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

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

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

Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate
Deialu uniongyrchol / Direct line /: 01656 643148 / 643694 / 643513
Gofynnwch am / Ask for: Gwasanaethau Democrataidd

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

Dyddiad/Date: Dydd Mawrth, 24 Medi 2024

Annwyl Cynghorydd,

PWYLLGOR CRAFFU TESTUN 3

Cynhelir Cyfarfod Pwyllgor Craffu Testun 3 Hybrid yn Siambr y Cyngor Swyddfeydd Dinesig Angel Street Pen-y-bont ar Ogwr CF31 4WB ar **Dydd Llun, 30 Medi 2024** am **16:00**.

AGENDA

1   Ymddiheuriadau am absenoldeb
Derbyn ymddiheuriadau am absenoldeb gan Aelodau.

2   Datganiadau o fuddiant
Derbyn datganiadau o ddiddordeb personol a rhagfarnol (os o gwbl) gan Aelodau / Swyddogion yn unol â darpariaethau'r Cod Ymddygiad Aelodau a fabwysiadwyd gan y Cyngor o 1 Medi 2008.

3   Cymeradwyaeth Cofnodion   3 - 8
I dderbyn am gymeradwyaeth y Cofnodion cyfarfod y 16 Gorffennaf 2024

4   Opsiynau Gwasanaeth Gwastraff yn y Dyfodol   9 - 44
Gwahoddwyr:

Cynghorydd John Spanswick - Arweinydd y Cyngor
Cynghorydd Hywel Williams - Y Cynghorydd Hywel Williams - Aelod Cabinet dros Gyllid a Pherfformiad
Cynghorydd Paul Davies - Aelod Cabinet dros y Newid yn yr Hinsawdd a'r Amgylchedd

Janine Nightingale - Cyfarwyddwr Corfforaethol, Cymunedau
Zak Shell - Pennaeth Gweithrediadau - Gwasanaethau Cymunedol

Ffon/Tel: 01656 643643   Facs/Fax:01656 668126   Ebost/Email: talktous@bridgend.gov.uk
Negeseuon SMS/SMS Messaging: 07581 157014 Twitter@bridgendCBC   Gwefan/Website: www.bridgend.gov.uk
Cyfnewid testun: Rhowch 18001 o flaen unrhyw un o'n rhifau ffon ar gyfer y gwasanaeth trosglwyddo testun
Test relay: Put 18001 before any of our phone numbers for the text relay service
Rydym yn croseawu gohebiaeth yn y Gymraeg. Rhowch wybod I ni os yw eich dewis iaith yw'r Gymraeg
We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.

Jen Sparrow – Rheolwr Contract Strydoedd Glanach a Gwastraff

8   Materion Brys
     I ystyried unrhyw eitemau o fusnes y, oherwydd amgylchiadau arbennig y cadeirydd o'r farn y dylid eu hystyried yn y cyfarfod fel mater o frys yn unol â Rhan 4 (pharagraff 4) o'r Rheolau Trefn y Cyngor yn y Cyfansoddiad.

Nodyn: Bydd hwn yn gyfarfod Hybrid a bydd Aelodau a Swyddogion mynychu trwy Siambr y Cyngor, Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont ar Ogwr / o bell Trwy Timau Microsoft. Bydd y cyfarfod cael ei recordio i'w drosglwyddo drwy wefan y Cyngor. Os oes gennych unrhyw gwestiwn am hyn, cysylltwch â cabinet_committee@bridgend.gov.uk neu ffoniwch 01656 643148 / 643694 / 643513 / 643159

Yn ddiffuant
K Watson
Prif Swyddog, Gwasanaethau Cyfreithiol a Rheoleiddio, AD a Pholisi Corfforaethol

Dosbarthiad:

Cynghorwr:
S J Bletsoe
JPD Blundell
N Clarke
RJ Collins
P W Jenkins
MJ Kearn
W J Kendall
J E Pratt
G Walter
I Williams
MJ Williams

COFNOD O BENDERFYNIAD CYFARFOD O'R PWYLLGOR CRAFFU TESTUN 3 A GYNHALIWYD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB AR DYDD MAWRTH, 16 GORFFENNAF 2024 16:00

Yn Bresennol

Y Cynghorydd JPD Blundell – Cadeirydd

S J Bletsoe	C Davies	J E Pratt	I Williams

Yn Bresennol - yn Rhithwir

N Clarke	W J Kendall	MJ Williams	G Walter

Ymddiheuriadau am Absenoldeb

RJ Collins, P W Jenkins a MJ Kearn

Gwahoddedigion:

Y Cynghorydd Neelo Farr	Aelod Cabinet dros Adfywio, Datblygu Economaidd a Thai
Janine Nightingale	Cyfarwyddwr Corfforaethol – Cymunedau
Delyth Webb	Rheolwr Grŵp, Adfywio Strategol
Ieuan Sherwood	Rheolwr Grŵp, yr Economi, Adnoddau Naturiol a Chynaliadwyedd

Swyddogion:

Lucy Beard	Swyddog Craffu
Stephen Griffiths	Swyddog Craffu Dros Dro/Gwasanaethau Democrataidd – Pwyllgorau

Datgan Buddiannau

Y Cynghorydd Jon-Paul Blundell – Personol – Aelod Cabinet pan anfonwyd Eitem 4 i ymgynghoriad.

Rhagfarnus – Aelod Cabinet pan ystyriwyd Eitem 7.

75.   Cymeradwyo Cofnodion

Penderfyniad a Wnaed	Penderfynwyd:Cymeradwyo cofnodion cyfarfod Pwyllgor Trosolwg a Chraffu Pwnc 3 dyddiedig 22 Ebrill 2024, yn amodol ar gynnwys y Cynghorydd Graham Walter yn bresennol ar gyfer y cyfarfod.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

76.   Strategaeth Adfywio y Cymoedd

Penderfyniad a Wnaed	Penderfynwyd:Ar ôl ystyried yr adroddiad a thrafodaethau manwl gydag Aelodau Cabinet ac Uwch Swyddogion, gwnaeth y Pwyllgor y sylwadau ac argymhellion canlynol: Trafododd y Pwyllgor yn fanwl sefyllfa bresennol drafftio Strategaeth Adfywio ar gyfer y Cymoedd, sut roedd cynnydd yn cael ei wneud yn erbyn y mentrau adfywio economaidd, canlyniad y broses ymgynghori cyhoeddus i lywio'r strategaeth a'r prosiectau yn y Cymoedd o dan Amcan y Cynllun Corfforaethol – Bwrdeistref Sirol gyda chymunedau cymoedd ffyniannus. Argymhellion: 1. Gofynnodd yr ymgynghoriad cyhoeddus a fyddai'n llywio'r strategaeth i ymatebwyr raddio rhestr o elfennau yn ardal(oedd) y Cymoedd o ragorol i wael iawn, rhoddwyd cyfle hefyd i'r ymatebwyr roi sylwadau ar elfennau eraill yn yr ardal, a chasglwyd y sylwadau a dderbyniwyd gan thema mewn tabl yn yr adroddiad. Trafododd yr Aelodau yr elfennau amrywiol a'r cyllid y byddai ei angen i'w dwyn ymlaen yn y dyfodol ac wrth edrych ymlaen argymhellodd y Pwyllgor wrth edrych ar y Cynllun Corfforaethol fod yr elfennau a nodwyd i lywio'r Strategaeth yn cael eu hidlo i'r broses honno, a bod eu cyllid yn cael ei ystyried wrth edrych ar y broses gyllideb. 2. Mynegodd yr Aelodau bryder ynghylch rheoli disgwyliadau a'r angen i fod yn ystyriol o beidio â chreu gobaith ffug yn y Cymoedd, a chydbwyso hynny â'r hyn y gallai'r Cyngor ei gyflawni. Cytunodd swyddogion ei bod yn her, i reoli'r hyn y gallai'r Cyngor ei gyflawni ar waith ar y strategaeth a'r elfennau y gellid eu cyflawni yn y Cymoedd. Argymhellodd y Pwyllgor y dylid rhoi gwybod i Bwyllgor Trosolwg a

Chraffu Pwnc 3 am y strategaeth ddrafft ar gyfer craffu cyn penderfynu cyn ei adrodd i'r Cabinet yn ddiweddarach yn y flwyddyn ddinesig a gwahodd aelodau lleol nad ydynt yn eistedd ar y Pwyllgor i'r cyfarfod ar gyfer yr adroddiad hwnnw.

3. Adlewyrchodd y Pwyllgor mai'r adroddiad a dderbyniwyd oedd fframwaith sylfaenol yr hyn oedd i ddod a theimlai fod cyfle ganddynt i lunio Strategaeth Adfywio'r Cymoedd yn y dyfodol. Argymhellodd y Pwyllgor y dylai'r strategaeth ddrafft fod yn ystyrlon ac yn gyflawnadwy, gan ystyried, er ei bod yn un strategaeth, fod tri chwm ar wahân ac y dylid cynnal hunaniaeth pob un ac wrth fyfyrio ar brofiadau o strategaethau Adfywio eraill, roedd yn bwysig wrth symud ymlaen gyda Strategaeth Adfywio'r Cymoedd sefydlu map ffordd syml y gellid ei fynegi, lle y gellid cydnabod a chyflawni gwelliannau llai, gan gynnal ymagwedd ychydig ac yn aml, gan gydbwyso rheoli disgwyliadau trigolion â chyflawni'r hyn a gynigir yn y Strategaeth.

4. Trafododd yr Aelodau rôl yr Ymgynghorwyr a dyfnder y cwestiynu a gynhwysir yn yr ymgynghoriad i lywio'r Strategaeth ac argymhellodd y Pwyllgor y dylid ystyried yn y dyfodol i weld a fyddai modd casglu gwybodaeth a data yn fewnol, neu gan rywun a ddygwyd i mewn i gasglu a chynnal data/gwybodaeth, er mwyn gallu edrych ar y data a dirnadaeth a dynnwyd os a phryd y defnyddir ymgynghorwyr i helpu i gael dealltwriaeth gorfforaethol o'r ardaloedd a sefydlu llinell sylfaen yn well, yn ogystal â chael gwell gwerth am arian o ddefnyddio ymgynghorwyr.

5. Argymhellodd y Pwyllgor y dylai'r strategaeth ddrafft gynnwys graffeg ar gyfer yr ardaloedd y gallai Aelodau Lleol ei rannu yng nghymunedau'r Cymoedd a allai helpu i godi ymwybyddiaeth o'r strategaeth ddrafft ac a allai gynyddu nifer yr ymatebion i'r ymgynghoriad.

Gofynnodd y Pwyllgor am yr wybodaeth ychwanegol ganlynol:

6. Gwybodaeth am y Grant Rhwydwaith Bysiau, sut y derbyniwyd y Grant, sut y gwariwyd yr arian ychwanegol a sut y cafodd ei ddyrannu. Dywedodd swyddogion yn y cyfarfod y byddent yn siarad â'r Swyddog Trafnidiaeth Gyhoeddus i gael y wybodaeth i'w dosbarthu i Aelodau'r Pwyllgor.

	7. Yr ymgynghorwyr a ddefnyddiwyd a chost y gwaith. Dywedodd swyddogion yn y cyfarfod y gallent ddarparu'r wybodaeth hon i'w dosbarthu i aelodau'r Pwyllgor o asesiad y tendr.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

77. Adroddiad Enwebu Pencampwr Rhianta Corfforaethol

Penderfyniad a Wnaed	Penderfynwyd:Enwebu'r Cynghorydd Jonathan Pratt i gynrychioli Pwyllgor Trosolwg a Chraffu Pwnc 3 fel Gwahoddedig i gyfarfodydd Pwyllgor Cabinet Rhianta Corfforaethol.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

78. Ymateb y Cabinet i Argymhellion y Pwyllgor ar yr Alwad am Benderfyniad y Cabinet mewn cysylltiad â'r defnydd arfaethedig o brotocol trosglwyddo trafodion tir gyda Phrifddinas-Ranbarth Caerdydd ar gyfer tir ym Mrynmenyn a Bryncethin.

Penderfyniad a Wnaed	Cyflwynodd y Swyddog Craffu yr adroddiad, a'i ddiben oedd cyflwyno ymateb y Cabinet i'r Pwyllgor i'r Argymhellion a wnaed gan y Pwyllgor ar yr Alwad am Benderfyniad y Cabinet ar 12 Mawrth 2024, mewn cysylltiad â'r adroddiad uchod a gyflwynwyd i'r Cabinet ar 16 Ebrill 2024. Ar ôl ystyried yr ymateb, Penderfynwyd:Nododd y Pwyllgor ymateb y Cabinet i argymhellion y Pwyllgor a wnaed yn yr Alwad am Benderfyniad y Cabinet mewn cysylltiad â'r defnydd arfaethedig o brotocol trosglwyddo trafodion tir gyda Phrifddinas-Ranbarth Caerdydd ar gyfer tir ym Mrynmenyn a Bryncethin.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

79. Diweddariad ar y Flaenraglen Waith

Penderfyniad a Wnaed	
	Penderfynwyd: Ystyriodd a chymeradwyodd y Pwyllgor y Flaenraglen Waith yn Atodiad A, yn amodol ar gynnwys yr eitemau isod, yn nodi'r Daflen Gweithredu Monitro Argymhellion yn Atodiad B a nodi y byddai'r Flaenraglen Waith, y Daflen Gweithredu Monitro Argymhellion ac unrhyw ddiweddariadau gan y Pwyllgor yn cael eu hadrodd i gyfarfod nesaf y Pwyllgor Trosolwg a Chraffu Corfforaethol, yn dilyn y cylch hwn o Gyfarfodydd Pwyllgor. Gofynnodd y Pwyllgor i'r canlynol gael ei gynnwys yn y Flaenraglen Waith: 8. Gan fod y Pwyllgor wedi trafod adfywio Porthcawl a'r Cymoedd yn ddiweddar, gofynnodd y pwyllgor am ychwanegu adfywio Canol Tref Pen-y-bont ar Ogwr at y Flaenraglen Waith ar yr amser priodol yn yr amserlen ar gyfer 2024-25. 9. Gofynnodd y Pwyllgor i'r Diweddariad Tai a drefnwyd ar gyfer cyfarfod 30 Medi gynnwys bod y cynnydd ar dai gwag yn cynnwys eglwysi a chapeli gwag. 10. Gofynnodd y Pwyllgor y gallai Trosglwyddiadau Asedau Cymunedol gael eu trefnu fel Briffio Aelodau yn hytrach nag Adroddiad Gwybodaeth. 11. Gofynnodd y Pwyllgor am gynnwys diweddariad ar Bafiliwn y Grand Porthcawl yn y Diweddariad ar Adfywio Porthcawl - sesiwn Briffio Aelodau, neu fel arall gael ei gynnwys yn yr adroddiad ar Neuadd y Dref Maesteg a drefnwyd ar gyfer cyfarfod mis Chwefror, os oedd potensial iddynt gael eu cynnwys gyda'i gilydd.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

80. **Eitemau Brys**

Penderfyniad a Wnaed	Dim.
Dyddiad Gwneud y Penderfyniad	16 Gorffennaf 2024

I wylio trafodaeth bellach a gynhaliwyd ynghylch yr eitemau uchod, cliciwch ar y ddolen hon

Daeth y cyfarfod i ben am 18:35.

Meeting of:	**SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3**
Date of Meeting:	**30 SEPTEMBER 2024**
Report Title:	**FUTURE WASTE SERVICE OPTIONS**
Report Owner / Corporate Director:	**CORPORATE DIRECTOR COMMUNITIES**
Responsible Officer:	**ZAK SHELL** **HEAD OF OPERATIONS – COMMUNITY SERVICES**
Policy Framework and Procedure Rules:	**There is no impact on the Policy Framework and Procedure Rules.**
Executive Summary:	**Following the Subject Overview and Scrutiny Committee 3 meeting on 19ᵗʰ March 2024 and the Cabinet meeting on 16ᵗʰ April 2024 where additional information on the Local Authority Trading Company and In-house options were requested, this report shares the findings of a the second commissioned report by Eunomia Research and Consulting Ltd.**

1. **Purpose of Report**

1.1 The purpose of the report is to share the findings of a second commissioned report from Eunomia Research & Consulting Ltd (Eunomia) on future recycling and waste options from April 2026, following the two-year contract with Plan B Management Solutions which ends on 31ˢᵗ March 2026.

2. **Background**

2.1 The Council has outsourced its recycling and waste contract to a commercial contractor since 2003. The contract has been renewed every 7 years and the Council has had three contractors fulfil that service. The current outsourced waste contract was awarded to Plan B Environmental Solutions in April 2024. This contract will end at the end of March 2026.

2.2 The reasons for the short-term duration of the contract were twofold: -

- The contract would allow time for the development of the Ultra Low Emission Vehicles (ULEV) marketplace and considered future decisions to be made with regards to decarbonisation and the selection of future vehicle technology from 2026.

- The contract would allow time for Welsh Government future recycling targets and linked forthcoming relevant legislation to be published, thus informing service models and, in turn, fleet configuration from 2026.

2.3 In order to ensure continuity of service post 2026 when the Plan B contract ends, decisions are required on how the Council will provide the waste service in the future.

2.4 Members will recall the SOSC 3 meeting of 19th March 2024 where Eunomia presented a report on the advantages and disadvantages of three waste service delivery methods:-

- Bring the waste services in-house
- Transfer the waste collection into a Local Authority Trading Company (LATCo)
- Re-procurement of a waste services contract

2.5 In the meeting of 19th March, SOSC3 recommended that the LATCo model be explored further with the Authority looking at how it could be developed and grown over future years, to help provide a part-solution to the long term issue of annual budgetary constraints by generating profit.

2.6 Scrutiny members also discussed the findings with regards to the qualitative assessment and the in-house position. The assessment carried out by Eunomia had identified the market conditions to be favorable at the time of writing with a low probability of high risk in both operational and implementation and no difference in quality of service, however there was a financial risk based on the higher pension contributions that would be applicable should the service be brought in house, however there was also an opportunity to control, shape and develop that service. On that basis the Committee recommended that bringing the waste collection service in-house should also be explored in further detail.

2.7 The Committee recommended that a report be submitted to Cabinet either with the recommendations or shortly after, including a case study of best practice where these types of operations had been proven and were operating successfully, to demonstrate how they could potentially also work for Bridgend County Borough Council.

2.8 Cabinet met on 16th April 2024 and a report was presented to share the findings of the Eunomia report and Subject Overview and Scrutiny Committee 3 (SOSC3) recommendations on the preferred option for delivering the future waste services post 2026.

2.9 The Eunomia Report set out that either a re-procurement or the establishment of a Local Authority Trading Company were the least risk and operating cost option for the Council. SOSC3 recommended exploring the LATCo or in-house option further. No additional information was requested on re-procurement from the SOSC3. In view of the recommendations in the Eunomia report, the risks outlined and the Council's

current financial challenges, it was recommended by Officers that the Council re-procure a waste services contract post 2026.

2.10   Cabinet decided to not proceed with a procurement exercise for a new waste contract post April 2026 and that further work be undertaken on the LATCo and in-House models.

2.11   Eunomia have provided the second report with additional information as requested by the Committee and Cabinet and this is attached as **Appendix A**.

3.   Current situation/ proposal

3.1   Eunomia was commissioned by the Council to undertake a further detailed assessment of the LATCo and in-house commissioning options for future waste collection service delivery. The report, included as **Appendix A**, examines for the LATCo option the governance, structure and democratic processes along with experiences from where these have been implemented elsewhere. The report also explores the implications and structural arrangements that will be needed for an in-house service.

3.2   Officers will be in attendance at the meeting on 30 September 2024 and will provide a presentation to the Committee (outlining a summary overview of the second commissioned report from Eunomia.

3.3   Due to the tight timescales to implement and mobilise all options, there may be an opportunity to negotiate an extension to the term of the existing Plan B Management Solutions contract for a further year, but any contract extension must be fully compliant with the public procurement regulations.

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 because of this report.

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

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

6. Climate Change Implications

6.1 There are no Climate Change Implications from this report.

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 **Appendix A** explores financial advantages and disadvantages of the various methods of waste service provision. The indicative annual and mobilisation costs for each option are detailed in the Eunomia report and a summary of this is shown in Table 1 below.

	Re-procurement	In-house	LATCo
Total Annual Costs	£9.03m	£9.37m	£9.02m
Mobilisation Costs	£0.53m	£0.77m	£0.97m
Total Costs over 14 years	£127.47m	£132.00m	£127.20m
Qualitative Risk Assessment	66.0%	58.0%	56.0%

Table 1: Modelled Costs for Each Option

8.2 The 2024-25 budget for the recycling and waste services contract is £8.130 million. Excluding any indexation increases, the total budget available over 14 years would be £113.820 million.

8.3 Of note the most recent annual waste finance all Wales summary provided by the Welsh Local Government Association (WLGA) for 2022/23 has identified that Bridgend County Council is the most cost-effective local authority collection in Wales of all 22 local authorities. In 2022/23 Bridgend County Borough Council was third in Wales. The figures for 2023/24 have not yet been published but Bridgend continues to perform well.

9. Recommendation

9.1 It is recommended that the Committee consider the contents of the report provided by Eunomia on the two options for delivering the Waste Services post 2026 and provide comments for consideration by Cabinet, prior to any decision being made.

Background documents
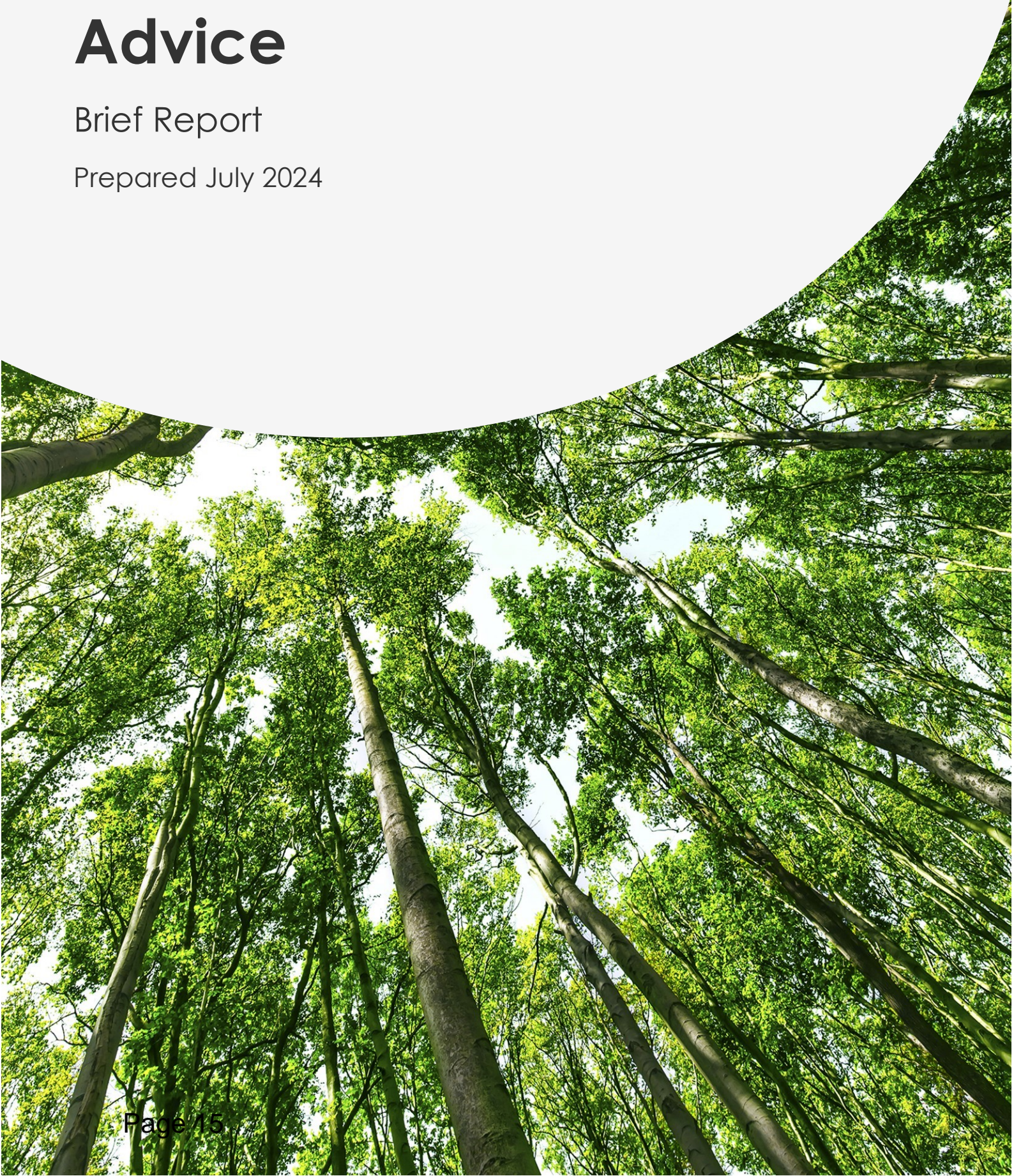
None

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LATCo and In-house Advice

Brief Report

Prepared July 2024

Report For

Bridgend County Borough Council

Project Team

Emma Tilbrook

Kate Briggs

Manon Bataille

Victoria Murray

James McMahon

Approved By

James McMahon

(Project Director)

Acknowledgements

Table of Contents

1.0 Introduction

Eunomia Research and Consulting (Eunomia) were previously commissioned by Bridgend County Borough Council (Bridgend CBC) to undertake a Commissioning Options assessment prior to the termination of their existing waste contract with Plan B. This assessment considered three possible commissioning options:

- Re-procurement of the waste contract with an external supplier;

- Bringing the waste service into a Local Authority Trading Company (LATCo); and

- Bringing the waste services in-house (akin to the street cleansing service which is already delivered by Bridgend CBC).

This work was completed in March 2024, with the Eunomia reviewing identifying that re-procurement was the most favourable option from a qualitative perspective (though this was with the caveat that the timeline for re-procurement posed a substantial risk), and that the LATCo option would be the cheapest (see section ☐ for further details). However, Eunomia understands that due to political drivers, members have ruled re-procurement out as one of the ways forward for the Council. The Council are therefore seeking additional advice from Eunomia on the LATCo and in-house options and the impact these options would have on the service.

This report outlines Eunomia's findings and recommendations and is structured as follows:

- Section ☐ provides a summary of the previous commissioning options analysis findings;

- Section 0 provides a high-level summary of the two alternative options (LATCo and in-house) that are being considered further;

- Section 0 provides a review of existing LATCos operating models and their experiences;

- Section 0 outlines a suggested approach for the set-up of a Bridgend CBC LATCo, including governance structure and commercial waste collections opportunities. A mobilisation timeline is also provided; and

- Section 6.0 outlines a suggested approach to bringing the waste and recycling services in-house, including service structure and the impact on Council responsibilities. A mobilisation timeline is also provided.

2.0 Summary of Previous Work

The previous project, the report for which can be found in Appendix A.1.0, looked at the costs for the baseline and each of the respective commissioning options. The results are presented in the Table 2-1. The Re-procurement costs have been greyed out in both Table 2-1 and Table 2-2, as Bridgend CBC have decided that Re-procurement will not be taken forward as an option.

Table 2-1 Modelled Annual Costs for Each Option

Cost Centre	Baseline 22/23	Re-procurement	In-house	LATCo
Margin and Overheads	£1.25m	£1.79m	£1.26m	£1.58m
Other Costs	£1.32m	£1.43m	£1.52m	£1.52m
Material Sales & Waste Disposal	-£0.65m	-£0.78m	-£0.78m	-£0.78m
Vehicles and Equipment	£1.98m	£2.55m	£2.65m	£2.65m
Frontline Staff	£3.29m	£4.04m	£4.72m	£4.04m
Total	**£7.19m**	**£9.03m**	**£9.37m**	**£9.02m**

It is worth noting that indexation has been applied to the future options to account for a start date in 2026/27, hence why all options have significantly higher costs than the Baseline which reflects 2022/23 costs.

The most expensive option is the in-house option (£9.37m), with the cheapest being the LATCo (£9.02m), and re-procurement only slightly more expensive than the LATCo (£9.03m).

The costs associated with transitioning to, and mobilising, each of the options, which are all one-off costs, were also modelled and can be seen in Table 2-2.

Table 2-2 Costs Associated with Transition and Mobilisation for the Three Future Options

Item	Re-Procurement	In-house	LATCo
Legal Support	£140,000	£10,000	£100,000
LATCo Set Up	£0	£0	£55,000
Procurement Technical Support	£100,000	£0	£15,000
Compliance	£0	£19,800	£19,800
Mandatory Training	£20,000	£20,000	£20,000
Digital	£50,000	£330,000	£330,000
Depot	£77,500	£77,500	£77,500
Contingency	£58,125	£68,595	£92,595
Resource Costs – Workforce onboarding	£0	£60,000	£60,000
Resource Costs - Other	£84,167	£179,167	£201,667
Total	**£529,792**	**£765,062**	**£971,562**

The costs associated with transitioning into a LATCo are the highest at £0.97m. In this option a new entity is being created which will require a significant amount of legal support and will incur other LATCo set-up costs such as development of a business plan and branding. Both the in-house and LATCo options include mobilisation elements such as terms and conditions legal support, compliance work and purchase of applications. Those options also require a high level of resources ahead of the start of the new service delivery to support the transition, including resources for the onboarding of the workforce.

A qualitative assessment was also completed as part of the commissioning options, and the results are in Table 2-3.

Table 2-3 Summary of Qualitative Commissioning Options Assessment

Criteria	Weighting	Option A – In-house	Option B – LATCo	Option C – Re-procurement
Capacity and Capability	10.0%	6.0%	4.0%	10.0%
Financial and Commercial Risk	20.0%	4.0%	8.0%	16.0%
Market Conditions	10.0%	10.0%	10.0%	4.0%
Operational Risk	15.0%	6.0%	6.0%	12.0%

Implementation Risk	15.0%	6.0%	6.0%	6.0%
Control and Ability to Change	20.0%	20.0%	16.0%	12.0%
Service Quality	10.0%	6.0%	6.0%	6.0%
Total Score		**58.0%**	**56.0%**	**66.0%**
Rank		2	3	1

The commissioning option which received the highest score was that of the re-procurement route, with both the LATCo and in-house option receiving very similar scores, that of 56% and 58% respectively. It was noted that even though the re-procurement received the highest score, the timeline for re-procurement posed a significant threat to that approach.

Ultimately, following the work above, Bridgend CBC decided to progress with the LATCo and in-house options for further consideration.

3.0 LATCo and In-house Overview

This section highlights what a LATCo is, as well as benefits and reasonings behind choosing a LATCo or an in-house service. Whilst there are similarities between the two, there are distinct differences between the two operating models.

3.1 LATCo

Over recent years, LATCos have become a more popular vehicle for providing local authority services. A LATCo is an independent legal entity which is wholly owned and ultimately controlled by one or more shareholding local authorities. The principal benefits of adopting this option include the ability to:

- Operate in a more culturally distinct way than many in-house services are able to do, perhaps including being more commercially driven and structured. This includes undertaking commercial work outside of the authority boundary.

- Deliver services more flexibly.

- Offer workers membership of a lower-cost pension scheme, as opposed to the LGPS.

The legal framework under which LATCos can be established was primarily based on case law, but this has changed with the introduction of the Public Contract Regulations 2015, with updates included in the Procurement Act 2023 (which achieved royal assent in October 2023). This legislation clarifies the legal aspects of creating and managing a LATCo and provides important guidance on how to comply with the requirements of the law. Table 3-1 provides a summary of LATCo financial results in 2021/22 and 2022/23, illustrating that some LATCos make a significant profit, some make a small profit while others make a significant loss. By operating the waste service via a LATCo, Bridgend CBC would also have much greater visibility over the service costs, as a LATCo must be operated where the parent council holds a similar level of control over it as they would an internal department.

Table 3-1 LATCos Financial Results

Name	Services	21/22 Financial Results	22/23 Financial Results
CWM Environmental	Waste Treatment, Transfer Station and HWRC	£1.1m loss (fire at the MRF caused £665k damage)	Unknown
Liverpool Street Scene Services	Waste collections, street cleansing, grounds maintenance, highways services	£1.4m loss	£1.6m loss

Cumbria Waste Management	Waste disposal and recycling services	£3.7m loss	£2.8m profit
Cheshire West Recycling	Refuse, recycling, and garden waste collections	£526k profit	£207k profit
Norse Environmental Waste Services (NEWS)	Waste collections for several LAs	£573k profit (£1.4m loss in 20/21)	£184k profit

3.2 In-house

There are currently 185 authorities who run their waste collection service in-house. An in-house service may be seen as beneficial due to the level of flexibility and control over the services, for example having collection crews support on contamination campaigns without the need to agree additional costs, which they would likely need to do in a LATCo. Additionally, there would not be a need for contractual negotiations when implementing changes, such as would still be required if the services were delivered via a LATCo, however discussions would be needed with unions.

Another key element is that in an in-house option there are no requirements to make a profit on the in-house service, whereas with a LATCo operation, a profit can be made so long as the proceeds are distributed back to the parent council.

As with the LATCo option, operating the waste service via an in-house operation also provides much greater oversight of the service's costs as it will be operated as a distinct council department.

4.0 Review of existing LATCos

Historically LATCo's have been set up either in response to a poorly performing or problematic contract or because their contractor is exiting the business. Bristol Waste Company (BWC), North Somerset Environment Company (NSEC) Cheshire West Recycling Ltd were all set up due to early contractor exits. Lampton 360 and Ubico however were initially formed to replace poorly performing contracts when they came to the contract end.

This section of the report provides thoughts on a number of key considerations, including learnings and experiences from other LATCos.

4.1 Risk

The perceived level of risk related to transferring services into a LATCo from an outsourced contract can vary starkly based upon how the current contract is performing. For example, the perceived level of risk when moving from a well performing outsourced contract to a LATCo is likely to be significantly greater than when moving from an already poorly performing outsourced contract.

Due to the increase in risk for the Council when transitioning to a LATCo, there should be Senior executives and directors overseeing the process, and having visibility of all stages. LATCo transitions must be seen as high corporate priorities and there needs to be a high degree of ownership from the Council. Such risk also exists with the brining of services in-house, and so a similar level of senior oversight should be given too.

A key risk to all LATCos during mobilisation is IT. The handover from outsourced provider to the LATCo often takes place overnight and there is a limited amount of work that can be done before the transition. For example, councils cannot re-network or patch anything prior to the contractor leaving the depot. Council IT teams who have undertaken such work often struggle to deal with the level of complexity needed to take over a service and this would need careful consideration from Bridgend CBC should they elect to move to a LATCo. An additional complexity when mobilising a LATCO is that there are often multiple T&C's due to previous TUPE processes and council pay roll systems are often not set up to deal with this adequately. Another point to note is that council computers block a lot of software that might be needed to run the service. Bridgend CBC must ensure they have approved all software needed to run the service before mobilisation.

Overall, the level of risk experienced by moving services either in-house or into a LATCo (from an outsourced operation) is not that different as identified during Eunomia's previous work (see section 2.0). The risks identified above would also be applicable for a move to an in-house operation. The areas which vary the most between the two commissioning options are the governance arrangements and commercial elements of the services.

4.2 Value

Value is hard to judge when moving from an outsourced contract to a LATCo. Prior to the formation of Greener Ealing (London Borough of Ealing's LATCo), the contract was delivered by Amey, and it is our understanding that Amey was losing a significant amount of money each year. When the services were moved to a LATCo the budget needed to be significantly increased from what they were previously paying Amey, as Amey had been making a loss on the contract in order to run the service. In the first year that Lampton 360 ran Hounslow's waste service they went over budget because there was a political decision to increase the pension and pay to the London Living Wage. Additionally, Redbridge Civic Services (RCS – London Borough of Redbridge's LATCo) went over budget from their second year of operating the service due to a contract which did not account for annual

indexation. This meant that their original budget was kept the same, effectively resulting in RCS's budget being cut, which then did not account for inflationary cost increases experienced by the company.

In summary, it is difficult to compare value in an outsourced contract compared to a LATCo because when a council decides to move to a LATCo, there is often a decision to offer enhancements at the same time, such as providing a Real Living Wage or other policies, which will naturally have an impact on costs. Additionally, authorities are often working with an underfunded baseline based upon their outsourced contract, as was the case in Ealing.

4.3 Transition and mobilisation

In the case of North Somerset, the transition from an outsourced contract to a LATCo (NSEC) worked very well, however it is hard to pinpoint what exactly helped with this, though they did receive external support to help with this transition which may have helped. Biffa, who was the outsourced contractor, was under extreme financial pressure and were trying to deliver the service as cost effectively as possible. When NSEC took over the service, their focus shifted away from delivering a commercially successful service to delivering the service for the benefit of residents. Due to the nature of a LATCo (being wholly owned by the parent council), the company is more accountable to the members and so it is vital that the first few months are successful from a delivery perspective to provide members with confidence in the LATCo and to ensure buy in. With regards to NSEC, as they had a successful mobilisation and start to the services, they gained trust with the members and the council.

With regards to the management of a LATCo, it is important to ensure a happy medium is reached between the LATCo and parent council, where the LATCo has scope to manage the services as a distinct separate legal entity, whilst still being answerable to the parent council.

At Eunomia we have provided support for the transition away from an outsourced contractor and the subsequent mobilisation of the relevant LATCo for a number of authorities, this includes North Somerset's NSEC, RCS and Greener Ealing. The best indicator of a successful mobilisation we have found is how quickly our support is no longer needed. From our experience, Eunomia recommends against external contractors or consultants providing support in the transition and mobilisation phase and then being placed into continued management roles.

4.4 Scope of services

When setting up a LATCo, the relevant council must first consider which services would be in scope to be managed by the newly created LATCo. With the example of North Somerset, NSEC first assessed all relevant services to see if any of them could also be brought into the LATCo in addition to the waste services. Since NSEC's creation, they have subsequently expanded the services in scope to include operation of the waste transfer station and delivery of the council's highways function. Ubico and Lampton 360 both followed a similar process, whereby they brought services into the LATCo in stages.

Material sales is a service that is outsourced in a number of councils and is often done by a contractor in an outsourced arrangement. This service is often brought into the LATCo when they transition. NSEC undertake all of the materials management in North Somerset and made £0.5 million per annum more than Biffa had made when they did their material sales. Additionally, Bristol Waste Company manage their own material sales and consistently achieve better prices than the Lets Recycle Material Sales Index. This has worked in both LATCos because they have empowered the right people to make the right commercial decisions.

Hounslow brought their housing and maintenance staff into the Lampton 360 LATCo, as with many LATCo's Hounslow have a parent company (Lampton 360) and the services act as subsidiaries to the parent company. This prevents any doubling of overheads. Lampton 360 was established by London Borough of Hounslow in 2012, Recycle 360 was then launched as a subsidiary for the waste and recycling service, and then in 2018 Lampton Greenspace 360 commenced to provide the parks and open space maintenance service.

There are a number of other services that can be brought into a LATCo. It is Eunomia's recommendation that a LATCo is started as a single service and then other services are assessed and brought in as and when it makes commercial sense.

4.5 People

The success of a LATCo is ultimately down to staff and who and how they are recruited.

In order to successfully run a LATCo, there are certain senior roles which are required, such as a Managing Director, Operations Director and possibly a Financial Director. Managing Directors typically come from a more commercial background than from a local authority background. The Managing Director, will need to know how to run a service from a commercial perspective, and as such they will need to have an understanding of corporation tax (amongst other vital and strategic elements). The MD will nonetheless need to have an understanding of the services, though Eunomia always recommends that they should be supported by an Operations Director so that they have the space to focus on the commercial management of the company. This mix of both operational and commercial experience can make finding suitable candidates difficult, and as such they often command significant salaries. As an example, NSEC's Managing Director had previously run LATCos. They also benefited from having support of an Operations Director who understood what was needed for the service to run effective from an operational perspective.

Beyond the senior staff required to steer and manage the LATCo, there is a need to have a dedicated team to oversee and deliver the transition and mobilisation work. The mobilisation team, and those required beyond this period will likely be different and the roles in each period will require different skill sets and knowledge.

For Bridgend CBC, if there are cultural changes required, it does not ultimately matter if the move is to an in-house or LATCo operation, as making such cultural changes will take time, and there will not be an overnight change in the services. This is due to the majority of staff responsible for delivering the service will not change and will TUPE over in the transition. Often issues with the service are not visible from the start and therefore it will take time to identify and then rectify them.

5.0 Suggested Approach to Setting up a LATCo

5.1 LATCo Governance and Democratic Considerations

This section sets out the core principles of a LATCo and includes suggestions on how a LATCo could be structured for Bridgend CBC, based on discussions with the Council's internal stakeholders and Eunomia's recommendations. Should the Council decide to opt for the creation of a LATCo, Eunomia strongly recommends that Bridgend CBC seek legal advice to implement any governance structure.

5.1.1 LATCo Principles

The core principles of a LATCo are laid out in the Procurement Act 2023[1], retaining the following concepts from the Public Contracts Regulations 2015[2]:

- No person other than the authority can exert a decisive influence on the activities;
- More than 80 per cent of the activities carried out by the person are carried out for or on behalf of:
    - the contracting authority, or
    - another person that is, or other persons that are, controlled by the authority;
- The contracting authority is represented on the person's board, or equivalent decision-making body; and
- The person does not carry out any activities that are contrary to the interests of the contracting authority.

The waste service is a core service and would account for at least 80% of the activities of a waste LATCo for Bridgend CBC. Trade waste can be seen as a somewhat grey area depending upon whether the contract for trade waste sits with the LATCo or the Council. However, as local authorities have a statutory obligation to provide trade waste services on behalf of businesses if requested, this service can arguably be considered as an activity carried out for the contracting authorities. It would be advisable to seek legal advice regarding the 80% threshold should the Council decide to progress with the set-up of a LATCo.

5.1.2 Governance Structure and Responsibilities

The governance structure would be composed of three entities:

- Shareholder Committee;
- Company Board; and
- Company Management Team.

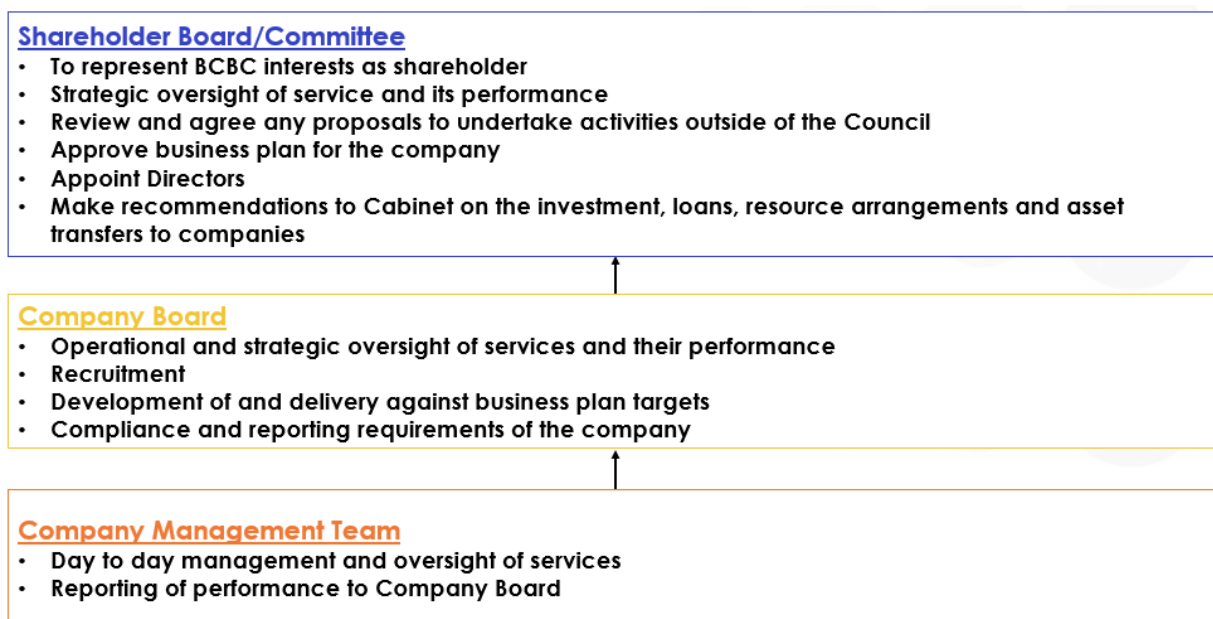Figure 5-1 details the responsibilities of each entity. Clearly defining roles for each entity is important. The Company Board should be responsible for the commercial decisions of the

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[1] UK Government, Procurement Act 2023, Available at: Procurement Act 2023 (legislation.gov.uk)
[2] UK Government, Public Contracts Regulations 2015, Available at: The Public Contracts Regulations 2015 (legislation.gov.uk)

LATCo, whilst the Shareholder Committee represents the political aspirations of the Council, with the Company Management Team providing daily management of the LATCo.

Figure 5-1: Governance Responsibilities

Shareholder Board/Committee
- To represent BCBC interests as shareholder
- Strategic oversight of service and its performance
- Review and agree any proposals to undertake activities outside of the Council
- Approve business plan for the company
- Appoint Directors
- Make recommendations to Cabinet on the investment, loans, resource arrangements and asset transfers to companies

Company Board
- Operational and strategic oversight of services and their performance
- Recruitment
- Development of and delivery against business plan targets
- Compliance and reporting requirements of the company

Company Management Team
- Day to day management and oversight of services
- Reporting of performance to Company Board

The Council has ultimate ownership of the LATCo and as such is financially liable for the LATCo's costs – even in cases of overspend against a set budget. The Council also has a responsibility to exercise the same degree of control over the LATCo as they do over their own departments. Should the LATCo require additional funding, the Council would be required to provide this. With regards to financial decision making, the level at which certain decisions are made will likely depend upon the governance arrangements that are put in place when the LATCo is set up. These financial thresholds may follow similar threshold for council departments, for example, Bridgend CBC's Constitution sets out that each Chief Officer, with approval of the Chief Finance Officer, may make amendments to budgets of up to £100,000 and that any costs exceeding £100,000 must be reported to Cabinet for approval.

The LATCO's shareholders can drive political decisions, such as pay levels, by asking the Company Board to price for the desired change, for example accounting for an increase in pay or the pension scheme employer contribution rate. In which case, the Company Board will price for the increased costs and the Shareholder Committee will decide if they want to go forward with the change. In this example, should the decision to award a pay increase not be seen as the most astute commercial decision by the Company Board, the Shareholder Committee can still nonetheless dictate that the pay uplift be awarded as ultimately the Council will have to fund the resulting cost increase. It is worth noting that this decision-making structure does place an increase in responsibility and pressure on those individuals sitting on the Shareholder Committee. A LATCo is often set up to improve the work culture and working conditions; however, those decisions come with a cost which is often significant (e.g. amendments to pay or terms and conditions (T&Cs)).

The Company Board is ultimately responsible for recruitment into the LATCo, with the exception of the Managing Director who is appointed by the Shareholder Board. The order of recruitment when setting up a LATCo is typically to first recruit the Managing Director, with the newly appointed Managing Director then leading the rest of the recruitment. Any recruitment should be skills based, and often the Managing Director is recruited externally as there are no internal candidates with the right set of skills.

5.1.3 Democratic Process

Figure 5-2 details how the interactions between the LATCo and the Council could work and how this fit within the democratic process. Eunomia would recommend having a reporting mechanism in place between the LATCo Shareholder Committee and Bridgend CBC' Scrutiny and Cabinet bodies, as it is likely that these entities will want to be informed of the direction of travel and of any issues with the operation and management of the LATCo.

Figure 5-2: Interaction with Bridgend CBC/Democratic Process
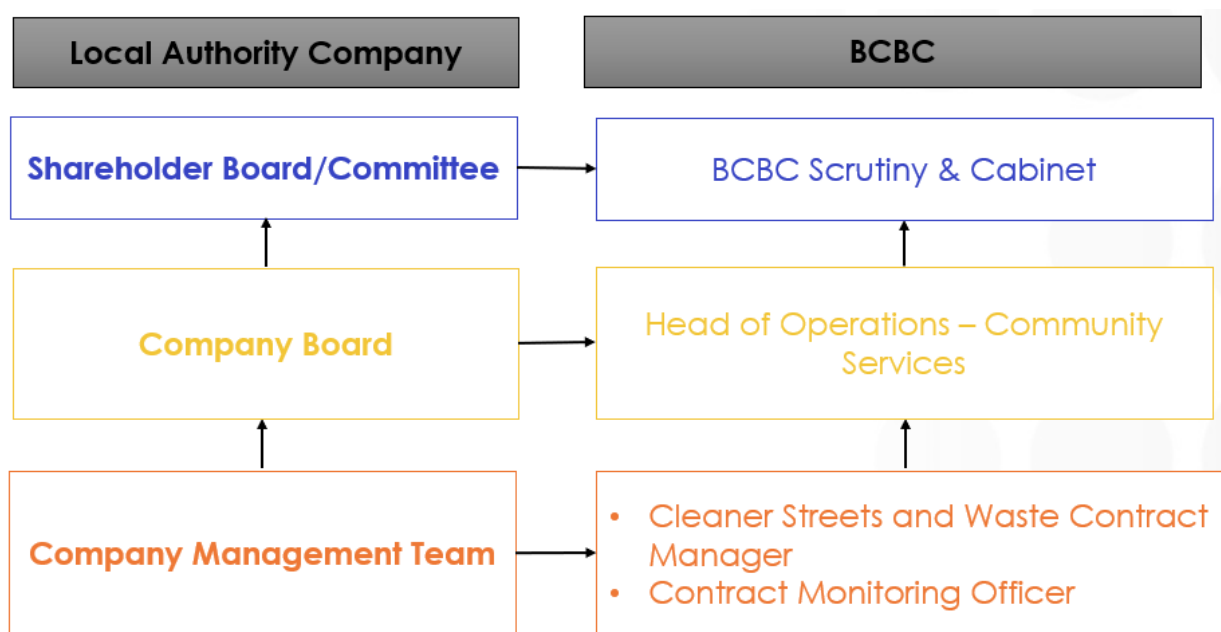
Figure 5-3 shows what the representation at each level of governance could be within a future LATCo. Those are Eunomia's suggestions following discussions with Bridgend CBC officers rather than formal recommendations, and the Council may want to amend the structure depending on what would work best for them. For example, within the Shareholder Board, the Corporate Director could be replaced by the Chief Executives, and then as a result within the Company Board, the Head of Service could be replaced by the Corporate Director. Whilst these are merely suggestions, Eunomia would recommend Bridgend CBC consider the following elements in particular:

- Not having elected members in the Company Board to avoid any conflict of interest;
- Not having any role included within both the Shareholder Board and the Company Board to avoid any conflict of interest; and
- Having the Managing Director and Operations Director roles as two separate positions rather than one. The Managing Director would be focusing on running the business whilst the Operations Director would be focusing on running the operational side/services. These roles are difficult to recruit, and recruiting the right people will play an important part in the success of the LATCo.

Figure 5-3: Representation at Each Level of Governance

Joint Shareholder Board/Committee
- Cabinet Member for Climate Change and the Environment
- At least one additional Cabinet Member
- Corporate Director - Communities
- Section 151 Officer

Company Board
- Company Managing Director
- Company Operations Director
- Company Finance Director
- BCBC Head of Service (other than Community Services)
- BCBC Group Manager Finance
- Non-Executive (someone external, part-time, depending on the needs of the moment)

Company Management Team
- Managing Director
- Operations Director
- Finance Director
- Contract Manager
- HR Manager
- HSEQ Manager
- Transport Manager
- Procurement Manager
- Performance Manager

5.2 Management Structure

This section details the changes to Bridgend CBC's waste management structure when transitioning to a LATCo, as well as the LATCo management structure.

Typically, there would be minimal impact on the Council's client function (in terms of headcount) when moving to a LATCo model, at least in the short to medium term whilst the LATCo is embedded. The impacts are likely to be:

- Job descriptions may change slightly; and
- Some Council officers may be TUPE transferred into the LATCo, depending on where the Council draw lines of responsibility. For example, a decision will have to be made regarding where functions such as customer services sit.

Figure 5-4 shows the current management structure for Bridgend CBC's waste and street cleansing services. If transitioning to a LATCo to deliver waste and recycling collections, this structure is likely to stay the same with simply the LATCo replacing the waste contractor, as shown in Figure 5-5.

Figure 5-4: Current Bridgend CBC's Waste & Street Cleansing Management Structure
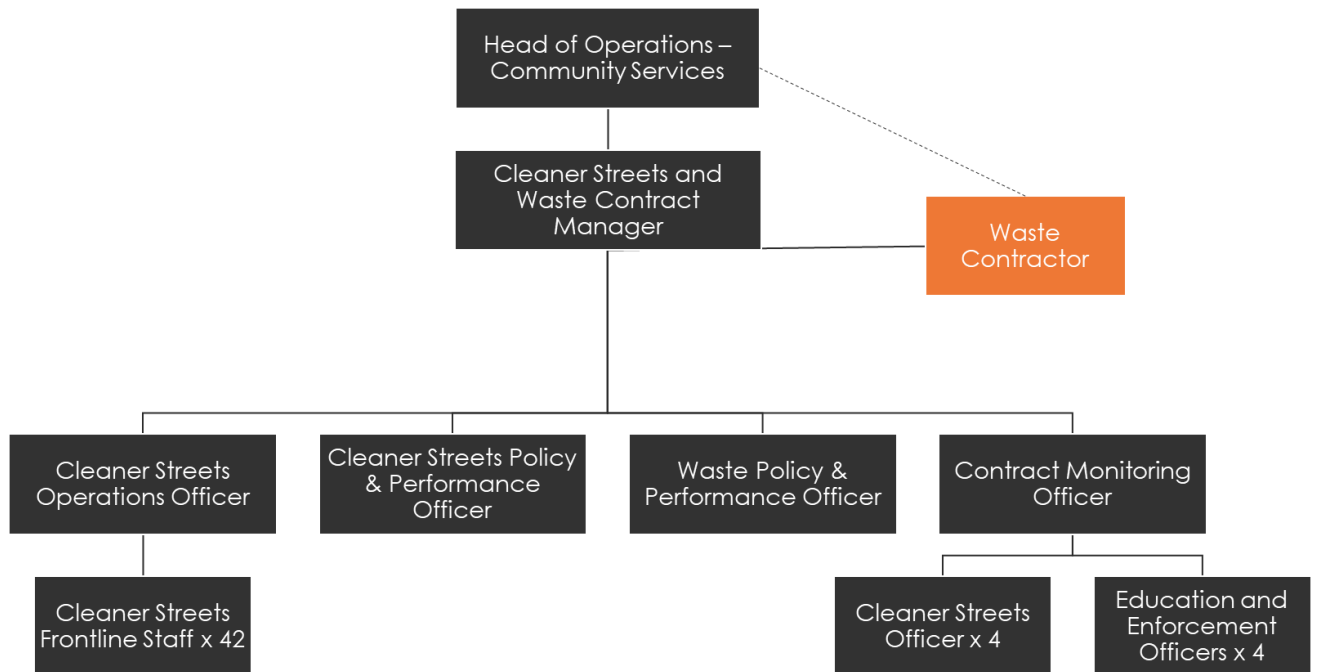
Figure 5-5: LATCo – Bridgend CBC's Waste & Street Cleansing Management Structure
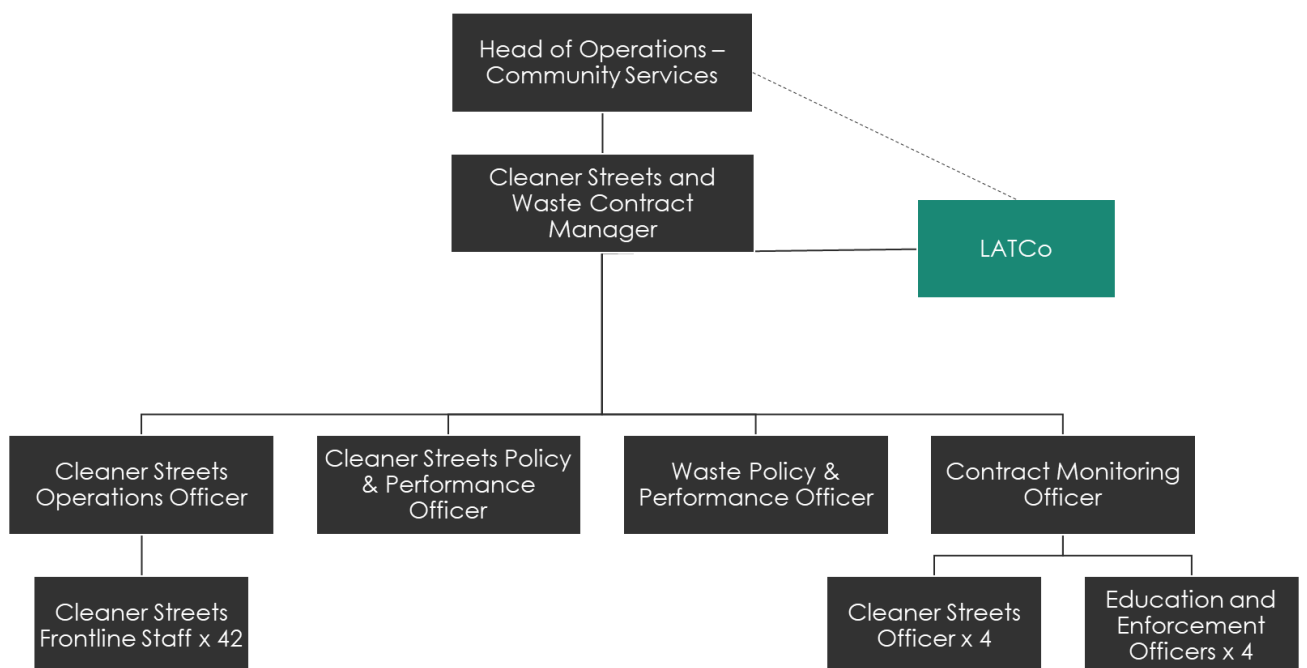
Figure 5-6 lays out our suggested management structure for the LATCo. Roles in orange are roles which would TUPE over from the current waste contract and roles in turquoise (full time) and dark blue (part time) are additional roles which would need to be recruited. The Contract Manager appearing in this figure would be the current Business Manager transferring over from Plan B. There are also opportunities for upskilling current roles, for

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example the current waste contract Commercial Accountant could be upskilled to become the LATCo Finance Director, and a Financial Assistant could be hired to then support this role.

Figure 5-6: LATCo Management Structure
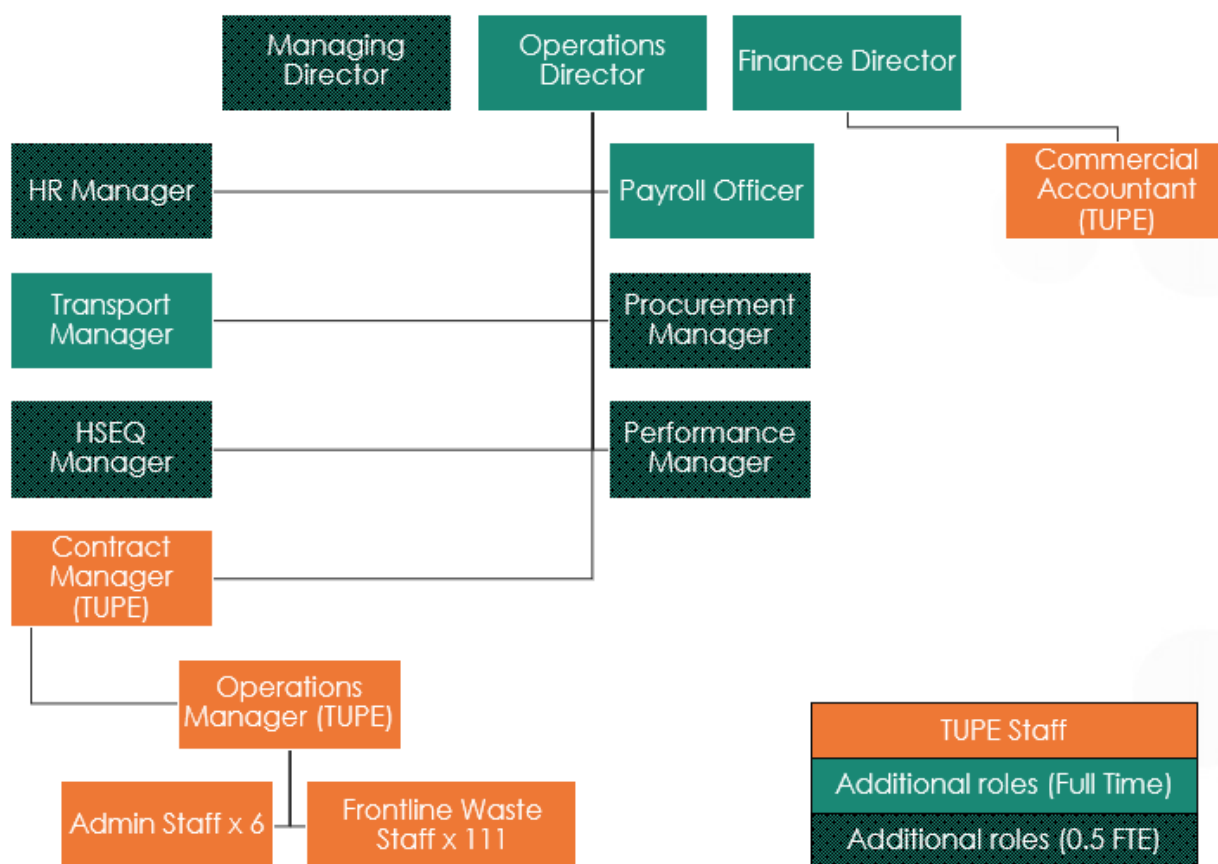
5.3 Services and Roles a LATCo Will Need to Purchase or Recruit

A LATCo will generally use different ways of procuring services:

- Some services or roles may be delivered or employed directly by the LATCo;
- Some services may be purchased via the Council; and
- Some services may be contracted directly from other entities (e.g. another council, LATCo, private company).

Figure 5-7 outlines Eunomia's suggestion for the purchasing of services and recruitment of relevant roles by a future Bridgend CBC LATCo. Services in turquoise are services that are likely to be purchased from the Council, services in orange are services that may be possible to purchase from the Council depending on the Council's preferences and resources, those in yellow are roles which would be recruited directly within the LATCo and services in dark blue are services that are likely to be contracted externally by the LATCo.

Figure 5-7: Services a LATCo Will Need to Purchase

Support Services and Systems

- IT: Networking
- IT: Hardware and user desk support
- IT: Works Order system
- IT: Financial management system suitable for company
- IT: Transport management system
- IT: Workshop management system
- IT: Fuel Tank System
- Insurer and Broker
- Health, Safety Environment and Quality Management support and system
- Legal support
- Company Secretary (could be performed by MD)
- Procurement
- Facilities management: Pest Control, Cleaning, Maintenance etc.
- Auditor
- Vehicle Maintenance

People

- Administration (TUPE)
- Human Resources
- Payroll
- H&S Competent Person
- CoTC Holder (TUPE)
- Transport Manager (TUPE)
- HR Management System
- Pensions Company and possibly broker
- Benefits providers (e.g. health insurance)
- Drug and Alcohol testing provider
- Training providers (including specialist for Driver CPC)
- Driving licence check service

Finance

- Finance Management
- Accountancy
- Finance Administration

Purchased Council Services
Possibly Purchased Council Services

Contracted directly by LATCo
Recruited within LATCo

We would recommend keeping the current IT system used by the waste contractor (ECHO), as bringing in a new system would represent a significant risk (extensive training time, no super users available to help with the deployment, etc.). It may be possible for the contractor to novate its contract with ECHO to the Council which may save time in terms of data uploads and system set up.

It is generally beneficial for the LATCo to purchase services from the shareholding authority rather than from external entities such as another LATCo, as external entities will add a margin on any services provided. However, Bridgend CBC have advised that due to budget restraints, resources have been cut in many of their internal teams, such as legal, HR, payroll and finance. As such, so those teams have no capacity to take on any additional work. This would lead to the LATCo having to procure services from another entity or to hire additional roles to fulfil those functions. The only services that Bridgend CBC would be able to sell to the LATCo would be facilities management, auditing and possibly vehicle maintenance. In terms of a procurement route for those services, the LATCo can purchase services from the Council through direct award as it represents a buy back from its shareholder.

It is worth noting that both the CoTC holder and transport manager roles are covered within the current waste contract staff list and would TUPE over to the LATCo, thus requiring no recruitment.

Finally, as there are four staff members on the Local Government Pension Scheme (LGPS) within the current waste contract, the LATCo would need to achieve admitted body status.

5.4 Combining Multiple Services into a LATCo

Bridgend CBC was interested in understanding possibilities and opportunities of combining multiple services into a LATCo.

The main service Bridgend CBC is interested in combining under the LATCo, along with the waste and recycling services, is their corporate landlord service, which consists of the management, maintenance and surveying of the Council's assets, such as schools. It also includes a project team in charge of building new Council establishments. The Council is

facing recruitment challenges for this service due to the roles requiring highly qualified professionals such as structural engineers, however the Council's salaries are not attractive enough for those positions in order to attract suitable candidates. Transitioning this service into the LATCo would allow the Council to offer more attractive salaries which is likely to help with recruitment, though other barriers such as national shortages would still be an issue.

It is important to note that generally the main advantage of combining multiple services into a single LATCo is the reduction in overheads. This could be partly the case if landlord services are included in the LATCo, as Managing Director and Finance Director roles may be able to absorb this additional service. Additionally, payroll could be shared as well. However, as waste and recycling services and corporate landlord services are not of the same nature, efficiencies are limited in terms of operational roles.

Typically, LATCos start by transferring similar services such as street cleansing or grounds maintenance as it is easier to share management and supervision and, to some extent, pool staff. One challenge to be aware of if Bridgend CBC wanted to bring street cleansing into the LATCo, is that staff will transfer into the LATCo under different T&Cs (i.e., from the Council for street cleansing and from Plan B for waste and recycling collections) which is likely to create disparities in T&Cs across the LATCo for similar positions (for example pay rates and pension schemes).

With the above opportunities and challenges in mind, Eunomia's recommendation, should the Council opt for the LATCo option, would be to transfer the waste and recycling collections service into the LATCo first, to then learn from this transition and the mistakes made, and then extend the LATCo to other services at a later date.

5.5 Commercial Services Opportunities

Bridgend CBC wish to explore if the commercial waste customer base, and resulting profit, could be grown in order to cover the costs of a pension scheme which has a similar employer contribution rate to the LGPS. From the modelling undertaken in the previous report, the additional cost of the LGPS under an in-house model was c. £660k per annum (as such if Bridgend CBC opted to implement a LATCo which had an equivalent pension contribution rate, the value would be the same).

According to Plan B, the current contractor, Kier were making around £30,000 a month from the commercial waste service. In April and May 2024, the income was £27,440 and £27,200 respectively. The disposal costs per month are around £15,000 and on top of this, there are then operational costs (such as staff and vehicle costs), which would be likely to leave very little profit from the commercial service. Bridgend CBC would need to significantly increase its customer base in order to cover a higher employer pension contribution rate which matches that of the LGPS in an in-house operating model. It is worth noting that Bridgend CBC are locked into a disposal contract until 2030 (at £189/t) which impacts how much profit Bridgend CBC can make in this time. Following the termination of this disposal contract, Bridgend CBC may have greater flexibility to operate a more lucrative commercial waste service, should they be able to procure a cheaper disposal contract.

Increasing the commercial customer base can be an aspiration for Bridgend CBC, however it is very dependent on the market (which is known to be competitive and dominated by large organisations such as Biffa) and may not be possible. Bridgend CBC may struggle to increase the customer base when they currently have high disposal costs, as such disposal costs then need to be factored into fees and charges for customers, which may reduce how competitive Bridgend CBC can be with the other commercial providers.

Additionally, whilst growing the commercial waste customer base would be beneficial for Bridgend CBC, there would potentially be space concerns at the depot. Eunomia has been made aware that the Tondu depot is close to capacity, and if the commercial customer

base were to increase, the depot may not be able to accept the additional waste and recycling collected. The Council might then have to expand the current depot or find an additional depot, which would have a financial impact on the Council.

As such, Eunomia would not recommend the Council rely on growing their commercial waste customer base in order to bring in more income, and we recommend that the Council assumes there will be very little increase in year 1 and 2 of a LATCo.

Apart from commercial waste collections, there are other commercial services that a Bridgend CBC LATCo could aim at developing to generate additional income:

- HGV driver training;
- Material sales;
- Event waste management, along with event cleansing if street cleansing was also brought into the LATCo;
- Private MOTs (already offered by Bridgend CBC currently); and
- Commercial waste processing at Bridgend CBC transfer station, though space may be challenging.

5.6 Mobilisation Timelines

Figure 5-8 provides a high-level summary of the different steps and associated timelines needed to transition the waste and recycling services into a LATCo from the current outsourced arrangement.

In addition to the additional permanent resources mapped in section 6.1, there will also be a need for transitional resources:
- A Managing Director, Finance Director and Operational Director to help set up the LATCo and recruit staff into the LATCo. We would recommend appointing a Managing Director and Finance Director at least 6 months before the start of the new services, and the Operations Director at least 3 months before.
- A Senior Project Manager and a Project Administrator to plan and manage the transition from start to finish (about 1.5 years). These roles may be temporary recruitments or an allocation of existing Bridgend CBC resources depending on the Councils team's capacity;
- Additional HR and legal support for the onboarding of the workforce. We would recommend hiring a HR Manager and HR Advisor for 12 months before the start of the new service, and procuring external legal support that can be drawn in as and when needed; and
- H&S support to develop the relevant management processes ahead of the start of the new services. We would recommend hiring a H&S Manager for 6 months before the start of the new services.

The transitional roles may be filled by the same person as the person who ultimately fills the permanent role needed for the LATCo, for example for the Managing Director and HR Manager. Equally, they could also be filled by different persons, for example it may be that an interim Managing Director is hired to set up the LATCo initially, and a different Manging Director is then hired permanently to manage the LATCo.

Figure 5-8: LATCo Indicative Mobilisation Timelines

Note: The vertical marker "End of current Contract" falls after Mar 2026 (before Apr 2026).

Description of Task	2024 Jun	Jul	Aug	Sep	Oct	Nov	Dec	2025 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2026 Jan	Feb	Mar	Apr	May
Project Management																								
Recruitment/Allocation of Mobilisation Team including Managing Director (interim if needed) + Ongoing Project Management			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Formal Project Inception						█																		
Company Set Up and Governance																								
Agree Company Governance Process and Interactions to BCBC Structure								█	█															
Draft Company Documentation - including Shareholder Agreement										█														
Set Up Company											█													
Undertake Necessary Registrations (HMRC, ICO etc)												█	█											
Develop Company Logo and Brand Identity													█	█	█	█								
Set Up Bank Account														█	█	█	█							
Develop Company Policies													█	█	█	█	█	█						
Set up Finance System for Company													█	█	█	█	█	█	█	█	█			
General Business Process and Reporting Set Up															█	█	█	█	█	█	█	█		
Operations, Depot and CRCs																								
Gather Data and Develop Operational Systems and Processes								█	█	█	█	█	█	█	█	█	█							
Licences, consents, permits (3 CRCs and Depot) etc								█	█	█	█	█	█	█										
Depot Management Plan and Transition								█	█	█	█	█												
Human Resources & Legal Support																								
Organise TUPE Transfer - HR & Legal Support								█	█	█	█	█	█	█	█	█	█	█	█					
Payroll and Pensions Set Up								█	█	█	█	█	█	█										
Staff Inductions & Training								█	█	█					█	█	█	█	█	█	█	█		
Recruitment of New Management and Delivery Staff															█	█	█	█	█	█	█	█		
Health and Safety																								
Risks Assessments, Safe Systems of Work, COSHH, Depot and CRCs Assessments											█	█	█	█	█	█	█	█	█	█	█	█		
Set Up Accident and 'Near Miss's Reporting Systems											█	█	█	█	█	█	█	█	█	█	█	█		
Set Up Health and Safety Management System											█	█	█	█	█	█	█	█	█	█	█	█		
Procurement																								
Develop Procurement Strategy and Procure Goods and Services (including vehicles)								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
IT/Digital																								
Final Assessment of IT and Digital Software and Systems Needs, Networking Needs and End User Computing Needs								█	█	█	█	█	█											
Delivery of Digital Strategy													█	█	█	█	█	█	█	█	█	█		
Transport Management and Vehicles																								
Assess Transport Management, Vehicle Maintnenance and Insurance Needs								█	█	█	█	█	█											
Set Up Required Transport Management and Vehicle Processes													█	█	█	█	█	█	█	█	█	█		
Finance and Management Systems																								
Set Up New Services on Finance Systems								█	█	█	█	█												
Develop Management Processes to Support New Services								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		

Marker: **End of current Contract** (vertical line at end of Mar 2026 / start of Apr 2026).

6.0 Suggested Approach to Setting up an In-house Service

6.1 Management Structure

This section details the changes to Bridgend CBC's cleaner streets and waste management structure should the waste and recycling collections service be brought in-house from the current outsourced arrangements.

Figure 6-1 lays out our suggested approach to the set-up of the management structure for in-house waste and recycling collections services. Roles in black are current in-house Bridgend CBC roles, roles in orange are roles which would TUPE over from the current waste contract and roles in turquoise (full time) and dark blue (part time) are additional roles which would need to be recruited.
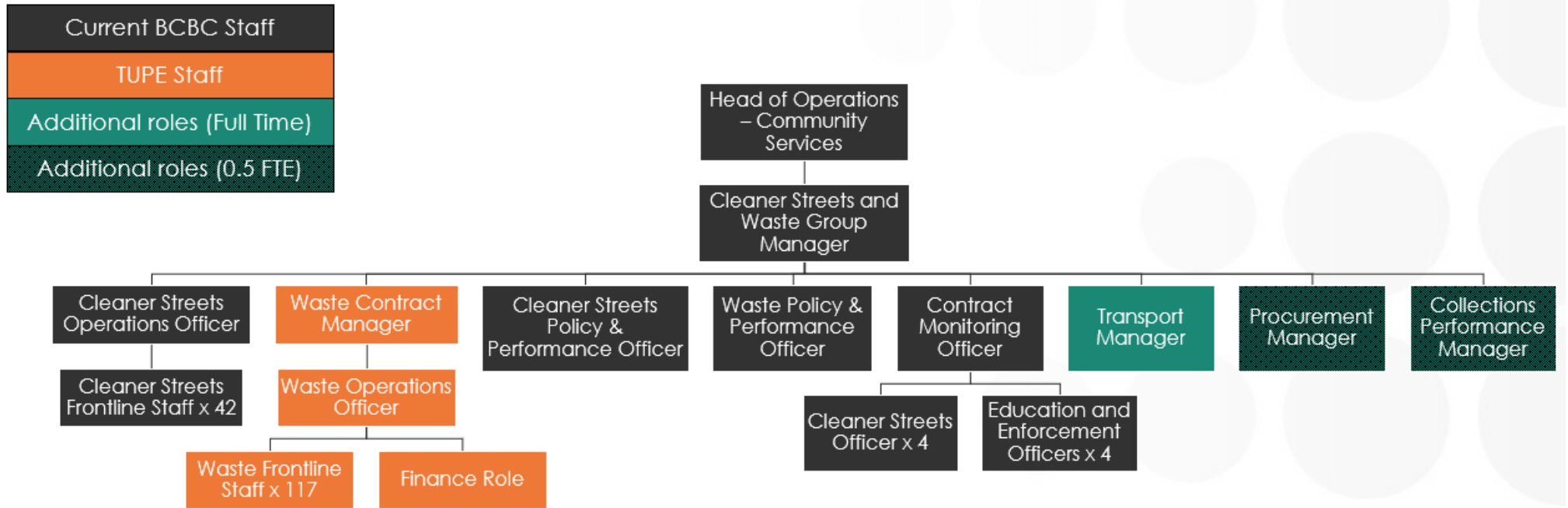
The current Cleaner Streets and Waste Contract Manager would evolve to become the Cleaner Streets and Waste Group Manager. The Waste Contract Manager appearing in the management structure below would be the current Plan B Business Manager transferring over to the in-house operation. In addition to the Transport Manager, Procurement Manager and Collections Performance Manager being added in to the cleaner streets and waste team management structure, additional roles would also need to be recruited within the respective Bridgend CBC teams:

- HR role;
- Payroll role; and
- Health, Safety, Environment and Quality (HSEQ) role.

The Commercial Accountant role included in the current waste contract would need to evolve to be integrated within the in-house structure, and is highlighted as a generic Finance Role within Figure 6-1. Indeed, there will be a need for someone within the waste team to prepare finance reports to feed into the overarching Bridgend CBC financial team. It is important to note that if the current Commercial Accountant role spends more than 50% of their time on duties covered by services that would be transferred to Bridgend CBC, which is likely to be the case, then they would be entitled to TUPE over should Bridgend CBC bring the service in-house. Should the Council determine that they do not need that post anymore then Bridgend CBC could make it redundant, however the Council would not be able to replace them with someone doing a similar role. We would strongly advise the Council to seek legal advice on this matter.

Finally, the Contract Monitoring Officer role would also evolve to be more delivery focused compared to the current role which is focused on monitoring the external contractor.

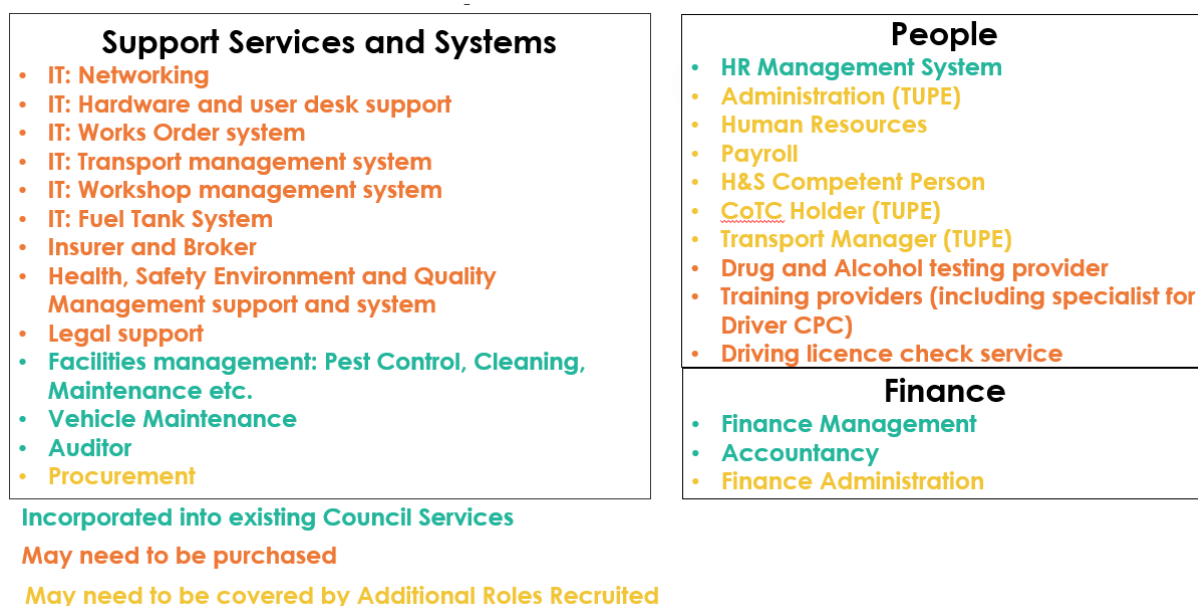**Figure 6-1: In-house – Bridgend CBC Management Structure**

Legend:
- Current BCBC Staff
- TUPE Staff
- Additional roles (Full Time)
- Additional roles (0.5 FTE)

Head of Operations – Community Services
- Cleaner Streets and Waste Group Manager
  - Cleaner Streets Operations Officer
    - Cleaner Streets Frontline Staff x 42
  - Waste Contract Manager
    - Waste Operations Officer
      - Waste Frontline Staff x 117
      - Finance Role
  - Cleaner Streets Policy & Performance Officer
  - Waste Policy & Performance Officer
  - Contract Monitoring Officer
    - Cleaner Streets Officer x 4
    - Education and Enforcement Officers x 4
  - Transport Manager
  - Procurement Manager
  - Collections Performance Manager

6.2 Services the Council May Need to Purchase

Similarly to a LATCo, for an in-house service the Council will generally use different ways of procuring and delivering services:

- Some services may be incorporated into existing Council Services;
- Some services may need to be covered by the recruitment of additional roles within the Council; and
- Some services may be contracted from other entities (e.g. another council, LATCo, company).

Figure 6-2 outlines Eunomia's suggestion for the purchasing of services and recruitment of relevant roles by Bridgend CBC should the waste service be brought in-house. Services in turquoise are services that can be incorporated into existing Council services, services in yellow may need to be covered by additional recruitment and services in orange are likely to be purchased from external entities.

Figure 6-2: In-house – Services BCBC May Need to Purchase

Support Services and Systems
- IT: Networking
- IT: Hardware and user desk support
- IT: Works Order system
- IT: Transport management system
- IT: Workshop management system
- IT: Fuel Tank System
- Insurer and Broker
- Health, Safety Environment and Quality Management support and system
- Legal support
- Facilities management: Pest Control, Cleaning, Maintenance etc.
- Vehicle Maintenance
- Auditor
- Procurement

People
- HR Management System
- Administration (TUPE)
- Human Resources
- Payroll
- H&S Competent Person
- CoTC Holder (TUPE)
- Transport Manager (TUPE)
- Drug and Alcohol testing provider
- Training providers (including specialist for Driver CPC)
- Driving licence check service

Finance
- Finance Management
- Accountancy
- Finance Administration

Incorporated into existing Council Services

May need to be purchased

May need to be covered by Additional Roles Recruited

We would recommend keeping the current IT system used by the waste contractor (ECHO), as bringing a new system would represent a significant risk (extensive training time, no super users available to help with the deployment, etc.).

It is worth noting that both the CoTC holder and transport manager roles are covered within the current waste contract staff list and would TUPE over to the Council, thus requiring no recruitment.

6.3 Compliance and Legal Responsibilities

There are additional considerations in terms of compliance and legal responsibilities that are important to highlight should Bridgend CBC decide to bring waste and recycling collections in-house.

Certificate of Technical Competence (CoTC). Every waste management and recycling facility must have an accredited professional working on site for at least 20% of the time. There are several CoTC holders on the current contract, which suggests that this would not be an issue for Bridgend CBC as this staff would transfer over to the in-house service. However, this is something to have in mind as should the relevant staff decide to leave the Contract the Council would need to replace them immediately.

Environmental Permit. The current contractor holds all environmental permits for the three CRCs and the waste depot. Bridgend CBC will need to novate those permits across, which can be a long process and need to be actioned as early as possible in the process of bringing the services in-house.

O licence. The Council will need to hold a valid O licence at all times. Indeed, Uttlesford DC recently let their O licence lapse and had to cease waste collections until the licence extension was in place, which shows how big an operational, and reputational, risk this item is. The transport manager will need to hold a Transport Manager Certificate of Professional Competence (CPC). Bridgend CBC already holds an O licence and will need to add the waste transport manager onto it. To do this, the Council must submit an application to the traffic commissioner. For the application to be approved by the traffic commissioner, they will check whether:

- The person is qualified to be a transport manager;
- They will be working enough hours to manage the vehicles in the fleet;
- Their knowledge is up to date; and
- They have any criminal convictions or have been given any penalties for breaking UK or EU laws.

According to the .gov website, it usually takes seven weeks for an application to be approved but can take longer. If the traffic commissioner has questions about the transport manager's eligibility, they will write to Bridgend CBC for further information or clarification.

Insurance. The Council will need to secure motor insurance. Bridgend CBC will likely need to upgrade their current insurances to cover larger vehicles coming across from the waste contract.

Health & Safety. The Council will become legally responsible for the health and safety of staff. Bridgend CBC will need to ensure risk assessments and safe working practices are in place (Plan B may provide existing ones for review). The Council will need to recruit a HSEQ role with specialist training to cover the additional requirements of the waste and recycling collections services, who will join Bridgend CBC wider H&S team.

Commercial Services. An in-house organisation cannot make money officially from a service such as commercial waste collections, but any profit would be classed as surplus instead. The service cannot be run as a loss. Any surplus would instead be rolled back into the service.

6.4 Mobilisation Timelines

Figure 6-3 provides a high-level summary of the different steps and associated timelines needed to bring the waste and recycling services in-house.

In addition to the additional permanent resources mapped in section 6.1, there will also be a need for transitional resources, including:

- A Senior Project Manager and a Project Administrator to plan and manage the transition from start to finish (about 1.5 years). These roles may be temporary recruitments or an allocation of existing Bridgend CBC resources depending on the Council's teams capacity;
- Additional HR and legal support for the onboarding of the workforce. Eunomia would recommend hiring a HR Manager and HR Advisor for 12 months before the start of the new service, and procuring external legal support that can be drawn in as and when needed; and
- Additional H&S and Finance support to develop the relevant management processes ahead of the start of the new services. We would recommend hiring a H&S Manager and Finance Manager for 6 months before the start of the new services.

Figure 6-3: In-house Indicative Mobilisation Timelines

Description of Task	2024 Jun	Jul	Aug	Sep	Oct	Nov	Dec	2025 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2026 Jan	Feb	Mar	Apr	May
Project Management																				End of current Contract				
Recruitment/Allocation of Mobilisation Team + Ongoing Project Management			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Formal Project Inception							█																	
Operations, Depot and CRCs																								
Gather Data and Develop Operational Systems and Processes								█	█	█	█	█	█	█	█	█	█	█						
Licences, consents, permits (3 CRCs and Depot) etc								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Depot Management Plan and Transition								█	█	█	█	█	█											
Human Resources & Legal Support																								
Organise TUPE Transfer - HR & Legal Support								█	█	█	█	█	█											
Payroll and Pensions Set Up								█	█	█	█	█	█											
Staff Inductions & Training															█	█	█	█	█					
Recruitment of New Management and Delivery Staff															█	█	█	█	█	█	█	█		
Health and Safety																								
Risks Assessments, Safe Systems of Work, COSHH, Depot and CRCs Assessments											█	█	█	█	█	█	█	█	█	█	█	█		
Set Up Accident and 'Near Miss's Reporting Systems											█	█	█	█	█	█	█	█	█	█	█	█		
Set Up Health and Safety Management System											█	█	█	█	█	█	█	█	█	█	█	█		
Procurement																								
Develop Procurement Strategy and Procure Goods and Services (including vehicles)								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
IT/Digital																								
Final Assessment of IT and Digital Software and Systems Needs, Networking Needs and End User Computer Needs								█	█	█	█	█	█	█										
Delivery of Digital Strategy															█	█	█	█	█	█	█	█		
Transport Management and Vehicles																								
Assess Transport Management, Vehicle Maintenance and Insurance Needs								█	█	█	█	█	█	█										
Set Up Required Transport Management and Vehicle Processes															█	█	█	█	█	█	█	█		
Finance and Management Systems																								
Set Up New Services on Finance Systems											█	█	█	█	█	█	█	█	█	█	█	█		
Develop Management Processes to Support New Services								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		

Appendix

A.1.0 Commissioning Options Report

Meeting of:	**SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3**
Date of Meeting:	**30 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:** - **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 is 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 –** • **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
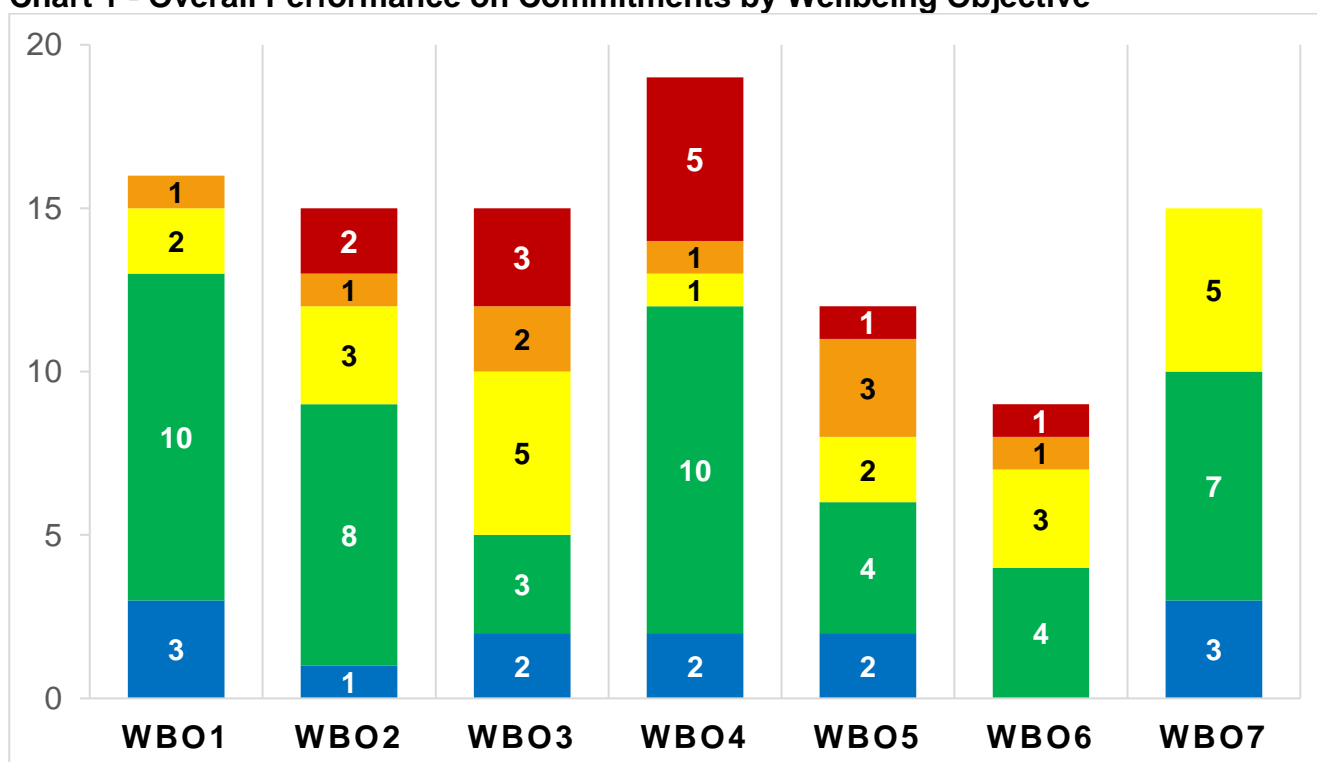
3.4 **Summary of Performance Indicators**

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

Overall Performance on Performance Indicators (by Wellbeing Objective)
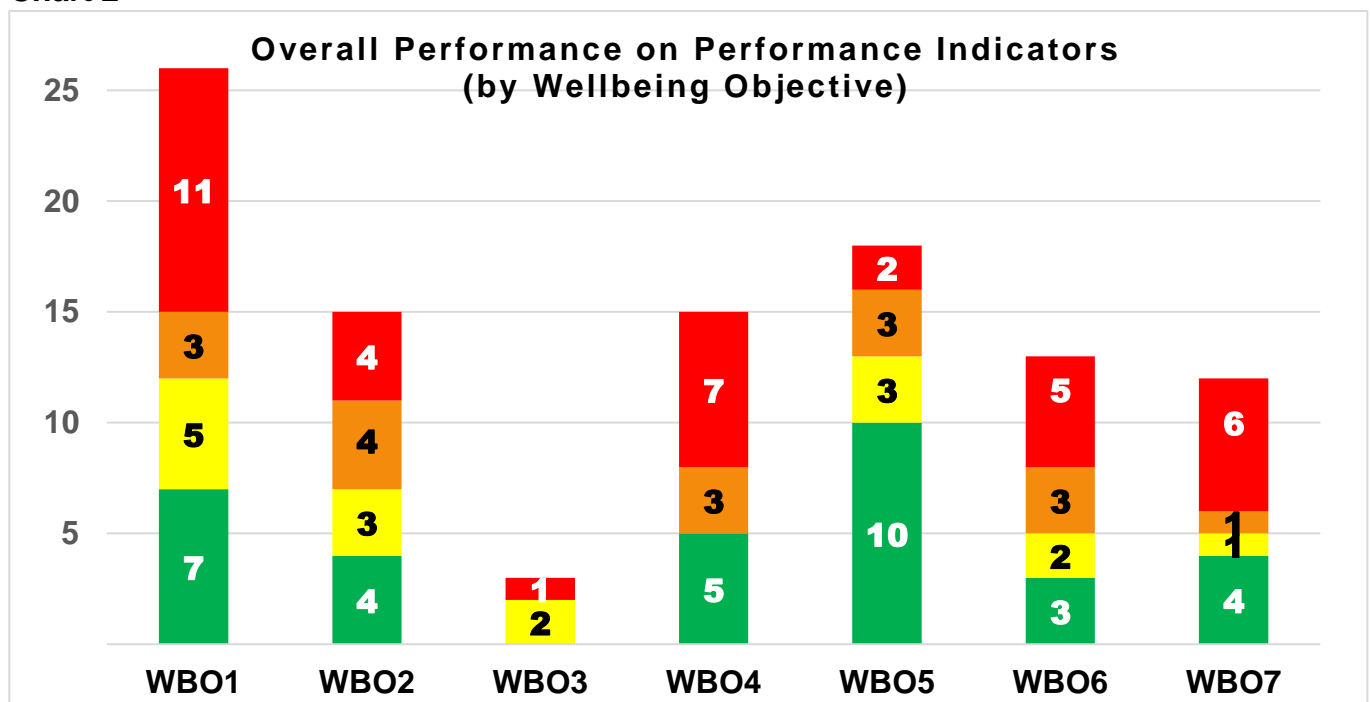
3.7 Verified data could not be provided for 2 indicators detailed below with explanations provided by the Service.

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

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

Table 3

		Trend			
Performance Indicators Trend Definition		**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
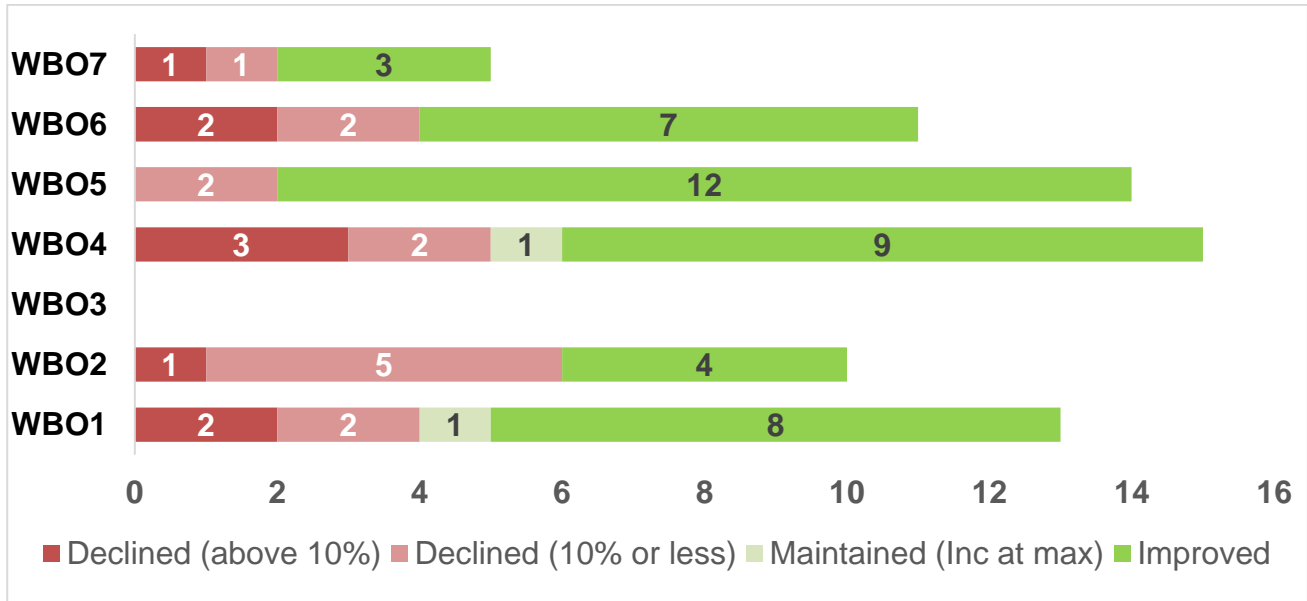
3.9   At the performance process review session held with COSC in October 2023 members indicated it would be useful to have a more detailed visual summary to show performance at a glance in the form of a heat map. This is intended to allow members to pick out specific areas of concern which can then 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										
		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
	1.2						G	G		Y	Y									
	1.3							B		R	R									
	1.4							B		G										
	1.5						A	G		A	R	A								
	1.6							G		R	R	R	R	Y						
	1.7						G	B		R	R									
2	2.1					G	G	Y		Y	A									
	2.2					B	G	G		R	G									
	2.3					R	R	Y												
	2.4					Y	A	G		G	Y	Y								
	2.5							G		R	R	A	R	G	A	A				
	2.6						G	G		G										
3	3.1						Y	G		Y										
	3.2					G	R	Y												
	3.3			Y	A	Y		A		Y										
	3.4						R	B												
	3.5						B	Y												
	3.6						R	G		R										
4	4.1				A	G	G	G		A	R	R	R	G	A					
	4.2							G												
	4.3							G		A	R	R								
	4.4			R	R	R	R	R												
	4.5							G		G	G									
	4.6						B	G												
	4.7						G	G												
	4.8							B		R										
	4.9						G	Y		G	G	R								
5	5.1			A	B	R	G	A		A	G	A	G	A	R					
	5.2				A	B		G		Y	Y									
	5.3							G		R	G									
	5.4						Y	Y		G	G	G	G	Y	G	G				
	5.5							G		G										
6	6.1						Y	G		R										
	6.2					R	G	Y		A	A	G	G							
	6.3							Y		A	R	G	R	R						
	6.4						G	G		R	Y	Y								
	6.5							A												
7	7.1							Y		R										
	7.2			G	B	Y	G	Y		G	A	Y								
	7.3					B	B	Y		R	R									
	7.4						G	G		G	R	G								
	7.5							G		R										
	7.6					Y	G	G		R	G									

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 indictors 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 is 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.

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.

	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%+)

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-

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

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

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 Gynnol 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.

Code	Indicator	Baseline	Q4 22-23	Target	Q4	Trend	Commentary
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: • 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.

		YELLOW	• 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.	

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

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
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	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.
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

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 GSCE 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
CED47 WBO2.4	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.
CED48 WBO2.4	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.
DCO23.03 WBO2.4	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.
DCO23.04 WBO2.4	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
CED54 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 of 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, Ogmore 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.

Code	Indicator						Comments
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.

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

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 Pwllygath 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.	

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

Code								
								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 a 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.	**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. **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. **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. **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.
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 ream 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 polices 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

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PI Ref & Aim	PI Description and Preferred Outcome	Year End 21-22	Target/Actual	Target	Year End RYAG	Direction	Performance this period
	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 reprocure 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 gulley clearance during winter period at historical flooding locations, and ditch cleaning operations undertaken to improve flood risk in rural areas. Additional culverts have been added to monitoring regime and additional inspections undertaken throughout winter period of the flood risk culverts, along with replacement and upgrading of culvert warning sensors at various locations.	

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

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

Performance Indicators

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

Commitments

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

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

Performance Indicators

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

Commitments

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

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

Performance Indicators

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

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

Commitments

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

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

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

Commitments

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

WBO6.5: Becoming an age friendly council

Commitments

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

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.	

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.

Ref	Indicator						Commentary
DCO19.02 WOW	Percentage of full statutory compliance across BCBC operational buildings (COMM) *Higher Preferred*	64.4%	**78.6%**	100%	**84.9%**	⬆	Quarterly Indicator **Target Setting:** Target set to achieve full compliance **Performance:** Target will always remain at 100%. The overall compliance with all compliance related items (statutory, non-statutory, safety critical and non-safety critical) have all improved in 23/24 with the year-end figure of 84.9% reported. Overall compliance did exceed 90% during the year however it has dropped as a number of compliance contracts have been retendered and new contractors appointed and currently mobilising. The compliance team has benefitted from the appointment of an Apprentice Compliance Officer, and this is allowing greater data capture and improvements to be made.
DCO23.14 WOW	Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) *Higher Preferred*	New 23-24	New 23-24	100%	**93.5%**	New 23-24	Quarterly Indicator **Target Setting:** Target set to achieve full compliance **Performance:** Statutory (Big 5) Compliance target will always remain at 100%. Big 5 compliance has increased by approximately 20% in year benefiting from the appointment of a legionella officer and new water risk management surveys being contracted and undertaken. Further improvements targeted in 24/25 with further water risk assessments being completed and new contracts awarded for other big-5 compliance servicing requirements. The compliance team has benefitted from the appointment of an Apprentice Compliance Officer, and this is allowing greater data capture and improvements to be made
DOPS34 (a) WOW	Percentage availability of a) voice and data network *Higher Preferred*	100%	**100%**	99.99%	**100%**	⬌	Quarterly Indicator **Target Setting:** Target set to maintain good performance **Performance:** On target and continuing to perform well
DOPS34 (b) WOW	b) storage area network (core computing) *Higher Preferred*	100%	**100%**	99.99%	**100%**	⬌	Quarterly Indicator **Target Setting:** Target set to maintain good performance **Performance:** On target and continuing to perform well
DOPS34 (c) WOW	c) core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (CEX) *Higher Preferred*	99.96%	**99.99%**	99.9%	**99.96%**	↘	Quarterly Indicator **Target Setting:** Target set to maintain good performance **Performance:** Despite achieving our target, we have seen a slight downward trend compared to 22/23. This is down to the complete ICT outage on Monday July 23rd 2023.
DRE6.1.1 WOW	Percentage budget reductions achieved (Overall BCBC budget) (CEX/ALL) *Higher Preferred*	96.3%	**72.1%**	100%	**90.57%**	Trend not applicable	Quarterly Indicator **Target Setting:** Target retained at maximum **Performance:** Our position has improved slightly in that of the 2023-24 savings target of £2.608 million, £2.362 million has been achieved (90.57%). The most significant reduction proposals not achieved in full are:- • EDFS1 – Delegation of school transport responsibilities to The Bridge Pupil Referral Unit (£40,000). Officers are continuing to investigate the practicalities and implications of this bespoke transport arrangement. • COM1 – closure of each of the Community Recycling Centre sites for one weekday per week (£50,000). Public consultation on this proposal was undertaken between the 30 June and 12 September 2023, with the outcome reported to Cabinet on the 21 November 2023, when the proposal was approved. A marginal saving was made in 2023-24, with the full saving being realised in 2024-25. • COM 2 – Charging Blue Badge Holders for parking (£40,000). The traffic management team have been engaged in the introduction of the national speed limit in built up areas, and therefore the saving proposal was not achieved in 2023-24 due to the resource required to introduce this change first. • COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£120,000) – delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in year-end spend.

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Meeting of:	**SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3**
Date of Meeting:	**30 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:	The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee. The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel. The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, 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.

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

<u>Forward Work Programme</u>

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.

<u>Identification of Further Items</u>

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:

<u>Recommended Criteria for Selecting Scrutiny Topics:</u>

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.

<u>Reasons to Reject Scrutiny Topics:</u>

• 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.

<u>Corporate Parenting</u>

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

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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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Subject Overview and Scrutiny Committee 3
2024-25 Forward Work Programme

Monday 16 July 2024 4.00pm		
Report Topic	**Information Required / Committee's Role**	**Invitees**
Valleys Regeneration Strategy	The development of a commercial property enhancement grant for the Valley high streets to make them look better and bring properties back into commercial use. The development of funding bids for Valleys to enhance the economy and stimulate new job opportunities. The increase in the amount of land and premises available for businesses including industrial starter units, in the Valleys. Accessibility for people from the Valleys to wider public transport.	**Cabinet Members** Cabinet Member for Regeneration, Economic Development and Housing **Officers** Corporate Director Communities **External**

Monday 30 September 2024 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Future Waste	Setting out of future direction. What is going to be done. How the future service will look. Outcome of consultation.	**Cabinet Members** Cabinet Member for Housing, Planning and Regeneration **Officers** Chief Officer – Finance, Housing and Change Head of Partnerships **External**

Monday 2 December 2024 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Housing and Homelessness Update And	Affordable; Accessible; Social; Energy efficiency housing; Registered Social Landlords Progress on Empty homes in the County Borough, including the number, the Empty Homes Policy and Grants available – as requested by Members of SOSC 3 at 22 April meeting. The Committee requested the above to also include churches and chapels – asked for by Members of SOSC 3 at 16 July meeting.	**Cabinet Members** Leader of the Council Cabinet Member for Climate Change and the Environment **Officers** Corporate Director Communities Head of Operations - Community Services **External**
Information Report: Update on the Shared Prosperity Funding	How grants are progressing in terms of spend, who the recipients are, feedback on the process.	

Monday 20 January 2025 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Medium Term Financial Strategy 2025-26 to 2028-29		**Cabinet Members** Leader of the Council Deputy Leader of Council and Cabinet Member of Social Services and Health Cabinet Member for Finance, Resources and Legal Cabinet Member for Climate Change and Environment Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration **Officers**

		Chief Executive Chief Officer Finance, Performance and Change Corporate Director Communities

Monday 17 February 2025 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Maesteg Town Hall Review Or Valley to Coast	Lessons Learned - COSC delegated the Lessons Learned report to SOSC 3 to consider, when the project has been completed. (Possible information report or member briefing)	**Cabinet Members** Cabinet Member for Housing, Planning and Regeneration Cabinet Member for Community Safety and Wellbeing **Officers** Corporate Director Communities **External**

Monday 7 April 2025 4.00pm		
Report Topics	**Information Required / Committee's Role**	**Invitees**
Climate Change Decarbonisation	Update on progress and future priorities given current and future budget implications Electric charging points update	**Cabinet Members** Cabinet Member for Climate Change and the Environment **Officers** Corporate Director Communities **External**

Member Briefing sessions
- Infrastructure Delivery - including specifically condition of the highways in include; repairs and maintenance, road resurfacing and potholes, network management of utilities, and the development of internal metrics for repairs and closing referrals – all Members Briefing
- Corporate Joint Committees Regional Responsibilities – all Members Briefing
- Communities Directorate Target Operating Model (TOM)
- Porthcawl Regeneration Update / along with an update on the Porthcawl Grand Pavilion – October / November all Members Briefing
- Community Transfers (CAT) - Position Update

Information reports

- Audit Wales 'Springing Forward Asset Management Inspection Report' – including associated Action Plan
- Update on the Shared Prosperity Funding (how grants are progressing in terms of spend, who the recipients are, feedback on the process) - November / December

Potential Items

- Scrutinise the regeneration of Bridgend Town Centre
- Sickness levels in the Authority and its effect on decision-making in the Directorate

Subject Overview and Scrutiny Committee 3

RECOMMENDATIONS MONITORING ACTION SHEET 2023-2024

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
26 March 2024	Call-In of Cabinet Decision: Proposed Use of Land Transaction Transfer Protocol with Cardiff Capital Region for Land at Brynmenyn and Bryncethin	The Committee concluded that the Decision would not be referred back to Cabinet for reconsideration but made the following Recommendations to Cabinet, to be reported to a future Cabinet meeting: Recommendations: 1. That Cabinet consider receiving a further report at the appropriate time on further information including the length of the lease and the terms of the value of the lease. 2. That Cabinet note the concerns raised in the Committee as contained in the Notice of Call-In and take them into account during any further deliberation.	Cabinet	The Recommendations have been reported to the meeting of Cabinet on Tuesday, 16 April 2024 requesting Cabinet to consider them and provide a written response to the Committee.	Response being reported to SOSC 3 meeting on 16 July 2024
22 April 2024	Caerau Heat Scheme	Having discussed the Caerau Heat Scheme report, Members felt there was an opportunity to strengthen the processes for management of future Research and Development projects. The	Corporate Director of Communities	**ACTIONED –** response and information circulated 8 July 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD952&ID=9

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Committee recommended that some research be undertaken of best practice processes for the management of Research and Development projects, including the management of finances and gateway protocols, to incorporate and strengthen the processes for any future projects of this type.			52&RPID=13261506&sch=doc&cat=13501&path=13490%2c13494%2c13501&LLL=0&LLL=0
22 April 2024	Caerau Heat Scheme	Members felt it was important to keep moving forward, and while understanding that not all demonstrator projects would be successful, from the public's perspective the Authority had to be responsible with the funding provided, so it was imperative to build on lessons that had been learned, where money is spent and explore where things could be done differently. Members acknowledged the toolkit created by the Authority following the Caerau Heat Scheme project and the lessons learned to share with others. The Committee recommended "that due consideration should be given to the financial risks, constraints and pressures for each and every similar type of project", be added to the lessons learned.	Corporate Director of Communities	**ACTIONED –** response and information circulated 8 July 2024.	https://democratic.bridgend.gov.uk/ecSDDisplayClassic.aspx?NAME=SD952&ID=952&RPID=13261506&sch=doc&cat=13501&path=13490%2c13494%2c13501&LLL=0&LLL=0

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
22 April 2024	Caerau Heat Scheme	Members discussed the financial implications, what the final cost of the scheme had been spent on over the lift of the project and requested the break down/ summary on the funding spent on the project, that the Corporate Director of Communities had advised could be shared with Members.	Corporate Director of Communities	Recommendations circulated requesting response – to be provided. Information to be shared with Committee. Chased – 22 August 2024	
16 July 2024	Valleys Regeneration Strategy	The public consultation to inform the strategy asked respondents to rate a list of elements within the Valleys area(s) from excellent to very poor, respondents were also given the opportunity to provide comments on other elements in the area, and the comments received were collated by theme in a table in the report. Members discussed various elements and the funding that would be needed to progress them in the future and going forward the Committee recommended that when looking at the Corporate Plan the elements identified to inform the Strategy be filtered into that process, and that their funding is considered when looking at the budget process.	Corporate Director of Communities / Group Manager, Strategic Regeneration	**ACTIONED:** Response and information circulated 24 September 2024.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
16 July 2024	Valleys Regeneration Strategy	Members expressed concern regarding managing expectations and the need to be mindful of not creating false hope within the Valleys, and balancing that with what the Council was able to deliver. Officers agreed it was a challenge, to manage what the Council could deliver on work on the strategy and elements that could be delivered in the Valleys. The Committee recommended that the draft strategy be reported to SOSC 3 for pre-decision scrutiny before it is reported to Cabinet later in the municipal year and that local members who do not sit on the Committee be invited to the meeting for that report.	Corporate Director of Communities / Group Manager, Strategic Regeneration / Scrutiny	**ACTIONED:** Response and information circulated 24 September 2024.	
16 July 2024	Valleys Regeneration Strategy	The Committee reflected that the report received was the basic framework of what was to come and felt they had the opportunity to shape the Valley Regeneration Strategy going forward. The Committee recommended that the draft strategy should be meaningful and deliverable, taking into consideration that although it was one strategy there were three distinct valleys and the identities of each should be maintained and reflecting on experiences from other Regeneration strategies it was important going forward with the Valleys Regeneration Strategy to	Corporate Director of Communities / Group Manager, Strategic Regeneration	**ACTIONED:** Response and information circulated 24 September 2024.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		establish a simple road map that could be articulated, under which smaller improvements could be recognised and achieved, maintaining a little and often approach, balancing managing residents' expectations with delivering what is proposed in the Strategy.			
16 July 2024	Valleys Regeneration Strategy	Members discussed the role of the Consultants and the depth of questioning included in the consultation to inform the Strategy and the Committee recommended that consideration be given in future to whether information and data could be gathered in house, or by someone brought in to gather and maintain data/information, to enable if and when consultants are used the data to be looked at and insights drawn to help get a corporate understanding of the areas and better establish a baseline , as well as potentially getting better value for money from any use of consultants.	Corporate Director of Communities / Group Manager, Strategic Regeneration	**ACTIONED:** Response and information circulated 24 September 2024.	
16 July 2024	Valleys Regeneration Strategy	The Committee recommended that the draft strategy should include graphics for the areas which Local Members could share in their Valleys communities which could assist with raising awareness of the draft strategy and could potentially	Corporate Director of Communities / Group Manager, Strategic Regeneration	**ACTIONED:** Response and information circulated 24 September 2024.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		increase the number of consultation responses.			
16 July 2024	Valleys Regeneration Strategy	Information regarding the Bus Network Grant (BNG), how the Grant was received, how the additional money was had been spent and how it was allocated. Officers advised in the meeting they would speak to the Public Transport Officer to gain the information for circulation to Members of the Committee.	Corporate Director Communities	**ACTIONED:** Recommendations circulated requesting response – to be provided.	
16 July 2024	Valleys Regeneration Strategy	The Consultants used and the cost of the work. Officers advised in the meeting that they could provide this information for circulation to members of the Committee from the tender assessment.	Corporate Director of Communities / Group Manager, Strategic Regeneration	**ACTIONED:** Response and information circulated 24 September 2024.	