,980 for 2024-25. Due to the current financial challenges, the Medium-Term Financial Strategy (MTFS) approved by Council requires that the Council and its partners are negotiating further financial efficiencies that might be deliverable following on from those already made.
- 2.6 The Council had requested that external assessment of quality assurance would be conducted via “Quest” – the UK Quality Scheme for Sport and Leisure. In 2019, the Healthy Living Partnership in Bridgend was awarded a grading of ‘excellent’ and was the only partnership to achieve this in the UK. Similar accreditations for operating venues to high standards have also been achieved at individual sites. The Healthy Living Partnership, including the Council and its partners were awarded “excellent” in the recent Quest external assessment in June 2024 against the National criteria to support service planning and performance review.
- 2.7 The management of the partnership has been reviewed on a number of occasions by the Internal Audit service and a substantial assurance rating achieved. This includes the latest review by Internal Audit during 2023 which also resulted in a substantial assurance audit opinion. There has been substantial assurance in all previous reviews. The Council retained a small client resource to support the direction and focus of the partnership which has ensured that the Council’s requirements and protections have been delivered. There is also broader corporate oversight of progress and strategic direction via the advisory board that includes the Leader, key Cabinet Members, and the Chair of Scrutiny - Subject Overview and Scrutiny Committee 3.
- 2.8 The Council has continued to protect a number of pricing categories to ensure that the most vulnerable are able to access venues and services and people on means tested benefits are strongly represented amongst memberships and usage statistics of local facilities although the MTFS for 2024-25 onwards includes savings by reducing subsidies in this area. The partnership agreement retains sufficient flexibility for the Council to determine any changes in requirements and indeed its levels of support. It is for the Council to determine the levels of reductions in subsidy that it supports, and a recognition of price sensitivity will be applied to support accessibility of services.
- 2.9 The Council has also ensured that an outcomes framework is used to support the planning and delivery of services in relation to key themes including healthier communities, children and young people, strong communities, sustainable facilities, and cost-effective delivery. These themes inform annual service development planning and performance reporting. The two latter themes have ensured that the

sustainability and cost effectiveness of the services have been developed appropriately.

- 2.10 The Council had also sought to see a growth in the numbers of physical activity-based participants, and this was consistently being achieved leading up to the pandemic. Usage has been positively rebuilding since the end of covid restrictions on the sector and changes in government monitoring of the sector have enabled a growth in focus on mental wellbeing outcomes and social connections also.
- 2.11 The Healthy Living Partnership agreement is currently due to end in March 2027 although there may be an opportunity to put in place a short extension period to the partnership to further rebuild pre-pandemic performance levels, recognising current cost of living challenges, and to allow the Council further time to determine its longer-term position. Based on the current financial position this may be prudent for the Council to consider as opposed to larger scale service reductions in the short to medium term.

3. Current situation/ proposal

- 3.1 The current partnership agreement term is due to end in March 2027. The Council will, in the interim, need to determine the future model for delivery of Healthy Living Services, the facilities in scope, targeted outcomes and indeed the affordability of services in the highly challenging budget context facing public services. It may be in the coming years that the Council needs to formulate its longer-term position and a short-term extension may be helpful in that context. Any extension would need to retain the flexibility that might be needed for further changes in requirements and also be more cost effective than alternatives.
- 3.2 The pandemic caused significant disruption to the leisure sector across the UK and also the need for progressive rebuilding of services and related income to support operational costs when Governmental hardship-related support was curtailed. The Council continued to provide its management fee during this period, even when the centres were closed, but due to national restrictions and public caution there will have been reduced benefit to the Council in terms of usage by the public, investment into assets and the development of new services that had been anticipated. The Council may wish to support an extension of time to strengthen and rebuild services and related benefits to local people to where they might have been prior to determining the longer-term future model for service provision. This position has been further compounded in recent years by economic downturn and these factors have prompted the extension of a number of leisure partnerships across the UK. This has been in recognition that the leisure and hospitality sectors have been under pressure and that there have been high levels of instability with the potential for significant cost increases where new partnerships are developed.
- 3.3 Throughout the pandemic, significant financial support was needed via the Welsh Government's Hardship Fund and the Job Retention Scheme to support the resilience of the Healthy Living Partnership over a number of years, and this will also have required some direct support via the Council.
- 3.4 The Council has procured a partner organisation who over the next 12-18 months will support the development of the next Active Bridgend strategy following the Wales

Audit Office review and report published in 2020. This exercise will include leisure infrastructure alongside other broader opportunities that support community activity and wellbeing but will help the Council to identify its longer-term strategy. This will align to the Council's wellbeing objectives.

- 3.5 Based on the current need for financial cost certainty, control and stability where it can be achieved and in the absence of the longer-term strategic approach there is merit in considering an extension of the Healthy Living Partnership that has been recognised as being a successful arrangement to date. This would ensure that the Council continues to benefit from a lower cost management option for the shorter term when compared to engaging a new provider or direct provision of the services and ensure that the related operational and financial risks would to a large extent stay with the partner organisation.
- 3.6 In August 2023, the Council received a formal proposal from Halo Leisure regarding consideration of an extension to the Healthy Living Partnership term by a period of 5 years to 2032 and the rationale for such consideration. The proposal included specific areas of focus such as affordability and finance, participation and socio-economic duty, asset management, corporate wellbeing, the carbon reduction agenda, service quality and the potential for community hub development.
- 3.7 The Council commissioned an independent review of the extension proposal which found that it had the potential to deliver savings to the Council and also focus on improving the service and further transforming the service into a health and wellbeing service. The review summary suggested that it would be unlikely that the Council would achieve a better position through putting the contract to market for a short term. The review suggested that granting an extension to March 2032, when a new leisure strategy and related investment needs was more fully known, would be a prudent way forward. The independent review suggests that the alternative of insourcing is likely to see budget requirements increase significantly in the short term.
- 3.8 The review stated that the proposal regarding the extension provides the Council with confidence that Halo can deliver its requirements and provide an opportunity to either reinvest in the Centres or reduce the management fee which may be important in the current financial climate. The potential to explore a range of further efficiencies has been presented via the MTFs process.
- 3.9 The current agreement does not provide any express options for further extension past the expiry date of 31st March 2027 so any extension would require the modification of the existing contractual terms to vary the expiry date from 31st March 2027 to 31st March 2032. Modifications to public contracts during their term present a procurement risk with potential for challenge on the basis that the revised contract is essentially a new contract for which there should have been a fresh competitive procurement process and that may result in a claim for damages from an aggrieved competitor and/or their seeking to set the new modified contract aside. To lawfully modify the contract, it will need to be in accordance with regulation 72 of the Public Contracts Regulations (PCR) 2015 and the Council's Contract Procedure Rules (CPRs) which reflect regulatory requirements.
- 3.10 Rule 3.3.3 of the Council's CPRs reflects a regulatory safe harbour provided under regulation 72(1)(c) of the PCR 2015 and provides that publicly procured contracts

may be modified without the requirement for a new procurement procedure where all of the following conditions are fulfilled:

- (i) the need for modification has been brought about by circumstances which the Council having been duly diligent could not have foreseen;
- (ii) the modification does not alter the overall nature of the contract;
- (iii) any increase in price does not exceed 50% of the value of the original contract.

- 3.11 The circumstances set out in paragraphs 3.1 to 3.8 could not have been reasonably foreseen by the Council. The pandemic has had a significant impact on the partnership which is still in a recovery position. Service development aspirations, commercial performance and the overall scope of the Healthy Living Partnership were considerably affected. Extending the partnership will allow the initial aspirations and objectives of the partnership to be realised (including community outcomes, social benefits as well as commercial return on investment initially planned but would not be possible without the extension). In addition, the Council needs to determine the future model for delivery of Healthy Living Services. The Council could not have foreseen the post-pandemic leisure services market volatility or the budgetary restrictions now facing public services. More recently, HMRC have made changes to how the leisure sector is treated which is seeing agency-based approaches developing which are potentially cost effective for such partnership approaches also.
- 3.12 The proposed extension does not alter the overall nature of the agreement as it will be the same services that will continue to be provided during the extended period. The increase in price of the agreement which is estimated at total c.£6.565m is less than 50% of the original contract value of c.£21m. The annual management fee payable to the Healthy Living Partnership would also in effect be reducing.
- 3.13 Seeking to rely on rule 3.3.3 in the present circumstances though would not be without issue and the reasoning set out above may be subject to challenge particularly given the time that has passed since the subsiding of the pandemic. Any reliance upon rule 3.3.3 as a basis to modify the agreement should be strictly limited to the duration which is absolutely necessary for the Council to address the unforeseeable circumstances – that is, the proposed extension should be strictly limited in duration to allow the Council to undertake its leisure facility strategy and re-procure (if that what it decides to do) a longer term operator and/or to allow realise the benefits of the agreement which were “lost” as a result of the pandemic.
- 3.14 For the Council the following considerations would relate to the period of extension that might be justifiable if challenged although there is no single reason that would satisfy all aspects. Although the pandemic commenced in 2020, its negative impacts on viability continue today and the loss of required investment into the asset plan when there was loss of income has had substantial impact. The Council had shown diligence in establishing a full repairing lease arrangement, but this plan was disrupted by unforeseeable circumstances. The investment in a full repairing lease is a unique and material consideration that the Council put in place. The services are 4 years on from the initial closures due to national restrictions and usage and income is still having to be rebuilt and this has been further compounded by the national economic downturn. The significant increases in utility pricing have added pressures to the partnership in recent years coupled with the emergence of the net carbon

agenda which also could not have been foreseen. The risk of a challenge to a consideration of extending the partnership needs to be set against other short term operational and financial risks that the Council would need to evaluate by not extending for a short period. The Council had set an affordability level when using competitive dialogue to establish the management fee and could not have reasonably foreseen the current financial pressures that the local authority is facing or what might be affordable in a volatile contract market. The extension period sees further reductions in management fee proposed and other potential efficiencies which are not creating additional benefits for the contractor. Based on the above an extension period of up to 5 years is considered appropriate to stabilise the current services and agree a new strategic direction.

3.15 Rule 3.3.5 of the Council's CPRs reflects a regulatory safe harbour provided under regulation 72(1)(e) of the PCR 2015 and provides that publicly procured contracts may be modified without the requirement for a new procurement procedure where the modifications, irrespective of their value, are not substantial. A modification is to be considered substantial where one or more of the following conditions is met:

- (i.) the modification renders the contract materially different in character from the one initially concluded; or
- (ii.) the modification introduces conditions which, had they been part of the initial procurement procedure, would have—
 - (a) allowed for the admission of other candidates than those initially selected,
 - (b) allowed for the acceptance of a tender other than that originally accepted, or
 - (c) attracted additional participants in the procurement procedure;
- (iii.) the modification changes the economic balance of the contract in favour of the contractor in a manner which was not provided for in the initial contract;
- (iv.) the modification extends the scope of the contract;
- (v.) a new contractor replaces the one to which the contracting authority had initially awarded the contract in cases other than those provided for in Rule 3.3.4.

3.16 There would be some potential arguments that the proposed extension does not amount to a substantial modification on the basis that (a) it would be difficult for any aggrieved operator to establish that, had the proposed extension been included in the original tender, it would either have bid or had in fact won the tender and (b) the proposed extension is not otherwise a substantial modification as it does not render the agreement materially different, change the economic balance of the agreement in favour of the contractor nor considerably extend the scope of the agreement. However, such arguments do carry some risk as it may also be arguable to the contrary that the proposed extension would amount to a substantial modification. As with reliance on rule 3.3.3 an extension would entail a degree of risk of challenge.

- 3.20 It is reasonably arguable that the ground set out in CPRs 3.3.3 and 3.3.5 may permit the proposed extension. However, there are also possible counterarguments to those arguments in favour and therefore successful reliance on those grounds are not guaranteed and they may be challenged. Relying on either would therefore entail a degree of risk of challenge for the Council.
- 3.21 To mitigate the above risk it would be advisable to issue a voluntary ex ante transparency (VEAT) notice and/or contract modification notice if the Council decide to proceed with the proposed extension. If these were published before the proposed extension is made it could flush out any possible challenges. Publication of such notices would also trigger a 30-day limitation period for challenges to the proposed extension.
- 3.22 From a financial perspective the Healthy Living Partnership is projected to have positively rebuilt many participation levels of customer usage by 2026-2027 with costs relating to existing leases and investments being written down at this point and effectively reducing finance costs. This creates the potential for a £200,000 per annum management fee reduction for the period of extension and does not preclude other negotiated efficiencies being delivered. This is currently a proposed efficiency as part of the MTFs for 2027-28 which would be at the commencement of the extended period.
- 3.23 The improved financial picture driven by reduced lease and depreciation costs offer a range of opportunities for the partnership to consider. During the 5-year extension period Halo indicate that a reduced management fee of £200,000 is feasible, as outlined in paragraph 3.22, whilst the longer period for the Healthy Living Partnership to plan and invest may offer some further efficiencies also beyond that.
- 3.24 Should the Council not need to (or wish to) reduce the management fee further by 2027 then Halo have proposed alternatives that could include investment into programmes or initiatives, investment into access support for targeted population, improvement works to leisure assets or further investment into energy reduction measures. It is however recognised that delivering cost reductions may be the short to medium term priority for the Council.
- 3.25 The sums identified could also be used to support minor capital improvement works that might be identified within the Active Bridgend strategy from 2025, or indeed as match funding towards larger improvement schemes should the financial position improve.
- 3.26 There has been positive growth in membership rates during 2023-24 including from amongst the more vulnerable, and also growth in the overall rates of participation. Operating costs however remain challenging particularly in regard to employment costs and the National Living Wage increases going forward.
- 3.27 The Healthy Living Partnership has to date performed well in terms of supporting the socio-economic duty and overall levels of participation. There are circa 1854 'access to leisure' members based on means tested criteria that are accounting for circa 10 % of visits to venues and service. Halo Leisure will work with the Council to review its requirements in regard to price subsidy and sensitivity as it has done annually. There are proposed changes to the level of subsidy that will likely impact on this and

other concessionary access controls that the Council currently has in place that could change the profile of users of public leisure services. This was largely supported within the Council's recent budget consultation.

- 3.28 There has been strong performance in regard to supporting our more vulnerable families and young people including those known to social care. There is supported access for over 100 families and young people including those with additional needs, young carers and care experienced young people. Whilst external investment has been able to reduce costs to date there could be cost increases for a number of Council service areas using related services to support the people that they are working with. As the Council reduces its subsidy for the Healthy Living Partnership other sources of investment would be needed for these interventions. Where possible the use of external investment to sustain these approaches will continue to target subsidy and support.
- 3.29 The development of responses to community pressures such as 'autism friendly swim' and 'Feel Good for Life' for dementia / cognitive impairment have been integrated into service delivery models. The National Exercise Referral Scheme continues to generate high volumes of referrals across a range of chronic conditions and now including pulmonary rehabilitation, cancer rehabilitation and joint care interventions.
- 3.30 The condition of the Council's leisure assets had been identified as a corporate risk prior to the creation of the Healthy Living Partnership in 2012. Ensuring that the assets were improved and more sustainable was a key objective when establishing the partnership.
- 3.31 Since 2012 the centres have benefited from a total of £3.1 million of investment through a combination of income generation and funding from the management fee into preventative maintenance, break-fix maintenance, and minor upgrade works. Halo now employs its own maintenance technicians working in centres to manage costs and response times.
- 3.32 An additional £8.6 million has been secured through a variety of funding sources and invested into capitalised upgrades and maintenance including planned fabric repairs and mechanical and electrical renewal. During the initial 15-year term, the Council will have benefitted from investments into improving the assets of circa £14 million including usage of external funding whilst progressively reducing the management fee. Examples can be seen below: -

Completed Projects and Investments	£
Bridgend Life Centre Capital Works	4,200,000
Pyle Swimming Pool Refurbishment	250,000
Maesteg Sports Centre Refurbishment	420,000
Wellbeing Hub facility/ Bowls Hall	665,000
Maesteg Sports Centre Soft Play	75,000
Garw Valley and Pyle 3G Pitches	100,000
Air Handling – Pencoed, Pyle, Ynysawdre, Bridgend	600,000
Roof Replacements/ Refurbishment	680,000

Heating System Upgrades	650,000
LED Energy Reduction Investment	85,000

- 3.33 For the proposed extension period, Halo has already outlined potential investment into continued repairs and renewals, energy reduction, improved accessibility whilst recognising some aspects might be deemed less essential, dependent on the Council's financial position and linked to the MTFS. These would be subject to annual agreement.
- 3.34 In terms of the Net Carbon agenda, the partnership agreement set Halo Leisure an objective of reducing energy consumption by 2% per annum for a 10-year consecutive period, equating to 548 MWH of electricity and 2.1 GWH of gas consumption.
- 3.35 In 2022, Halo leisure was consuming 16% less electricity than in 2011 and 24% less gas whilst increasing usage of the buildings also. This has delivered a net reduction of consumption of 22% equating to over 600 tonnes of reduced carbon output.
- 3.36 Investments during the period have included energy saving air handling units, combined heat and power units, water saving measures and LED lighting retrofits.
- 3.37 Each Halo centre has achieved Green Mark environmental accreditation and there is an ongoing commitment to maintaining this registration.
- 3.38 Halo Leisure have identified the potential for further investment into energy reduction measures including solar array, waste reduction programmes and further LED lighting. There is potential for sharing of investment and returns that could reduce operating costs and dialogue is taking place with Council decarbonisation leads. As operators of large assets across the UK there is significant knowledge and experience amongst the partner organisations in this area.
- 3.39 Halo Leisure would also continue to support the Council with its carbon reduction strategy and future projects such as the Heat Network or other similar projects as they develop. A contract extension would also enable the Council to review the energy related schedules within the partnership agreement in more detail to consider including an alternative approach to paying for utilities that would be more VAT efficient based on the Council's ability to recover VAT. This has been reviewed in previous years and the need for a more fundamental change to the partnership agreement has been identified as required as the change to practice and related benefits may be significant. The MTFS approved by Council in February 2024 includes a budget reduction proposal of £45,000 for 2024-25 in relation to a review of current energy payment arrangements for the leisure contract.
- 3.40 The Council has retained a number of controls that support the monitoring of service quality and customer service. The Quest Active Communities framework is proposed to be continued to evaluate the effectiveness of the partnership whilst the Quest facilities model would monitor performance at individual centre levels.
- 3.41 During 2023 an online dashboard of performance was created to support the Council to track key metrics in real time.

- 3.42 These metrics include areas such as membership numbers, health and safety incidents, repair and maintenance response times, visits to centres and customer related feedback.
- 3.43 The advisory board mechanism in place that includes Cabinet and Scrutiny Chair supports regular review of progress and performance by key decision makers and the opportunity to shape future service planning and related Council controls. As Council investment reduces there may also be opportunities to engage other partners who are able to invest into use of the facilities or the development of services. There may be potential to expand the purpose of venues and levels of co-location to support cost effectiveness.
- 3.44 The facilities within the Healthy Living Partnership have been further developed as described which has also included the co-location of other service delivery points such as carer wellbeing, employability, library provision and pop-up support for the community via Bridgend County Borough Council (BCBC) customer services.
- 3.45 The proposed extension would provide scope to further develop community hub approaches and to recognise the broader role and purpose that venues could have in supporting both physical and mental wellbeing within communities. There is a growing demand for spaces to be used for mental wellbeing activities alongside physical activity.
- 3.46 There is the potential to review alternative usage of spaces within centres and how they could be brought into more productive usage to support viability. External feasibility funding is being sought to explore these opportunities further. The Council has also provided funding to support feasibility studies relating to the indoor bowls hall at Bridgend Life Centre and also Garw Valley Centre for 2024-25.

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

- 4.1 An equality impact assessment was conducted on the establishment of the Healthy Living Partnership in 2012. The continued support by the Council for the Healthy Living Partnership ensures that the original outcomes of the partnership can still be progressed and contribute to the strategic equalities plan.
- 4.2 The Healthy Living Partnership agreement includes a requirement to comply with the Welsh Language Act and related legislation and standards.
- 4.3 The Council's control over pricing policy continues to ensure that access for those who are disadvantaged is supported.

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

- 5.1 The wellbeing goals identified within the Act have been considered in the preparation of this report alongside the Council's wellbeing objectives.

Long Term	The report identifies how a short-term extension of the partnership agreement may provide the time needed to confirm the Council's
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longer term strategic direction and for greater economic stability to emerge.

Prevention	The Healthy Living Partnership has developed strong cross sector working with social care and health to support people to remain connected within communities and to de-escalate needs. The services support many vulnerable groups including disability, dementia, carers and cared experienced young people.
Integration	The Healthy Living Partnership has strongly contributed to broader Council policy and tackling inequality by supporting people with a protected characteristic and intergenerational working.
Collaboration	The Healthy Living Partnership has successfully developed innovative responses to population wellbeing and attracted a range of capital and revenue investments to support operating costs.
Involvement	The Healthy Living Partnership engages and supports service users and stakeholders to help improve services and opportunities using co-production-based approaches.

5.2 Within 'Delivering Together: - Our Corporate Plan 2023-28', the proposal aligns to a number of the Council's wellbeing objectives particularly: -

- A County Borough where we protect our most vulnerable.
- A County Borough with thriving valleys communities.
- 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.

6. Climate Change Implications

6.1 There are eight leisure buildings within the Healthy Living Partnership and measures are in place to reduce impact on climate in addition to controlling consumption and related costs.

6.2 Halo Leisure have installed a diverse range of energy efficiency measures within leisure assets ranging from LED lighting to pool heat retention and full building energy management control systems.

6.3 The facilities are spread across the County Borough which helps to reduce the associated volumes of customer journeys.

6.4 Halo use the Green Mark framework to inform its approach to energy management and have reduced their energy consumption in line with the indicative targets in the partnership agreement since 2012.

6.5 Halo Leisure have consistently worked alongside the Council in regard to projects designed to improve energy management such as the Bridgend Heat Network.

6.6 There are opportunities for the Council to work with the partners to invest into measures that reduce utility-based consumption and cost. The partners are skilled

and experienced in this respect based on the range of facilities operated across the UK. This could further help with carbon reduction and also MTFS challenges.

7. Safeguarding and Corporate Parent Implications

- 7.1 The Healthy Living Partnership contributes to ensuring that appropriate safeguarding measures and controls are in place during direct delivery of services and also in regard to groups and organisations utilising leisure facilities.
- 7.2 Such controls include reviewing the measures put in place by National Governing Bodies of sport and their implications at community level.
- 7.3 Halo Leisure are an active partner in the corporate parenting strategy and have been supportive of activities and opportunities for care experienced children.

8. Financial Implications

- 8.1 The Healthy Living Partnership has supported the Council to progressively make financial efficiencies beyond the management fee agreed in 2012.
- 8.2 The base management fee payable had been £2,329,153 in 2012-13 and had reduced to £1,399,872 by 2023-24. There are identified opportunities to further reduce management fee costs through the partnership agreement, linking in with the MTFS for 2024-25 and beyond.
- 8.3 The annual inflationary increases based on Consumer Price Index have been included in the above management fee figures highlighting the real value of efficiencies that have been delivered in the first 12 years of the partnership.
- 8.4 There will be a further £200,000 reduction to the management fee from 2024-25 highlighting the cost-effective outcomes that the Healthy Living Partnership has delivered to date with other proposals also being explored.
- 8.5 Beyond the above saving in 2024-25, which is deliverable, there are a number of other MTFS related savings that are possible. Should the Council be minded to extend the partnership agreement then there is a further £200,000 of savings projected for 2027-28. When the full repairing lease is considered, which has to date included responsibility for all asset management and facility upkeep across the 8 leisure venues, this represents good value for the Council and positions the risk for asset works and costs with the partner organisation. The full repairing lease costs are integrated within the annual management fee.
- 8.6 The MTFS 2024-2028 includes a £50,000 saving for 2024-25 linked to a review of the full repairing lease aspect of the Healthy Living Partnership contract and opportunities to invest differently or less within the leisure estate. It should be noted that this could lead to a backlog of £150,000 to £400,000 in works over a 3 to 8 year period although other sources of investment and development schemes can be pursued. There has been good progress in this respect in recent years via the partnership.

- 8.7 The MTFs 2024-2028 also includes a budget saving to reduce the levels of subsidy for the more vulnerable and potentially other concessionary categories also. It is targeted to deliver a budget reduction of £15,000 per annum from 2024-25 and can be progressed through the partnership, although the impact will need to be monitored.
- 8.8 There is also a budget saving related to reducing the opening hours of facilities where this could deliver a reduction in operating costs. Indicative proposals have been received and are being evaluated further with the intention of delivering an annual saving of £30,000. It is uncertain as yet whether related changes would have any consequential costs that the partners would need to claim from the Council in regard to the changes being requested e.g. redundancy costs, and in particular where there are implications to staffing of specific facilities. Wherever possible the opportunities to increase usage and income will be reviewed in this context.
- 8.9 The current MTFs also identifies a saving relating to reviewing opportunities to amend the current energy payment arrangements for the leisure contract that may not be immediately deliverable without a potential contract extension and related legal advice based on previous reviews in this area. Annual energy uplifts in line with the contract are supported corporately and are an integral part of the partnership agreement. The current cost of utilities may prohibit such an efficiency in the short term. Should the Council have plans to invest into energy reduction measures this would be helpful in terms of reducing consumption, cost and carbon which would benefit all partners.
- 8.10 The MTFs also includes a proposed saving of £30,000 spread over 3 years (2025-26 to 2027-28) based on improving the income generation potential of the indoor bowls hall space at Bridgend Life Centre on a seasonal basis. The Council is supporting feasibility study work to explore such potential. To deliver the efficiency the related investment into the facility will also need to be identified. The sources of investment may depend on the developments that the feasibility study identifies as beneficial and would include external sources and potentially also minor capital works if deemed a priority.
- 8.11 The Council has sought further detail on the costs that would be applicable if the service was to be run as an in-house service, recognising the loss of many advantages that relate to partnering with a social enterprise. A full and comprehensive options appraisal had been conducted in 2011 to determine the most effective way forward. The Council commissioned an updated independent review in 2023, which suggested that the Council would expect to pay a minimum base increase of circa £4.4 million over the 5-year period from the end of the current contract in 2027, but the annual cost is likely to increase and potentially significantly when all risks are considered.
- 8.12 It should be noted that whilst financial projections can be produced based on modelling this is difficult to be done accurately for the various identifiable risks that the Council would inherit from developing an in-house approach. The Council would need to invest into its own appropriate management structure compared to the current structure that is currently shared regionally and across other partnerships as a more cost-effective approach. It is unlikely that the expertise operating the current service would transfer into BCBC. Generally, experience has shown that an external operator can deliver a better financial position than in-house delivery and the services within Bridgend are now significantly more reliant on income generation. The Council

would need appropriate sales, marketing, and ICT infrastructure to support income generation and management of usage and data. The Council would be accepting full operational risks, including for assets, and would need to scale up its support services such as HR, finance, legal and property. The business rates reductions eligible through the partnership arrangement would no longer be allowable. Beyond this, the terms and conditions of the workforce and pension arrangements would serve to increase costs significantly. There would also be one-off cost implications to support the transfer process and related mobilisation.

- 8.13 The Council will be working with Halo to explore further opportunities to deliver financial efficiencies including energy consumption and costs, investment into assets, pricing and reducing hours of venue availability where they are less productive. The establishment of an extended contract arrangement may enable a more VAT efficient approach to funding energy payments to be developed although many gains in terms of reducing consumption have already been achieved. This may form part of a larger corporate approach to reducing energy consumption and cost.

9. Recommendations

- 9.1 That members note the content of the report and identify any points requiring clarification.

Background documents

None

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Agenda Item 7

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	23 SEPTEMBER 2024
Report Title:	INFORMATION REPORT – 2023-24 QUARTER 4 PERFORMANCE
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY
Policy Framework and Procedure Rules:	There is no effect upon the policy framework and procedure rules.
Executive Summary:	To provide for information within the remit of this Committee: <ul style="list-style-type: none">- the Quarter 4 Performance 2023-24 report that was reported to Corporate Overview and Scrutiny Committee (COSC) on 25 July 2024 (Appendix A).- the Corporate Performance Dashboard for Quarter 4 2023-24 (Appendix 1).

1. Purpose of Report

- 1.1 The purpose of this report is to provide for information, within the remit of this Subject Overview and Scrutiny Committee, the Quarter 4 Performance 2023-24 reported to Corporate Overview and Scrutiny Committee (COSC) on 25 July 2024, for Members' information.

2. Background

- 2.1 Following the reporting of the Quarter 4 Performance 2023-24 to COSC for the monitoring of the quarterly performance, the report and performance dashboard are being reported to the subsequent meeting of each Subject Overview and Scrutiny Committee, for information on the performance within the respective remit of each Committee.
- 2.2 The report to COSC is attached at **Appendix A** with the appendix to that report attached as **Appendix 1**.
- 2.3 The background to this report is set out in Section 2 of Appendix A – the Quarter 4 Performance 2023-24 report to COSC on 25 July 2024.

3. Current situation / proposal

- 3.1 Details of the scale for scoring the Council's performance, summary of progress on Corporate Commitments, comparison with the previous quarter, overall performance on Performance Indicators (PIs) by Wellbeing Objective, PI trends and measuring performance against the five ways of working are set out in Section 3 of Appendix A – the Quarter 4 Performance 2023-24 report to COSC on 25 July 2024.
- 3.2 In place of the previous 4 Directorate dashboards, a single performance dashboard (**Appendix 1**) has been developed for the Council's performance against its Corporate Plan based upon the 7 Wellbeing Objectives, as requested by COSC, together with greater detail on the individual commitments and PIs along with improved explanatory comments.

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 Climate Change Implications from this report.

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no financial implications in relation to this report.

9. Recommendations

9.1 The Committee is requested to note the content of the Quarter 4 Performance 2023-24 report and the Corporate Performance Dashboard Quarter 4 2023-24 within the remit of this Committee and have regard to the dashboard when considering the Committee's Forward Work Programme.

Background documents

None

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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:	This report provides – <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**).

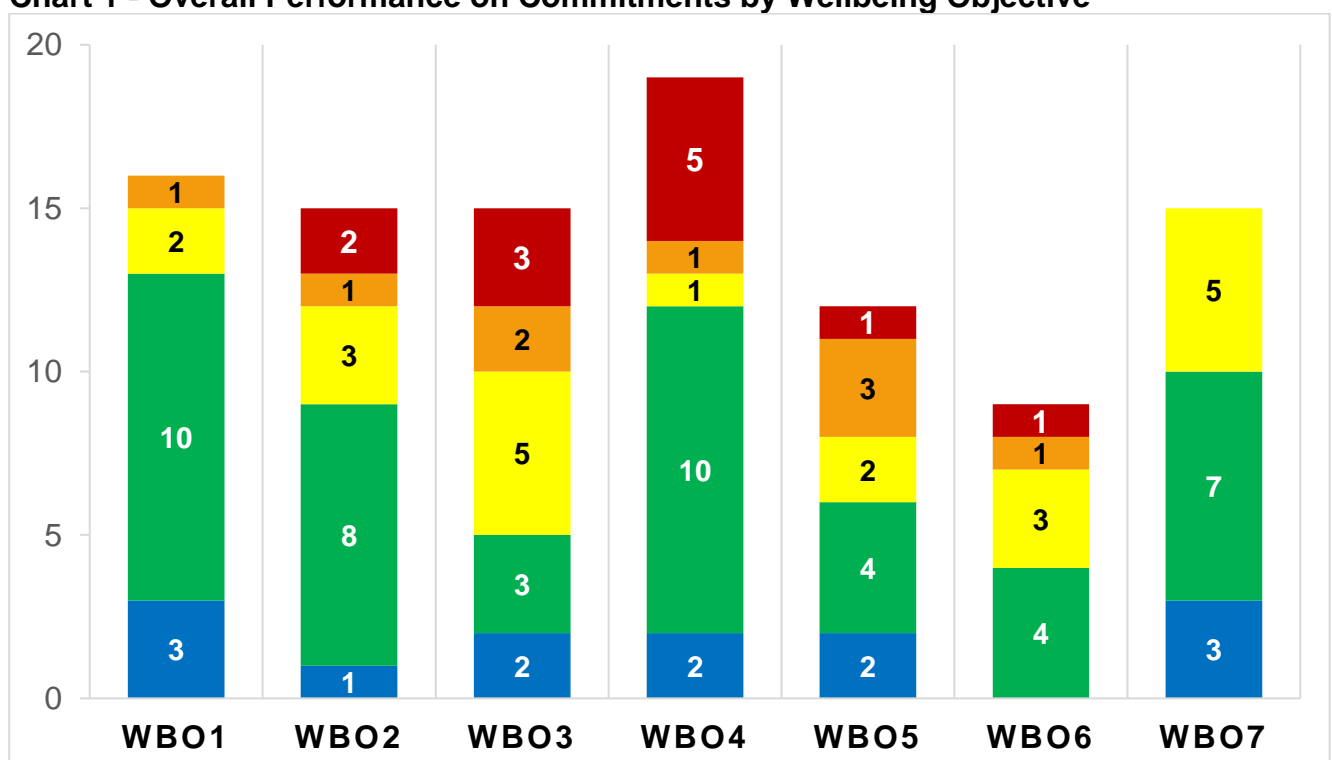
3.3 Summary of progress on Corporate Commitments

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.

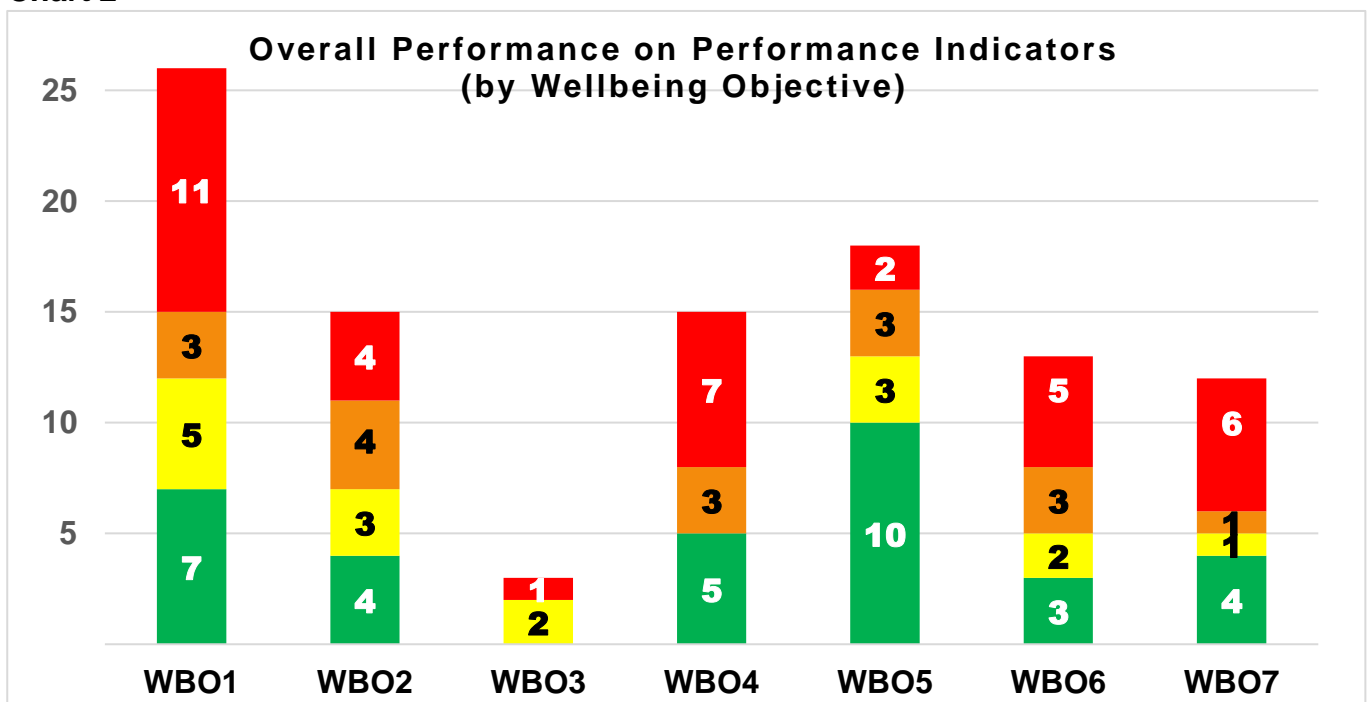
3.5 Of these 116, 114 have verified annual values, with 2 recorded as “data not available”. 102 could be compared against their target and awarded a RAYG status, with 12 of the indicators using 2023-24 to establish baseline values to set targets going forward.

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.

<p>SSWB55b) Percentage of carers who were offered a carers’ assessment - Adult Social Care</p>	<p>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.</p>
<p>SSWB72 Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data)</p>	<p>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.</p>

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





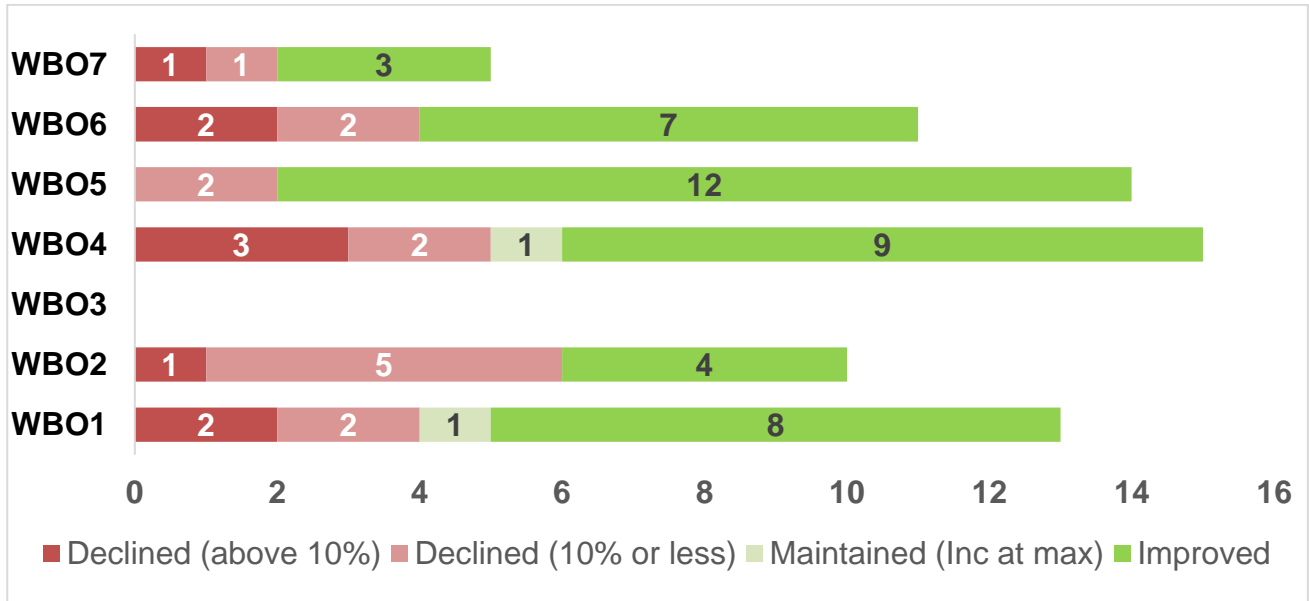
Performance Indicators Trend Definition		Trend			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
	Performance has improved	19	63.3%	43	63.24%
	Performance maintained (includes those at maximum)	-	-	2	2.94%
	Declined performance (by less than 10%)	5	16.7%	14	20.59%
	Declined performance (by 10% or more)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

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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
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.

			<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

			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
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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

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.	

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 Ogmore 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, Ogmore Vale and Pontycymmer (EFS)	BLUE (Completed)	Quarter 4: Flying Start Nurseries at Pontycymmer, Nantymoel and Ogmore 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 Ogmore 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 Ogmore 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 Ewenny 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.

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

			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.
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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

						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.

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

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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
CE55 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.
CE51 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.
CE52 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.
CE53 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.

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.
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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.

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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Agenda Item 8

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	23 SEPTEMBER 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:	The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.
Executive Summary:	<p>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>The Council’s Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council’s Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</p> <p>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, consider the Recommendations Monitoring Action Sheet and note that the Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC.</p>

1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme updated at the previous Committee meeting (**Appendix A**) for discussion and consideration;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report;
- d) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at previous meetings;
- e) Advise that the Committee's updated Forward Work Programme, any feedback from the Committee and the Recommendations Monitoring Action Sheet will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with the comments from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in this cycle of Committee meetings.

2. Background

2.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.

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

Best Practice / Guidance

2.3 The Centre for Governance and Scrutiny's (CfGS) Good Scrutiny Guide recognises the importance of the Forward Work Programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

2.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.

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

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

3. Current situation / proposal

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 Scrutiny Committees 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 Forward Work Programme.
- 3.2 The Forward Work Programmes 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 COSC 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 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 the Committee is attached as **Appendix A** for the Committee's consideration.
- 3.11 The Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.

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 the 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 Forward Work Programme, any feedback from the Committee and the Recommendations Monitoring Action Sheet will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with the comments from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in this cycle of Committee meetings.

Background documents

None.

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Draft Forward Work ProgrammeSubject Overview and Scrutiny Committee 2

Monday 8 July 2024 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
Building on Strengths, Improving Lives – A Three-Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council.	Pre-decision. The purpose of the report is to provide Members of the Committee with an opportunity to scrutinise the three-year plan for sustainable care and support for adults in Bridgend County Borough Council.	Cabinet Member Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing. Officers Corporate Director – Social Services and Wellbeing; and the Head of Adult Social Care; and Head of Adult Social Care; Social Work Lead in Adult Social Care; Group Manager - Direct Care Provider Services; Group Manager - Integrated Cluster Network Service; Group Manager - Learning Disability, Mental Health, and Substance Misuse.
Corporate Parenting Champion Nomination Report	To nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting in addition to the Chairperson of SOSOC 2 who is automatically appointed.	N/A
Draft Outline Forward Work Programme		N/A

Monday 23 September 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Community Resource Team Package of Care Delays (PoCD)	To consider the current issues being experienced in the County Borough and specifically how the Authority is working with the Health Service to support individuals who require support at home including reablement care when discharged from hospital.	Cabinet Member Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing. Officers Corporate Director – Social Services and Wellbeing. Head of Adult Social Care Social Work Lead in Adult Social Care Integrated Community Services Manager – Reablement Clinical Service Group Manager - Cwm Taf Morgannwg University Health Board
Proposal to extend the Term of the Healthy Living Partnership with GLL / HALO Leisure	Pre-decision. The report offers Members the opportunity to scrutinise the benefits of an extension to the existing healthy living partnership agreement with GLL/Halo Leisure. The current agreement is due to end in March 2027 and the report will provide information on the legal and procurement considerations that the Council may need to make. The report will identify how the current partnership has delivered on outcomes for the Council and supported its wellbeing objectives whilst improving the leisure facilities and delivering financial savings. The report will identify the reasoning as to why an extended relationship may be a cost-effective way forward for the Council in comparison to alternatives.	Cabinet Member Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing Officers Corporate Director – Social Services and Wellbeing. Group Manager - Prevention and Wellbeing

Thursday 14 November 2024 at 10.00am		
Theme/ Report Topics	Information Required / Committee's Role	Invitees
Substance Misuse	To evaluate the effectiveness of the current arrangements and to provide an opportunity for Members to advise on future developments.	<p>Cabinet Member Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing.</p> <p>Officers Corporate Director – Social Services and Wellbeing; and the Head of Adult Social Care; and service users/ partners – Police and Health colleagues - TBD.</p>
Annual Corporate Safeguarding Report 2023-24	To include an update on Child Exploitation, placement sufficiency, and staffing challenges.	<p>Cabinet Member Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing.</p> <p>Officers Corporate Director – Social Services and Wellbeing; and the Head of Adult Social Care; Head of Children's Social Care; Group Manager, IAA & Safeguarding; Team Manager – Older People - Mental Health.</p>

Friday 17 January 2025 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Draft Medium Term Financial Strategy 2025-26 to 2028-29 and Budget Proposals		<p>Cabinet Members Leader of Council; Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; Cabinet Member for Resources (Job Share).</p> <p>Officers Chief Executive; Corporate Director – Social Services and Wellbeing; Chief Officer - Finance, Housing and Change; Chief Officer - Legal and Regulatory Services, HR and Corporate Policy; Head of Adult Social Care; Head of Children's Social Care; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate.</p>

Thursday, 13 March 2025 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Library and Cultural Services	Pre-decision.	<p>Cabinet Members Leader of Council; Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; Cabinet Member for Resources (Job Share).</p> <p>Officers Chief Executive; Corporate Director – Social Services and Wellbeing.</p>

Thursday, 1 May 2025 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
TBD		<p>Cabinet Member</p> <p>Officers</p>

Briefings and Workshops:

Briefings/ Workshops: TBD		
Topic	Information Required / Committee's Role	Invitees
The Elimination of Private Profit from the Care of Looked After Children	<p>The Welsh Government introduced legislation, The Health and Social Care (Wales) Bill, on 20 May 2024. Amongst a number of aims, the Bill contains provisions to:</p> <ul style="list-style-type: none"> • restrict the making of profit by providers of children's homes services, secure accommodation services and fostering services for looked after children. • require local authorities to submit a sufficiency plan to Welsh Ministers in respect of accommodation for looked after children, and to take all reasonable steps to secure sufficient accommodation provided by not-for-profit entities, either within or near to its areas to meet their needs. <p>The aim is to ensure that public money invested in accommodation for care experienced children is not extracted as profit, but instead is reinvested back into the system to support sustainable and better outcomes, services and professional development.</p> <p>The initial briefing for all Members, and the subsequent Workshop for Members of SOSC 2, will explore what this could mean for the future care of children in the Borough.</p>	Members and officers for the Briefing and Workshop – TBD.
The Replacement System for CareDirector (WCCIS)	<p>The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to procure and implement major ICT systems which support critical services such as a replacement system for CareDirector (WCCIS). CareDirector is a Cloud-based case management solution for social care organisations that supports integrated working across health and social care.</p>	Members and officers for the Briefing and Workshop – TBD.

Other Items:**15 April postponed reports:**

- A 3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend: Year 1 Report on Progress – 2023/24 - updated version to be provided as an Information Report during 2024-25.

Reports requested by the Committee:

- Progress on the Learning Disability Transformation Programme – 6 monthly updates to be provided during 2024-25.
- Direct Payments – TBD.

Other Potential Items:

- Social Services Transport Policy.
- The Social Partnership.

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Subject Overview and Scrutiny Committee 2

RECOMMENDATIONS MONITORING ACTION SHEET 2023-2024

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested that a visit be arranged for Members of the Committee to the Books on Wheels mobile library service to provide them with an understanding of the areas it covers and what is currently available.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponsesandActions10July230902.pdf
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested a breakdown by characteristic of the number of participants that access leisure facilities that receive free or subsidised membership/access	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponsesandActions10July230902.pdf
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO	The Committee requested a copy of the presentation to be shared with all Members, demonstrating the vision and work to be undertaken at the Grand Pavilion in Porthcawl, utilising the Levelling Up Funding	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponsesandActions10July230902.pdf
10 July 2023	Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and	The Committee requested, with regard to the partnership working with Halo Leisure and Awen, whether there are plans to bring the timelines into alignment, as the Healthy Living	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponsesandActions10July230902.pdf

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	further integration with BAVO	Partnership with Halo Leisure was established for a 15-year period in 2012 and the partnership agreement with Awen runs until 2035.			
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee Recommended that an additional column be added to the Plan to include in a table, what actions demonstrate success and how those successes are measured.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 12 February 2024.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponestoRecommendationsandActions10July230902.pdf
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee requested that they receive a quarterly update on the implementation of the Plan.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 12 February 2024.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponestoRecommendationsandActions10July230902.pdf
10 July 2023	3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	The Committee requested clarification as to how the demographic, age profile, deprivation and any other factors affect the formula for applications for grant funding.	Scrutiny / Chief Officer – Finance, Performance & Change	ACTIONED – response and information circulated 11 September 2023.	https://democratic.bridgend.gov.uk/documents/s31760/SOSC2ResponestoRecommendationsandActions10July230902.pdf
18 Sept 2023	Adult Community Mental Health Services	The Committee Recommended that they write to the Members of the Senedd for Bridgend and Ogmore to request an invitation to the round table meetings run by them, involving third sector and voluntary organisations and	Scrutiny/Chair of SOSC 2	ACTIONED – response and information circulated 12 February 2024.	https://democratic.bridgend.gov.uk/documents/s31751/AppendixASarahMurphyMSandHuwIrrancaDaviesMS.pdf

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		relating to mental health and the <i>Bridgend Mental Health Pathway</i> .			https://democratic.bridgend.gov.uk/documents/s31768/AppendixBemailfromtheOfficeoftheMemberoftheSeneddforBridgend28September2023.pdf
18 Sept 2023	Adult Community Mental Health Services	The Committee requested data relating to the notable increase in the number of young people on the autism spectrum being referred to the Community Mental Health Teams and a copy of the existing Code of Practice on the Delivery of Autism Services in Wales.	Scrutiny / Head of Adult Social Care	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/documents/s31770/SOSC2ResponsestoRecs18Sept23amended120224.pdf
18 Sept 2023	Adult Community Mental Health Services	The Committee requested that information relating to the pathway to independent advocacy for adults be circulated to all Members to enable them to signpost constituents requiring advocacy.	Scrutiny / Head of Adult Social Care	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=doc&cat=13499&path=13490%2c13493%2c13499
18 Sept 2023	Adult Community Mental Health Services	<u>Assisting Recovery in the Community Service (ARC)</u> The Committee requested:	Scrutiny / Head of Adult Social Care	ACTIONED – response and information circulated 16 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=d

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		a) Information regarding the types of courses available from ARC; b) Information on how the service has evolved and adapted in recent years; c) Data showing the age range of individuals accessing the service, the reasons why and the interventions of the service with them; and d) Case examples of work that has been done on an individual and group level in the last 12 months.			oc&cat=13499&path=13490%2c13493%2c13499
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee Recommended that the financial modelling that is available to the Cabinet during the budget setting process, also be made available to the Budget Research and Evaluation Panel to assist with their budget discussions regarding financial sufficiency for the Social Services and Wellbeing Directorate.	Scrutiny / Chief Officer, Finance, Performance and Change / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 12 February 2024	https://democratic.bridgend.gov.uk/documents/s31770/SOSC2ResponestoRecs18Sept23amended120224.pdf
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee Recommended that they write a letter, in support of the Deputy Leader and the Council’s response to the Welsh Government Consultation, <i>Rebalancing Care and Support Programme</i> , to the Welsh Minister for Social Services regarding standardised Welsh National pay, terms and conditions to prevent the “poaching” of staff by other local authorities and	Scrutiny/Chair of SOSC 2	ACTIONED – response and information circulated 13 October 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6256609&sch=doc&cat=13499&path=13490%2c13493%2c13499

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		therefore ensuring that Bridgend retains a skilled workforce.			
18 Sept 2023	Director of Social Services Annual Report 2022/23	The Committee requested an update on the progress and cost of the priority for Children’s Social Care to enhance in-house foster care capacity and implement therapeutic support service for foster carers.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 2 November 2023.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD787&ID=787&RPID=6349871&sch=d&oc&cat=13499&path=13490%2c13493%2c13499
23 Nov 2023	Joint Inspection of Child Protection Arrangements (JICPA) in Bridgend 12-16 June 2023	The Committee recommended that they write to the Invitees expressing the Committee’s gratitude for their attendance at the Committee meeting and for providing transparent and comprehensive responses to Members’ questions.	Scrutiny/Chair of SOSC 2	ACTIONED - Letter sent to the Invitees – No response required.	https://democratic.bridgend.gov.uk/documents/s31788/30NovLetterfromChairofSOSC2.pdf
23 Nov 2023	Joint Inspection of Child Protection Arrangements (JICPA) in Bridgend 12-16 June 2023	The Committee recommended that they write a letter, in support of the Cabinet Member for Education and the Corporate Director Education and Family Support, highlighting the importance of safeguarding training for School Governors and requesting that urgent consideration be given to making such training mandatory.	Scrutiny/Chair of SOSC 2	ACTIONED - response and information circulated 6 February 2024.	https://democratic.bridgend.gov.uk/documents/s31787/29Nov23LettertoMinisterforEducationandWL.pdf https://democratic.bridgend.gov.uk/documents/s31789/19December23ResponsefromMinisterforEducation.pdf

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
6 Dec 2023	Annual Corporate Safeguarding Report 2022/23	The Committee recommended that future presentations of this report also contain data from previous years to allow Members to draw comparisons.		ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=S819&ID=819&RPID=8164468&sch=doc&cat=13499&path=13490%2c13493%2c13499
6 Dec 23	Annual Corporate Safeguarding Report 2022/23	The Committee recommended that they write a letter to Welsh Government expressing their concern regarding the number of children and families in temporary accommodation and the need for uplift to the Local Housing Allowance to support the social sector via private rental.	Scrutiny/Chair of SOSC 2	ACTIONED – response and information circulated 6 February 2024.	https://democratic.bridgend.gov.uk/documents/s31776/14Dec2023LettertoMinisterforClimateChange.pdf https://democratic.bridgend.gov.uk/documents/s31777/JJ0335723ResponsefromWGJulieJames240110.pdf
6 Dec 23	Annual Corporate Safeguarding Report 2022/23	The Committee requested the number and percentage of staff who attended the recent 2-day Signs of Safety training and the number and percentage of staff who have subscribed to the next cohort of 5-day training in January 2024.		ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=S819&ID=819&RPID=8164468&sch=doc&cat=13499&path=13490%2c13493%2c13499

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
6 Dec 23	Learning Disability Transformation Programme	Members expressed concern that the £3.61m level of overspend is not sustainable and requested that the proposed efficiency savings to reduce spending in Learning Disability Services be made available to the Budget Research and Evaluation Panel.		ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD819&ID=819&RPID=8164468&sch=doc&cat=13499&path=13490%2c13493%2c13499
6 Dec 23	Learning Disability Transformation Programme	The Committee requested any examples of potential savings that could be explored where there is possible duplication of provision and resources, for example, the provision of transport to school for a disabled child in a family with a Motability car.		ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD819&ID=819&RPID=8164468&sch=doc&cat=13499&path=13490%2c13493%2c13499
19 Jan 24	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee made recommendations and requested additional information.	Scrutiny / Chair of COSC	ACTIONED - Recommendations formally reported to COSC and onward to Cabinet on 6 February 2024 for consideration and response. Response from Cabinet on 20 February 2024.	https://democratic.bridgend.gov.uk/iListDocuments.aspx?Cid=141&Mid=4425&Ver=4 https://democratic.bridgend.gov.uk/iListDocuments.aspx?Cid=141&Mid=4426&Ver=4

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
19 Feb 24	Social Services and Wellbeing Commissioning Strategies 2023-28	<p>Financial Resources and Achievability Whilst fully supporting the basis and argument behind the Commissioning Strategies, Members expressed concern regarding the potential funding available to take them forward given the difficult current, and predicted future, budget situation. The Committee appreciate that the exact financial requirements would not been known until full business cases had been developed, however, on face value Members queried whether the strategies were entirely realistic and achievable even on work scheduled for year one, given the Authority’s resources, both financial and staff based. Members agreed to monitor this closely in any future related work the Committee considers, and also requested that this be referred to the Corporate Overview and Scrutiny Committee for examination under their regular budget monitoring item.</p>	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD865&ID=865&RPID=8164183&sch=doc&cat=13499&path=13490%2c13493%2c13499
19 Feb 24	Social Services and Wellbeing Commissioning Strategies 2023-28	<p>Consistency of Data Provided The Committee commented on the data displayed in the strategies and that at times there were percentages provided</p>	Scrutiny / Corporate Director -Social	ACTIONED – response and information	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD865&ID=865&RPID=8164183&sch=doc&cat=13499&path=13490%2c13493%2c13499

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		whilst other times figures are quoted. Members proposed that there be a consistent approach throughout the document for ease of reference, particularly for the public.	Services and Wellbeing	circulated on 26 June 2024.	D=8164183&sch=d oc&cat=13499&path=13490%2c13493%2c13499
19 Feb 24	Social Services and Wellbeing Commissioning Strategies 2023-28	Following a query as to how the Committee could assist the service area in any way in taking the Commissioning Strategies forward, it was proposed and agreed by the Committee that Members be encouraged to share the key messages with their fellow Councillors as well as their constituents in respect of managing expectations. Members were asked to spread the word that services will be provided differently in future with more innovative practices, such as a series of short-term services for individuals, rather than possibly full long-term packages of care from the start. This was to try and reduce demand and pressure on services and also proved more successful at enabling people to regain their independence.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD865&ID=865&RPI=D=8164183&sch=d oc&cat=13499&path=13490%2c13493%2c13499
19 Feb 24	Social Services and Wellbeing Commissioning Strategies 2023-28	Additional Information The Committee requested that they receive copies of the presentations referred to by the Deputy Leader and Cabinet Member – Social Services and	Scrutiny/ Deputy Leader	ACTIONED – Information circulated 9 April 2024.	N/A

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		Health that were presented to the recent Regional Partnership Board.			
19 Feb 24	Care Inspectorate Wales Inspection of Bridgend County Borough Council's Regulated Services in Adult Social Care	The Committee welcomed the positive report from the Care Inspectorate Wales and stated that it was indicative of the hard work that has gone on from care home and social services staff to address the areas highlighted and implement improvements. Members congratulated all involved on a glowing report.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated on 26 June 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD865&ID=865&RPID=8164183&sch=doc&cat=13499&path=13490%2c13493%2c13499
19 Feb 24	Forward Work Programme Update	The Committee also agreed to add the subject of 'Reablement Care' to their forward work programme to consider the current issues being experienced in the County Borough and specifically how the Authority is working with the Health Service to support individuals who require support at home including reablement care when discharged from hospital.	Scrutiny / Corporate Director - Social Services and Wellbeing	Added to the FWP for 23 September 2024.	N/A
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	Given the need for increased partnership working, Members recommended that there was a need to ensure that the proposals for the future of Sustainable Care for Adults were integrated with and compatible with the work of Employability Bridgend.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	The Committee expressed concern over the lack of performance data which made the evaluation of future plans difficult and recommended that this be considered for the future plan and reports.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	Members were complimentary regarding the Plan and felt the Service Area needed to promote it further to highlight the work that had been undertaken in developing the Plan, the proposals and the resulting positive outcomes for the community as a whole. The Committee therefore recommended there was an urgent need to demonstrate further and promote the value of the new operating model, as a potential exemplar to other services areas in terms of how to deliver services differently within defined budgetary constraints.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	The Committee recommended that there was a need to revisit the correspondence with the local member of the Senedd about attending the mental health round table, and that a follow-up request should be sent.	Scrutiny	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A	The Committee requested that relevant performance data should be sent to	Scrutiny / Corporate	Recommendations circulated	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	Members as soon as it is available, rather than waiting for future meetings.	Director -Social Services and Wellbeing	requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	The Committee requested that Members receive information about the BAVO consultation exercise by email.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	The Committee requested that Members receive a copy of the Quality Assurance Framework via email.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Building on Strengths, Improving Lives - A Three- Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council	In addition to the mental health round table, there was a need to identify other local groups and fora that provide relevant services but the workings of which are not necessarily known to Members.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.	
8 Jul 24	Forward Work Programme Update	The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to	Scrutiny / Corporate Director -Social	To be discussed in Work Planning Meeting / with Scrutiny Chairs.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		procure and implement major ICT systems which support critical services such as a replacement system for Care Director (WCCIS).	Services and Wellbeing		
8 Jul 24	Forward Work Programme Update	There was a need to resolve which scrutiny committee addresses the issue of Disabled Facilities Grants.	Scrutiny	To be discussed in Work Planning Meeting / with Scrutiny Chairs.	

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