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

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



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Dyddiad/Date: Dydd Sul, 31 Mawrth 2025

Annwyl Cyngorydd,

PWYLLGOR CRAFFU TESTUN 3

Cynhelir Cyfarfod Pwyllgor Craffu Testun 3 Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB ar **Dydd Llun, 7 Ebrill 2025 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 Adolygiad Strategaeth Sero Net Bwrdeistef Sirol Pen-y-bont ar Ogwr

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Gwahoddwyr:

Y Cyngorydd Paul Davies - Aelod Cabinet dros Newid yn yr Hinsawdd a'r Amgylchedd

Janine Nightingale - Cyfarwyddwr Corfforaethol – Cymunedau

Zak Shell - Pennaeth Gweithrediadau - Gwasanaethau Cymunedol

Ieuan Sherwood - Rheolwr y Grŵp - Economi, Adnoddau Naturiol a Chynaliadwyedd
Paul Smith - Rheolwr Rhaglen Datgarboneiddio

Maddie Liver – Dadansoddwr, Ymddiriedolaeth Garbon
Jordan De Angelis - Uwch Gydymaith, Ymddiriedolaeth Garbon
Sam Wright-Green - Uwch Reolwr, Ymddiriedolaeth Garbon

4 Casgliadau ac Argymhellion

5 Adroddiad Gwybodaeth - Perfformiad Chwarter 3 2024-25

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6 Diweddariad Rhaglen Gwaith

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7 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

C Davies

P W Jenkins

W J Kendall

J E Pratt

G Walter

I Williams

MJ Williams

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3
Date of Meeting:	7 APRIL 2025
Report Title:	BRIDGEND COUNTY BOROUGH COUNCIL NET ZERO STRATEGY REVIEW
Report Owner / Corporate Director:	CORPORATE DIRECTOR COMMUNITIES
Responsible Officer:	PAUL SMITH DECARBONISATION PROGRAMME MANAGER
Policy Framework and Procedure Rules:	There is no effect upon the policy framework and procedure rules.
Executive Summary:	The purpose of this report is to seek views from Subject Overview and Scrutiny Committee 3 on the updated Bridgend County Borough Council Net Zero Strategy. The Strategy was adopted in January 2023. It was to be reviewed to ensure it reflects the progress made, and current financial and technological environments. This review has been completed and the draft updated strategy is presented as appendix 1.

1. Purpose of Report

- 1.1 The purpose of this report is to seek views and comments from Subject Overview and Scrutiny Committee 3 on the updated Bridgend County Borough Council (BCBC) Net Zero Strategy so that they can be incorporated into the final updated strategy.

2. Background

- 2.1 In October 2018, the United Nations Intergovernmental Panel on Climate Change (IPCC) produced a report on the state of global warming. The report identified that a continued warming of global temperatures will significantly increase the likelihood and resulting impact of floods, droughts and extreme heat. The report stated the importance of limiting global warming and a requirement for an unprecedented scale and speed of action.

- 2.2 In November 2018, the Councils of Bristol and Manchester were among the first to pass Motions that declared a 'Climate Emergency' and set ambitious targets aiming to be carbon neutral by 2030 and 2038 respectively to support efforts to limit global warming.
- 2.3 Welsh Government declared a Climate Emergency in April 2019. Following this the Welsh Government committed to achieving a carbon neutral public sector by 2030. In addition, there is a commitment to coordinating action to help other areas of the economy to make a decisive shift away from fossil fuels, involving academia, industry and the third sector.
- 2.4 Bridgend County Borough Council declared a climate emergency in June 2020 and established its Climate Change Response Programme. This contained a commitment to achieve Net Zero carbon emissions by 2030 across its operations, aligned with the Welsh Government ambition of achieving a Net Zero public sector by 2030. This Bridgend 2030 Net Zero Carbon Strategy ("Bridgend 2030 Strategy") was the initial strategic step in achieving this commitment.
- 2.5 The strategy lists eight commitments and six action plans aimed at reducing the BCBC's greenhouse gas emissions across buildings, transport, procurement, land use, and waste. It also describes the governance arrangements needed to support delivery of the action plans.
- 2.6 Delivery of Decarbonisation activity is driven by the Decarbonisation Programme Team. It should be noted that delivery of this work cuts across all areas of BCBC activity and must be factored into decision making in all service areas.
- 2.7 BCBC uses the Welsh Government Welsh public sector net zero reporting methodology (Public Sector Net Reporting Guide) to calculate emissions arising from its operations and to assess progress against the Net Zero Strategy. Annual emissions have been calculated since the 2019-20 financial year.
- 2.8 Under this methodology, emissions are grouped into those from buildings, supply chain (purchased goods and services), transport, and waste. Figure 1 shows the breakdown of BCBC emissions by category for all years reported.

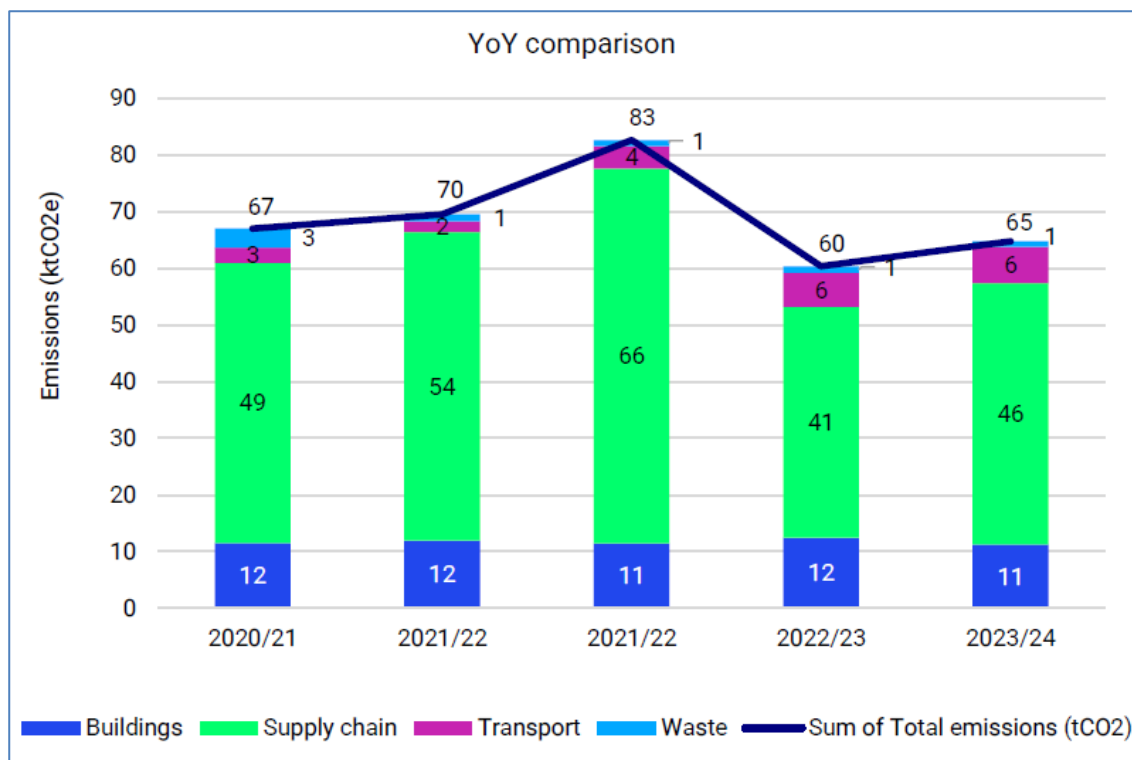


Figure 1 Year on year comparison of BCBC emissions

2.9 In the latest BCBC emissions report covering 2023-24, supply chain accounts for 71% of the total carbon footprint (Figure 2). This is a consistent trend across local authorities and many other public sector bodies. Actions to reduce this category of emissions are mostly not in the direct control of BCBC, and are long-term, so much of the Decarbonisation Programme activity has been targeted at other categories of emissions where BCBC has a high degree of control and can quickly implement positive changes. This is in line with the pathway described in the 2030 strategy.

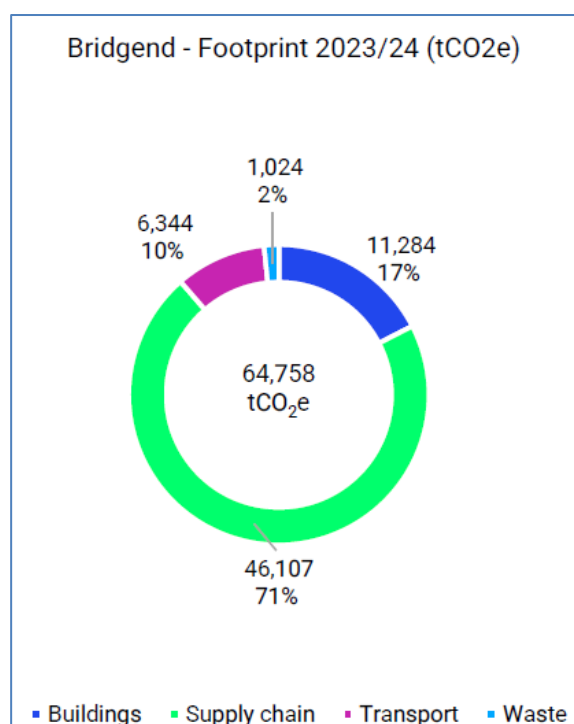


Figure 2 BCBC emissions by category

- 2.10 Interpretation of emissions is complicated by significant changes in building use between 2020 and 2023 due to the pandemic, and by changing emissions factors used to calculate grid electricity emissions. Since 2021-22 actual consumption of gas has reduced by 12% and electricity by 8%.

3. Current situation

- 3.1 The Strategy has been reviewed to ensure it is fit for purpose, reflects current UK and Welsh Government policy, latest technologies and regulation, and commercial / financial options. This will provide assurance that the actions within the strategy are being delivered in the most efficient way. The review included:

- A review of the suitability of the existing action plans, governance arrangements, and alignment with current Welsh Government policy.
- An update of the emissions modelling and trajectory to 2030 incorporating outputs from completed annual emissions reports.
- Recommendations for modifications to governance arrangements and action plans, simplifying/rationalising where possible, for continued delivery.
- An appraisal of potential options for offsetting residual emissions in 2030.
- Estimated cost for delivery of actions and achievement of net zero by 2030

- 3.2 The full review report can be seen at **Appendix 1** and the outcomes of the review are summarised below.

3.3 Governance

Oversight of strategy delivery is by the Decarbonisation Programme Board which is chaired by the Cabinet Member for Climate Change and Environment. The current strategy assigns each activity stream a 'Carbon Lead' to ensure that every area is represented across the organisation. These are individual officers who will review progress against existing action plans and report back to the Programme Board. This has proven to be difficult in practice largely because of a lack of capacity and difficulty coordinating Carbon Lead areas that span across multiple service areas e.g. Transport, Land Use.

The reviewed strategy proposes that the individual carbon leads are replaced by Communities of Practice (CoP), which are formal groups made up of officers that are actively involved in delivering elements of the strategy, with a Terms of Reference, Chair and rolling agenda. Members will be practitioners so will be in positions where they are able to enact change and share knowledge across the organisation which should lead to more effective delivery of actions. The proposed governance structure is shown in Figure 3.

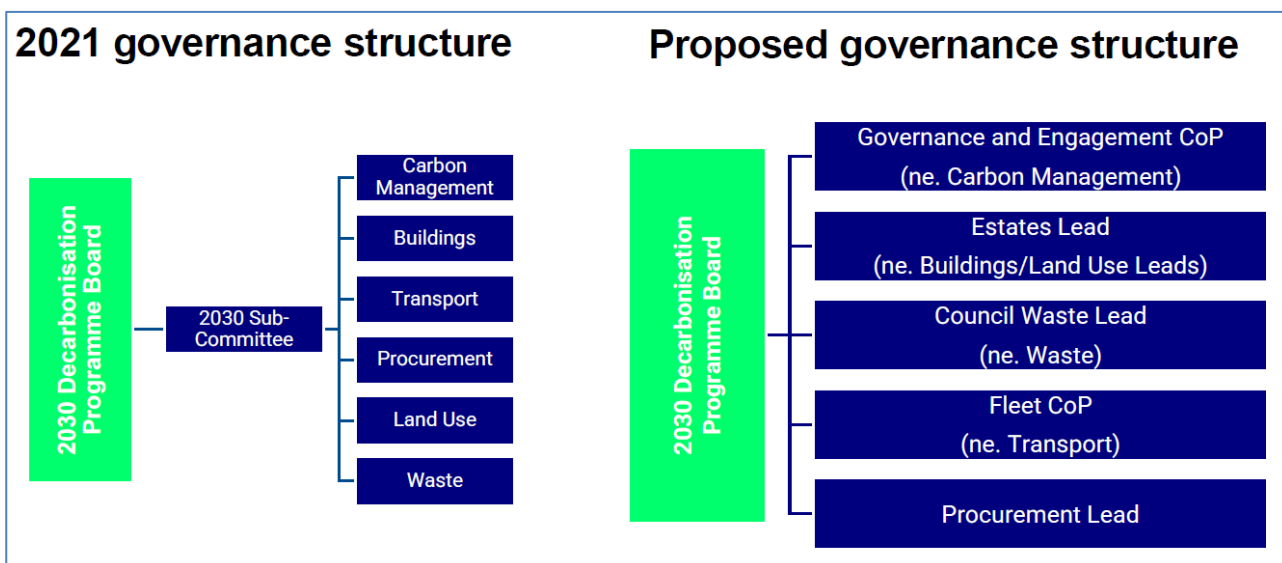


Figure 3 Proposed changes to governance structure

3.4 Action plans

The actions set in the original strategy to achieve net zero by 2030 were reviewed to remove those actions that have been achieved, revise or clarify action descriptions so that they are more deliverable, and move actions under appropriate Communities of Practice. The biggest changes relate to waste actions where the Welsh Government Workplace Recycling Regulations in place from April 2024 removed the need for some specific actions.

3.5 Emissions and cost modelling

The emissions model originally developed for BCBC's 2021 Net Zero Strategy has been updated to reflect actual emissions from 2021 to 2024 and to incorporate the revised actions identified during the strategy review. The updated model quantifies the emissions reductions associated with the proposed decarbonisation actions and outlines the projected emissions pathway to 2030. This helps to estimate the gap to target (i.e. the remaining carbon emissions). Based on this, a high-level offsetting analysis was carried out to explore potential options for addressing residual emissions. Alongside the emissions modelling, there is an estimate of the costs of the proposed decarbonisation actions to provide an understanding of the investment required to progress the strategy.

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 Long term – Tackling climate Change through mitigation is a long term activity and often across several generations to enact the behaviour change required to reduce emissions of greenhouse gases.

Integration – activities identified in this report promotes a shift towards sustainable practices and demonstrates our commitment to innovation and environmental stewardship, inspiring others to adopt similar initiatives. This holistic approach ensures that our project supports multiple well-being goals and aligns with the objectives of other public bodies.

Involvement – Engaging stakeholders with an interest in achieving activities identified in this report promotes action on climate change and demonstrates leadership to businesses, local community groups, environmental organisations, and council members.

Collaboration - Internally, we collaborate with various departments within the council to ensure alignment with broader sustainability goals and to secure necessary resources. Externally, we partner with suppliers and other public sector organisations to enhance our outreach efforts and share best practices. These partnerships enable us to pool resources, expertise, and networks, ensuring a comprehensive approach to promoting environmental awareness and sustainable practices. By working together, we can more effectively address the well-being goals of reducing carbon emissions.

Prevention – Activities identified in this report should over the longer term reduce our negative impact on greenhouse gas emissions. This has a direct impact on the wellbeing of future generations so they have at least the same quality of life as we do now.

6. Climate Change Implications

- 6.1 The Strategy is directly linked to climate change mitigation through the decarbonisation of the activities of Bridgend County Borough Council.

7. Safeguarding and Corporate Parent Implications

- 7.1 No safeguarding or Corporate Parent implications associated with this report in line with the risks identified in the Safeguarding Policy.

8. Financial Implications

- 8.1 The draft strategy estimates the cost to achieve net zero to be approximately £59,200,000.
- 8.2 Grant funding has been, and will continue to be, an important mechanism to deliver actions that progress the decarbonisation of BCBC operations. Since 2021 BCBC has been awarded grants from Welsh Government and the Shared Prosperity Fund of £1.42m for electric vehicles and charging infrastructure, £1.1m for low carbon

heating systems and solar PV, and a £204k interest free loan for LED lighting and solar PV with battery storage.

- 8.3 In addition to the grant funded infrastructure improvements, the Decarbonisation Programme team has initiated a range of 'no regret' actions that have low cost and high impact. Programmes to improve building insulation and replace lighting with LED fittings have been ongoing since 2023. Replacing all lighting with LED and improving lighting controls at the Civic Offices is conservatively estimated to have reduced annual electricity consumption by 23,000kWh. All BCBC sites (schools, offices, depots etc) have been visited so the building management systems can be optimised to minimise energy use.
- 8.4 In 2025-26 there is a capital allocation of £150,000 to support the Council with match funding for climate response grant bids. The cost of incorporating net zero in major builds, e.g. new schools, is built into each individual scheme's capital budget. This is supported by a revenue budget used to employ the Decarbonisation Programme Manager and Decarbonisation Programme Officer.

9. Recommendation

- 9.1 It is recommended that Subject Overview and Scrutiny Committee 3 consider and provide comment on this report.

Background documents: None

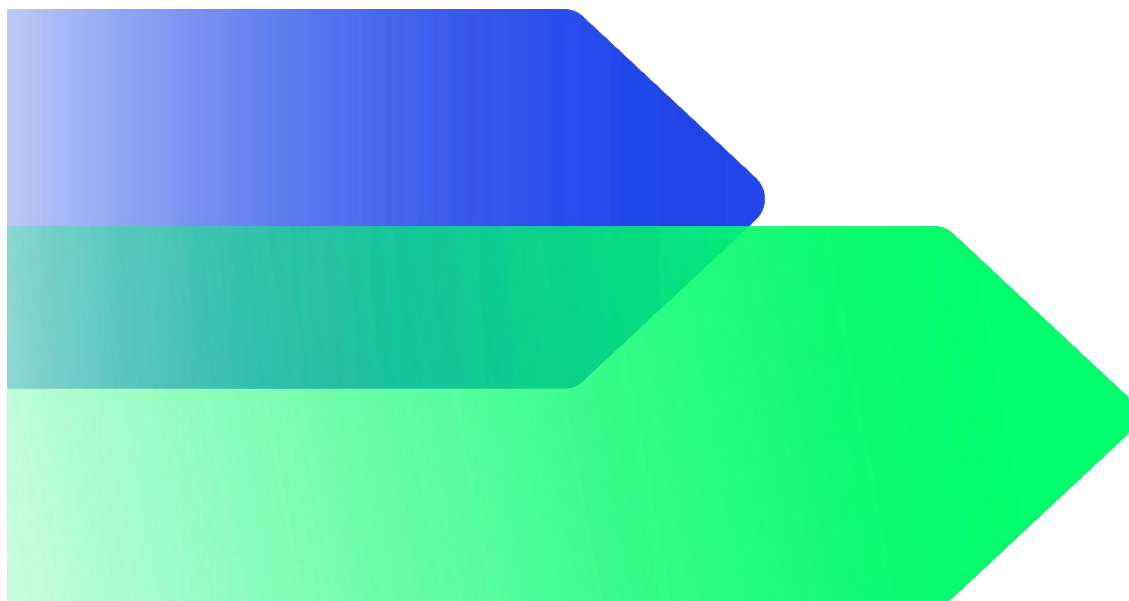
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2030 NET ZERO STRATEGY: PROGRESS REVIEW

BRIDGEND COUNTY BOROUGH COUNCIL

v.01 (draft)

March 2025



THE CARBON TRUST

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Our mission is to accelerate the move to a decarbonised future.

We have been climate pioneers for more than 20 years, partnering with leading businesses, governments and financial institutions globally. From strategic planning and target setting to activation and communication - we are your expert guide to turn your climate ambition into impact.

We are one global network of 400 experts with offices in the UK, the Netherlands, South Africa, China, Singapore and Mexico. To date, we have helped set 200+ science-based targets and guided 3,000+ organisations in 70 countries on their route to Net Zero.

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EXECUTIVE SUMMARY

1. INTRODUCTION AND CONTEXT

This report assesses progress against Bridgend County Borough Council's ('BCBC' / 'the Council') 2030 Net Zero Strategy and provides insights to inform the next implementation phase. The Carbon Trust has produced this report following in-depth engagement with key Council stakeholders and an objective review of documentation and data related to progress against BCBC's Net Zero strategy. A full list of the reviewed documents and stakeholders engaged is provided in Appendix X. BCBC should use the contents of this report and accompanying outputs to revise its Net Zero strategy as appropriate.

The first chapter of this report outlines the current policy landscape, including key Welsh Government policies and legislation relevant to BCBC's Net Zero Strategy. It sets the context for the review by summarising progress against BCBC's own corporate policies and decarbonisation initiatives, and presents BCBC's latest carbon footprint in relation to the 2019/20 baseline footprint.

The second chapter evaluates the governance of BCBC's Net Zero Strategy, informed by interviews with the six Carbon Leads and feedback from a presentation the Decarbonisation Programme Board. This section reviews the structures, processes, and leadership mechanisms in place to drive progress and identifies areas for improvement in strategy coordination and accountability.

The third chapter evaluates BCBC's progress in implementing its 2030 Net Zero Strategy, assessing actions taken across the six main activity streams: Carbon Management, Buildings, Transport, Land Use, Waste and Procurement. The review assesses project progress since 2021 and outlines developments, plans, successes and challenges.

The fourth chapter outlines the emission and cost modelling for the recommended actions. The chapter provides an update to BCBC's emission model and projections, assesses the 'gap to target' for 2030 goals, estimates project costs and appraises potential offsetting options.

A qualitative score (1–5) was assigned to each action identified within each activity stream. The scoring methodology is detailed in Appendix X.

1.1 DRIVERS FOR DECARBONISATION

WALES AND WELSH GOVERNMENT LEGISLATION

Wales has been at the forefront of environmental, social and governance improvements, accounting for the impact climate change will have on future generations and enshrining in law mitigation and adaptation measures to reduce the worst consequences of global heating.

The Well-Being of Future Generations (Wales) Act, 2015, requires public bodies listed in the Act to work together to improve the “social, economic, environmental and cultural wellbeing of Wales.” The world-leading Act sets out seven well-being goals addressing challenges including climate change, to ensure that future generations have a good quality of life.

The Environment (Wales) Act, 2016, promotes the sustainable management of natural resources in Wales, balancing the competing priorities of building the necessary infrastructure and protecting vital ecosystems. The Act requires Welsh Ministers to set decarbonisation targets and carbon budgets – an essential first step in reducing greenhouse gas emissions. The revision to the Act (Amendment of 2050 Emissions Target) Regulations 2021, sets the target for Wales to achieve Net Zero by 2050.

In 2019, Welsh Ministers and the Senedd **declared a climate emergency**, reaffirming Wales’ commitment and determination to tackle the climate crisis. Subsequently, the Welsh Government published its Climate Adaptation Strategy for Wales– a plan which sets out what Welsh Government are already doing and what they will do in the future to respond to the changing climate.

constraints. A review of the approach to the 2030 target is expected next year, which may lead to further strategic adjustments.

To achieve Net Zero by 2050, a series of 5-year carbon budgets between 2016 and 2050 have been agreed by the Welsh Government in **Net Zero Wales: Carbon Budget 2**, published in 2021. This outlines 123 policies and proposals to meet the second of these carbon budgets (2021-2025), by reducing emissions by 37% against the baseline.

Net Zero Wales also has the ambition for the public sector to achieve Net Zero by 2030. In line with this commitment, the Welsh Government Net Zero Strategic Plan (2022) sets the approach for their own operational and supply chain emissions. Current modelling shows a gap between ambition and delivery .

Welsh Ministers have the ambition for public bodies and community enterprises in Wales to develop over 100MW of new renewable capacity by 2026. They also have the aim for 1.5GW of electricity generated in Wales to be locally owned by 2035.

REVIEWING THE 2030 NET ZERO TARGET FOR THE WELSH PUBLIC SECTOR

The feasibility of the 2030 Net Zero ambition for the Welsh public sector is increasingly under discussion. While Welsh Government has not formally revised the target, there is recognition that significant challenges exist, particularly for local authorities facing financial, operational, and policy

The Welsh Government Energy Service worked alongside Welsh Government in 2022 to develop its own plan for achieving Net Zero as an

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organisation, set out in the Welsh Government's Net Zero Strategic Plan. As part of this process, the Welsh Government aligned itself with the Science-Based Targets initiative (SBTi) standard, adopting a minimum 90% reduction target by 2030 (on total emissions) relative to its 2019/20 baseline. Although SBTi was originally designed for private sector organisations, it was chosen not only due to the absence of a dedicated public sector Net Zero standard, but also because it ensures alignment with climate science, providing a robust, evidence-based approach to emissions reduction. Under this framework, the Welsh Government will prioritise reducing emissions as much as possible before considering offsetting any remaining residual emissions.

However, there is currently no firm decision on whether this approach will be extended across the wider public sector, creating some uncertainty for local authorities regarding alignment. Additionally, new Net Zero standards and reporting frameworks are emerging, suggesting that further policy developments could influence how the 2030 target is implemented.

Given these uncertainties, local authorities are advised to maintain their current course, continue implementing feasible decarbonisation measures, remain flexible and closely track evolving policy developments to ensure alignment with future strategic adjustments.

BRIDGEND CORPORATE POLICIES

Bridgend County Borough Council (BCBC) declared a climate emergency in June 2020 and set up a Climate Emergency Response programme. This has a commitment to achieve Net Zero carbon emissions by 2030 across its operations, aligning with Welsh public sector ambitions. This goal is driven by the Well-being of Future Generations Act, the Environment Act, and the Climate Change Regulations (Carbon Budgets). Additionally, the Prosperity for All strategies and the 2021-2026 programme for government steer this work. BCBC follows the Welsh Public Sector Net Zero Reporting Process for its annual carbon footprint. Recognising its leadership role, BCBC aims to enable broader Net Zero goals for local businesses and communities. Decarbonisation is a priority in BCBC's Corporate Plan. Climate change is integrated into decision-making through Bridgend's Public Services Board Wellbeing Plan.

In 2021, BCBC, in collaboration with the Carbon Trust, developed its Net Zero Carbon Strategy, which was formally adopted by the Cabinet in January 2023. The strategy outlines six priority action plans covering carbon management, buildings, transport, procurement, land use and waste, alongside governance arrangements to support delivery.

Recognising the need for continuous improvement, BCBC committed to reviewing the strategy in 2024 and 2027 to account for policy changes, technological advancements and market developments. This report forms part of the 2024 review, assessing progress against the strategy's objectives, updating emissions modelling, and refining action plans to ensure they remain aligned with Welsh and UK policy while supporting the council's 2030 Net Zero target.

BRIDGEND RECENT PROGRESS

Since declaring a climate emergency in 2020 and developing the 2030 Net Zero Carbon Strategy in 2021, Bridgend County Borough Council (BCBC) has made progress in reducing carbon emissions across its operations and supporting the county's transition to Net Zero. Over the past three years, BCBC has delivered decarbonisation projects amounting to , addressing key areas such as buildings, transport, procurement, and land use.

A summary of recent and active schemes progressing decarbonisation across the themes of buildings, transport, land use, and procurement is shown in the table below.

Transport	Buildings	Land Use	Procurement
LED street lighting	Re:fit Cymru –retrofit programme	Coastal protection scheme	Regional procurement networks
Porthcawl - new bus terminus	Bridgend District Heat Network	Extending area of Local Nature Reserves	Green energy tariffs
Civic Centre – 8 charging points	Bryncethin Depot - PV, LED & battery storage	Feasibility – land-based renewables	Socially Responsible Procurement Strategy
ULEV infrastructure	Roof mount solar PV – multi-site	Tree planting – i-Tree eco study	
Active travel provision	21 st Century Schools Programme	Local Development Plan update	
	Re:Fit		
	Low Carbon Heat Grant - round 2		

A detailed assessment of all action areas outlined in the strategy will be conducted in the next chapter, evaluating progress, identifying gaps, and determining where further acceleration or adjustments are needed.

While these achievements mark important steps forward, the carbon footprint data in the next section demonstrates that much more remains to be done to meet the 2030 Net Zero target. The scale and pace of transformation required demand sustained effort, increased investment, and continuous adaptation. Challenges such as financial constraints, technological advancements, and evolving policy landscapes mean that continuous refinement of actions is necessary to stay on course.

1.3 CARBON FOOTPRINT AND BASELINE

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BASELINE

The baseline year for BCBC's Net Zero Strategy is 2019/20, aligning with the Welsh Government's initial commitment to a Net Zero public sector and the first year of Net Zero Reporting.

As part of the development of the 2021 Net Zero Strategy, BCBC's 2019/20 total carbon footprint was estimated at approximately 90,241 tCO₂e, broken down as follows. For a detailed breakdown of the emission categories included in the footprint, [see Appendix X](#).

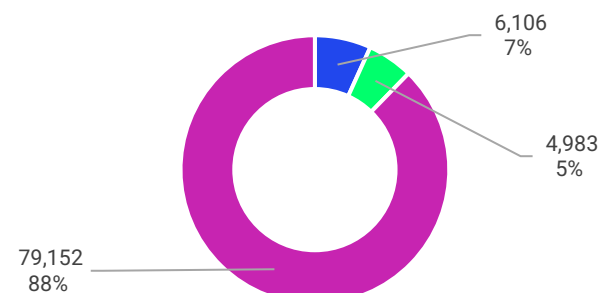
- Scope 1: 6,106 tCO₂e
- Scope 2 : 4,983 tCO₂e
- Scope 3 : 79,152 tCO₂e¹

However, subsequent calculations under the Welsh Public Sector Net Zero Reporting methodology produced a different footprint figure for 2019/20, with total emissions estimated at 67,011 tCO₂e, broken down as follows:

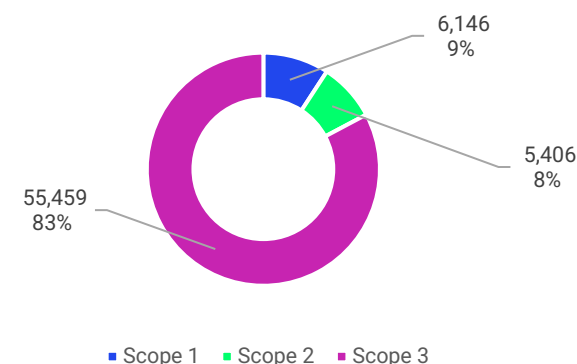
- Scope 1: 6,146 tCO₂e
- Scope 2: 5,405 tCO₂e
- Scope 3: 55,459 tCO₂e

¹ Scope 1 emissions are direct emissions that are owned or controlled by the organisation. Scope 2 emissions are indirect emissions from purchased electricity, heat or steam.

2019/20 BCBC Carbon footprint by Scope (Strategy 2021)



2019/20 BCBC Carbon footprint by Scope (Net Zero reporting)



Scope 3 emissions are all other indirect emissions, such as those from supply chains, business travel and employee commuting.

The difference in Scope 2 emissions is relatively small and is due to adjustments in energy consumption data. The larger discrepancy is in Scope 3 emissions, particularly in purchased goods and services. This difference is primarily due to variations in emissions factors used in the calculations:

- The footprint calculated during the strategy development applied Environmentally Extended Input-Output (EEIO) factors
- The footprint calculated under the Net Zero Reporting methodology used DEFRA published Standard Industrial Classification (SIC) emissions factors.

As the Welsh Public Sector Net Zero Reporting methodology has now become the standard approach for local authorities in Wales, all of BCBC's emissions figures have been updated to align with this approach (e.g. from now on, the emissions figure used as the baseline for the year 2019/20 will be 67,010 tCO₂e.). This decision ensures consistency in reporting, provides access to multiple years of data, and enables BCBC to track progress using a standardised methodology.

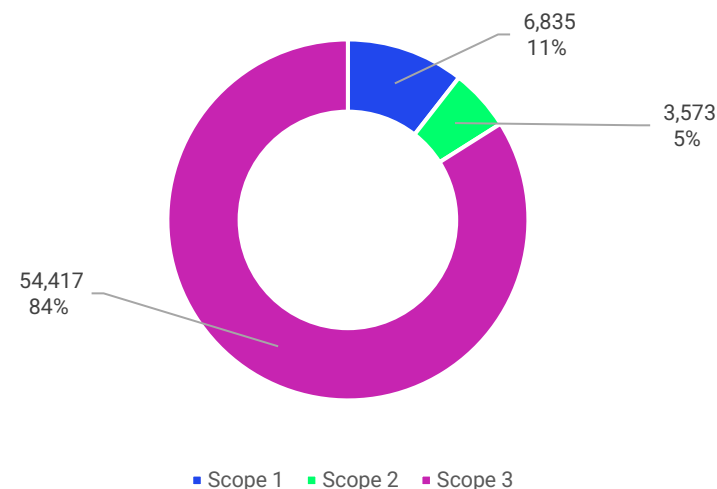
2023/24 CARBON FOOTPRINT

The diagrams below illustrate the 2023/24 carbon footprint from the Welsh Public Sector Net Zero Reporting, broken down by scope, along with year-on-year (YOY) emissions trends since the 2019/20 baseline.

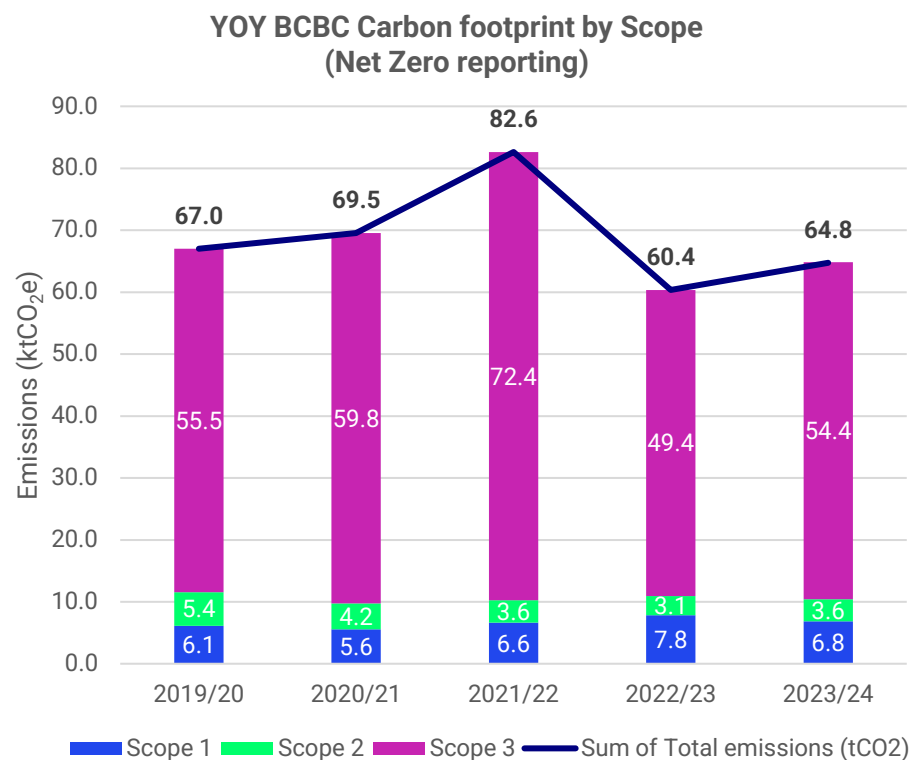
Over the past five years, BCBC's emissions have fluctuated, peaking in 2021/22, followed by a significant decline in 2022/23, before increasing again in 2023/24. Comparing the 2019/20 baseline (67,070 tCO₂e) with 2023/24 (64,758 tCO₂e), total emissions have decreased by 3.4%, indicating some progress toward decarbonisation.

Scope 3 emissions continue to be the primary driver of emissions, accounting for 84% of the total footprint in 2023/24, while Scope 1 and Scope 2 emissions have shown more limited variations.

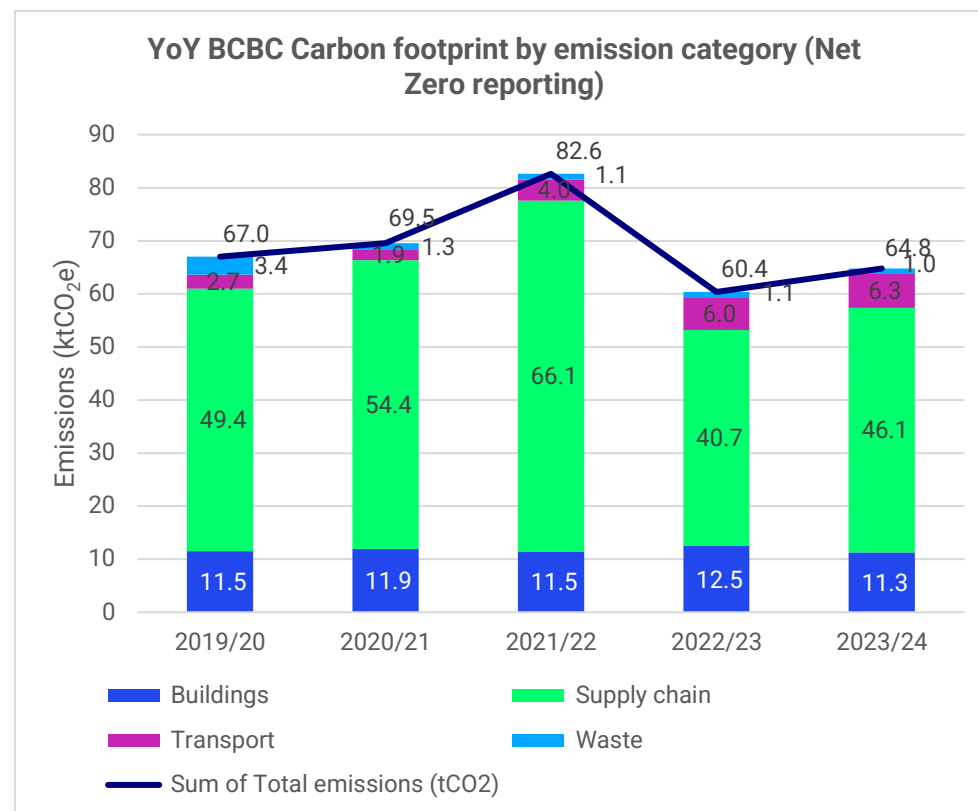
2023/24 BCBC Carbon footprint by scope (Net Zero reporting)



The breakdown of emissions by scope gives greater insights into the changes over the last five years. Scope 1 emissions have risen by 11.2%, from 6,146 tCO₂e to 6,835 tCO₂e, suggesting a moderate increase in fuel consumption. Scope 2 emissions have decreased by 33.9%, from 5,405 tCO₂e to 3,573 tCO₂e, likely due to a combination of energy efficiency improvements, increased on-site renewable energy generation, and a reduction in carbon intensity from grid purchased electricity. Scope 3 emissions have seen only a marginal reduction of 1.9%, from 55,459 tCO₂e to 54,417 tCO₂e,



The diagram below presents the emissions breakdown by category, highlighting key sources such as buildings, supply chain, transport, and waste. This provides further insight into which sectors contribute most to BCBC's overall footprint and how emissions have evolved since the 2019/20 baseline.



Comparing 2023/24 with the 2019/20 baseline, supply chain emissions remain the dominant contributor, although they have fluctuated over the years. In 2023/24, supply chain emissions were 46,106 tCO₂e, a 7% decrease from 49,427 tCO₂e in 2020/21, but still a major driver of BCBC's footprint at 71% of the total footprint. Supply chain emissions were also the main factor behind the peak in 2021/22, reaching 66,135 tCO₂e, highlighting the significant impact of procurement-related activities on overall emissions trends. This underlines the continued need for decarbonisation efforts in procurement and supplier engagement.

Page 24 Building-related emissions have remained relatively stable at around 17% of the total footprint, with 11,284 tCO₂e recorded in 2023/24. Transport emissions have increased, rising from 4% of the total (2,677 tCO₂e) in 2020/21 to 9% (6,344 tCO₂e) in 2023/24, suggesting a potential rise in vehicle use or changes in commuting and fleet operations. Waste emissions remain low, contributing just 2% of total emissions, at 1,024 tCO₂e in 2023/24, similar to previous years.

The overall emissions trend indicates some progress, but supply chain emissions continue to be the most significant challenge in reaching BCBC's 2030 Net Zero target. While further action in procurement policies, fleet decarbonisation, and building efficiency measures will be essential to drive future reductions, some progress will also depend on external factors beyond BCBC's direct control – such as the decarbonisation of the national electricity grid and wider changes in supply chain practices.

2. GOVERNANCE AND DELIVERY ASSESSMENT

2.1 CURRENT GOVERNANCE STRUCTURE

The 2030 Net Zero Carbon Strategy maintained the Decarbonisation 2030 Programme Board to oversee and track progress, chaired by the Cabinet Member for Communities and led by the Corporate Director of Communities. The Decarbonisation Programme Manager organises strategy delivery.

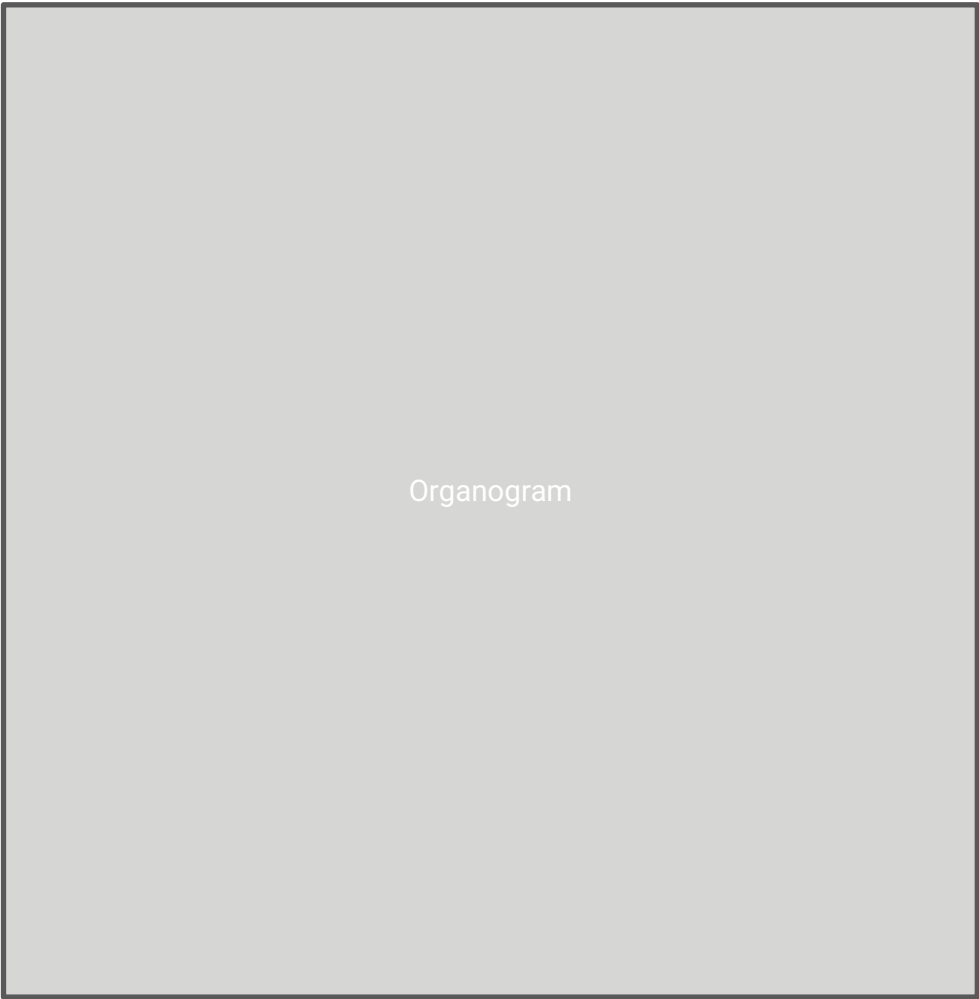
To embed delivery across the Council, the Strategy set out a structure whereby each of the six activity streams – carbon management, buildings, transport, land use, waste and procurement – would be assigned a 'Carbon Lead'. Each stream has an associated action plan that is the Carbon Lead's responsibility.

The strategy also envisioned a 2030 Steering Group, chaired by the Decarbonisation Programme Manager, where Carbon Leads could meet regularly and collaborate across the decarbonisation programme.

The current Carbon Lead appointments are:

- Carbon Management – Group Manager Economy, Natural Resources and Sustainability
- Buildings – Group Manager Corporate Landlord
- Transport – Group Manager Highways & Green Spaces
- Waste – Head of Operations, Community Services
- Procurement – Corporate Procurement Manager
- Land Use – Climate Change Response Manager

Organogram



2.2 CARBON LEAD ENGAGEMENT CONCLUSIONS

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The Strategy's governance arrangements, established to oversee and deliver Bridgend's Net Zero ambition, have been identified as a key area for review. The Carbon Trust undertook half-hour interviews with all six Carbon Leads to evaluate the governance arrangements and/or adjust objectives for the Carbon Leads and implementation-focussed staff. The interviews generated the following conclusions:

1. SENIOR CARBON LEADS HAVE COMPETING PRIORITIES

All the Carbon Leads acknowledged that they have too many competing priorities to drive delivery. This was stressed particularly for the Waste, Carbon Management and Transport Carbon Leads. For Procurement, though the Lead is the most appropriate officer for the position, they lack the necessary staff resource to drive delivery.

2. SOME STREAMS CUT ACROSS MULTIPLE SERVICE AREAS

Two of the Carbon Lead activity streams – Transport and Carbon Management – cut across multiple service areas within the Council. For example, Transport actions cut across Human Resources (e.g. initiatives T1, T2, T3, T4) and Education/Social Care (T5, T6, T7). Having one Carbon Lead, acting across service areas is proving ineffective. Conversely, in streams with centralised management under one service area, such as Buildings, the individual Carbon Lead works well.

3. LEGISLATIVE REQUIREMENTS ARE THE MAIN DELIVERY DRIVER FOR SOME STREAMS

In the Waste and Land Use activity streams, it was noted that the primary delivery driver is not the Strategy but other legislative requirements. Waste actions are driven primarily by the Workplace Recycling regulations, adopted in April 2024 and Bridgend's Local Development Plan 2018-2033, adopted in March 2024, is the main driver of land use activity.

4. THE PROGRAMME BOARD AGENDA HAS BECOME DISCONNECTED FROM THE STRATEGY

Some interviewees discussed the role of the Programme Board. One noted that as the Carbon Lead structure has failed to deliver, the agenda for the Board has been less connected to the Strategy actions. Another echoed this point and noted that there is a lack of clarity on how the work of the Carbon Leads feeds into the bigger picture and connects to the strategy. Progress linked to the Strategy is no longer routinely reviewed and benchmarked.

5. DIFFICULTY EMBEDDING THE STRATEGY WITHIN THE COUNCIL

The Carbon Management action plan contains several actions relating to staff communication and engagement, job descriptions and training for council officers and/or councillors. The action plan is centred around embedding the Strategy within the Council. Collaboration with Human Resources has been difficult and there have been unforeseen complexities, for example, the need to consult with the Unions to include carbon reduction in staff job descriptions.

Furthermore, opportunities to promote ownership of the decarbonisation agenda amongst the wider elected membership could be more fully explored.

2.3 MOBILISATION AND MANAGEMENT RECOMMENDATIONS

Page 27

Following the conclusions of the Carbon Lead interviews and in discussion with the Decarbonisation Programme Manager, we recommend that, instead of having six individuals responsible for each activity stream, for some areas responsibility is spread across a 'Community of Practice' (CoP), a group with representatives across different, relevant service areas:

COMMUNITY OF PRACTICE PRINCIPLES

We recommend each Community of Practice constitutes a formal group with a Terms of Reference, a Chair and a rolling agenda. Each CoP should meet every six weeks before the Programme Board. The Chair will manage the delivery of the targets for their activity stream and report to the Programme Board.

BEHAVIOUR CHANGE COMMUNITY OF PRACTICE

We recommend replacing the Carbon Management Carbon Lead and Waste Carbon Lead with a Behaviour Change Community of Practice. The CoP will be made up of the following members:

- Climate Change Response Manager (Chair), Decarbonisation Programme Manager, HR Manager, Senior Regeneration Funding Officer, Communications officer.

This recommendation reflects feedback that officer engagement needs to be prioritised to meet key targets in the strategy.

The overall aim of the Behaviour Change CoP is to reduce Council emissions by influencing behaviour change amongst officers.

The objective of the CoP is to coordinate the delivery and monitoring of actions in the Behaviour Change action plan, with particular focus on:

- Improving the integration of sustainability considerations into Council decision-making.
- Advancing officer engagement and training on climate change in a way that is strategically aligned with the Strategy targets.
- Tracking and improving behaviours that affect sustainability across the council in areas such as commuting, homeworking, Council office waste and procurement.

FLEET COMMUNITY OF PRACTICE

We recommend replacing the Transport Carbon Lead is with a Fleet Community of Practice. The CoP will be made up of the following members from multiple service areas:

- Decarbonisation Programme Officer (Chair), Group Manager – Highways & Green Spaces, Fleet Manager, Strategic Planning & Commissioning Officer – Adults, Cleaner Streets & Waste Contract Manager

This recommendation reflects feedback that management of the Council's fleet is fractured across multiple service areas, making it difficult for one officer to coordinate the level of collaborative action required.

The overall aim of the Fleet CoP is to reduce emissions from the Council's fleet.

The objective of the CoP is to coordinate emissions reduction actions across service areas, prioritising Highways, Waste, Education and Social Care. There should be a particular focus on:

- Developing a best practice approach for ULEV technology across the Council's fleet, staff vehicles and public EV charging.
- Developing an EV charging infrastructure plan for the estate.
- Prioritise EVs as replacements for Council-owned fleet vehicles.

PROCUREMENT COMMUNITY OF PRACTICE

We recommend replacing the Procurement Carbon Lead with a Procurement Community of Practice. The CoP membership will include:

- Corporate Procurement Manager (Chair) and commissioning officers from across the Council.

The recommendation reflects feedback from the Programme Board presentation that it would help procurement to feed into Directorate procurement exercises at earlier stages.

We also recommend that extra resource is committed to help the procurement team with the additional workload. With supply chain emissions accounting for 71% of the Council's footprint, it is integral that this is treated as a priority.

The overall aim of the Procurement CoP is to reduce emissions from the Council's supply chain.

The objectives of the CoP are to coordinate a more sustainable approach to Directorate procurement exercises and improve the Council's supply chain emissions reporting.

ESTATES CARBON LEAD

We recommend replacing the Buildings Carbon Lead and Land Use Carbon Lead with a single Estates Carbon Lead. We also recommend integrating the actions into the wider Corporate Landlord Directorate business plan. The Lead will project manage delivery using pre-existing meetings within the Corporate Landlord service area. We recommend that the Lead is the Energy Manager.

This recommendation reflects feedback that the work required for Buildings and Land Use sits centrally within the Corporate Landlord service area. Combining the previous activity streams into one reflects this and minimises the need for additional time and resource.

The overall aim of the Estates Lead is to reduce emissions from the Council's estate.

The objective of the Lead is to coordinate emission reduction actions within the Corporate Landlord service area, with a particular focus on:

- Managing the ongoing energy and water efficiency retrofit programme across the estate, collating a full asset and condition list of energy-consuming equipment.
- Delivering renewable and offsetting opportunities on Council-owned and neighbouring land..

PROGRAMME BOARD AND MANAGEMENT

We recommend the Programme Board membership is streamlined to include: Cabinet Member for Climate Change and Environment, Corporate Director for Communities, Decarbonisation Programme Manager, Decarbonisation Programme Officer, Behaviour Change CoP Chair, Fleet CoP Chair, Procurement CoP Chair, Estates Lead.

Page 29 A more streamlined board will ensure officers can prioritise action delivery.

We also recommend the Council follow the project management pack attached in Appendix X. This pack provides specific KPIs relating to the management of actions that are the responsibility of the Decarbonisation Programme Manager.

3. 2030 NET ZERO STRATEGY PROGRESS REVIEW

This chapter evaluates BCBC's progress in implementing its 2030 Net Zero Strategy, assessing actions taken across the six main activity streams. Each activity stream is currently led by a designated Carbon Lead, who is responsible for driving implementation and monitoring progress. The review assesses project progress since 2021 and outlines developments, plans, successes and challenges.

Each sub-section of this chapter focuses on one of the activity streams and presents a table outlining the actions originally identified in the strategy. The Carbon Trust has included additional columns to provide a commentary on progress, a progress score ranking from 1 to 5 (see Appendix X), and a recommendation on the status of each action. Actions are categorised as: Remove, Retain, Revise or New (introduce new initiative).

3.1 CARBON MANAGEMENT INITIATIVES

The following table outlines the initiatives identified in the 2030 Net Zero Carbon Strategy, published in 2021, that the Council is undertaking to implement carbon management across the organisation.

Ref.	Description	Progress Score	Status	CT Comments
CM1	The Council will appoint a technical expert in 2022 to undertake a more specific 'bottom-up' reduction pathway, providing more detailed carbon and financial modelling results for the agreed Action Plans in the 2030 Strategy.	1	Remove	No progress. This Strategy review provides updated pathway modelling for carbon and finances. This initiative can be removed from the revised Strategy.
CM2	Carbon impact and implications to be included in all council business cases for investment, integrated with the wellbeing of future generations assessment.	2	Revise	All Council reports include a 'Climate Change Implications' statement. However, these are not reviewed or tracked, and more comprehensive tools could be implemented (see Cornwall Council's doughnut economics). Furthermore, carbon costs should be integrated into decision-making processes.
CM3	The decarbonisation agenda will be proactively communicated to staff to support the uptake of low-carbon behaviours.	1	Revise	No engagement plan. We recommend that engagement initiatives strategically link to targets, e.g. upskilling building managers to improve building energy use, educating building managers about the waste hierarchy and educating Directorates and service areas about sustainable procurement practices.
CM4	Carbon Literacy training will have been completed by the end of the 2022/23 financial year and the training will be integrated into standard HR processes, such as e-learning modules.	2	Revise	Six officers received carbon literacy training (two received 'Training the trainers' training). A climate change e-learning is now available but not compulsory. We recommend prioritising targeted training (e.g. to building managers and commissioning officers) over blanket training.

CM5	All council job descriptions will be updated to include the general carbon responsibilities of employees and selected key council job descriptions will include defined carbon responsibilities as part of their role within the Council.	1	Revise	No progress. The process is more time-intensive than anticipated, with the need to consult Unions. We recommend prioritising selected key job descriptions, including defined carbon responsibilities, particularly for Carbon Lead/CoP members.
CM6	Through its participation in the Local Government Pension Scheme, BCBC acknowledges that climate change and carbon emission management is one of the risk factors of responsible investment and will support and actively monitor the delivery of the Fund's commitment to an orderly carbon transition and its active engagement with investee companies to reduce carbon exposure across the Pension Fund.	1	Retain	No progress.
CM7	Utilise the Welsh Government Public Sector Carbon Reporting Guide to report annually the Carbon Footprints of Council's operations, this will form the basis for tracking progress against the Net Zero 2030 target.	4	Retain	Bridgend reports a complete emissions inventory to the Net Zero Reporting scheme. Using the Reporting results to encourage widespread understanding of the Council's emissions and how they relate to different service areas is key to diffuse ownership of the agenda. Next steps should focus on providing building-level data and moving to Tier 2 supply chain reporting. These actions will sit in the Estates and Procurement activity streams.

3.2 BUILDINGS INITIATIVES

The following table outlines the initiatives identified to reduce the emissions associated with the operation of buildings*.

Ref.	Description	Progress Score	Status	CT Comments
B1	The Council will progress a transformational energy and water efficiency retrofit programme across its estate – every building will have undergone a multi-technology energy efficiency upgrade by 2030.	3	Retain	Ongoing. Completed work with Re:Fit and currently have two buildings with Low Carbon Heat funding. While a register is being created, there is currently no consolidated monitoring of progress. Finishing the register should be a priority. Also, this initiative would benefit from being broken down into interim/shorter-term targets.
B2	The Council will undertake and commission surveys to collate a full asset and conditions list of energy consuming equipment across its built estate by end of 2023.	2	Review	Ongoing. As above on register and interim targets. Noted that AECOM is pulling together a report for all Schools in Wales. This will be even more important with updates to the Net Zero Reporting guidance, asking public sector bodies to

				provide floor area data alongside energy use. Revise the initiative completion year.
B3	The Council will complete expert low carbon heat studies for all large strategic sites to set the plan to transition away from fossil fuel heat sources.	2	Retain	Ongoing. As above on register and interim targets. Council needs to consider creating a list of shovel-ready projects to access grant funding when it become available.
B4	Decommissioning of traditional boilers will be preferred over replacement, with low carbon heat solutions appraised and prioritised within the business case process.	2	Retain	Ongoing. As above on register and interim targets.
B5	Legacy lighting will only be replaced with modern LED alternatives; all lighting will be LED by 2030.	3	Retain	Ongoing. As above on register and interim targets.
B6	All buildings will be assessed to have standardised, effective building management systems including a dedicated central resource to optimise energy use across the built estate on a consistent basis.	3	Retain	Roughly 60 out of 120 buildings have BMS. Low cost of installing BMS makes it a high-priority action. As above on register and interim targets.
B7	The Council will complete surveys to understand the overall viable potential for onsite renewable energy generation across the estate, by 2026 half of this potential should be installed, with the remainder by 2030.	3	Retain	Nine sites have been identified for PV installation. As above on register and interim targets.
B8	The Council will work closely with schools to develop a plan to better deliver carbon reduction in these buildings.	2	Retain	AECOM report currently underway.

*Actions related to new buildings are all considered to be ongoing and should be retained in the new strategy.

3.3 TRANSPORT INITIATIVES

The following table outlines the initiatives identified to reduce the emissions associated with transport, including from fleet, business travel and commuting.

Ref.	Description	Progress Score	Status	Carbon Trust Comments
T1	The Council will complete a business travel review to appraise the use of staff vehicles, pool cars and public transport across all departments; Council business travel policies will be updated accordingly.	1	Retain	No progress. Management fractured across departments. Retain but move to the proposed Behaviour Change Community of Practice (CoP) (see Governance and Delivery Assessment).
T2	The Council's staff business travel policy will prioritise the use of virtual meetings, active travel and public transport.	1	Retain	As above.
T3	The Council will undertake a detailed review of staff commuting patterns to better understand the impact on its overall carbon footprint; guidance and incentive schemes will be considered to support staff.	1	Retain	As above. Prioritise undertaking a staff commuting survey and offer incentives such as a Cycle to Work scheme and EV salary sacrifice scheme (e.g. https://octopusev.com/salary-sacrifice). Retain but move to the proposed Behaviour Change Community of Practice (CoP).CT can provide support on the staff commuting survey.

T4	The Council will support the Welsh Government's 30% work from home target by continuing to facilitate home working, developing digital infrastructure, and rationalising office space.	1	Review	No progress. Management fractured across departments. Retain but move to the proposed Behaviour Change CoP. Noted that some services require more in-person work (social care, education, highways maintenance) – there can't be 30% target for every service area.
T5	The Council will oversee the development of a best practice approach for ULEV technology across the Council's own fleet, staff vehicles and public EV charging.	1	Retain	Minimal progress. We recommend the Council seek support from WGES on ULEV and EV transition planning and implementation.
T6	To encourage the transition to an EV fleet the Council will prioritise the development of an EV charging infrastructure network plan for the existing estate.	1	Retain	Management fractured across departments. Progress has been made in the Highways team (though coming up against barriers). Progress is unknown in other service areas (e.g. social care, education).
T7	EVs will be prioritised as replacements for Council owned cars and small vans in the short term, with all conforming to ULEV standards by 2025.	1	Retain	No progress.
T8	All new medium/large freight vehicles procured across the Council after April 2026 will be to the future modern standard of ULEVs.	1	Retain	Some testing of large freight EVs as they come onto the market but it is very dependent on load and cost.
T9	The Council will actively engage with innovation projects to help shape the future landscape of the ULEV market, specifically hydrogen-powered vehicles.	2	Retain	Some activities ongoing. No available data.
T10	The Council will undertake a review of fuel used in small plant and equipment to understand their carbon footprint and what assets can be replaced with electric versions.	2	Retain	Electric equipment is being used but a review has not been completed. Lack of register for management of progress. Retain and make it a priority to register and track equipment.
T11	The Council will pro-actively engage with other public bodies within the County to ensure strategic travel plans do not counteract each other.	1	Remove	No longer sits with Highways and is more related to area-wide emissions than organisational emissions.

3.4 LAND USE INITIATIVES

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The following table outlines the initiatives identified to promote sustainable land use on its land: to generate renewable energy, carbon sequestration and create spaces to encourage biodiversity. All retained and revised actions should be moved to the proposed Estates activity stream.

Ref.	Description	Progress Score	Status	CT Comments
L1	The Council will support the delivery of LDP identified renewables and offsetting opportunities on its own land and neighbouring land, and also influence and support broader county-wide schemes through the council's role in planning.	1	Retain	No progress. Information on land identified for renewables and offsetting opportunities was not available to the Land Use Carbon Lead.
L2	The Council will improve its understanding of all owned land assets to correctly appreciate the levels of carbon sequestration by March 2023 and develop plans to maximise carbon benefits in these areas.	1	Review	No progress. Revise the timeline for this initiative.
L3	The Council will ensure all owned woodland and greenfield areas are maintained in a way to promote enhanced biodiversity and avoid any unnecessary loss of carbon sequestration.	2	Retain	Noted that the Council manages five local nature reserves. The initiative would be improved with monitoring and interim targets.
L4	The Council will identify its own and neighbouring land for large-scale renewable developments, primarily solar and wind projects. Private wire connections to owned sites will be prioritised over exporting directly to the grid.	1	Retain	No progress. Noted that majority of large-scale land ownership is reserved to fund capital programmes like school development.
L5	Where large-scale renewable developments are not possible, the Council will prioritise these areas for afforestation/reforestation and biodiversity programmes on its own land.	1	Retain	Though the Council has tree planting projects (e.g. Ogmere Valley community woodland), it is not clear how land use designations are prioritised.
L6	The Council will undertake an assessment to understand the extent of peatland across its estate; a continual maintenance and regeneration programme will be put in place for any identified areas.	1	Retain	No formal assessment was undertaken but noted that an officer believes there is no peatland. We recommend undertaking a formal assessment.
L7	The Council will identify the additional maintenance resource needed to help kick start a more extensive green infrastructure programme across the county.	1	Retain	Noted that this is less relevant to making the Council's own operations Net Zero.
L8	Work with partners to map and review Council-owned land to identify categories that align with the Net Zero Reporting commitment	-	New	Potential to use the WLGA/DataMapWales Land and Carbon Sequestration Mapping tool .

3.5 PROCUREMENT INITIATIVES

Page 35

The following table outlines the initiatives identified to reduce the emissions associated with procurement. It was noted in the Carbon Lead interview that there has been no progress on any of the procurement actions to date due to a lack of resource.

Ref.	Description	Progress Score	Status	CT Comments
P1	The Council will develop a Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers at varying contract values and types; this will consider the evolving Welsh Procurement Policy Notes (WPPN).	1	Retain	No progress.
P2	The Council will aim to engage with and utilise the local and low carbon supply chains whilst maintaining high standards for goods and services. This will be a corporate initiative and not just the responsibility of the procurement team.	1	Retain	No progress.
P3	The Council will build upon WPPN 06/21 and require carbon management plans/decarbonisation improvement to be demonstrated in the highest carbon impact and strategic contracts by 2025, this will include contracts as they come to be procured associated with 'Transit & Ground Passenger Transport Services' and 'Nursing & Residential Care Services'.	1	Retain	No progress.
P4	The Council will apply the principles of 'WPPN 12/21 Decarbonisation through Procurement', to an increasing proportion of contracts such that by 2030, all contracts above an agreed value are subject to carbon assessment and reporting.	1	Retain	No progress.
P5	The Council will work to ensure decarbonisation selection criteria and the requirement for supplier carbon reduction plans is integrated into contract procedure rules for contracts valued at £5 million or more (as per WPPN 06/21) for contracts procured from 2025. This will be a corporate initiative and will involve the development of a work plan which will be presented to Cabinet and Council to amend the Contract Procedure Rules.	1	Retain	No progress.
P6	The Council, through its Economic Development function, will engage with its supply chain to communicate its ambition for Net Zero and the request for suppliers to come on the journey; the Council will share its developing procurement practice, resources for suppliers, and any opportunities for supply chain decarbonisation funding.	1	Retain	No progress.
P7	The Council will provide a training programme for internal service commissioners by developing best practice and engaging experts; the Council procurement and service commissioners will work in collaboration to champion decarbonisation in the supply chain. This will be resourced through the Climate Change Response Programme.	1	Retain	No progress.
P8	Contract management will be used to oversee decarbonisation progress and carbon accounting in both short- and long-term contracts, this will be overseen by the BCBC 2030 Programme Board and reported to Corporate Management Board (CMB) as required.	1	Retain	No progress.

P9	A task and finish group will be established to identify funding option to secure a dedicated resource will be put in place to support development of the Sustainable Procurement Code of Practice, Socially Responsible Procurement Strategy, and ongoing management of decarbonisation through procurement.	1	Remove	Responsibility for allocation of this funding sits within Senior Leadership, not just the Procurement Lead.
R	The Council recognises the need for a regional and national approach and will identify other organisations and forums (e.g. TOMS, WLGA) for collaboration across Wales to help develop its understanding and take note from best practice approaches.	1	Retain	We recommend attending the WLGA Procurement Task and Finish Group.
P11	Prioritise enabling a move from Tier 1 to Tier 2 supply chain emissions reporting. Engage with work being done by the Welsh Government Energy Service to develop a supplier contract emissions reporting tool.	-	New	This action depends on senior leadership providing procurement with additional resource, as we recommend in the Governance and Delivery Assessment.

3.6 WASTE INITIATIVES

The following table outlines the initiatives identified to reduce the emissions associated with the waste the Council produces and collects. Though the Council has made significant progress on municipal waste, this review concerns how organisational waste actions have progressed. In discussion with Council officers, it has been agreed that the new Workplace Recycling regulations will be the main driver of change on this issue.

Ref	Description	Progress Score	Status	CT Comments
W1	The council will build on its performance in regard to reducing waste sent to landfills and recycling in line with the Welsh Government Towards Zero Waste strategy.	2	Retain	Retain but move to the proposed Behaviour Change Community of Practice (CoP).
W2	All waste streams will be reviewed on an annual basis to ensure the most sustainable method of disposal is being undertaken, the waste hierarchy will be used as a template for action.	2	Retain	Noted that this is already a legislative requirement. Retain but move to the proposed Behaviour Change Community of Practice (CoP).
W3	Undertake a more joined up approach across the council on waste data collection to ensure all waste streams are being identified.	2	Retain	Retain but move to the proposed Behaviour Change Community of Practice (CoP).
W4	The council will work with the schools to implement further food waste initiatives to reduce the amount of waste sent to landfills.	4	Remove	Superseded by the Workplace Recycling regulations.
W5	The council will develop a plan to agree on future step changes to continue working to achieve the outcomes set out by Welsh Governments: Towards zero waste: our waste strategy.	3	Remove	Currently mid-commission. Noted that Welsh Government have not set specific waste targets beyond 2024 for councils to work to, complicating future mapping. Not relevant to Council Waste.

W6	The council will review best practice advice and develop a plan to support highways and capital projects on hard to decarbonise waste streams such as cement, concrete and Asphalt.	TBD	Retain	TBD.
W7	The council will increase the availability of battery-powered equipment and tools in its supply chain to reduce disposal and replacement cycles.	2	Remove	Ongoing. Noted that there is no overall monitoring of equipment (as with T10).
W8	The council will prioritise the purchase of reused and remanufactured products that have recycled content, this will be embedded into best practices for service commissioners.	1	Retain	No progress. Retain but move to the proposed Behaviour Change Community of Practice (CoP).
W9	The council will continue to engage with key stakeholders and work with our communities to encourage the reduction of waste, reuse and recycling.	1	Retain	Engagement is ongoing. Noted that this is more relevant to the Borough's Net Zero target and is less relevant to making the Council's own operations Net Zero. Retain but move to the proposed Behaviour Change CoP.

4. EMISSIONS PROJECTIONS MODELLING

In collaboration with the Carbon Trust, the Council has established a baseline of its total carbon emissions for the year 2019/20, calculated at 67,011 tonnes of CO₂e. This figure is based on actual data wherever possible. However, certain elements—such as the current level of carbon sequestration from natural assets on Council-owned land—could not be quantified at this stage.

It is recognised that completely eliminating all carbon emissions from Council operations is unlikely to be feasible—this is true for all Local Authorities in Wales. The Council must therefore focus on reducing its emissions as much as possible before relying on offsetting measures to achieve Net Zero.

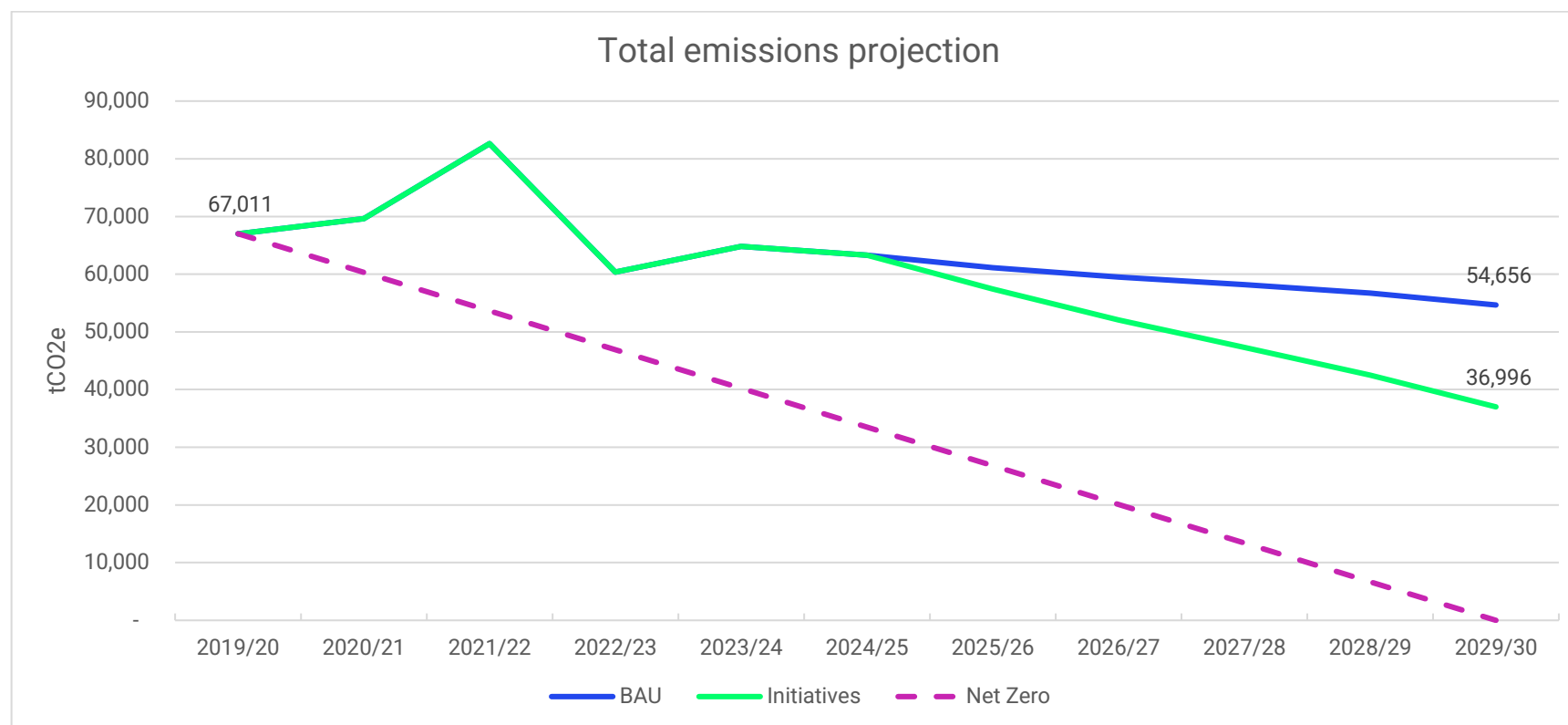
The remaining emissions that would require offsetting are referred to as the “Gap to Target.” By 2030, this gap is projected to be 54,656 tCO₂e under a Business As Usual (BAU) scenario, and 36,996 tCO₂e if the proposed emissions reduction initiatives are implemented (shown in the chart below).

The “Business As Usual” (BAU) scenario models the Council’s projected emissions in 2030 assuming no major changes in operational activity compared to the baseline year. It incorporates expected external decarbonisation trends, including reductions in emissions from the national electricity grid and supply chains, but assumes that the Council’s own activity levels—such as energy use, travel, and procurement—remain consistent with current patterns.

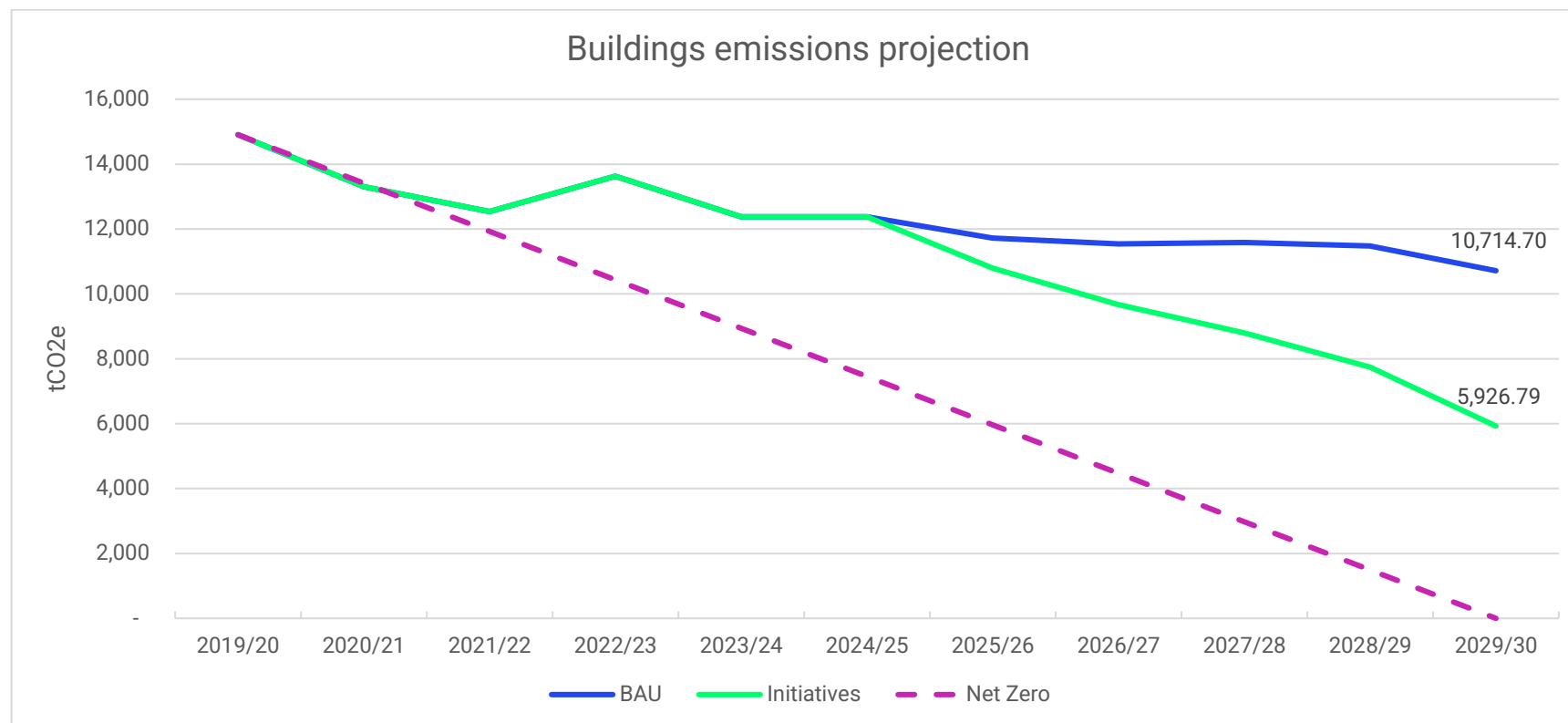
The “Initiatives” scenario builds on this by modelling the combined impact of external decarbonisation and the implementation of the actions outlined earlier in this report. These include measures aimed at reducing energy demand, switching to lower-carbon fuels, and improving efficiency across buildings, fleet, and procurement activities.

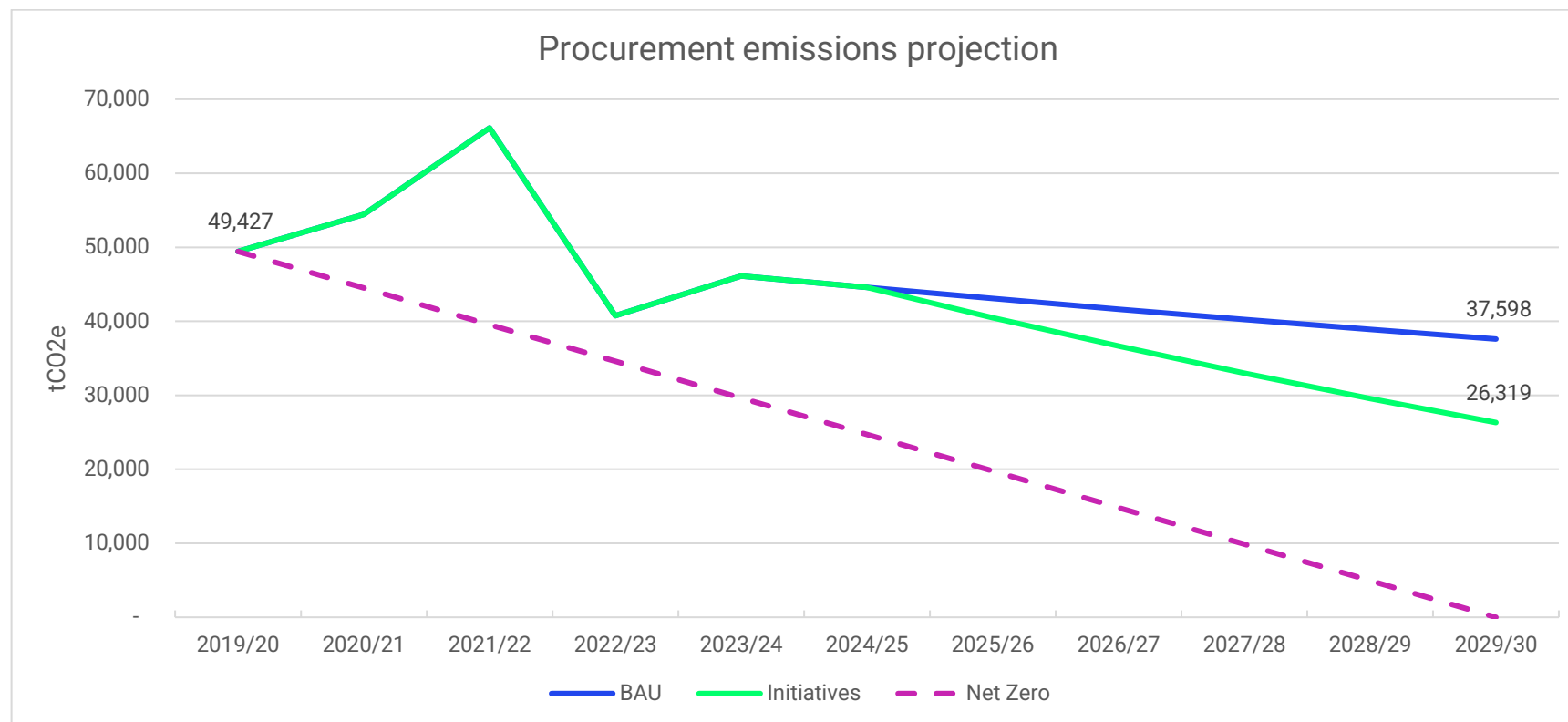
These include measures aimed at reducing energy demand, switching to lower-carbon fuels, and improving efficiency across buildings, fleet, and procurement activities. The implementation of all the proposed initiatives has been estimated to cost approximately **£59,200,000**.

Please see **Appendix X** for the full list of modelling assumptions and **Appendix X** for assumption on costs estimate.



Further decarbonisation pathways are outlined below for supply chain, buildings and transport emissions. These represent in more detail the high-level modelling that has been undertaken as part of this strategy. The Council recognises that further, more detailed 'bottom up' modelling will need to take place as it continues the journey to Net Zero 2030.





Page 42 OFFSETTING APPRAISAL

Currently, there is no defined approach to the creation or purchase of verified carbon credits by Welsh public sector bodies in the Welsh Public Sector Net Zero Reporting guidance. This is because emission reductions must be prioritised in the first instance to minimise the need for offsets. The question of how Welsh public sector bodies approach offsetting will be addressed in the pending review of the 2030 Net Zero ambition, noted in the [Introduction](#). While Welsh public sector bodies can currently submit emissions data from land use and agriculture, these are reported separately to the total footprint as ‘Out of Scope’ emissions. This is in keeping with guidance under the GHG Protocol.

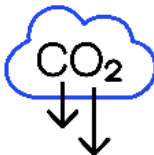
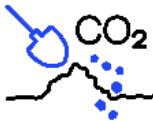
The below appraisal intends to provide an overview of the voluntary carbon market and provide BCBC with estimated costs for offsetting in relation to their modelled gap to target.

OFFSETTING TECHNOLOGIES

Carbon offsetting is a broad term that refers to reducing greenhouse gas emissions or increasing carbon storage to compensate for emissions that occur elsewhere. This involves buying/supporting emission reduction or removal enhancement projects outside an organisation’s greenhouse gas inventory boundary. Offsetting can be broken down into four main categories:

Nature-based	Avoided nature loss Limits the loss of nature such as forests and peatlands, which currently sequester large amounts of carbon.	Nature-based sequestration Uses nature to sequester more carbon in the biosphere, including reforestation/afforestation and restoring soil, seagrass and peatlands.
Technology-based	‘Additional’ emissions avoidance/reduction Reduces emissions from current sources that don’t have the financial incentive or regulatory requirements to decarbonise (e.g. renewable energy and energy efficiency).	Technology-based removal Removes CO ₂ from the atmosphere using technological methods and stores it in the geosphere or through other secure methods such as concrete (e.g. Construction using renewable timber)
	Avoidance/reduction	Removal/sequestration

Page 43
Several technologies can claim carbon offsets, though technological readiness levels (TRL) and costs vary substantially. Established technologies such as energy efficiency, renewable energy and nature-based solutions (afforestation, soil carbon sequestration) have dominated the voluntary offset market due to their commercial readiness and affordability. However, concerns over the additionality of renewable energy projects and competing land uses for nature-based solutions are valid and require careful management. Newer technologies are emerging with high scale-up and offsetting potential (e.g., bioenergy with carbon capture and storage (BECCs), direct air capture (DACCs)). However, they are currently scarce, expensive and resource intensive.

RENEWABLE ENERGY TRL: 9, Storage longevity: N/A Cost per tCO ₂ e: £1/tCO ₂ BCBC gap to target cost: £34,000 to £60,000	
BIOENERGY WITH CCS (BECCS) TRL: 4-7, Storage longevity: 10,000+ years Cost per tCO ₂ e: £77/230/tCO ₂ , BCBC gap to target cost: TBD	
ENERGY EFFICIENCY/FUEL SWITCHING TRL: 9, Storage longevity: N/A Cost per tCO ₂ e: £1/tCO ₂ BCBC gap to target cost: TBD	
HABITAT RESTORATION TRL: 5-6, Storage longevity: 10-100 years Cost per tCO ₂ e: £7-£77/tCO ₂ BCBC gap to target cost: TBD	
AFFORESTATION TRL: 8-9, Storage longevity: 10-100 years Cost per tCO ₂ e: £2-£23/tCO ₂ BCBC gap to target cost: TBD	
DIRECT AIR CCS (DACCS) TRL: 5-7, Storage longevity: 10,000+ years Cost per tCO ₂ e: £150-£460/tCO ₂ BCBC gap to target cost: TBD	
ENHANCED WEATHERING TRL: 1-5, Storage longevity: 10,000+ years Cost per tCO ₂ e: £38-£380/tCO ₂ BCBC gap to target cost: TBD	
BIOCHAR TRL: 3-6, Storage longevity: 100-1000 years Cost per tCO ₂ e: £0-£154/tCO ₂ BCBC gap to target cost: TBD	

Sources: For TRL, The Royal Society and Royal Academy of Engineering (2018) [Greenhouse gas removal report](#). For storage longevity and costs, IPCC (2023) [Carbon Dioxide Removal Factsheet](#) and UK Parliament POST (2024), [Carbon Offsetting report](#).

OFFSETTING STANDARDS AND FRAMEWORKS

Organisations should try to align with credible Net Zero standards and frameworks where available and applicable. Both the SBTi Net Zero corporate standard and Oxford Principles for Net Zero Aligned Carbon Offsetting outline approaches to offsetting that are relevant to BCBC:

Both standards have slight variations between them. However, there are broadly aligned across three key areas, which set out how an organisation's offsetting strategy should evolve over time to be considered Net Zero aligned.

1. Cut emissions and use high-quality offsets

Reductions must be prioritised in the first instance to minimise the need for offsets. Where offsets are required, organisations should perform robust due diligence to ensure credibility and maintain environmental integrity. All reporting should be done transparently, and current emissions, accounting methodology, target setting, and offsetting strategy should all be disclosed.

2. Shift to carbon removal offsetting

To ensure compatibility with the Paris Agreement, offset users should increase the portion of offsets that come from carbon removals. By 2050, 100% of offsets should be sourced from emission removals.

3. Shift to long-lived storage

Transition to methods of carbon removal that have a low risk of reversal over centuries to millennia, for example, storing CO₂ in geological reservoirs or mineralising carbon into stable forms.

OFFSETTING APPROACHES

There are two main ways that BCBC can offset their residual emissions: within, and beyond their sphere of influence. In the context of this report, sphere of influence could refer to geographic area. Offsetting within an organisation's sphere of influence is sometimes referred to as insetting, which can be categorised in the same way as offsets (i.e., emission avoidance or emission removals). Insetting is still a relatively recent concept for which there is no universal definition or standard, and definitions are expected to continue evolving as an agreed methodology to account for the emission reductions/removal enhancements is developed. Offsetting beyond an organisation's sphere of influence can be viewed as analogous to buying offset credits on global carbon offset markets.

	Local – Offsetting within sphere of influence	Global – Offsetting beyond sphere of influence
Benefits	• Strengthens supply chain and community relations with benefits from the resulting projects (e.g., environmental restoration, increased climate resilience, improved air quality), benefitting the stakeholders and communities engaged with the entity. • Benefits can be more easily communicated to stakeholders. • Greater control, oversight and transparency over projects and the ability to self-verify the project's credentials.	• Minimal work on behalf of the organisation required for measuring and verifying carbon reductions. • High availability with more choices across locations and methods, lowering a) the risk of not achieving offset reductions, and b) costs by allowing developers to use cost-effective methods. • “Global issue requires global solutions” – 1tCO₂e carbon offset locally is analogous to 1tCO₂e internationally.
Considerations	• Requires additional resource input from the organisation (inc. upskilling) and active management to ensure carbon reductions and/or removals are achieved and meet robust standards. • Measuring and verifying offsets can be complex and reporting standards and guidance is currently under development. • Inherently restricted to the type, size, and number of projects that can be implemented, increasing the risk of not meeting an offset target.	• The market infrastructure required to ensure quality offsets is not yet fully developed, and there are doubts over the credibility of many credits on the market today. The offsetting organisation also has little-to-no oversight over the quality and delivery of offsets. • Exposed to market dynamics (e.g., increasing credit prices, credit supply). • More difficult to communicate benefits to stakeholders.

While there are several considerations, we recommend that organisations prioritise offsetting within their sphere of influence before purchasing credits beyond their influence. This is particularly relevant for local authorities, such as BCBC, where co-benefits and influence can be maximised.

Locality, whilst providing benefits, invariably increases the resource requirement on the offsetting entity and should not be undertaken unless projects can be appropriately implemented and monitored. There are a number of standards and accounting rules in development that will provide guidance on how companies should record insets (especially carbon removals), however in the meantime organisations should act as transparently as possible to ensure reported insets are credible. Third-party validation of any scheme could also be considered to ensure robust procedures are being followed.

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Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3
Date of Meeting:	7 APRIL 2025
Report Title:	INFORMATION REPORT - QUARTER 3 PERFORMANCE 2024-25
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 3 Performance 2024-25 report that was reported to Corporate Overview and Scrutiny Committee (COSC) on 17 March 2025 (Appendix A). - the Corporate Performance Dashboard for Quarter 3 2024-25 (Appendix 1). - The Regulatory Tracker updated for Quarter 3 2024-25 (Appendix 2).

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 3 Performance 2024-25 reported to Corporate Overview and Scrutiny Committee (COSC) on 17 March 2025, for Members' information.

2. Background

- 2.1 Following the reporting of the Quarter 3 Performance 2024-25 to COSC for the monitoring of the quarterly performance, the report, performance dashboard and updated Regulatory Tracker for Quarter 3 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 In a report to Governance and Audit Committee (GAC) in November 2022, Audit Wales highlighted the requirement for the Council to improve arrangements dealing with recommendations from regulator reports. In response a 'regulatory tracker' was developed which is considered at GAC twice yearly. In July 2023, GAC

recommended that the regulatory tracker be included on all Subject Overview and Scrutiny forward work programmes for the Committees to be aware of progress. This has now been integrated into the quarterly performance monitoring process.

- 2.3 Therefore the Quarter 3 Performance 2024-25 report to COSC is attached at **Appendix A** with the following appendices to that report attached as:
Appendix 1 - the Corporate Performance Dashboard for Quarter 3 2024-25
Appendix 2 - the Regulatory Tracker updated for Quarter 3 2024-25
- 2.4 The background to this report is set out in Section 2 of Appendix A – the Quarter 3 Performance 2024-25 report to COSC on 17 March 2025.

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 3 Performance 2024-25 report to COSC on 17 March 2025.
- 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.
- 3.3 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2024-25 is included as **Appendix 2**.

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

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

5. Well-being of Future Generations Implications and Connection to Corporate Well-being Objectives

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

- 1. A County Borough where we protect our most vulnerable

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

3. A County Borough with thriving valleys communities

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

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

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

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

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

6. Climate Change Implications

6.1 There are no Climate Change Implications from this report.

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

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

9. Recommendations

9.1 The Committee is requested to note the content of the Quarter 3 Performance 2024-25 report, the Corporate Performance Dashboard Quarter 3 2024-25 and the Regulatory Tracker updated for Quarter 3 2024-25 within the remit of this Committee and have regard to the dashboard and the tracker when considering the Committee's Forward Work Programme report.

Background documents

None

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	QUARTER 3 PERFORMANCE 2024-25
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 performance against the 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 quarter 3 2024-25. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2024-25. • An update on the performance against our current regulator recommendations (Regulatory Tracker).

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 3 (Q3) of 2024-25. This is the second year of the 5-year Corporate Plan 2023-28 and the second performance report on the 2024-25 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2024 Council agreed the Corporate Plan Delivery Plan 2024-25 which set out aims, commitments, and performance indicators to help measure the Council's progress on priorities.
- 2.2 Each Directorate produced a business plan, including milestones against each commitment, targets against each Performance Indicator (PI) and a rationale for targets. These 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, scope of data, calculation/verification methods, and responsible officers. In summer 2024 the Corporate Plan PI targets and rationales were approved by Corporate Management Board (CMB) and provided to Corporate Overview Scrutiny Committee (COSC) in September 2024 along with minor amendments to the CPDP.
- 2.3 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through 4 directorate performance dashboards scrutinised by Directorate Management Teams. A single performance dashboard is reported

quarterly to Cabinet and Corporate Management Board (CCMB). The same dashboard is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

- 2.4 The performance team has worked with Corporate Overview and Scrutiny Committee to make improvements to the performance reporting process to give Members a clearer understanding of how the Council is performing, including:
- development of the single performance dashboard,
 - improvements to the commentary in the dashboards,
 - use of summary presentations
- 2.5 In a report to Governance and Audit Committee (GAC) in November 2022, Audit Wales highlighted the requirement for the Council to improve arrangements dealing with recommendations from regulator reports. In response a 'regulatory tracker' was developed which is considered at GAC twice yearly. In July 2023, GAC recommended that the regulatory tracker be included on all Subject Overview and Scrutiny forward work programmes for the Committees to be aware of progress. This has now been integrated into the quarterly performance monitoring process.

3. Current situation / proposal

- 3.1 The Q3 performance dashboard (**Appendix 1**) provides judgements on progress on our commitments and outlines key activities and achievements in Q3, and next steps where appropriate. It also provides Q3 values and supporting comments for the PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in the Table 1 below.

3.2 Summary of progress on Corporate Commitments

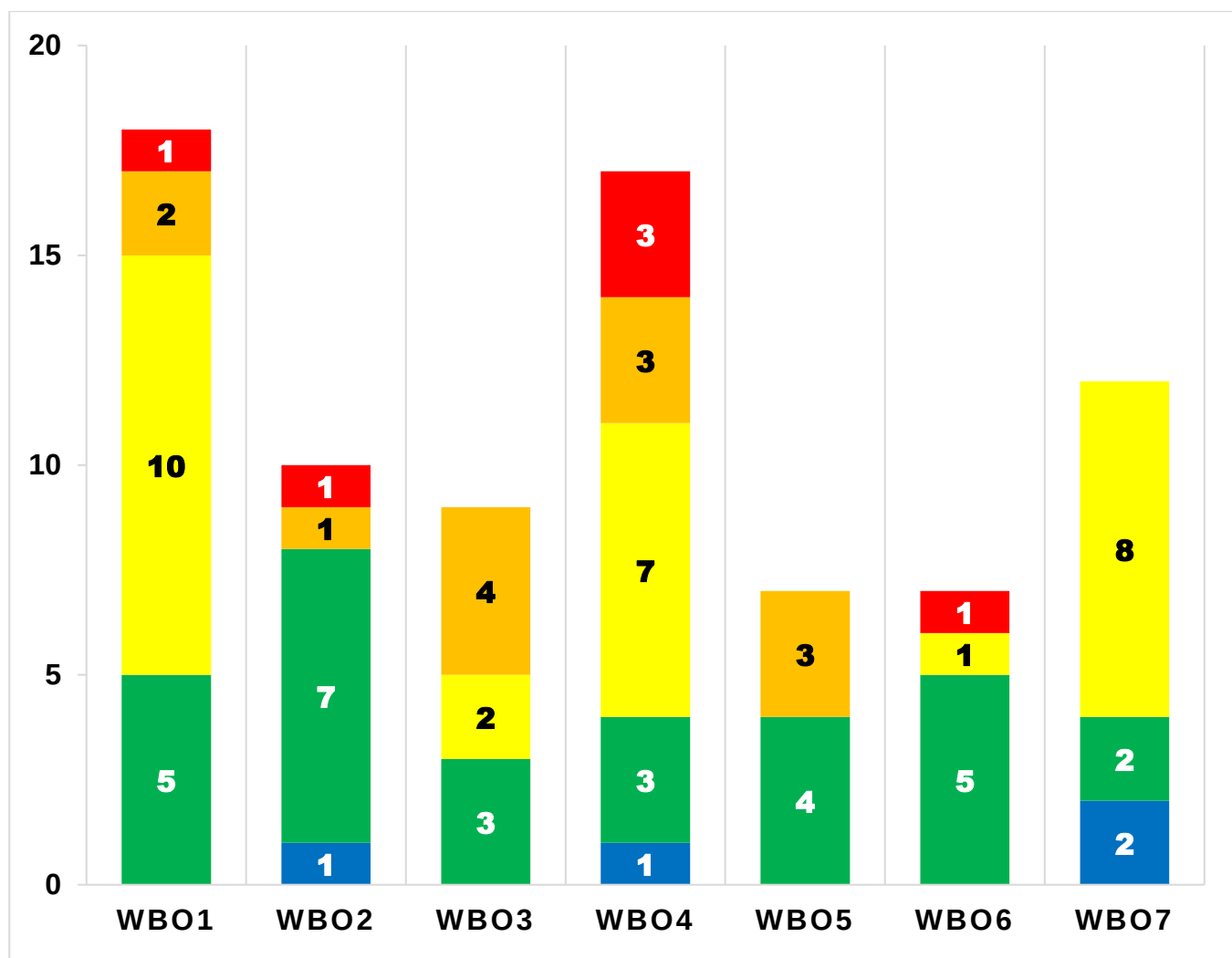
The CPDP 2024-25 contains 80 Commitments to measure performance against the Corporate Plan. Table 1 shows the performance judgements for these commitments at Q3 2024-25 and comparison with the previous quarter (PQ), with Chart 1 on the next page breaking this down further to show performance for each of the wellbeing objectives.

Table 1

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	2	2.5%	4	5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	19	23.75%	29	36.25%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	29	36.25%	28	35%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	25	31.25%	13	16.25%

UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	6.25%	6	7.5%
	Total	80	100%	80	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective (WBO)



3.3 Summary of Performance Indicators

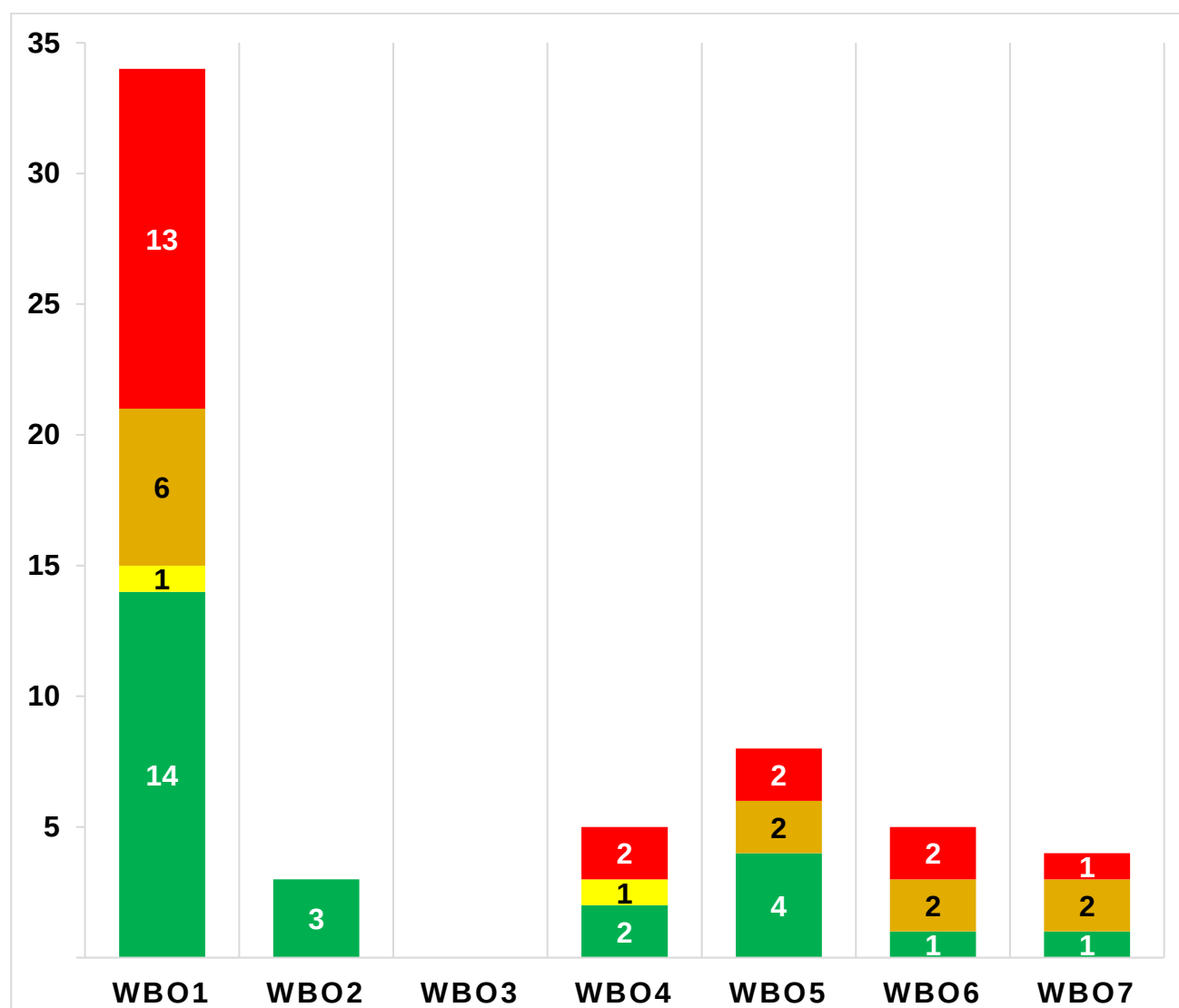
The CPDP 2024-25 contains 108 Performance Indicators to measure performance against the Corporate Plan. At Q3 we are able to evaluate performance on the quarterly PIs contained in the 2024-25 delivery plan, which is 60, the remaining 48 are annual and will be reported for the first time at Q4.

- 3.4 All 60 PIs have verified Q3 values. 59 could be compared against their target and awarded a RAYG status, with 1 of the indicators using 2024-25 to establish a baseline value to set a target going forward. Table 2 on the next page shows overall performance for PIs at Q3 and a comparison with the previous quarter, and Chart 2, performance for each wellbeing objective.

Table 2

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	23	38.98%	25	42.37%
GOOD (YELLOW)	On target	5	8.47%	2	3.39%
ADEQUATE (AMBER)	Off target (within 10% of target)	9	15.25%	12	20.34%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	22	37.30%	20	33.90%
	Total	59	100%	59	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

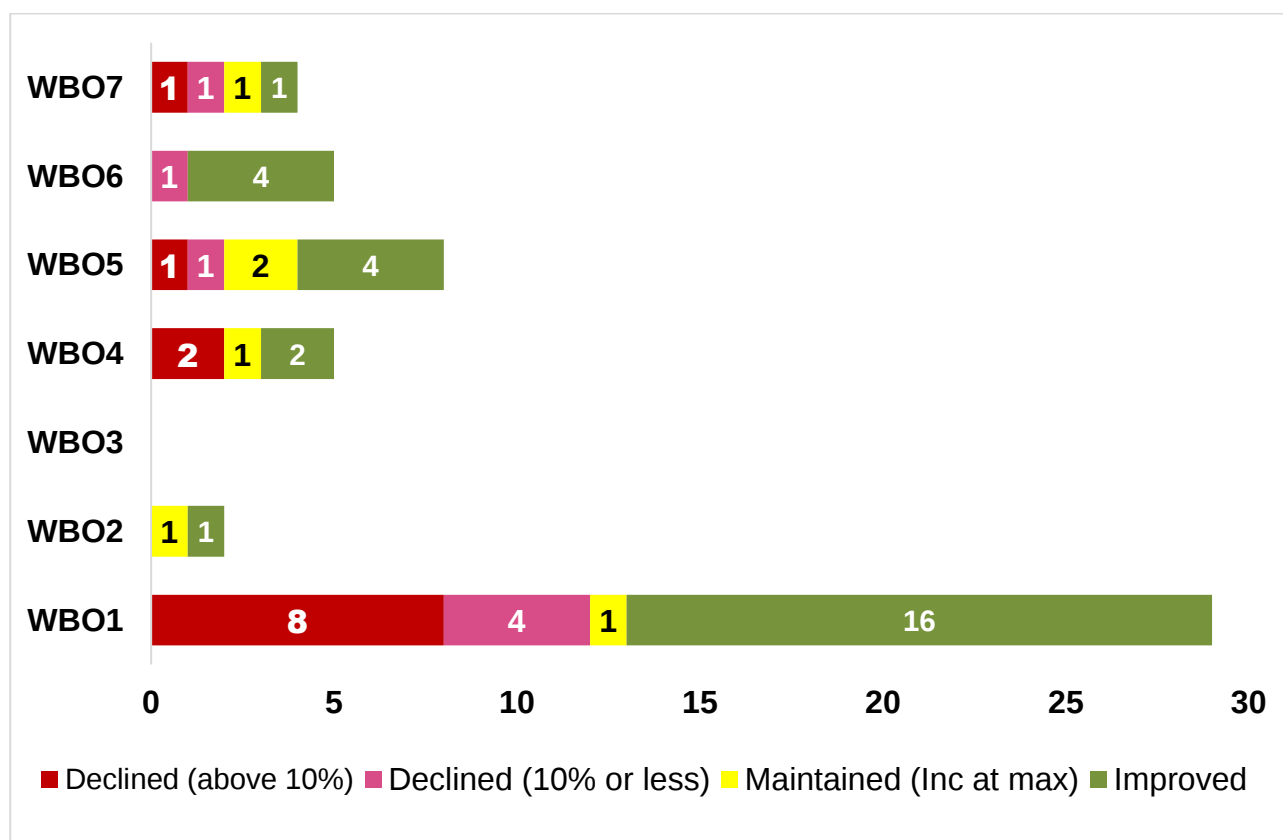


3.5 Trend data allows us to compare our Q3 values with the same period last year (Q3 2023-24). Comparable data for Q3 is available for 53 of the 60 quarterly PIs. Of the remaining 7, 5 indicators do not have comparable verified data for last year because they are new (4) or data was not collected at Q3 last year (1), and 2 PIs are “trend not applicable” due the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 with comparison to the previous quarter, and Chart 3 shows the trend analysis for each wellbeing objective.

Table 3

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
↑	Performance has improved	28	53.85%	28	52.83%
↔	Performance maintained (includes those at maximum)	5	9.61%	6	11.32%
↙	Declined performance (by less than 10%)	9	17.31%	7	13.21%
↓	Declined performance (by 10% or more)	10	19.23%	12	22.64%
	Total	52	100%	53	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Measuring Performance against our Ways of Working

- 3.6 This is the second 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 with more work needed. In the 2024-25 CPDP there are 9 ways of working PIs which are not included within the wellbeing objectives. 7 of these indicators have verified values at Q3, with 1 indicator marked “n/a” as it has no target, and 1 annual indicator which will be reported at Q4. Of the 7, 6 could be compared against a target and awarded a RAYG status. This is shown in Table 4 below.

Table 4

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	2	33.33%	2	33.33%
GOOD (YELLOW)	On target	-	-	1	16.67%
ADEQUATE (AMBER)	Off target (within 10% of target)	2	33.33%	1	16.67%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	2	33.33%	2	33.33%
	Total	6	100%	6	100%

- 3.7 Trend data is available for 6 of 9 indicators, comparing Q3 performance with the same period last year. 2 of the indicators are “trend not applicable” due the way the targets are profiled, and 1 annual indicator. Trend analysis is set out in Table 5.

Table 5

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
	Performance has improved	1	16.67%	1	16.67%
	Performance maintained (includes those at maximum)	2	33.33%	2	33.33%
	Declined performance (by less than 10%)	2	33.33%	1	16.67%
	Declined performance (by 10% or more)	1	16.67%	2	33.33%
	Total	6	100%	6	100%

Summary of Sickness Absence

- 3.8 There is no target for sickness absence, though the focus continues to be on trying to reduce sickness across the organisation. Staff wellbeing measures are in place and sickness continues to be closely monitored.
- 3.9 At Q3 cumulative days lost per full time equivalent (FTE) employee is 10.12 days, worse than the 8.77 days for Q3 2023-24, and a 15.39% increase in absence levels. This worsening trend is mirrored within the directorate data for all directorates and schools. The proportion of days lost that are classified at short-term absences (7 days or less) has decreased slightly from 26% in Q3 2023-24 to 23% in Q3 2024-25. The most common reason for absence remains as Stress/Anxiety/Depression (not work related).

Summary of Performance against Regulator Recommendations

- 3.10 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2024-25 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 6. A more detailed analysis will be provided in a report to Governance and Audit Committee in April 2025.

Table 6

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Care Inspectorate Wales (CIW) Performance Evaluation Inspection of Children's Services	21	16	-	2	2	1
Transformational Leadership Programme Board, Baseline Governance Review Cwm Taf Morgannwg Regional Partnership Board	7	3	1	-	3	-
Audit Wales, Springing Forward, Strategic Workforce Management	3	1	1	1	-	-
CIW Improvement Check Visit to Children's Social Care Services	10	3	2	4	1	-
CIW Inspection Report on Foster Wales Bridgend	20	9	3	3	5	-
Audit Wales, Use of Service User Perspective and Outcomes	3	1	1	-	1	-
Audit Wales, Digital Strategy Review	3	-	3	-	-	-
Audit Wales, Financial Sustainability Review	2	-	-	-	2	-
Audit Wales, Review of Decision-Making Arrangements	5	2	-	3	-	-
Audit Wales, Setting of Well-being Objectives	3	-	3	-	-	-

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

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

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

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

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

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

6. Climate Change Implications

- 6.1 There are no specific implications of this report on climate change. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2024-25 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 3 for the 2024-25 financial year.

Background documents

None

Corporate Performance Dashboard

Quarter 3 2024-25



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



KEY:

How will we mark or score ourselves

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

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

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

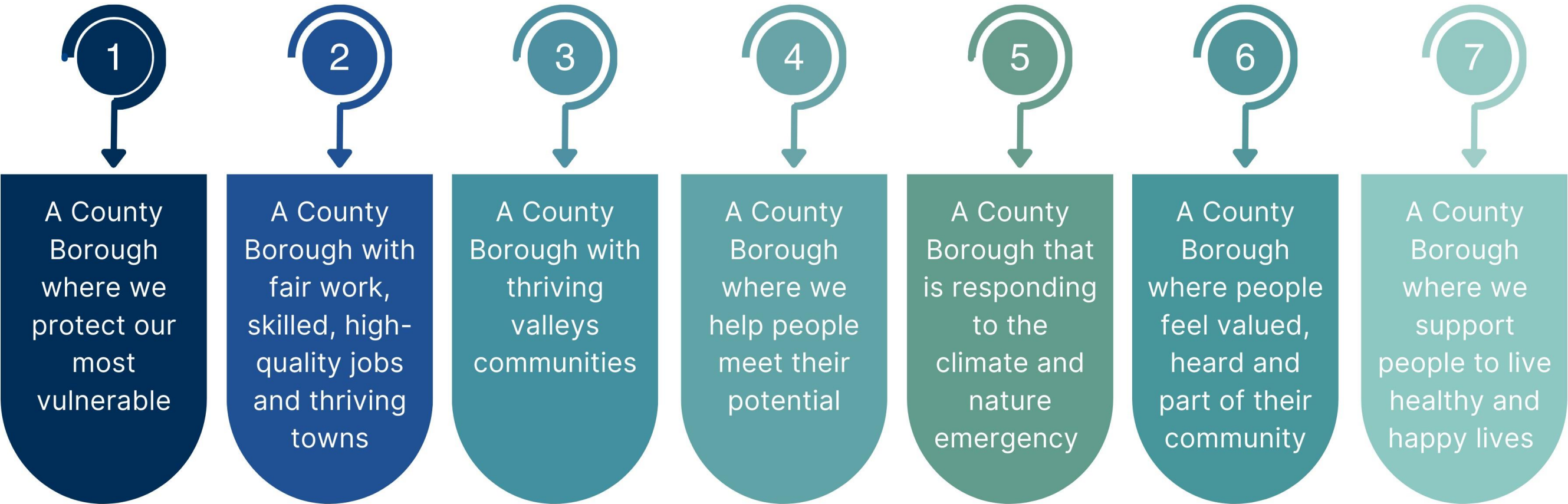
Trend	Meaning
	Improved performance
	Maintained performance (includes those at maximum)
	Declined performance (by less than 10%)
	Declined performance (by 10% or more)

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

	Directorate Responsible
ALL	All Directorates
CEX	Chief Executives Directorate
COMM	Communities Directorate
EEYYP	Education, Early Years, and Young People Directorate
SSWB	Social Services and Wellbeing Directorate

OUR CORPORATE PLAN - AT A GLANCE

OUR 7 WELLBEING OBJECTIVES-



WBO1: A County Borough where we protect our most vulnerable

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/026 CP WBO1.1	Safe reduction in the number of children on the child protection register. (SSWB) Lower Preferred	189	175	125	175	94	203	↑	Quarterly Indicator Target Setting: Target set to see continued reduction following significant increase in 2022-23. Performance: We continue to reduce our Child Protection figures and to provide reassurance around our decision making. We are undertaking audit and dip sample activity. This is reported in Silver and Quarterly Group Manager Presentations.
DEFS29 CP WBO1.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. (SSWB) Higher Preferred	83%	87%	81%	87%	80%	82%	↙	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Performance slightly reduced but not of concern with it being in line with previous years. However, the Family Support Services Manager will monitor this with Central Grants Team moving forward.
SSWB38a CP WBO1.1	Percentage of reablement packages completed that: a) reduced the need for support Higher Preferred	14.32%	18%	17.62%	18%	17.84%	15.75%	↑	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: The service have observed that the level of dependency of the people going through reablement has increased therefore making it difficult in some cases to reduce the need for support. Also see other performance measures for reablement.
SSWB38b CP WBO1.1	b) maintained the same level of support Higher Preferred	13.79%	14%	15.86%	14%	17.25%	12.45%	↑	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: Remains on target.
SSWB38c CP WBO1.1	c) mitigated need for support. (SSWB) Higher Preferred	66.58%	68%	55.95%	68%	54.09%	62.77%	↓	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: There are challenges with mitigating need for support due to levels of complexity and frailty of people accessing reablement, coupled with some identified training needs for staff which is influencing performance outcomes.
SSWB76 CP WBO1.1	Total number of packages of reablement completed during the year. (SSWB) Higher Preferred	377	400	227	300	342	274	↑	Quarterly Indicator Target Setting: The resetting of reablement programme will increase demand. Performance: Positive evidence that the directorate continues to promote strengths based working and promoting independence. Please note this is a cumulative target and we are on track to achieve the 400 by year end.
SSWB39 CP WBO1.1	Safe Reduction in the number of Care Experienced Children. (SSWB) Lower Preferred	370	350	359	350	340	383	↑	Quarterly Indicator Target Setting: Target set to see continued reduction in numbers reflective of pre-pandemic levels. Performance: We have exceeded target and continue to work with families who are ready for care order discharge or reunification.
SSWB55a CP WBO1.1	Percentage of carers who were offered a carer's assessment in a) Children's Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: On target (85 out of 85 offered)

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB55b CP WBO1.1	b) Adults. (SSWB) Higher Preferred	No Data	100%	94.21%	100%	94.56%	No data	Trend not available	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: 1078/1140 offered a carers assessment that was recorded on the system. A carers plan has been developed that seeks to improve this performance target.
SSWB57 CP WBO1.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only. (SSWB) Higher Preferred	74.88%	75%	85.17%	75%	85.19%	73.5%	↑	Quarterly Indicator Target Setting: A new Early, Intervention and Prevention operating model has been implemented at the front door to manage adult social care. Performance: Continuing improvement evidencing the day-to-day use of strength based outcome focussed model of practice.
SSWB61a CP WBO1.1	Number of people who access independent advocacy to support their rights within: a) children's social care Higher Preferred	64	130	24	99	31	33	↙	Quarterly Indicator Target Setting: To reflect predicted demand. Performance: There has been a decreasing trend in the number of children eligible for the Active Offer (a 56% reduction during Q1 to Q3 of 2024-25 compared to the same period last year). This is due to a reduction in the number of children becoming care experienced and those being subject to an Initial Child Protection Conference. Focused work to increase the provision of the active offer for eligible children has been undertaken and consequently current data for 2024-25 has seen an increase in performance with 47% (53) of eligible children at Q3 being referred, compared to 27% in 2023-24.
SSWB61b CP WBO1.1	b) Adult's social care. (SSWB) Higher Preferred	87	180	30	135	52	102	↓	Quarterly Indicator Target Setting: To improve performance. Performance: The advocacy groups are operating at capacity, largely with ongoing casework, this is restricting their ability to pick up new referrals. The service will undertake a review of the delivery of this contract to reflect current demands and the service specification contained in the contract.
SSWB78a CP WBO1.1	Timeliness of visits to a) children who are care experienced Higher Preferred	85.31%	87%	87.86%	87%	87.99%	82.70%	↑	Quarterly Indicator Target Setting: To continue to improve performance and reflect the challenges there have been linked to recruitment and retention. Performance: Performance has been maintained into quarter 3. Clear processes are now in place and have been maintained.
SSWB78b CP WBO1.1	b) children on the child protection register. (SSWB) Higher Preferred	86.77%	87%	87.8%	87%	88.95%	85.17%	↑	Quarterly Indicator Target Setting: To continue to improve performance and reflect the challenges there have been linked to recruitment and retention. Performance: Performance continues to improve in this area which relates to a more stable workforce and understanding of roles and responsibilities.

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 (SSWB)	YELLOW (Good)	Quarter 3: Early Help services and specifically the Family Support worker role are being reviewed by the Family Support Services Manager, to determine whether the approach ensures families leave the service in a more positive way than when they accessed support. Single Point of Access for Children's Emotional Wellbeing and Mental Health (SPACE) wellbeing panels which provide a no wrong door approach to accessing emotional health and wellbeing services are being considered. Investment via the Regional Integration Fund will be required to implement. Further work is being undertaken to implement a local early help panel to ensure families access support in a timely way.	Family Support Worker roles to adapt their approach and to be more short term intensive focussed, to enable families to leave the service in a timely way. Regional SPACE wellbeing panel and local early help panel to be implemented so there is 'no wrong door' for access to the right prevention and wellbeing services.

Code	Commitment	Status	Progress this period	Next Steps
WBO1.1.2	Help communities become more resilient, so more people will find help / support they need in their community. (SSWB)	AMBER (Adequate)	Quarter 3: Adult services have implemented an Early Intervention and Prevention Hub which continues to develop and embed. The recruitment to a post within the management structure has added additional opportunities to support staff in implementing the strengths-based practice model in their day-to-day conversations with individuals. The working relationship with local community coordinators continues to strengthen.	Recruit to vacant posts. Continue working and developing staff skills and knowledge within Early Intervention and Prevention Hub.
WBO1.1.3	Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring (SSWB)	GREEN (Excellent)	Quarter 3: The Prevention and Wellbeing Service is actively supporting 510 young carers. One of the Young Carer Ambassadors has played a pivotal role in the development of the Bridgend Young Carers Network providing valuable support in various and diverse capacities. Currently, the network is collaborating with existing Young Carer Ambassadors while actively recruiting additional ambassadors to help expand the network and contribute to the planning of the next event. In relation to the Bridgend Carers Wellbeing Service, number of referrals received - 144, supported carers - 333, signposted – 1168, and provided information, advice and assistance to - 718. 30 referrals to BCBC for full carers assessments. The service continues to meet needs based on volume of engagement. During Q3 our partnership with Cwmpas saw work with carers and partners to record the powerful connected carers song called "Who Cares?". There has been an additional 4 Connecting Carers sessions, with opportunities now in Bridgend, Maesteg, North Cornelly, Porthcawl in addition to the existing Brackla and Bettws programmes.	Young Carers Network Group to increase the number of Young Carer Ambassadors. To create a series of short advocacy films for schools aimed at staff. Develop the relationships with young carers and adult and parent carers groups. . Continue to grow the use of co-productive approaches to inform community opportunities. Any learning developed from the social innovation approach being progressed could be beneficial for other service review processes. Understand impact in reduction of Shared Prosperity Funding for future years which will impact on the work stream.
WBO1.1.4	Improve Children's Services by delivering the actions in our three-year strategic plan (SSWB)	YELLOW (Good)	Quarter 3: Governance and oversight arrangements continue. Action plan was last presented at Cabinet Corporate Parenting Committee in January 2025. Good progress has been made to increase workforce stability. This means there is now less than 10% agency in children's social work teams. This improvement has been made by strong leadership of a range of actions to improve retention and recruitment including focus on good practice levels of social work caseloads, supportive management, a clear practice model, social work support officers, 'grow our own' social workers, international recruitment and enhanced marketing capacity. A Workforce Planning and Performance Board chaired by the Director is overseeing work to both continuously improve performance and plan the workforce of the future. Signs of Safety continues to be embedded across the service. This is having a positive impact on outcomes with reductions in Child Protection Numbers and Care-experienced children.	Continue to implement and monitor the three year plan.
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)	YELLOW (Good)	Quarter 3: Approval by Cabinet and ongoing monitoring mechanisms in place.	Robust monitoring and reporting arrangements developed to oversee progress against the plan at a senior level in the directorate. This includes the Financial Recovery Board and, the Social Services Improvement Board. The next quarter should see the reduction in current spending levels and a formal evaluation of the operating model. Adults weekly quality assurance outcomes panel continues to establish trends and practice development needs and actions taken when appropriate.
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)	YELLOW (Good)	Quarter 3: Citation of the practice models for Adult Social Care and Children and Family Services included within monthly Quality Assurance (QA) has been monitored and triangulated within thematic meetings between the QA officer and social work management teams. This has led to an increase in citation of the respective practice model's and identification of gaps in how feedback is captured in a meaningful way.	Creative approaches to evaluation that capture the voices of individuals are being explored. A test team within Children and Family Services that will gather individual's stories of change and experience is being developed with the support of the DEEP Insight Collective* via Social Care Wales. Meaningful, qualitative questionnaires developed from evidence-based resources are also being tested within Adult Social Care teams to offer individuals alternative opportunities to share their views and feelings.
WBO1.1.7	Address the gaps in social care services such as care and support at home,	AMBER (Adequate)	Quarter 3: We have undertaken an accommodation mapping exercise across Adult Social Care, the findings of which were reported to a members briefing session in January 2025. This briefing included findings/gaps in provision, as well as proposals	Following the Member Briefing in Jan 25, we will consider feedback received from the Member briefing and be reporting to Cabinet in March 25, seeking approval to further scope out,

Code	Commitment	Status	Progress this period	Next Steps
	specialist care homes for children and adults and recruiting more foster families (SSWB)		moving forward, broken down into short, medium and longer-term timeframes. A draft Children and Families Placement Commissioning strategy has been submitted to Welsh Government and has been presented to Cabinet and Corporate Management Board (CCMB). A business justification case has been endorsed approving initially 2 homes, the acquisition of one home is underway and a fostering programme board is set up and will focus on recruitment, retention, and support foster carers.	and develop options appraisals and business cases (as required) for the proposals identified as part of the review. To continue to develop and mobilise children's residential as set out in the business justification case and secure any capital and revenue available to support growth and establish the board.
WBO1.1.8	We will ensure that children and families access support from the right service at the right time with the aim of preventing their needs from escalating (SSWB)	YELLOW (Good)	Quarter 3: Early Help is now part of Social Services and Wellbeing. We have already seen improved working between hubs due to better alignment to practice models. This has increased opportunities for step down cases into Early Help following statutory services	Continue to look at referral routes into Early Help and preventative services to ensure families access No Wrong Door.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED43 CP 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	92%	85%	96%	85%	96%	90%	↑	Quarterly Indicator Target Setting: Target set to maintain good performance. The 'drop in' and 'outreach' approach is proving positive in people coming forward for support early and therefore improving outcomes. Performance: Target achieved. The service continues to see high numbers of residents requiring financial support. This period the service has seen an increase in clients migrating over to Universal credit and needing support with making the initial claim thus ensuring they are claiming the correct entitlement
CED44 CP WBO1.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt. (CEX) Higher Preferred	93%	85%	88%	85%	90%	92%	↓	Quarterly Indicator Target Setting: Target set to maintain good performance. The 'drop in' and 'outreach' approach is proving positive in people coming forward for support early and therefore improving outcomes. Performance: Target achieved. Debt remains a priority service in general. CAB have seen a rise in both council tax arrears and credit card debt in the last six months, with 90% of individuals supported to reduce their debt or put plans in place to manage the debt. Performance is slightly down compared to the same period last year; however, the target has been exceeded, and due to the nature of this indicator this doesn't reflect a decline in the performance of the service. CAB can only support and advise those who actually want help, and not all individuals who engage in their support will follow the process through to be recorded as a positive exit outcome

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. (CEX)	GREEN (Excellent)	Quarter 3: Council Tax Reduction (CTR) is promoted via the Council's website and in the notes of every Council Tax demand notice. The Service offers numerous ways of applying for CTR, including via Universal Credit claims, digital and paper claims, and supports the most vulnerable through home visits. The average time taken to process a new claim for CTR is currently 19 days. Bridgend CBC has been invited to participate in Welsh Government's Local Authority Benefit Take-up Pilot. They have committed to funding a 12-month use of a data analytical tool, to assess the extent it helps in identifying unclaimed benefits. During the pilot, up to 12 local authorities will be able to use the tool to interrogate their datasets in order to identify residents who are missing out on their entitlements to financial support. The local authority will be able to undertake targeted campaigns at key points in the year where they contact residents encouraging them to claim their entitlements.	

Code	Commitment	Status	Progress this period	Next Steps
WBO1.2.2	Raise awareness of financial support available to residents (CEX)	GREEN (Excellent)	Quarter 3: The Citizens Advice Bureau (CAB) continued provision of FASS (Financial Assistance and Support Service) into the new contract term, following the re-tender completed in Q2. Service provision without disruption for the end user has remained in place to ensure the best outcomes are achieved. See CED43 and CED44 (above) for FASS performance in Q3.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DOPS39 CP 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	29%	10%	21.9%	10%	25.9%	30%	↑	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: The duty to accommodate everyone that presents as homeless and in need of emergency accommodation continues to result in a higher number of final duties being accepted. Due to the housing crisis, housing need outweighs stock in the social housing sector, together with the private housing sector still largely being an unfeasible solution due to high market rental costs, homelessness prevention and relief continues to be hindered as a result. Complexities of those we support remains a challenge which often means we are unable to prevent or relieve homelessness as there is multi agency input required to achieve settled accommodation or supported accommodation which is again in a demand which outweighs provision. During Q3 448 homeless applications were taken, 406 were taken in the same period in 2023 which demonstrates the continued increase in persons presenting to the authority.
PAM/012 (DOPS15) CP WBO1.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless. (CEX) Higher Preferred	11%	20%	22.1%	20%	24.7%	11%	↑	Quarterly Indicator Target Setting: Target set at 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: Target achieved

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (CEX)	YELLOW (Good)	Quarter 3: Monthly meetings take place with Registered Social Landlord (RSL) development teams, working collaboratively to increase affordable housing supply in the Borough. Development can change frequently throughout the 3 year programme. Current allocation of Social Housing Grant is £34,891,388 with additional schemes to be brought forward. In addition to the primary capital programme, additional affordable homes were acquired through £3.8 million Transitional Capital Grant funding. A third property is in the process of being purchased.	

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS170 CP WBO1.4	Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system. (EEYYP) Higher Preferred	New 24-25	100%	0%	100%	0%	New 24-25	New 24-25	Quarterly Indicator Target Setting: All IDPs should be transferred to the new IDP system at the earliest opportunity to ensure adherence to the Additional Learning Needs and Education Tribunal (Wales) Act. Performance: A live trial of the online IDP has taken place which identified some system issues meaning we are currently unable to extract IDPs from the system. Work is ongoing with Gwynedd Council to address these issues before implementing a new process across all schools and settings. Further roll-out to schools will progress during the spring term.
DEFS171 CP WBO1.4	Number of pupils on the waiting lists for specialist provision. (EEYYP) Lower Preferred	23	10	13	15	30	23	↓	Quarterly Indicator Target Setting: Placing pupils in specialist provision at the earliest opportunity ensures that all of their educational needs are met. Throughout the year the waiting lists may fluctuate as pupils can be added at any time. We aim to see a trend of decreasing numbers on the waiting list over time. This target is the end-of-year target. Performance: Waiting lists have increased from Q2 due to an increase in the requirement for specialist provision. An Access to Education Panel took place in December 2024 and a total of 32 pupils were referred for discussion. 21 pupils were identified for specialist provision and added to waiting lists. Four pupils that were placed on the waiting list at the last meeting have now been offered provision. Officers continue to look for solutions of support to maintain current placements wherever possible.
DEFS172 CP WBO1.4	Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, that have had an annual review by 31 March of each current school year.(EEYYP) Higher Preferred	New 24-25	100%	Annual Indicator - To be reported at quarter 4 (Q4)					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.4.1	Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs (EEYYP)	RED (Unsatisfactory)	Quarter 3: A live trial of the online IDP system has taken place. Some system issues were identified meaning IDPs cannot be issued from the system and work is ongoing with Gwynedd Council to address this. Further roll-out to schools will progress during the spring term. Full implementation of the system has been delayed by this work but we continue to enter data into the system.	We will continue to work with Gwynedd Council to overcome some system issues before implementing a new process across all schools and settings. Once all IDPs are stored on the Gwynedd system, we will provide access to the Education Engagement Team to develop online personal education plans (PEPs) for care-experienced children.
WBO1.4.2	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	YELLOW (Good)	Quarter 3: The Additional Learning Needs (ALN) capacity analysis is in progress, and the final placement panels are ongoing. These will determine the needs of the children and whether specialist provision is required. The first draft plan has been prepared but we are awaiting the ALN capacity and analysis data to complete.	

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/003 CP WBO1.5	Children’s safeguarding referrals – decision making in 24 hours. (SSWB) Higher Preferred	99.69%	100%	99.93%	100%	99.95%	99.67%	↑	Quarterly Indicator Target Setting: To continue to improve performance and ensure children are protected from harm. Performance: Whilst we are off target, this equates to only 5 contacts out of 10660 which were screened outside of the statutory 24-hour timescale. Performance has improved compared to last year.
CORPB1 CP WBO1.5	Percentage of council staff completing mandatory safeguarding training (e-learning or workbook) (ALL) Higher Preferred	82.73%	100%	81.51%	100%	84.72%	80.03%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role.
SSWB63 CP WBO1.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) Lower Preferred	16 days	16 days	30 days	16 days	24 days	20 days	↓	Quarterly Indicator Target Setting: To maintain good performance within existing resources. Performance: Best Interest Assessment training has now been completed where 26 BCBC staff attended this training. Allocations will be staggered; however, it is anticipated this will support with reducing the numbers. We also have a full time DoLS assessor starting Monday 3rd February.
SSWB77 CP WBO1.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	81.85%	85%	76.47%	85%	77.09%	83.66%	↙	Quarterly Indicator Target Setting: To continue to improve performance and ensure adults are protected from harm. Performance: This continues to be an area we are working on and developing in the team. A process is now in place for weekly updates however timescales have been impacted due to sickness meaning higher allocations for the team and reduced capacity.
SSWB62 CP WBO1.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	77.78%	75%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)	YELLOW (Good)	(SSWB) Quarter 3: The Corporate Safeguarding Board oversees corporate safeguarding performance and reports to CCMB. This ensures there is good and effective information sharing on the key safeguarding issues across the Council including risks and issues that emerge and that can be better managed by working together as one Council. Key activities in quarter 3 include the consideration of the safeguarding risks of cybercrime, significant assurance work following reductions in the child protection register, a focus on school exclusions and associated safeguarding issues. (EEYYP) Quarter 3: A representative from the Education, Early Years and Young People Directorate consistently attends the Corporate Safeguarding Board. Updates have been made to the model School Safeguarding Policy to align with changes made to local authority policy and protocol. Group B and Group C safeguarding training requires review to align with the Social Care Wales training packs developed to ensure that the training is consistent with safeguarding responsibilities set out in legislative framework. A designated safeguarding lead forum has been scheduled for April 2025.	A safeguarding self-assessment tool has been developed and will be implemented across all Council directorates.
WBO1.5.2	Safeguard children, young people and adults at risk of exploitation (SSWB)	GREEN (Excellent)	Quarter 3: The exploitation service will be restructured to increase the offer to children and young people at risk of exploitation. There is a regional strategy in place that is monitored via a regular working group to ensure it is achieving its intended outcomes.	Work with regional partner to implement the regional exploitation strategy and practice guidance.

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED45(a) CP WBO1.6	The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) for: a) low level access showers Lower Preferred	668 days	210 days	780 days	210 days	807 days	629 days	↓	Quarterly Indicator Target Setting: Backlog of works due to the impact of CV19 is still significantly affecting our ability to improve performance or record a meaningful baseline for each category. Therefore, we will continue to use our original aspiration of 210 days as an initial baseline. Performance: We continue to work through the pipeline of referrals, where referrals have been deemed a priority by occupational therapist these are escalated. Referral dating back to 2020 are currently being certified during the period and significantly impacting PIs. Budget has been brought forward from 2025-26 in order to maintain the completion of referrals within this financial year, as the budget for 2024-25 has been utilised.
CED45(b) CP WBO1.6	b) Stair lifts Lower Preferred	346 days	210 days	541 days	210 days	526 days	325 days	↓	
CED45(c) CP WBO1.6	c) ramps Lower Preferred	694 days	210 days	1,138 days	210 days	1,059 days	455 days	↓	
CED45(d) CP WBO1.6	d) extensions (CEX) Lower Preferred	917 days	210 days	1,221 days	210 days	1,124 days	892 days	↓	
DOPS41 CP 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	98%	98%	100%	98%	99%	96.15%	↑	Quarterly Indicator Target Setting: Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. Performance: A slight downturn in results due to one resident reporting "neither" as a response. The team are attempting to speak with the resident for further clarity

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 (CED)	YELLOW (Good)	Quarter 3: The Disabled Facilities Grant (DFG) Procurement framework is now live. Budget is fully committed to the end of March 2025, including the £500k brought forward from 2025/26. The structure review for the Housing Renewal Team is still ongoing.	

WBO1.7: Support partners to keep communities safe

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED46 CP WBO1.7	Number of instances where CCTV supports South Wales Police in monitoring incidents. (CEX) Higher Preferred	944	944	449	708	736	733	↑	Quarterly Indicator Target Setting: To continue supporting South Wales Police in actively monitoring CCTV incidents across Bridgend County Borough Performance: There were 287 CCTV incidences in Q3 where the CCTV Operatives supported both south Wales Police and local retailers to actively monitor CCTV cameras
CED62 CP WBO1.7	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation. (CEX) Higher Preferred	New 24-25	100%	96.81%	100%	98%	New for 24-25	New for 24-25	Quarterly Indicator Target Setting: New PI – 100% target. Safety planning, targeting hardening and safety measures carried out with all service users throughout support and before exiting the service

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
									Performance: In Q3 100% of adults assessed reported increased feelings of safety. This has improved the overall cumulative figure from 96.81% at Q2 to 98%.
CED63 CP WBO1.7	Percentage of high risk domestic abuse victims / public protection notices received by the service contacted within 48 hours. (CEX) Higher Preferred	New 24-25	100%	100%	100%	100%	New 24-25	New for 24-25	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target achieved
CED64 CP WBO1.7	Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours. (CEX) Higher Preferred	New 24-25	100%	100%	100%	100%	New 24-25	N/A	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target achieved
CORPB2 CP WBO1.7	Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (ALL) Higher Preferred	75.54%	100%	75.27%	100%	75.58%	75.14%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.7.1	Regionalise the Community Safety Partnership (CSP), creating a single CSP covering the three respective local authority areas, providing strategic oversight for VAWDASV, Contest & Serious Violence (CEX)	GREEN (Excellent)	Quarter 3: Cwm Taf Morgannwg Community Safety Partnership (CTMCSP) Board established, with updates provided in December to the Regional Joint Overview and Scrutiny Committee (JOSC). Delivery mechanisms are being considered.	
WBO1.7.2	Identify children who are more likely to offend and provide them with support to reduce offending behaviour (EEYYP)	YELLOW (Good)	Quarter 3: From September 2024, delivery began of the Weapon Awareness Programme to the Year 7 intake for each secondary school across Bridgend. The Bridgend Youth Justice Service is now linking in with professionals from Community Safety Partnerships and Youth Support Services to raise awareness of the support available and offer wider prevention provision. Bridgend Youth Justice Service currently has reduced case holding capacity due to a recruitment freeze. This has led to children being put on a waiting list for prevention intervention. We are undertaking an analysis of 'no further action' referrals to check suitability for prevention.	

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS82 CP WBO2.1	The number of participants in the Employability Bridgend programme going into employment. (COMM) Higher Preferred	366	233	203	174	334	288	Trend not applicable	Quarterly Indicator Target Setting: Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable Performance: On Target

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)	GREEN (Excellent)	Quarter 3: Finance have undertaken Q3 spend reviews with all leads and received predicted spend figures. Restructure processes are underway where required and Cabinet Corporate Management Board (CCMB) have determined the way forward for the programme for the resources available in 2025-26. Additional offsetting of Social Services and Wellbeing Directorate spend with UKSPF (Shared Prosperity Funding) has been maximised where eligible and compliant.	
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 3: Programme has signed up 304 participants in quarter, for a total of 1,657 participants against a target of 1,469 and is supporting with training, volunteering and employment. We signpost as appropriate to or collaborate with other services and projects as appropriate. Bridgend Employability Network continues to hold monthly meetings with approximately 100 members representing organisations from across the spectrum that operate in Bridgend to inform and develop referral pathways and collaborative opportunities. The Marketing and Engagement team is well established and successful with promoting employability.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS80 CP WBO2.2	Number of participants in the Employability Bridgend programme supported into education or training (COMM) Higher Preferred	76	409	339	306	554	73	Trend not applicable	Quarterly Indicator Target Setting: Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable Performance: On Target
PAM/046 CP 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. (EEYYP) Lower Preferred	1.4%	1.5%	Annual Indicator - To be reported at Q4					

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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)	RED (Unsatisfactory)	Quarter 3: We do not have Youth Guarantee monies anymore so no specific Youth focussed work takes place.	This commitment is to be removed for 25-26
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 3: There has been significant progress in reduction of agency social workers. The managed team has been stepped down in children's social care and agency social workers are now less than 10% of the social work workforce. This has been achieved through improved retention and recruitment, workforce planning such as growing our own social workers and international recruitment.	Focus on retention and wellbeing, particularly in the small number of teams which experience more challenge than others in workforce retention.
WBO2.2.3	Bridgend Music Service will further develop links with partners to explore income generation opportunities and broaden the learning offer where appropriate. (EEYYP)	GREEN (Excellent)	Quarter 3: Three Music Service pupils have been accepted into the National Youth Orchestra of Wales. Additionally, two pupils have secured reserve places in the National Youth Choir of Wales and the National Youth Orchestra of Wales. BBC National Orchestra of Wales (small selection of players) have confirmed that they will visit Bridgend Music Service in May 2025 to deliver two concerts to pupils. A new website 'High Standards and Aspirations for All' has been launched with a range of resources, guidance materials and case studies to support schools to develop their provision for teaching, including literacy. The Bridgend Music Service supported the Council's carol concert in December 2024. Their longstanding involvement in this event continues to enhance the festive atmosphere and showcase the talent and dedication of the musicians and 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 two years to improve the economic sustainability of our town centres (COMM)	GREEN (Excellent)	Quarter 3: The current programme for Transforming Towns will run until March 2025, when a new programme has been announced. The fund continues to be available for commercial and residential enhancements within our town centres, with over £250k work of enhancements currently underway across our towns. The availability of commercial property grants has continued to be marketed during Q3, with some feasibility finance available for projects in the Valley areas. Significant consultation has been undertaken on the new placemaking strategies for Maesteg and Porthcawl which should attract additional interest in the funding available through the commercial premises grant.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.03 CP WBO2.4	Number of businesses receiving support through Shared Prosperity Funding (COMM) Higher Preferred	25	21	24	15	33	13	↑	Quarterly Indicator Target Setting: This is the final year of the funding so will attempt to maximise the benefits locally where possible. Performance: On target
DCO23.04 CP WBO2.4	Number of business start-ups assisted. (COMM) Higher Preferred	219	53	Annual Indicator - To be reported at Q4					

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 3: A total of 49 start up grants have been awarded by the end of Q3. The grant is now open all year and signposting to other organisations is given so that the required business plan and cashflow forecast are supported by Business Wales. Support has been provided from UK Steel Enterprises to enhance the start-up grant and it is expected that the grant will be of interest to former TATA, and TATA supply chain, employees. By the end of Q3 24-25 the team have delivered a total of 23 business development grants and 8 business feasibility grants. The grant panel meetings continue to be held regularly to ensure the best support is offered to applicants and maximise the number of grants awarded within timescales. The grant panel is a useful mechanism to ensure that discussion on all grants available to businesses and other enterprises takes place to ensure the best support is offered. Both commissions are coming to a close at the end of March. Both are on target for completion of all targets in line with funder requirements and compliance.	Workshops will continue in Q4 24-25
WBO2.4.2	Work with the Cardiff City Region (CCR) and its 10 local authorities to transition to the Corporate Joint Committee (CJC) and to continue to work regionally on strategic planning, transport and economic development. (COMM)	GREEN (Excellent)	Quarter 3: Work continues with the Corporate Joint Committee (CJC) including working on the regional transport plan which was completed in December. Monthly meetings of the Regional Economic Directors Forum monitor this work and communicates with the CJC on its strategic vision.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED50 CP WBO2.5	Number of sign up of new subscribers to the staff extranet (CEX) Higher Preferred	0	Baseline	0	Baseline	0	0	↔	Quarterly Indicator Target Setting: The staff extranet site is in its final test phase with the initial pilot being initiated in July 2024 prior to all staff roll out, where baseline data can be captured. Performance: Following the initial proof of concept not meeting the necessary threshold, we are considering next steps and options.
CED29(a) CP 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	35%	42%	Annual Indicator - To be reported at Q4					
CED29(b) CP WBO2.5	b) I am satisfied with BCBC as an employer Higher Preferred	66%	74%	Annual Indicator - To be reported at Q4					
CED29(c) CP WBO2.5	c) Working here makes me want to perform to the best of my ability. Higher Preferred	73%	79%	Annual Indicator - To be reported at Q4					
CED29(d) CP WBO2.5	d) I feel that BCBC values its employees ideas and opinions Higher Preferred	39%	48%	Annual Indicator - To be reported at Q4					
CED29(e) CP WBO2.5	e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? (CEX) Higher Preferred	85%	86%	Annual Indicator - To be reported at Q4					
CED49(a) CP 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	67%	71%	Annual Indicator - To be reported at Q4					

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED49(b) CP 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). <i>Higher Preferred</i>	50%	54%	Annual Indicator - To be reported at Q4					

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)	AMBER (Adequate)	Quarter 3: We continue to offer fair work opportunities to current and potential employees. During Q3 the council has attained Disability Leader (Level 3) status. The council continues to encourage self-care through its Health and Wellbeing agenda with a number of staff network groups taking place, such as Disability, Menopause and Welsh Language. Recruitment activity took place during Q3 for a further three apprenticeships to join the council during Q4. The workforce planning e-learning is under review together with the development of an introductory video. It is envisaged this will be completed by the end of the financial year.	Complete the workforce planning e-learning module and roll out to staff at the end of the financial year. Continue to work on the internal communication between staff by sending regular communications about e-learning, health and wellbeing, further education, various HR workshops etc.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED54 CP WBO2.6	Number of real living wage employers identified (CEX) <i>Higher Preferred</i>	250	255	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.6.1	Encourage employers to offer growth/training options to employees (CEX)	BLUE (Completed)	Quarter 3: We are continuing to ask our bidders if their staff are trained and kept up to date with relevant training in order to fulfil their roles within the organisation. We believe this is very important to ensure the contracted work is carried out safely, professionally and to a high standard. It is now a standard practice in Procurement to ask if bidders offer apprenticeships via our contracts if appropriate to do so.	

WBO3: A County Borough with thriving valleys communities

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.01 CP WBO3.1	Number of commercial properties assisted through the enhancement grant scheme (COMM) Higher Preferred	4	2	Annual Indicator - To be reported at Q4					

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 3: A report was taken to Scrutiny in July 2024 to consider the stakeholder consultation completed in the development of the strategy. Final Draft of the Placemaking Plan has been developed and will be formally approved prior to March 2025.	
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)	GREEN (Excellent)	Quarter 3: Commercial property grant is supported by the Shared Prosperity Funding (SPF) and will run until March 2025. A summary of projects and successes will be reported at the end of the year, in line with SPF reporting protocols.	

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)	AMBER (Adequate)	Quarter 3: Project development across the valleys areas will need to be supported by external funding, development of projects is currently being supported through SPF projects.	Identify appropriate external funding streams, to enable bids to be developed.
WBO3.2.2	Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys (COMM)	AMBER (Adequate)	Quarter 3: Discussions still on-going with Northern Valleys Gateway Initiative (NVI). Discussions started with CCR in relation to accessing funds through the NVI programme in 2023 and nearly 2 years later funding still has not been released to the Council through CCR to progress the development of much needed business units in the Valleys.	Continue to work with CCR for the Northern Valleys Gateway Initiative to understand which proposals could be suitable to take forward as a new application in spring 2025.

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 Pontcymmer (EEYYP)	GREEN (Excellent)	Quarter 3: The service has achieved the targets set by Welsh Government for the latest phase of expansion (26 children) and five new providers have been recruited to support the ongoing delivery of the Flying Start childcare programme. A proposed delivery plan for the universal expansion of Flying Start childcare (phase three) has been drafted and was submitted to Welsh Government on 13 December 2024. The interim childcare sufficiency assessment closed on 29 November 2024, with almost 1000 parental responses and over 30 provider responses.	
WBO3.4.2	Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places (EEYYP)	AMBER (Adequate)	Quarter 3: The tender process for the opportunity to open a Welsh-medium provision at the Bettws site has concluded and a preferred provider has been identified. The preferred provider has accepted the opportunity and handover of the building is due once the lease agreement has been reviewed by the provider's solicitor. Once the Bettws building is handed over, the local authority will offer support to the provider to register and promote the setting.	A meeting with Mudiad Meithrin and local authority procurement team is planned for January 2025 to discuss the opportunity at Blackmill with the hope that an agreement can be made.

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)	AMBER (Adequate)	Quarter 3: A Final Draft of the Valleys Strategy is now complete and ready for final review prior to being presented for approval.	Cabinet Approval for the Strategy will be sought in the April.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED55 CP WBO3.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the Valleys (CEX) <i>Higher Preferred</i>	2	20	Annual Indicator - To be reported at Q4					

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)	YELLOW (Good)	Quarter 3: Valley development continues to be promoted and is discussed in monthly meetings with Registered Social Landlords (RSLs). There are currently 5 schemes committed in the current development programme across the three valley areas with further schemes designed for future years. (Also refer to update under WBO7.6.1)	
WBO3.6.2	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 3: The development of 180 new homes is continuing. A sale of the former Ewenny Road Industrial Estate to a housing developer is in the process of being finalised.	

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

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS156 CP WBO4.1	Number of schools judged by Estyn to be in ‘significant improvement’ or ‘special measures’. (EEYYP) Lower Preferred	1	0	1	0	1	1	↔	Quarterly Indicator Target Setting: School support is in place with improvement partners so there should be early support provided to avoid the outcome of any school requiring ‘significant improvement’ or in ‘special measures’. Performance: One school has been removed from Estyn 'special measures' category, while another school has been deemed to require special measures after an Estyn inspection this term. The local authority, alongside improvement partners, will work closely to support the school and develop the post-inspection action plan.
DEFS155 CP WBO4.1	Percentage of schools that have self-evaluated themselves as ‘green’ as part of their annual safeguarding audit. (EEYYP) Higher Preferred	95%	100%	Annual Indicator - To be reported at Q4					
EDU010a CP WBO4.1	The percentage of school days lost due to fixed-term exclusions during the academic year, in: a) primary schools. Lower Preferred	0.024%	0.030%	Annual Indicator - To be reported at Q4					
EDU010b CP WBO4.1	b) secondary schools. (EEYYP) Lower Preferred	0.165%	0.150%	Annual Indicator - To be reported at Q4					
EDU016a CP WBO4.1	Percentage of pupil attendance in: a) primary schools Higher Preferred	91.5%	93.0%	Annual Indicator - To be reported at Q4					
EDU016b CP WBO4.1	b) secondary schools (EEYYP) Higher Preferred	87.9%	90.0%	Annual Indicator - To be reported at Q4					
PAM032 CP WBO4.1	Average Capped 9 Score for pupils in Year 11. (EEYYP) Higher Preferred	361.50	363.00	Annual Indicator - To be reported at Q4					

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' (EEYYP)	YELLOW (Good)	Quarter 3: The current professional learning compendium from Central South Consortium has a range of professional learning that has been developed through analysis of Estyn recommendations, feedback from school leaders, and analysis of school priorities. A new website has been launched by Central South Consortium with a range of resources, guidance materials and case studies to support schools to develop their provision for teaching, including literacy. During the autumn term 2024, three governor training sessions were delivered by the local authority and Central South Consortium to support them in their roles. The local authority has recently shared individual 'School on a page' (SOAP) documents, which contains high-level information the local authority uses to support schools (in relation to aspects such as, leadership, governance, self-evaluation). These will aid reflection and self-improvement. The first Strategic Partnership Board was established with local authority officers and representative headteachers on 3 December 2024 to assist with self-evaluation processes related to the directorate's strategic plan. These will continue as termly meetings.	

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.2	Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EEYYP)	GREEN (Excellent)	Quarter 3: All safeguarding audits have concluded. The analysis of the data will be completed by April 2025. The Education Engagement Team continues to provide safeguarding training and support to schools. A review of the safeguarding audit will be completed this year to ensure it is compliant with legislative framework and the requirements of Estyn.	
WBO4.1.3	Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP)	GREEN (Excellent)	Quarter 3: A presentation was provided to schools at the Digital Leaders Group and Curriculum Development Leaders Group network meeting by TARIAN (South Wales Police, Dyfed Powys Police and Gwent Police cybercrime agencies) offering support for schools with this PREVENT initiative. South Wales Police TARIAN on 'Cyber Choices' offer a staff awareness training opportunity to support learners who have a high cyber capability and could be vulnerable to commit computer misuse act offences. An Online Safety pupil assembly was delivered to Corneli Primary School and was centred around age restriction and age limit of social media apps. Risks and privacy concerns were discussed and presented to all pupils during the session. Recently published guidance on AI will now be used to support headteacher training for AI use, and planning is underway for a professional learning day. The first draft of the Bridgend School's Digital Learning Strategy 2025-2028 has been presented and shared to the Schools' ICT Strategy Group and the Lead Officer for Digital Learning will amend and update the draft policy to reflect the feedback received from the group. Policy framework on AI is being developed for schools to tailor policy around the use of AI in school. The draft policy will support the BCBC interim policy for AI tool requests by schools. The Lead Officer for Digital Learning is part of group developing and consulting on this framework.	
WBO4.1.4	Improve the digital offer to young people, including youth led interactive website (EEYYP)	YELLOW (Good)	Quarter 3: The youth support social media presence is growing weekly with posts now reaching over 1000 people through both Facebook and Instagram. The 'Your Voice' digital forum has now concluded with a current total of 790 participants. Staff from the Children's Rights and Participation Team will now work with our Youth Councillors to develop a report identifying the main themes and issues from the data received. The website pages continue to be remodelled, alongside support from our Young Editors Group, and now includes representation of our third sector group - Bridgend Youth Matters.	

WBO4.3: Expanding Welsh medium education opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS138 CP WBO4.3	Percentage of Year 1 learners taught through the medium of Welsh.(EEYYP) Higher Preferred	8.56%	8.7%	Annual Indicator - To be reported at Q4					
DEFS157 CP WBO4.3	Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4. (EEYYP) Higher Preferred	6.62%	7.16%	Annual Indicator - To be reported at Q4					
DEFS158 CP WBO4.3	Number of learners studying for Welsh as a second language. (EEYYP) Higher Preferred	11	20	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)	GREEN (Excellent)	Quarter 3: A series of termly groups such as baby massage, baby yoga and Welsh Rhymetime sessions are now held in Maesteg, Y Sarn, Bridgend Town and Pyle. A new online booking system is in place so that new parents are able to enrol. Cymraeg i Blant is now holding sessions in Porthcawl to support the growth in Welsh-medium education in readiness for the childcare hub and seedling school. Since September 2024, four pupils have received 'after-care' support and three pupils are receiving support to return to Welsh-medium education. 100% of schools are now engaged with Siarter Iaith and the Siarter Iaith Cymraeg Campus.	

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 school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: The Cabinet Secretary for Education has approved the revised Outline Business Case, and Council approval has been received for the additional capital funding required to deliver the school. The pre-application consultation (PAC) process has been delayed due to establishing the extent of active travel associated with the scheme to inform the PAC. Ecology issues on site are impacting on the timing of undertaking further site investigation works. The ecologist has confirmed that such works can be undertaken in the spring. The design team continue to make process in terms of the detailed design.	The pre-application consultation process ahead of submitting a planning application will commence in respect of Ysgol Gymraeg Bro Ogwr.
WBO4.4.2	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	AMBER (Adequate)	Quarter 3: The Cabinet Secretary for Education has approved the revised Outline Business Case, and Council approval has been received for the additional capital funding required to deliver the school. The planning application has been submitted to Planning Department and we are awaiting the outcome of this process. The ground investigation report for Mynydd Cynffig Primary School has been received and no major issues were identified.	The planning application will be considered. Feasibility will commence for the active travel improvements identified for the area. Cabinet approval will be sought to tender the scheme, and to modify the opening date (currently September 2025).
WBO4.4.3	Enlarge Ysgol y Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Welsh Government has concluded their review of the scheme, and Cabinet Secretary approval has been received to transition to capital. RIBA stage 3 and 4 design is complete. The planning application was not submitted whilst Welsh Government considered funding mechanism.	The planning application will be submitted in February 2025.
WBO4.4.4	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Welsh Government has concluded their review of the scheme, and Cabinet Secretary approval has been received to transition to capital. RIBA stage 3 and 4 design is complete. The planning application was not submitted whilst Welsh Government considered funding mechanism.	The planning application will be submitted in February 2025.
WBO4.4.5	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	AMBER (Adequate)	Quarter 3: Council has approved the additional funding required to deliver the school. The multi-disciplinary design team has commenced drafting the tender documentation.	The scheme will be tendered via the South East and Mid Wales Collaborative Construction Framework (SEWSCAP4) in early 2025.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED56 CP WBO4.5	Percentage of those concluding apprenticeships and obtaining a non-apprentice role. (EEYYP) Higher Preferred	90%	90%	Annual Indicator - To be reported at Q4					
DOPS36 CP WBO4.5	Number of apprentices employed across the organisation. (EEYYP) Higher Preferred	46	20	Annual Indicator - To be reported at Q4					

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)	YELLOW (Good)	Quarter 3: Learning and Development (L&D) continue regular engagement with schools to promote apprenticeships and the Council as an employer via the termly Directors Report, and to offer their services in attending options days/evenings, run presentation/talks and workshops to schools via the monthly Monday News Shot from the Director. During Q3 we have visited schools to deliver talks on apprenticeships and conducted workshops with pupils i.e. where to look for apprenticeship roles, completing application forms and interviewing skills (Cynffig Comprehensive School in November). We also attended options evenings with Year 11 at CCYD, as well as a Careers Fair and Options Evening at Maesteg Comprehensive School.	

WBO4.6: Offering youth services and school holiday programmes for our young people

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB66 CP WBO4.6	Participation in targeted activities for people with additional or diverse needs (SSWB) Higher Preferred	357	400	210	300	328	282	↑	Quarterly Indicator Target Setting: Increased external funding available Performance: Currently establishing baseline in order to assess the effectiveness of this service and what it includes. This will help set a benchmark for 2025-2026.
SSWB67 CP WBO4.6	Participation in the national free swimming initiative for 16 and under (SSWB) Higher Preferred	19,659	16,000	Annual Indicator - To be reported at Q4					

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)	YELLOW (Good)	Quarter 3: Step Up and Step Down programme continues to support families who fall outside statutory services. There are 74 active family referrals (not individuals) with 17 new family referrals in. 40 individual referrals have been transitioned on to community opportunities with 13 families being supported with community exit routes with the support of 24 community partners.	To work closely with early help and children's disability transition team to ensure there is no duplication and a clear menu of support at the front door.
WBO4.6.2	Enlarge the Food and Fun Programme for summer 2024 (EEYYP)	BLUE (Completed)	Quarter 3: Six Food and Fun Programme schemes operated in the first three weeks of the summer holidays 2024. The programmes included a wide geographical spread across the county borough and include a Welsh-medium school. In total, 213 children benefitted from attending. An evaluation of this year's programme is underway in order to report back to the Welsh Local Government Association (WLGA). Promotion of the scheme for next year will continue into the spring term. Job descriptions for the roles are being re-written to ascertain whether the enhanced expectations for the programme to be school-run impact the pay grades for the two Food and Fun Programme delivery posts. An options paper is in the process of being prepared to consider how barriers to schools' participation could be reduced or removed.	

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

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.7.1	Work co-productively with people to develop their own solutions (SSWB)	YELLOW (Good)	Quarter 3: Positive network development has continued in Q3 including opportunities for people with disabilities and additional needs through the BING along with the young carers network and partnership working with Bridgend Carers, BAVO, Tu Vida and Cwmpas to strengthen joined up working. 57 organisations supported to develop or deliver prevention opportunities' focusing on "what matters". 43 individuals attending network meetings. 185 people with increased knowledge of the services available to them (locally). 171 people reporting increased social connections. 2 ambassadors forums have taken place, with planning for a young carers network event to be held in Q4. Currently supporting 113 care experienced children/young people and their households to access health and wellbeing opportunities.	Continue to engage with both people with lived experience and stakeholders to shape services and improve effectiveness.

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/052 CP WBO4.9	Percentage of care leavers who have experienced Homelessness during the year. (SSWB) Lower Preferred	7.17%	10%	4%	10%	6.44%	4.48%	↓	Quarterly Indicator Target Setting: To maintain performance. Performance: There continues to be significant challenges within housing currently which is impacting upon provision of accommodation and access in a planned way to safe and suitable accommodation. Work is underway not only in respect of Signs of Safety to improve family connections to prevent homelessness, but also via a move on panel to plan ahead for care leavers and support them to access appropriate accommodation.
SSWB48a CP 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	68.97%	70%	56.25%	70%	61.54%	71.43%	↓	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Focus remains on improving this area and work towards achieving our target. Inspire continue to have involvement in the development of Pathway Reviews for young people approaching adulthood. The Web Resource is now up and running and is available for young people between 15 and 26. Next steps will involve pushing forward on plans with HR to support young people with applications.
SSWB48b CP WBO4.9	b)13-24 months since leaving care. (SSWB) Higher Preferred	57.69%	65%	71.43%	65%	77.27%	60%	↑	Quarterly Indicator Target Setting: To continue to improve performance Performance: On target.

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 3: There are new Group Managers in both Fostering and Case Management and Transition. Collectively they will work together to ensure some of the activities identified in the Corporate Parenting strategy are embedded. The development of the Corporate Parenting Performance Framework will also ensure that partners are held to account in regards to their support for care experienced children The Youth forum continues to meet regularly with the support from Tros Gynnal Plant Cymru. The Corporate Parenting Officer brings the themes of these to Corporate Parenting for the board to consider within that forum and next steps. We continue to work with partners to ensure they discharge their corporate parenting responsibilities.	Review performance framework to ensure oversight of actions and next steps to improve outcomes for care experienced children
WBO4.9.2	Work with partners to deliver improved outcomes for care experienced children through the delivery of actions in the corporate parenting action plan and informed by the views of our children and young people (SSWB)	YELLOW (Good)	Quarter 3: Performance Framework and Action plans were developed in Corporate Parenting meeting in December. This will enable the board to hold partners to account moving forward.	Embed performance framework to ensure it identifies actions and next steps to improve outcomes for Care-experienced children.
WBO4.9.3	Support the implementation of the Corporate Parenting Strategy in schools. (EEYYP)	AMBER (Adequate)	Quarter 3: A draft action plan has been submitted to the Corporate Parenting Board from the Education Engagement Team. The team have scheduled 'drop in' sessions with the Care-Experienced Children Team to support the educational provision of children looked after. There are current challenges with the reporting abilities on our management information system (that is, Capita One) for children looked after. Work is ongoing to remedy these issues and ensure accurate and appropriate data capture.	The action plan will be approved by the Corporate Parenting Board and we will continue to work with colleagues to overcome reporting function issues in the management information system.

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED57 CP WBO5.1	Levels of nitrogen dioxide (NO ₂) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred	40.80	40	Annual Indicator - To be reported at Q4					
DCO20.01 CP WBO5.1	Annual Gas Consumption across the Authority – kWh. (COMM) Lower Preferred	21,966,783	20,868,443	Annual Indicator - To be reported at Q4					
DCO20.02 CP WBO5.1	Annual Electricity Consumption across the Authority – kWh. (COMM) Lower Preferred	15,210,536	14,450,009	Annual Indicator - To be reported at Q4					
DCO20.03 CP WBO5.1	Annual CO2 related to gas consumption across the Authority – tonnes. (COMM) Lower Preferred	4,018	3,817	Annual Indicator - To be reported at Q4					
DCO20.04 CP WBO5.1	Annual CO2 related to electricity consumption across the Authority – tonnes. (COMM) Lower Preferred	3,150	2,925	Annual Indicator - To be reported at Q4					
DCO23.05 CP WBO5.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) Higher Preferred	4.3%	5%	Annual Indicator - To be reported at Q4					

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)	GREEN (Excellent)	Quarter 3: Carbon Trust has been appointed to support BCBC to review its 2030 strategy. It is anticipated that a draft strategy will be completed in March 2025. The Annual Carbon report was submitted to Welsh Government within deadline.	
WBO5.1.2	Continue work to finalise and implement our Air Quality Action Plan, and start work on the measures to improve air quality along Park Street (CEX)	GREEN (Excellent)	Quarter 3: The Air Quality Action Plan (AQAP) was approved by Cabinet and submitted to Welsh Government in April. The AQAP only has retained measures that we would consider implementing if we are not going to achieve NO ₂ compliance, which has been forecast to be achieved by end of 2026. The Annual Progress Report detailing 2023 data was presented to Cabinet at the October meeting. It is noted that in 2023, monitoring undertaken at 3 sites located on Park Street residential facades exceeded the annual average air quality objective set for NO ₂ . However this represents a reduction in NO ₂ concentrations at these sites.	
WBO5.1.3	Ensure all new build schools meet the requirement for net zero carbon (EEYYP)	AMBER (Adequate)	Quarter 3: Each of the five schemes are in stages of design development. However, due to a variety of issues (including, ecology issues, delays in planning approval and funding), the timescales for the five schemes have been impacted. This target will only be achieved following construction of the schools.	Detailed next steps on all schemes is provided in WBO4.4
WBO5.1.4	Invest in energy efficiency improvements to Council buildings including schools (COMM)	AMBER (Adequate)	Quarter 3: The Programme board has allocated funding to the LED replacement programme and solar PV roll out over key opportunity sites, including schools. The Energy Manager has an on-going programme of work in relation to monitoring and responding to key opportunities. Despite no progress being made on launch of a new RE:FIT scheme at a UK level work has progressed to develop the potential scope of assets that may be included in such a programme of work.	Commence the REFIT2 scheme in Spring 2025 in line with the MTFS.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.06 CP WBO5.2	Number of blue flag beaches (COMM) <i>Higher Preferred</i>	3	3	Annual Indicator - To be reported at Q4					
DCO23.07 CP WBO5.2	Number of green flag parks and green spaces (COMM) <i>Higher Preferred</i>	2	2	Annual Indicator - To be reported at Q4					

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 3: The Local Nature Partnership (LNP) continues to be supported by the Climate Change Response Team and we are working to broaden the reach of the LNP through the development of engagement graphic templates, a communication plan (with a focus on engaging farmers/landowners and those not professionally involved with nature), and a dedicated LNP webpage on Visit Bridgend. The team are also developing projects with partners and community groups to include in our Local Places for Nature 2025-27 application.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/018 CP WBO5.3	Percentage of all planning applications determined within 8 weeks or within an agreed period. (COMM) Higher Preferred	68%	80%	60%	80%	70%	68%	↑	Quarterly Indicator Target Setting: Target set in line with national target for good performance Performance: Performance has increased since last quarter. A new Senior Planning Officer was appointed in November to replace someone who was promoted to Principal. An additional temporary planning officer has also been appointed in December. This should assist in further improving performance.
PAM/019 CP WBO5.3	Percentage of planning appeals dismissed. (COMM) Higher Preferred	87%	80%	Annual Indicator - To be reported at Q4					

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/010 CP WBO5.4	Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness. (COMM) Higher Preferred	99.8%	99%	99.19%	99%	100%	100%	↔	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: On target

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/030 CP WBO5.4	Percentage of waste collected and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way. (COMM) Higher Preferred	72.78%	70%	70.96%	70%	69.28%	66.82%	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Performance slightly down in Q3 compared to Q2 due to wood waste remaining in storage which will be recycled in Q4, and less green waste collected due to the seasonal green waste service finishing in November. Trend compared to Q3 last year however demonstrates an overall improvement.
PAM/030a CP WBO5.4	Percentage of waste collected by local authorities: a) prepared for reuse Higher Preferred	1.43%	1%	0.49%	1%	0.48%	0.59%	↓	
PAM/030b CP WBO5.4	b) prepared for being recycled Higher Preferred	50.42%	49%	46.85%	49%	48.45%	51.50%	↙	
PAM/030c CP WBO5.4	c) composted or treated biologically in another way. (COMM) Higher Preferred	20.14%	20%	23.62%	20%	20.35%	14.73%	↑	
PAM/043 CP WBO5.4	Kilograms of residual waste generated per person. (COMM) Lower Preferred	119.80 kg	125 kg	59.04 kg	93 kg	88.55 kg	89.86 kg	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Annual figure showing Q3 below target meaning that less residual waste is being collected overall.
DCO20.05 CP WBO5.4	Percentage of Street cleansing waste prepared for recycling. (COMM) Higher Preferred	41.18%	40%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.4.1	Develop our Future Waste Services Model and seek to improve our recycling rates further in line with Welsh Government targets. We will consult on the options with residents in 2024 (COMM)	AMBER (Adequate)	Quarter 3: A decision was made at 19th November 2024 Cabinet to bring the waste services in house. Fortnightly meetings being held of the Waste Transition Board Chaired by the Leader and Project Manager appointments are progressing. Tender returned for modelling recycling rates and work has commenced and will be consulted on in 2025.	Consultation to be carried out.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.08 CP WBO5.5	Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings. (COMM) Higher Preferred	100%	95%	100%	95%	100%	100%	↔	Quarterly Indicator Target Setting: To maintain existing performance Performance: On target

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.5.1	Invest in and improve flood mitigation measures throughout our communities to reduce flood risk (COMM)	GREEN (Excellent)	Quarter 3: All schemes subject to funding within Welsh Government Small Scale Grant are now complete and funding from WG has been received. Funding has been applied for through the WG FCERM (Flood and Coastal Erosion Risk Management) Capital Pipeline funding (feasibility) for a catchment wide study of the Nant Cefn Glas in relation to the Bryntirion flooding event in September 2024. Funding requests were submitted in December 2024.	

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CORPB3 CP WBO6.1	Percentage of council staff completing Introduction to Equality and Diversity training (E-Learning or workbook).(ALL) Higher Preferred	47.61%	100%	55.09%	100%	61.17%	40.63%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.1.1	Implement the agreed action plan supporting Welsh Government on race equality and LGBTQ+ (CEX)	GREEN (Excellent)	Quarter 3: The commitments from these action plans have been incorporated into our Strategic Equality Plan 2024-2028 (SEP) which was approved in July 2024 and has now been published on our website. Work towards achieving these actions will continue over the next 4-year lifespan of the SEP. The SEP Action Plan has now been agreed by Cabinet Committee Equalities (CCE) in November 2024 and an update on work carried out will be reported to CCE in November 2025.	
WBO6.1.2	Establish new BCBC staff groups for people with protected characteristic (CEX)	GREEN (Excellent)	Quarter 3: There are now two staff network groups established: Menopause and Disability at this time. Staff meet for an hour every month during the working day. Terms of reference have been completed and shared with all staff members within the groups. Information on staff networks is promoted regularly via Bridgenders. Details and promotion of staff networks has also been added to the Staff communication and engagement pages of the intranet. A Welsh Language Forum for staff of all proficiency levels has been established. Attendance levels are growing monthly. Continuing to promote throughout the organisation to maximise take-up.	

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, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED58 CP 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) <i>Higher Preferred</i>	49.4%	50%	Annual Indicator - To be reported at Q4					
CED59(a) CP WBO6.2	Level of engagement (Welsh / English) a) across consultations <i>Higher Preferred</i>	7,946	8,300	Annual Indicator - To be reported at Q4					
CED59(b) CP WBO6.2	b) with corporate communications to residents, using the digital communications platform. <i>Higher Preferred</i>	972,384	972,500	Annual Indicator - To be reported at Q4					
CED59(c) CP WBO6.2	c) across all corporate social media accounts (CEX) <i>Higher Preferred</i>	1,715,802	1,715,900	Annual Indicator - To be reported at Q4					

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)	GREEN (Excellent)	Quarter 3: Easy-read version of Budget Consultation is available on the consultation pages (suitable for younger people) with specific question about customer focus and responsiveness. Plans are in place to produce easy read versions for all consultations. The Residents' Survey was made available for people with additional learning needs and request made to Data Cymru that next version of the Residents' Survey should have an easy read option for young people. We continue to invite Bridgend College and Schools to participate in relevant consultations.	
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 3: Consultation sessions regularly take place in relation regeneration projects and strategies. Consultation sessions on the Porthcawl Town Centre Placemaking plan took place in Q3 and a consultation on the Regeneration Masterplan for Salt Lake and Sandy Bay will take place in Q4.	

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, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED5 CP WBO6.3	Percentage of first call resolutions (CEX) Higher Preferred	69.17%	75.92%	67.29%	75.92%	69.4%	67.07%	↑	Quarterly Indicator Target Setting: To increase the number of calls resolved at the first point of contact Performance: The number of calls resolved at first point of contact has increased for Q3. The customer service team continue to review this with the relevant service areas to look at ways of improving the way calls are handled.
CED51 CP WBO6.3	Number of online transactions using the digital platform (CEX) Higher Preferred	72,500	72,500	42,392	54,375	61,995	53,834	↑	Quarterly Indicator Target Setting: To increase online transactions by customers to promote channel shift Performance: On Target
CED52 CP WBO6.3	Number of hits/views on the corporate website (CEX) Higher Preferred	3,415,000	3,415,000	1,654,830	2,561,250	2,403,424	2,467,219	↙	Quarterly Indicator Target Setting: To provide a digital option for people wishing to contact and transact with the Council Performance: Visits to the council's website can vary month to month depending on local and UK wide news and events that may affect services.
CORPB4 CP WBO6.3	Percentage of council staff completing Welsh Language Awareness E-Learning. (ALL) Higher Preferred	47.61%	100%	55.04%	100%	60.34%	40.32%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role
CED53 CP WBO6.3	Percentage of staff with Welsh language speaking skills (including schools) (CEX) Higher Preferred	26.82%	28%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.3.1	Continue to evaluate and review the communication options available to ensure information is available to all residents across the borough (CEX)	GREEN (Excellent)	Quarter 3: A review has been undertaken with our software provider to identify areas where we can improve integration across the three platforms. An initial issue that arose in relation to our Welsh consultation platform, has now been resolved. The widget to our digital communication has now been embedded into the MyAccount platform so residents are now able to subscribe to a variety of communication topics such as jobs, general weekly updates etc. easily. The widget for the engagement platform was removed following the issue with the Welsh language and is now in the process of being introduced to ensure residents are also able to see open consultations within their MyAccount easily to encourage engagement and participation. We are now looking at how we can also update our online services to embed these services to again improve communication and engagement with residents.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO16.8 CP WBO6.4	Number of council owned assets transferred to the community for running (CATs) across the County Borough (COMM) Higher Preferred	7	10	Annual Indicator - To be reported at Q4					
SSWB69 CP 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	395	450	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.4.1	Invest in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)	RED (Unsatisfactory)	Quarter 3: Further Community Asset Transfer (CAT) Capital Fund applications approved (circa £15k) for green improvements and maintenance equipment. The CAT Officer left the authority in October 2024 and the post has been covered on a temporary basis, whilst a recruitment exercise has been undertaken. There has been a successful application to Cabinet for additional CAT Capital Fund top up of £500k, which will enable future CATs to move forward.	Continue the progression of CATs in 25-26 if the budget allocation is agreed by Council.

WBO6.5: Becoming an age friendly council

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.5.1	To work towards becoming an accredited Age Friendly Council (SSWB)	YELLOW (Good)	Quarter 3: We continue to work closely with Cwm Taf Morgannwg (CTM) partners and 3rd sector organisations, including the CTM WISE project, working on streamlining health services and the social prescribing pathways, including National Exercise Referral Scheme and the 60+ Active Leisure Scheme. Support has been made to increase community resilience within dementia services. Over 10 voluntary organisations have been supported through grant applications for community projects active in dementia prevention. We celebrated older persons week with cultural and artistic opportunities. These free activities including art workshops, cinema screenings and a silent disco run by our cultural trust Awen.	Continue to be a part of the Welsh Government and Older Persons Commissioners Network to inform local planning and development

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

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)	BLUE (Completed)	Quarter 3: The Metrolink bus facility was made fully operational in November 2024. The active travel improvements work is now also complete with drop kerb installations installed throughout the borough.	

WBO7.2: Offering attractive leisure and cultural activities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB70 CP WBO7.2	Number of visits by older adults to physical activity opportunities supported (SSWB) Higher Preferred	23,308	23,500	Annual Indicator - To be reported at Q4					

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 3: The Grand Pavilion Project is continuing to be progressed. We are currently out to tender for a contractor to complete the main package of works.	Award tender at March Cabinet and commence works
WBO7.2.2	Develop an active leisure offer for older adults to improve physical and mental wellbeing (SSWB)	GREEN (Excellent)	Quarter 3: Feel Good for Life wellbeing programme has supported 521 attendances across the borough. Super-Agers community wellbeing activities have supported 132 individuals, including 653 attendances across 43 opportunities. The National Exercise Referral Scheme (NERS) programme has supported 299 new referrals and 138 participants completing a 16-week course. There were 43 referrals for join carer support with 38 participants starting the course and 20 participants completing the course. In relation to pulmonary rehab 32 participants started and 23 completed the course. 10877 60+ attendances across the 5 swimming pools in Bridgend have been supported.	Join up all older adult's initiatives and expand the Older Adult Network to ensure it is representative of relevant people across Bridgend. Move to low-cost offer to ensure sustainability of the free swimming programme and ensure long term participation for the 60 plus, reducing the risk if funding is curtailed.
WBO7.2.3	Maintain performance against welsh public library standards (SSWB)	YELLOW (Good)	Quarter 3: Work has begun to progress a long-term strategy for libraries within Bridgend. Public engagement exercise has been developed in Q3 to go live in Q4, which will inform and support the co-design and shape the long-term library offer for Bridgend. We continue to monitor performance against the Welsh public library standards through quarterly reviews.	Further work with HALO to ensure both Garw and Ogmore Valley libraries are operating in line with Welsh public library standards
WBO7.2.4	Develop a long-term Active Bridgend plan and leisure strategy (SSWB)	YELLOW (Good)	Quarter 3: Review of draft strategy work from Knight Kavanagh and Page (KKP). Discussions taking place to address key policy areas including community focused schools, community asset transfer, active travel, play sufficiency and the population needs assessment. Quarterly reporting and update meeting held with Sport Wales liaison officer.	To shape consultation objectives /priorities identified within the first phase.

7.3: Improving children’s play facilities and opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.09 CP WBO7.3	Value of investment in play areas (COMM) Higher Preferred	£54,443	£1,600,000	Annual Indicator - To be reported at Q4					
DCO23.10 CP WBO7.3	Number of play areas that have been refurbished (COMM) Higher Preferred	0	22	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.3.1	Improve the quantity and quality of play opportunities. We will Invest in children’s play areas throughout the Borough and make sure inclusive play equipment is provided to allow opportunities for all (SSWB)	YELLOW (Good)	(SSWB) Quarter 3: Meetings with Play Wales have taken place to understand changes to the Play Sufficiency Assessment Tool. Collaboration and co-ordination among team members supporting specific matters from A-I have been reviewed. Ludic ology have been commissioned to support the assessment and action plan, a focus will be on play within policy/implementation across all directorates. (COMM) Quarter 3: Childrens play area Tranche 5 scope has been prepared for 19 playgrounds and subject to procurement requirements tendering should be progressed in next quarter. Tender documentation has been prepared for procurement. 22 playground refurbishments have been completed by Q3.	Ensure wider consultation is carried out with people with lived experience to shape play opportunities at a local level. Feedback to be included within the action plan of Play Sufficiency Assessment and to shape key themes.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS160 CP WBO7.4	Number of two-year-olds accessing childcare through the Flying Start programme. (EEYYP) Higher Preferred	530	570	536	560	555	472	↑	Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme. Performance: The service has achieved the targets set by Welsh Government for the latest phase of expansion. The number of children enrolled in childcare settings through the Flying Start programme has shown further increase with current figures accurate as of 31 December 2024. Numbers are slightly off-target at Q3 and, due to falling birth rates in Flying Start areas, they are unlikely to reach target by April 2025. Phase three expansion will target new areas in the next financial year.
DEFS162 CP WBO7.4	Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least ‘good’. (EEYYP) Higher Preferred	76.5%	100%	75%	100%	72%	76.5%	↙	Quarterly Indicator Target Setting: Target in line with Welsh Government expectations. Performance: Of the 19 settings currently registered to provide early education places, 18 have so far received joint inspections from Estyn and Care Inspectorate Wales, with 13 of these settings judged to be 'at least good'. Since 2022, 10 out of 11 inspections have resulted in at least good outcomes (91%). Settings are now using the quality assurance toolkit to self-evaluate their settings and to ensure that evidence is in place to qualify their assessment of their setting so that areas of improvement can be identified at the earliest opportunity.
DEFS163 CP WBO7.4	Percentage of eligible learners offered a free school meal. (EEYYP) Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target in line with Welsh Government expectations Performance: UPFSM for Nursery, Reception and Year 1 to Year 5 was implemented prior to the end of the 2023-2024 school year. Year 6 pupils became eligible for UPFSM from September 2024. This completes the roll-out of UPFSM within Bridgend.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.4.1	Provide free school meals to all primary school learners by September 2024 (EEYYP)	BLUE (Completed)	Quarter 3: The UPFSM offer was implemented for Nursery, Reception and Year 1 to Year 5 prior to the end of the 2023-2024 school year. Year 6 pupils became eligible for Universal Primary Free School Meals (UPFSM) from September 2024. This completes the roll-out of UPFSM within Bridgend.	
WBO7.4.2	Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds (EEYYP)	YELLOW (Good)	Quarter 3: A proposed delivery plan for the universal expansion of Flying Start childcare (Phase Three) has been drafted and was submitted to Welsh Government on 13 December 2024. The tender process for the opportunity to open a Welsh-medium provision at the Bettws site has concluded and a preferred provider has been identified.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB75 CP WBO7.5	Number of people recorded as delayed on the national pathway of care. (SSWB) Lower Preferred	104	71	86	71	74	50	↓	Quarterly Indicator Target Setting: To continue to improve performance Performance: Some improvement, performance affected by hospital staff and family availabilities for significant meetings to progress the social work assessment and discharge planning, also timelines affected by process delays around Continuing Healthcare disputes.

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)	YELLOW (Good)	Quarter 3: Integrated multi-disciplinary teams have operated in Bridgend for over ten years. In the Cwm Taf Morgannwg region the Partnership Leadership Team (PLT) are in the final stages of developing a new optimum model across the health board footprint, the primary aim of which will be to ensure that people receive the right health and care at the right time and in the right place. A presentation outlining the direction of travel was presented at a members development session in early January. We have worked with the regional team and the Integrated Director across the partnership to develop a draft optimum model for the new Integrated Community Care System which has included a map and gap analysis which will be finalised in quarter 4.	The next steps are for the proposed optimum model and associated business case to be finalised and presented to the PLT for approval. This work will see a robust demand and capacity exercise completed to support the decision making for the proposed model. When approved a formal legal agreement will be progressed across the regional partnership.

WBO7.6: Improving the supply of affordable housing

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED60 CP WBO7.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred	64	110	Annual Indicator - To be reported at Q4					
CED61 CP WBO7.6	Total number of empty properties returned to use with local authority intervention (CEX) Higher Preferred	6	5	Annual Indicator - To be reported at Q4					

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)	YELLOW (Good)	Quarter 3: Monthly meetings take place with Registered Social Landlord (RSL) development teams, working collaboratively to increase affordable housing supply in the Borough. Development can change frequently throughout the 3-year programme. Current allocation of Social Housing Grant is £34,891,388 with additional schemes to be brought forward. In addition to the primary capital programme, additional affordable homes were acquired through £3.8 million of Transitional Accommodation Capital Grant funding.	
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)	YELLOW (Good)	Quarter 3: A majority of actions to meet the 6 strategic aims have been implemented. We are increasing the supply of social housing through the capital funding programmes (Social Housing Grant and Transitional Accommodation Capital Funding) with ongoing collaboration with RSLs. We have increased the supply of private rented sector (PRS) through the Welsh Government leasing scheme and are soon to restart the private landlord forum. An assertive outreach team has been set up to support rough sleepers, agencies are working collaboratively to identify and engage those sleeping rough. Specialist supported accommodation has been commissioned for those with complex needs. Collaboration is taking place with social services to build upon working relationships thereby improving outcomes for clients. A review of the Social Housing Allocation Policy has commenced.	
WBO7.6.3	Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CEX)	GREEN (Excellent)	Quarter 3: The status of the top 20 properties remains the same as in Q2, except for there being one additional property under renovation (6 compared to 5 in Q2). Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. Two applications for the Empty Property Loan Scheme have been received and approved (subject to legal review). On 10th December 2024, Cabinet agreed in principle to pursue a compulsory purchase order in relation to a problematic empty property which is in our top 20 priority properties. A further report will be sent to Cabinet in due course for final approval of the compulsory purchase order. Work is continuing to progress in relation to the enforced sale of a long-term empty property.	

Ways of Working

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CHR002 (PAM/001) WOW OTH1	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (ALL) Lower Preferred	12.37 days	No target	6.22 days	No target	10.12 days	8.77 days	↓	Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Sickness levels continue to rise throughout the authority. The main reason for sickness in all directorates is Stress/Anxiety/Depression (not work related). HR are working with directorates to try and improve sickness levels.
DCO16.9 WOW CO1	Realisation of capital receipts targets (COMM) Higher Preferred	n/a	n/a	n/a	n/a	n/a	n/a	Trend not applicable	Quarterly Indicator Target Setting: The corporate property disposal strategy is currently in development for Spring 2025 Performance: No disposals planned for Q1-Q3. £1.85 million sale of Ravenscourt anticipated in Q4
DCO19.02 WOW CO1	Percentage of full statutory compliance across BCBC operational buildings (COMM) Higher Preferred	84.9%	100%	73.3%	100%	71.3%	85%	↓	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: A number of compliance service contracts were renewed during Q3 and a number of new assets added to the figures meaning the number of overdue compliance items increased as newly appointed contractors mobilised their contracts. No increase in number of safety open actions or remedials. Target of 100% remains ambitious however with a new compliance apprentice appointed we anticipate these figures continuing to move towards target.
DCO23.14 WOW CO1	Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) Higher Preferred	93.5%	100%	93.3%	100%	95.1%	94%	↑	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: Big 5 compliance continues to improve with the highest recorded figures on record in Q3 and now exceeding 95%. We continue to push for 100% but as compliance actions change daily this target remains ambitious.
DOPS34 (a) WOW	Percentage availability of voice and data network Higher Preferred	100%	99.99%	100%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Target achieved
DOPS34 (b) WOW	b) storage area network (core computing) Higher Preferred	100%	99.99%	100%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Target achieved
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%	99.90%	99.85%	99.9%	99.97%	99.975%	↙	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Performance is slightly below Q3 last year due to the supplier of the corporate finance system, Advanced, taking three days to resolve an issue with their COA Financials database in Q2 of 2024-25.
CORPB5 WOW	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL) Higher Preferred	60.89%	80%	Annual Indicator - To be reported at Q4					

PI Ref &Type	PI Description	Annual target 24-25 £'000	Performance at Q3				Performance this period			
			Achieved Q3		Likely to be achieved by year end		Variance year end			
			£'000	%	£'000	%	£'000	%		
DRE6.1.1 WOW	Percentage of overall BCBC budget reductions achieved (ALL) Higher Preferred	£13,045	£9,784	75%	£11,604	89%	£1,441	11%	Target Setting: To achieve all reductions outlined in the MTFS Performance: The current position is that of the 2024-25 savings target of £13.045 million, £9.784 million has been achieved to date (75%) and £11.604 million (89%) is expected to be achieved by year end. The most significant reduction proposals unlikely to be achieved in full are:- • EDFS9 cessation of Adult Community Learning provision (£149,000). The shortfall is due to the timing of the required restructure with the consultation process finalised during quarter 3. Savings will be achieved from 2025-26. • EDFS19 – Communications and Relationships Team (£142,000) – saving will not be met in 2024-25 due to the overall increase in the number of pupils needing the service. • SCH1 – Efficiency saving against School Delegated Budgets – 3% in 2024-25 (£3.441 million). Whilst the saving is referenced as having been achieved due to the overall reduction in Individual Schools Budgets (ISB), the reduced budgets have resulted in total projected deficit balances for schools at year end in excess of £4.989 million. Officers are working with schools to bring this overall deficit down. • SSW13 – Council to reduce its investment into cultural services (£360,000). Current projections indicate a shortfall of £265,000. On 14th May 2024 Cabinet approved a £50,000 reduction to the book fund and removal of the £15,000 subsidy for the Youth Theatre. Cabinet also approved public engagement over how future savings can be achieved. Maximisation of the Shared Prosperity Fund in 2024-25 has mitigated this shortfall in the short term. • CEX2 – Chief Executive's Directorate vacancy management factor (£510,000). The projected shortfall of £111,000 is based on known vacancies to date. Unplanned vacancies will be added to the projection as the financial year progresses which should further reduce the shortfall. • CEX22 – Review of ICT Services (£398,000). There is currently a projected shortfall of £221,000 against this proposal, Further work is needed to be undertaken to review the telephony budgets across the Council, with updates to be provided to Cabinet in future revenue monitoring reports. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast year end spend.	

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
Audit Wales, Setting of Well-being Objectives (Oct 2024)	R1 The Council should ensure that it covers the full range of statutory requirements when developing its next well-being statement, including: • how it considers it has set well-being objectives in accordance with the sustainable development principle; and • how it proposes to ensure resources are allocated annually for the purpose of taking steps to meet its well-being objectives	Alex Rawlin	Jun-25	This will be included in the Council's self-assessment 2024/25 which will be presented to Governance and Audit Committee in July and Cabinet / Council in September 2025	GREEN
	R2 The Council should build on its current approach to engagement by considering ways to: • draw on citizens' views to inform the development of the Well-being objectives at an early stage; and • ensure that it is involving the full diversity of the population	Alex Rawlin	Mar-28	This will form part of the approach to the development of the next Corporate Plan and wellbeing objectives in 2028	GREEN
	R3 The Council should clearly set out in the corporate plan how it intends to work with partners to support the delivery of its well-being objectives	Alex Rawlin	Apr-25	The Council will include this in the development of the next Corporate Plan Delivery Plan	GREEN
Audit Wales, Review of Decision-Making Arrangements (Oct 2024)	R1 –The Council should ensure that its published forward work programme for committees is accessible, comprehensive, and covers a longer time frame than the current 4-month period to give more opportunity for robust pre-decision scrutiny and provide greater transparency around the decision-making process for both Members and the public	Kelly Watson	Dec-24	The forward work programme (FWP) will be extended to 6 months. Corporate Management Board will be encouraged to forward plan items for consideration over a longer period. The FWP for Cabinet, Council and Scrutiny will be published and updated. New delivery date March 2025.	YELLOW
	R2 – The Council should ensure that its scheme of delegation is updated, to mitigate the risk of decisions being taken without the proper authority.	Kelly Watson	Oct-24	The scheme is reviewed and updated regularly. Changes were made to reflect changes to Cabinet portfolios and reported to Cabinet on 24th September 2024 for approval. The updated scheme has been published.	BLUE
	R3 – The Council should ensure that there is clarity on the role of scrutiny in the decision-making process. The lack of clarity on the role of the O&S committees, particularly in relation to pre-decision scrutiny is limiting O&S committees' ability to contribute fully and effectively to the decision-making process.	Kelly Watson	Dec-24	Further training has begun with elected Members and senior officers to explain the importance of pre decision scrutiny. Training will be provided on the role and remit of the committees. A scrutiny protocol has been drafted and will be considered by Corporate Overview and Scrutiny Committee (COSC) before going to Council for approval at the AGM. New Delivery date May 2025.	YELLOW
	R4 – The Council should ensure that it provides greater transparency regarding the remit of the different O&S committees. Naming the O&S committees 1, 2 and 3 does not help with transparency of the remit of the committees, particularly from a public perspective. It is also a potential barrier to encouraging public involvement in the scrutiny process.	Kelly Watson	Dec-24	There is cross party support for changing the names of the committees. Proposals have been shared with Group Leaders and will be presented Corporate Overview and Scrutiny Committee in March 2025 before going to Council for approval at the AGM. The terms of reference will be updated if necessary. New Delivery date May 2025.	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R5 – The Council should ensure that Members receive, and are encouraged to access, a relevant training programme to ensure they are well equipped to understand and undertake their role. This should include focussed training for specific roles, e.g. chairing skills.	Kelly Watson	Dec-24	The Council has an Elected Member Learning and Development Strategy, and the Democratic Services Committee receive regular reports on training. Members will continue to be canvassed on training requirements and where appropriate these will be incorporated into the training programme to ensure it remains relevant. Standards Committee will monitor training completion and where appropriate will link in with Group Leaders to promote completion. Training has started to be delivered as per R3 above and further sessions are scheduled.	BLUE
Audit Wales, Financial Sustainability Review (Aug 2024)	R1 To strengthen the Council's approach to financial sustainability, the Council should develop a savings plan across the timescale of the MTFP, to clearly show how the funding gap will be addressed or clearly communicate the challenge where this is not possible	Carys Lord	Feb-25	The level of savings that the Council will have to make in the coming 3 years are significant. The MTFs presented to Council in February 2025 for approval was developed following completion of the following: • A detailed review of current year spend across all service areas • A more detailed review of some areas of spend to identify further efficiencies or a change in the operating model for that service. • A profile of anticipated savings over the life of the MTFP • Identification of areas requiring further review	AMBER
	R2 The Council should strengthen its arrangements to ensure the impact of its financial position and MTFP on communities and on the delivery of its well-being objectives is reported to members to enable them to monitor and address any impacts.	Carys Lord	Mar-25	Budget briefings are now in place for elected members on a quarterly basis. Details on the budget proposals will be shared with all elected members to enable them to comment on issues and identify the implications.	AMBER
Audit Wales, Digital Strategy Review (April 2024)	Strengthening the evidence base R1 To help ensure that its next digital strategy is well informed and that its resources are effectively targeted, the Council should draw on evidence from a wide range of sources, both internally and externally including: • involving stakeholders with an interest in the digital strategy as well as drawing on the views of stakeholders from existing sources; and • aligning its strategic approach to digital both across the Council and with partners to help identify opportunities to share resources, avoid duplication of effort and deliver multiple benefits.	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN
	Identifying resource implications R2 To help ensure that its next digital strategy is deliverable and achieving value for money the Council should identify the short, medium and long-term resource implications of delivering it together with any intended savings.	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN
	Arrangements for monitoring value for money R3 To help ensure that the Council can effectively monitor and evaluate value for money from its strategic approach to digital it should strengthen its arrangements for monitoring the progress and impact of its digital strategy over the short, medium and long term.	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
CIW Inspection Report on Foster Wales Bridgend (Jan 2024)	R1 Childrens views to be actively sought following placement endings.	n/a	n/a	Complete	BLUE
	R2 Some children are not accessing statutory education, impacting on outcomes and increasing pressure on foster carers.	Group Manager Placement and Provider Services	Quarterly	This issue has been highlighted across both fostering and residential, but we have created a link with education so that regular meetings can take place to discuss cases where children are not accessing education. We will also a develop a system for capturing and monitoring data in this respect. New delivery date - 31/03/2025	GREEN
	R3 Safeguarding procedures are not consistently followed. Information sharing between teams, consideration of risks and decision making is not robust.	Group Manager Placement and Provider Services	Mar-24	Joint team meetings have been used to discuss processes; the Local Authority Designated Officer (LADO) has observed more effective communication and responsiveness with the Fostering service as a marked culture shift, this was highlighted in the QA report. Further work needed to continue to embed which will be taking place in next quarter. New delivery date - 31/03/2025	YELLOW
	R4 Foster care agreements and safer caring agreements are in place, but these are not completed thoroughly,	n/a	n/a	Complete	BLUE
	R5 There are shortfalls in the service considering the needs of all household members and carers capacity (matching)	Group Manager Placement and Provider Services	Mar-24	The Quality Assurance (QA) Officer highlighted inconsistencies in their report around the use of the matching forms. The new team manager (TM) is now in post across general fostering and will ensure more consistency. New delivery date - 31/03/2025	AMBER
	R6 When foster carers have been subject to safeguarding concerns, delays have occurred in completing annual reviews and presenting these to foster panel.	n/a	n/a	Complete	BLUE
	R7 Some children have experienced high numbers of moves, which impacts their stability and outcomes	Group Manager Placement and Provider Services	Mar-25	4.47% have experienced 3 plus moves in last quarter, so numbers remain low. New delivery date - 31/03/2025	GREEN
	R8 Demand on the service is high and many foster carers are often asked to care for more children than they are approved for. Additional resources are provided to try to support these arrangements. However, these are routinely used with carers who look after children with complex needs, without robust consideration of the impact and risks involved.	n/a	n/a	Complete	BLUE
	R9 As part of the matching process key information is shared during planning meetings, however, these meetings are not completed consistently.	Group Manager Placement and Provider Services	Quarterly	Inconsistency has been highlighted in QA officer report. New TM has the report and will implement the recommendations in the next quarter. New delivery date - 31/03/2025	AMBER
	R10 Children who need long term care, are matched with carers, without a thorough assessment of their long-term needs, how these change over time, carers commitment and understanding of these needs.	Group Manager Placement and Provider Services	Mar-24	A matching process is now in place however consistency in this being followed is still an issue. In 2024 the permanent manger resigned, and interim management arrangements prevented the robust oversight this required. A permanent full time team manager is now in post who can drive this forward in the next quarter. New delivery date - 31/03/2025	AMBER
	R11 The service is reviewing how they can improve monitoring of children's personal outcomes.	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R12 Feedback from foster carers has been mixed regarding the foster carer charter implementation, information sharing and decision-making needing to be improved.	Group Manager Placement and Provider Services	Jun-24	This has not been achieved due to a lack of implementation as with other aspects of the service. This is largely attributable to changes at both team manager and group manager level. Both posts have now been filled and work is underway to embed this into practice. New delivery date - 31/03/2025	AMBER
	R13 Several policies and procedures have been updated prior to inspection, to reflect the changes needed. The service is not currently operating in line with these policies and procedures which is impacting children's outcomes	n/a	n/a	Complete	BLUE
	R14 The current recording systems do not support effective oversight and smooth operation of the service. Some key information, including the DBS checks for foster carers support networks are not monitored effectively.	Group Manager Placement and Provider Services	Sep-24	Closed. Regular meetings in place to develop oversight. Business support arrangements in place to review DBS checks. Ongoing monitoring being provided by Group Manager Provider Services.	BLUE
	R15 The service has experienced a high turnover of staff in all areas.	Group Manager Placement and Provider Services	Jun-24	Although there are vacancies across the teams the new general TM starting in post has allowed the Kinship Manager to move back across into their role. Some recruitment challenges due to retirement, senior post not filled and is being re-advertised. New delivery date - 31/03/2025	YELLOW
	R16 Evidence of updated DBS checks for staff needs strengthening.	n/a	n/a	Complete	BLUE
	R17 Quality assurance and learning framework has not been implemented consistently.	Group Manager Placement and Provider Services	Apr-24	Quality Assurance Officer has presented their report, and recommendations are being worked through by the team. New team manager in place within general fostering and they are now implementing the QA framework, and this has been presented at team meetings. New delivery date - 31/03/2025	YELLOW
	R18 Not all prospective foster carers have received the information and training they require prior to their assessment	n/a	n/a	Complete	BLUE
	R19 Some foster carers report training does not meet their needs fully as they care for children with more complex needs.	Group Manager Placement and Provider Services	Mar-24	Training is part of the remodelling fostering board which will drive these changes in the next quarter. Next steps - Training Needs Analysis completion; Consultation with Foster Carers Spring/Summer 2025	AMBER
	R20 Additional guides for children reflecting different ages and needs to be developed.	Group Manager Placement and Provider Services	Nov-24	Foster Wales are developing a landing page for care experienced children which will include animations following feedback from the forum regarding our current guides. This piece of work is on-going. Due to be completed by April 2025. New delivery date - 31/03/2025	GREEN
Audit Wales, Use of Service User Perspective and Outcomes (Jan 2024)	R1 Information on the perspective of the service user • The Council should strengthen the information it provides to its senior leaders to enable them to understand how well services and policies are meeting the needs of service users.	Alex Rawlin	Apr-25	We are participating in the new Welsh Council's Performance Information Community of Practice aimed at enhancing the quality of performance information and providing opportunities to review performance management arrangements, share best practices, and collaborate on data development. The National Resident Survey (WLGA/Data Cymru) ran in the Autumn and findings will now be analysed. Revised delivery date April 2026	AMBER
	R2 Information on progress towards outcomes • The Council should strengthen the information provided to senior leaders to help them evaluate whether the Council is delivering its objectives and its intended outcomes.	Alex Rawlin	Apr-25	This is being considered in the review of the Corporate Plan Delivery Plan (CPDP) performance measures and improvement projects for 2025-26. The revised CPDP will be presented to Cabinet / Council in March 2025.	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R3 Quality and accuracy of data • The Council needs to assure itself that it has robust arrangements to check the quality and accuracy of the service user perspective and outcomes data it provides to senior leaders.	Alex Rawlin	Sep-24	The Performance Team have worked with Directorate Performance Champions and collating officers to improve data validation and sign-off processes, the quality of supporting evidence provided, and are routinely testing performance data to ensure accuracy. PI audits will continue over the summer.	BLUE
CIW Improvement Check Children's Social Care Services (Nov 2022)	Pe9 - Continue to work towards ensuring a sufficient and sustainable workforce, with the capacity and capability to consistently meet statutory responsibilities	Director and Workforce Board	Continuous	We have seen positive recruitment across the majority of teams. We have reduced our reliance on agency staff with only 9% of the workforce being agency staff. We have 12 new qualified social workers commencing across Children and Adults in the summer. We have small pressures in some teams but this does not impact on our statutory duties. New delivery date - 31/03/2025	GREEN
	Pe10 - Continue to monitor the quality of social care records ensuring recording in relation to siblings, ethnicity, language, religion is strengthened, and a consistent approach taken	PO Training	Apr-23	As indicated above the quality assurance officer has identified that there is positive progress in embedding signs of safety in social work practice. New delivery date - 31/03/2025	GREEN
	Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	HoS	Sep-23	Work with Tros Gynnal Plant is underway to understand best practice in developing Parents Charter in other LAs and identify parents who wish to be involved in co-producing the charter in Bridgend. New delivery date 30/09/2025	YELLOW
	Pr6 - Continue to closely monitor the position of children's social services and early help services to ensure any indicators of risks to achieving and sustaining improvement and compliance with statutory responsibilities, and pressure/ gaps in service provision are quickly identified and the required action is taken	Director/HoS/Dep uty HoS	Jun-23	There is continued scrutiny of performance across teams where in the main performance is good. Where there are issues, focussed improvement plans are put in place by Group Managers to address. New delivery date 31/03/2025	YELLOW
	PR7 - The local authority should ensure systems are in place to provide all staff, with up-to-date information regarding availability and accessibility of early help services and records relating to intervention of early help services	n/a	n/a	Complete	BLUE
	PR8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	GM Commissioning	Continuous	This continues to be an area of pressure with the fragility in the market for placements for children. We continue to monitor high-cost placements on a monthly basis and plans are in place to assist move on when it is safe and possible to do so. Operating without Registration (OWRs) are only used when all other options have been explored and no alternative is available. New delivery date - 31/03/2025	AMBER
	Pi4 - Ensure clarity and consistency of thresholds for access to early help and statutory services. The local authority must prioritise this work to ensure children and families access the right support at the right time and ensure smooth access to services, and where required smooth transition between early help / preventative and statutory services	Director/Head of Service	Jun-23	Regional work has commenced on the development of multi-agency threshold guidance. This is intended to assist professionals identify where support for children and families is best placed and refer appropriately to these services. A final draft will be presented to Regional Safeguarding Board sign off. New delivery date 31/03/2025	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	W6 - Performance indicators in relation to timeliness of meeting statutory requirements - maintain focus and scrutiny on ensuring compliance with all its statutory responsibilities	Director/GM Business	Continuous	Complete	BLUE
	W7 - Implement and embed consistent practice regarding identifying and responding to child exploitation, progress work as a matter of urgency	GM Practice improvement	Jun-23	Complete	BLUE
	W8 - Closely monitor contact arrangements for children and their families	GM Case management and transition	Jun-23	Contact Manager commenced in post on 3rd February 2025 and will review the operating model and implement any changes required. New delivery date - 31/03/2025	YELLOW
Audit Wales, Springing Forward – Strategic Workforce Management (Oct 2022)	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	n/a	n/a	Complete	BLUE
	R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Kelly Watson	Sep-23	The current budget position has meant that all services have had to review how they deliver in the future, it is envisaged that this will be the immediate workforce priority. Whilst we have developed some revised data, we are continuing to grow this to support directorate requirements. Revised delivery date March 2025.	YELLOW
	R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	Kelly Watson	Jun-23	Work is underway developing our own performance measures. Benchmarking with others is a challenge, however improvements have been seen with the timing of certain data collected by the data unit. Revised delivery date March 2025.	GREEN
Transformational Leadership Programme Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board (Aug 2022)	R1 Strategic planning and applying the sustainable development principle Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by: a) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and c) improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.	Head of Regional Commissioning Unit	2023-24	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R2 Governance Arrangements The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB	Head of Regional Commissioning Unit	2023-24	Director for Integration provided member briefings for Local Authority members. Additional Capacity identified to support completion of Memorandum of understanding and Section 33 agreement. Ongoing discussions regarding changes required to existing legal agreements across the region. New delivery date - 31/03/2025	GREEN
	R3 Performance Management The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact	Head of Regional Commissioning Unit	n/a	Complete	BLUE
	R4 Risk Management Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.	Head of Regional Commissioning Unit	ongoing	Regional Integration Fund (RIF) is now entering 3rd year of 5 year funded program. Number of sustainability risks post RIF that need to be planned for in year. More work still being done to develop integrated pathways that will inform RIF priority investment. Housing with Care Funding (HCF) approved for 2025/26 at the same level as 2024/25. New delivery date - 31/03/2025	AMBER
	R5 Regional Commissioning Unit Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team.	Head of Regional Commissioning Unit	2023-24	Action complete. Final post to be filled Feb 2025 (LD programme Manager)	BLUE
	R6 Use of Resources Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population	Head of Regional Commissioning Unit	2023-24	Additional Capacity identified to support completion of memorandum of understanding and Section 33 agreement. Ongoing discussions regarding changes required to existing legal agreements across the region. New delivery date 31/03/2025	AMBER
	R7 Regional Workforce Planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TPLB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.	Head of Regional Commissioning Unit	ongoing	Detailed exercise identifying grant funded posts across the region currently being undertaken at part of Quarter 3 RIF monitoring. This will provide a detailed understanding of capacity and any capacity gaps in implementing integrated pathways. New delivery date 31/03/2025	AMBER
CIW, Performance Evaluation	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
Inspection of Children's Services (May 2022)	PE2 - Limited Evidence of Direct Work	n/a	n/a	Complete	BLUE
	PE3 - Inconsistent use of chronologies and genograms	n/a	n/a	Complete	BLUE
	PE4 - Strengthen business support for practitioners	n/a	n/a	Complete	BLUE
	PE5 - Variable evidence of management oversight/Quality of supervision	n/a	n/a	Complete	BLUE
	PE6 - Practice model – implementation of Signs of Safety	n/a	n/a	Complete	BLUE
	PE7 - Review of direct payments scheme	n/a	n/a	Complete	BLUE
	PE8 - Consistent offer of a carers assessment	Dep HoS/GM Case Management and Transition/Carers Development Officer	Mar-23	Carers Action Plan currently being updated and to be competed and ready for implementation by March 25. New delivery date 31/03/2025	AMBER
	PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	Director/ Workforce Board, HoS Children's Social Care/ HoS Education & Family Support	Jun-23	The strategy will be completed in February and will provide clarity on how Early Help service should be delivered in the future. New delivery date 31/03/2025	YELLOW
	PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	PR3 - Placement sufficiency and support	HoS/GM Placements and Provider Services	Mar-23	A Business Justification Case has been developed and approved by the relevant boards in respect of increasing capacity of provision in this area. Property has been identified for a multi-occupancy residential service and offer accepted pending minister approval and planning. Search continues for the second property. Revenue funding to be secured to continue to run our existing provision to full capacity and open new services. The regional children’s board have also agreed an ambition to develop a regional residential accommodation facility for children and young people with complex emotional wellbeing needs. To support this, three Project Managers will work with partners to develop facilities across CTM; one will focus on children’s residential accommodation, and the other two will be available to support the findings in the 10-year Regional Capital Strategy. In relation to fostering dedicated recruitment officer is in place to coordinate recruitment activities that are scheduled throughout the year with support from Foster Wales. Whilst there are increases in the number of assessments, we are not recruiting sufficient carers to achieve a net gain of placements. A Fostering Board is being established to enhance recruitment and retention of foster carers within BCBC alongside the ongoing work of foster Wales. A Regional Approach to the recruitment and support of parent and child carers has been drafted alongside ‘Support Care’, which aims to provide fostering support to children in the care of their family to prevent them from becoming care experienced. Both drafts will be subject to foster carer consultation prior to presentation to Cabinet for consideration. Additionally, we are seeking to enhance peer support to foster carers by adopting the Pioneer Carer Scheme. This will increase the support available to carers by having a more targeted approach that utilises the skill sets of specific carers. New delivery date - 31/03/2025	RED
	PR4 - Accessibility of information, advice and assistance	n/a	n/a	Complete	BLUE
	PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	Director/HoS/ Principal Officer Training	Mar-23	An interim framework has been developed and approved by Children and Families SMT. This is being rolled out across teams to ensure consistency in implementation. The Quality Assurance Officer continues to identify themes in respect of good practice and areas for development. This is showing good progress in embedding strength based, outcome focused model of practice. New delivery date - 31/03/2025	YELLOW
	PI1 - Inconsistent thresholds and standards of practice	n/a	n/a	Complete	BLUE
	PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children’s services and the many developments taking place/planned to take place	n/a	n/a	Complete	BLUE
	PI3 - Share learning from audits and reviews with staff and partners	n/a	n/a	Complete	BLUE
	W1 – Further work is required to improve the timeliness of meeting statutory responsibilities	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	W2 - Facilitation of supervised contact	GM Case Management & Transition/GM Locality Hubs/Contact Monitoring Officer	Mar-23	The contact service manager commences in post in February. A senior contact worker will be appointed in March to ensure there is sufficient capacity, venues and oversight to provide families with positive environments when having time together. New delivery date - 31/03/2025	AMBER
	W3 - Consistent high quality written records	n/a	n/a	Complete	BLUE
	W4 - CSE and CCE – strengthen interventions and mapping	n/a	n/a	Complete	BLUE
	W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	Complete	BLUE
Audit Wales, Review of Arrangements to Become a 'Digital Council' (June 2021)	P1 The Council could improve its digital strategy	Martin Morgans	Dec-24	We are in final stages for completing the strategy and looking to go to consultation in March 2025.	AMBER
	P2 The Council should strengthen some governance arrangements to deliver the strategy	n/a	n/a	Complete	BLUE
	P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	Martin Morgans	Dec-23	The findings from the pilot outlined that the methodology to access was challenging due to variations of devices owned by participants i.e. varying types and ages. It had a significant impact with the deployment which led to inconsistencies and some participants could not install the necessary secure access (authentication application). Therefore, the pilot has been ceased. Currently reviewing an alternative methodology which we hope to pilot in June following updates to a supplier application which is outlined on their development programme once this is confirmed we will initiate a new pilot.	BLUE

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3
Date of Meeting:	7 APRIL 2025
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 Forward Work Programme as updated by the Committee will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with those from each respective Subject Overview and Scrutiny Committee (SOSC), following their consideration in this cycle of Committee meetings.

2. Background

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

Best Practice / Guidance

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

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

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

3. Current situation / proposal

Forward Work Programme

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 15 May 2024, the standing statutory reports to Scrutiny Committees of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a Forward Work Programme.
- 3.2 The Forward Work Programmes for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
 - Directorate Business Plans;
 - Previous Scrutiny Committee Forward Work Programme report topics / minutes;
 - Committee / Member proposed topics;
 - Policy Framework;
 - Cabinet Work Programme;
 - Discussions with Corporate Directors;
 - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals considered in January 2025, following which COSC coordinated 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 on 4 February 2025.
- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.
- 3.5 The Subject Overview and Scrutiny Committee Forward Work Programmes will be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee for coordination and oversight of the

overall Forward Work Programme. The SOSC Forward Work Programmes will be included in the standing Forward Work Programme Update report from then on with any feedback from each SOSC meeting included.

Identification of Further Items

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

Recommended Criteria for Selecting Scrutiny Topics:

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

Reasons to Reject Scrutiny Topics:

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

Corporate Parenting

- 3.7 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the

outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.

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

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

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

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

- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:
 - Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
 - Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
 - Integration - The report supports all the wellbeing objectives.
 - Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.

- Involvement - Advanced publication of the Forward Work Programme ensures that stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

5.2 When setting its Forward Work Programme, the Committee should consider how each item they propose to scrutinise assists in the achievement of the Council's 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows :-

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

6. Climate Change Implications

6.1 The Committee should consider how each item they scrutinise affects climate change, the Council's Net Zero Carbon 2030 target and how it meets the Council's commitments to protect and sustain the environment over the long term. There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 The Committee should consider how each item they scrutinise affects care experienced children and young people, and in what way the Committee can assist in these areas. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. There are no Safeguarding and Corporate Parent Implications arising from this report.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is recommended to:

- a) Consider and approve the Forward Work Programme for the Committee in **Appendix A**.
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend;

- c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report.
- d) Note the Recommendations Monitoring Action Sheet in **Appendix B** to track outstanding responses to the Committee's recommendations made at previous meetings;
- e) Note that the Committee's Forward Work Programme as approved by the Committee will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with those from each respective Subject Overview and Scrutiny Committee (SOSC), following their 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.	<u>Cabinet Members</u> Cabinet Member for Regeneration, Economic Development and Housing <u>Officers</u> Corporate Director Communities <u>External</u>

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.	<u>Cabinet Members</u> Cabinet Member for Housing, Planning and Regeneration <u>Officers</u> Chief Officer – Finance, Housing and Change Head of Partnerships <u>External</u>

Monday 2 December 2024 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Housing and Homelessness Update And Information Report: Update on the Shared Prosperity Funding	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. How grants are progressing in terms of spend, who the recipients are, feedback on the process.	<u>Cabinet Members</u> Leader of the Council Cabinet Member for Climate Change and the Environment <u>Officers</u> Corporate Director Communities Head of Operations - Community Services <u>External</u>

Monday 20 January 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Medium Term Financial Strategy 2025-26 to 2028-29		<u>Cabinet Members</u> 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 <u>Officers</u> Chief Executive Chief Officer - Finance, Housing and Change Corporate Director Communities

APPENDIX A

Monday 17 February 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	<u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment Cabinet Member for Regeneration, Economic Development and Housing <u>Officers</u> Corporate Director Communities Decarbonisation Programme Manager <u>External</u>

Monday 7 April 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Bridgend County Borough Council Net Zero Strategy Review		<u>Cabinet Member</u> Cabinet Member for Climate Change and the Environment <u>Officers</u> Corporate Director – Communities; Head of Operations - Community Services; Group Manager – Economy, Natural Resources & Sustainability; and Decarbonisation Programme Manager <u>External</u> Analyst, Senior Associate and Senior Manager - Carbon Trust

Monday 14 July 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
TBC		<u>Cabinet Member</u> <u>Officers</u> <u>External</u>

TBC		
Report Topics	Information Required / Committee's Role	Invitees
Maesteg Town Hall Review	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) To be included in scope: - Justification of the money spent; - Inner detail of what occurred; - Details of the challenges encountered; - Details of the lessons learnt; - A possible presentation from Officers; - An honest appraisal of what could have changed or been done differently. <u>Requested following the SOSC 3 17 February meeting</u> That the following scope be included: - What could have potentially occurred if action had not been taken. - As much detail as possible to be presented, showing the wrongs and rights that lead them to get there. - Members felt it was important for new Members to see the cost of the project at the start and how that increased. That the current Leader of the Council along with the Previous Leader be invited to the meeting.	<u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment <u>Officers</u> Corporate Director Communities <u>External</u>

Member Briefing sessions

- Porthcawl Regeneration
- 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 Member Briefing)
- Corporate Joint Committees Regional Responsibilities – (All Members Briefing)
- Development of Sunnyside (All Member)
- Community Transfers (CAT) - Position Update

Information reports

- Audit Wales 'Springing Forward Asset Management Inspection Report' – including associated Action Plan

Potential Items

- Bridgend Town Centre Masterplan and Regeneration
- Outcome of review recommended by SOSC 3 to be undertaken by the Community Asset Transfer (CAT) Steering Group to assess and review the Council's current CAT programme, considering:
 - Its impact
 - Success stories
 - Good practice researched from other Welsh local authorities
 - Reflection on lessons learned
- Members have requested that the Porthcawl Regeneration and Pavilion Update, be scheduled alongside meeting alongside the Maesteg Town Hall report.
- United Kingdom Shared Prosperity Fund Grant
- Communities Directorate Target Operating Model (TOM) - Summer 2025
- Sickness levels in the Authority and its effect on decision-making in the Directorate
- Major parks in the Borough
- Valleys to Coast

Referred from COSC as potential items

1a. COSC 16 December 2024:

The Committee discussed the Council's response to the recent storm, Darragh, expressing concern about the increasing pattern of storms hitting the UK and recommended that the Subject Overview and Scrutiny Committee 3 request a report to explore the Council's preparedness to respond to storms and adverse weather, preventative measures against foreseeable damage and the impact of adverse weather and any fallout (e.g. loss of power) on vulnerable residents. The Committee recommended that the report should have invitees from Communities and Social Services.

1b. COSC 17 March 2025:

The Committee referred to their recommendation made on 16 December 2024 that SOSC 3 consider requesting a report regarding the Council's response to adverse weather/storms. The Committee requested that the scope of that report include detail on the information shared during internal and Local Resilience Forum debrief sessions held following Storm Darragh and any other inclement weather events.

2. COSC 28 January 2025:

The Committee were advised that the Council's charging regime for car parking, including the free parking offers, were being reviewed. The Committee requested that the Subject Overview and Scrutiny Committee 3 consider requesting a report detailing the outcome of the exercise referred to above and that such report demonstrates the difference in revenue between the free parking period and a full charging model.

3. COSC 17 March 2025:

The Committee requested that a report on the Shared Prosperity Fund be scheduled on the FWP for SOSC 3 as soon as possible.

Subject Overview and Scrutiny Committee 3

RECOMMENDATIONS MONITORING ACTION SHEET 2024-2025

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
2 December 2024	Housing and Homelessness	Members discussed how vital the Welsh Government Housing Support Grant funding had been, the freezing of the Grant had applied significant pressure across Wales and 18 months ago regular meetings between the 22 Welsh local authorities regarding Homelessness had ceased, which had previously been attended by a network of individuals who could provide operational feedback to Welsh Government. The Committee requested information regarding the nature and title of the previously held meetings and recommended that following receipt of the information requested, that a letter be sent from the Committee to Welsh Government to request the reasons for discontinuing the meetings, whether there were plans to restart them and if not, the reason why.	Head of Partnerships and Housing	Recommendations circulated requesting response – to be provided. Chased 5 February 2025. Chased 31 March 2025.	
2 December 2024	Housing and Homelessness	The Committee discussed the issue of vacant and derelict buildings in the borough and enquired whether there were	Head of Partnerships and Housing	Recommendations circulated requesting	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		any schemes or strategies that could potentially enable the Local Authority to take control of such empty buildings to turn them into social housing. The Committee recommended that when a Council owned property becomes vacant, all options should be explored including whether it could be utilised by another part of the Authority e.g. for repurposing as housing accommodation, prior to consideration of whether it is declared surplus, marketed for sale, or disposed of otherwise. The Committee highlighted the importance of the Authority looking at inventive ways of working with partners to bring properties back in to use which could inevitably reduce the costs.		response – to be provided. Chased 5 February 2025. Chased 31 March 2025.	
2 December 2024	Housing and Homelessness	The Committee expressed concern that the proposed level of social housing would only address 50% of the current waiting list and asked whether there was an opportunity to review the figures and submit another bid in the Local Development Plan (LDP) process.	Head of Partnerships and Housing	Recommendations circulated requesting response – to be provided. Chased 5 February 2025.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Members were advised that following the Local Development Plan (LDP) being adopted this year, a local housing and marketing assessment would be undertaken every two to three years which would provide up to date figures to enable negotiation for the right mix and type of housing, however the actual review for the LDP would be 4 years from its adoption. The Committee recommended that Members be encouraged to examine the updated figures from the Local Housing and Marketing Assessment when considering the review of the LDP in 4 years' time, and that given Members' concern at hearing in the meeting of a development not meeting all of its percentage target to build social housing, that the proposed housing percentage targets be adhered to rigorously throughout the Planning process.		Chased 31 March 2025.	
2 December 2024	Housing and Homelessness	The Committee requested further information regarding the primary capital funding stream for the development of affordable housing, the Social Housing Grant, including the following:	Head of Partnerships and Housing	Recommendations circulated requesting response – to be provided.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		a. Details of the local SHG partners worked with; b. A breakdown of the allocation of costs; c. What the costs were used for; d. Details of how the Council looks at the developments bid for; e. Whether the developments bid for were delivered on time and at the original contract price.		Chased 5 February 2025. Chased 31 March 2025.	
20 January 2025	Medium Term Financial Strategy 2025-26 to 2028-20	The Committee made recommendations and requested additional information.	Scrutiny / Chair of COSC	ACTIONED: Recommendations formally reported to Cabinet on 4 February 2025 for consideration and response. Response from Cabinet on 18 February 2025.	https://democratic.bridgend.gov.uk/documents/s34634/ResponsesSOSC118December2024RecommendationsandRequests.pdf?LL=-1 Follow link here
20 January 2025	Medium Term Financial Strategy 2025-26 to 2028-20	The Committee Recommended that the Community Asset Transfer (CAT) Steering Group (either alone or utilising external, objective assistance) assess and review the Council's current CAT programme and consider its impact, and success stories,	Corporate Director for Communities	Recommendations circulated requesting response – to be provided.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		research any good practice from other Welsh local authorities and reflect on whether any lessons can be learned to progress and improve the Council's future CAT programme.		Chased 31 March 2025.	
20 January 2025	Medium Term Financial Strategy 2025-26 to 2028-20	Members requested figures to show the income, expenditure and overall cost to Bridgend County Borough Council for burial services.	Chief Officer Finance, Performance and Change / Corporate Director for Communities	Recommendations circulated requesting response – to be provided. Chased 31 March 2025.	
20 January 2025	Medium Term Financial Strategy 2025-26 to 2028-20	Members asked Officers for clarification on what other Local Authorities provide with regard to the supply of blue refuse sacks to residents.	Corporate Director for Communities	Recommendations circulated requesting response – to be provided. Chased 31 March 2025.	
20 January 2025	Medium Term Financial Strategy 2025-26 to 2028-20	Further to the appointment of the 2 x S.106 Officers, to facilitate a S.106 & Infrastructure Delivery Team within the Planning & Development Services the Corporate Director agreed that these	Corporate Director for Communities	Recommendations circulated requesting response – to be provided.	

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Officers could potentially come along to a SOSC 3 to explain their roles.		Chased 31 March 2025.	