

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

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



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

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

Dyddiad/Date: Thursday, 17 July 2025

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB / Remotely via Microsoft Teams on **Thursday, 24 July 2025 at 10:00.**

AGENDA

1 Apologies for Absence

To receive apologies for absence from Members.

2 Declarations of Interest

To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)

3 Approval of Minutes

To receive for approval the minutes of 30 06 25

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4	<u>Budget Monitoring 2025-26 - Quarter 1 Revenue Forecast</u>	11 - 44
	<u>Invitees:</u>	
	Councillor John Spanswick - Leader	
	Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing	
	Councillor Hywel Williams - Cabinet Member for Finance and Performance	
	Councillor Martyn Jones - Cabinet Member for Education and Youth Services	
	Councillor Paul Davies - Cabinet Member for Climate Change and the Environment	
	Councillor Eugene Caparros - Cabinet Member for Resources (Job Share)	
	Councillor Melanie Evans - Cabinet Member for Resources (Job Share)	
	Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing	
	Jake Morgan - Chief Executive	
	Carys Lord - Chief Officer - Finance, Housing and Change	
	Lindsay Harvey - Corporate Director - Education, Early Years & Young People	
	Claire Marchant - Corporate Director - Social Services and Wellbeing	
	Janine Nightingale - Corporate Director - Communities	
	Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy	
5	<u>Quarter 4 / Year End Performance 2024-25</u>	45 - 104
	<u>Invitees</u>	
	As above in Item 4 and	
	Alex Rawlin - Corporate Policy and Public Affairs Manager	
	Kate Pask - Corporate Performance Manager	
	Paul Miles - Group Manager – Human Resources and Organisational Development	
6	<u>Self-Assessment 2024-25</u>	105 - 180
	<u>Invitees</u>	
	As above in Item 5.	
7	<u>Digital Strategy</u>	181 - 226
	<u>Invitees</u>	
	Councillor Eugene Caparros - Cabinet Member for Resources (Job Share)	
	Councillor Melanie Evans - Cabinet Member for Resources (Job Share)	
	Carys Lord – Chief Officer – Finance Housing and Change.	
	Philip O'Brien – Group Manager – Transformation, Customer Services and Partnerships	
8	<u>Scrutiny Budget Working Group</u>	227 - 238

9 Conclusions / Recommendations

10 Forward Work Programme Update

239 - 274

11 Urgent Items

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

Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you would like to view this meeting live, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643148 / 643694 / 643513 / 643159.

Yours faithfully

K Watson

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

Councillors:

F D Bletsoe

JPD Blundell

N Clarke

HJ David

H Griffiths

S J Griffiths

GH Haines

M L Hughes

J Llewellyn-Hopkins

RL Penhale-Thomas

T Thomas

A Ulberini-Williams

AJ Williams

MJ Williams

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MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON MONDAY, 30 JUNE 2025 AT 10:00

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Present

Councillor A Ulberini-Williams – Chairperson

JPD Blundell

N Clarke

HJ David

GH Haines

Present Virtually

F D Bletsoe
J Llewellyn-Hopkins
MJ Williams

H Griffiths
RL Penhale-Thomas

S J Griffiths
T Thomas

M L Hughes
AJ Williams

Apologies for Absence

Councillor Eugene Caparros – Cabinet Member for Resources (Job Share)

Invitees:

Councillor John Spanswick
Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Martyn Jones
Councillor Paul Davies
Councillor Neelo Farr
Councillor Melanie Evans

Leader
Deputy Leader / Cabinet Member Social Services, Health and Wellbeing
Cabinet Member for Finance and Performance
Cabinet Member for Education and Youth Services
Cabinet Member for Climate Change and the Environment
Cabinet Member for Regeneration, Economic Development and Housing
Cabinet Member for Resources (Job Share)

Carys Lord
Lindsay Harvey
Claire Marchant
Janine Nightingale
Kelly Watson

Chief Officer – Finance, Housing and Change
Corporate Director - Education, Early Years & Young People
Corporate Director - Social Services and Wellbeing
Corporate Director – Communities
Chief Officer - Legal & Regulatory Services, HR & Corporate Policy

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Officers:

Rachel Keepins
Jessica McLellan

Democratic Services Manager
Scrutiny Officer

Declarations of Interest

Councillor AJ Williams – Item 5 – Personal – Chair of Governors at Coety Primary School

155. Approval of Minutes

Decision Made	<u>RESOLVED:</u> That the minutes of meetings of the Corporate Overview and Scrutiny Committee dated 17 March 2025 be approved as a true and accurate record.
Date Decision Made	30 June 2025

156. Revenue Budget Outturn 2024-25

Decision Made	<u>RESOLVED:</u> Following consideration of the report and detailed discussion with Cabinet Members and Senior Officers, the Committee made the following recommendations and requests for additional information: Recommendations: 1. The Committee expressed concern regarding the shortfall for teachers' pay and pensions from the Revenue Support Grant and the impact of late settlements and grant funding and recommended that conversations needed to be boosted on a political level to support additional allocation and multi-year settlements.
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	2. The Committee expressed concern regarding the unexpected storm damage costs arising from Storm Bert and Storm Darragh and recommended that consideration be given to establishing an earmarked reserve/contingency fund for use in the event of an emergency arising from adverse weather events. Additional Information Requested: 3. The Committee requested copies of the information regarding the work undertaken around the Special Educational Needs and Disabilities (SEND) agenda in England and the 2014 Estyn report referred to by the Corporate Director. 4. The Committee discussed the impact of redundancies in schools and requested the number of voluntary redundancies for the period reported. 5. The Committee requested information regarding the sum of money funding hospital education referred to in Budget Reduction Proposal EDF515. 6. The Committee requested an all Member Briefing be provided detailing the specialist hospital provision for learners referred to in point 5 above. 7. The Committee requested a Briefing paper outlining the Council's earmarked reserves, their purpose and up to date position as of 31 March 2025. 8. The Committee discussed the impact of late grant funding on the overall financial position of the Council and requested clarity on whether the realignment of base budgets had been sufficient to meet the pressures from 2024-25. The Committee also requested information regarding which grants were one-offs and which were ongoing. 9. The Committee discussed the shortfall against Bridgend Market due to the identification of Reinforced Autoclaved Aerated Concrete (RAAC) and the subsequent closure of the market and loss of rental income and requested a confidential Briefing be provided to Members regarding the Council's future plans for the Market.
Date Decision Made	30 June 2025

157. Scrutiny Budget Working Group

Decision Made	<u>RESOLVED:</u> Following consideration of the report and detailed discussion with Officers, the Committee made the following recommendation and requests of Officers: 10. The Committee recommended that the first Steering Group set out at Step 2 of Appendix B to the report be scheduled in July but that the remainder of the proposed structure be reconsidered by the Committee at the July meeting after Group Leaders have taken the report to their Groups for discussion. 11. The Committee recommended that the Deep Dive Group for the Social Services and Wellbeing Directorate explore the financial contributions from the Health Board as a possible area to offset some of the costs. 12. The Committee highlighted the importance of preserving early intervention and preventative services recognising their impact on better outcomes for people and their importance on long term financial stability and recommended that the Scrutiny Budget Deep Dive Groups remain mindful of such. 13. The Committee requested that Directors bring all budget options being explored to the Deep Dive Groups.
Date Decision Made	30 June 2025

158. Corporate Parenting Champion Nomination Report

Decision Made	<u>RESOLVED:</u> That Councillor Tim Thomas be nominated to represent the Corporate Overview and Scrutiny Committee as an Invitee to meetings of the Cabinet Committee Corporate Parenting.
Date Decision Made	30 June 2025

159. Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee Nominations

Decision Made	<u>RESOLVED:</u> That the Committee nominated the following Members to the Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee: • Councillors Huw David, Simon Griffiths and Gary Haines (nominations from the Labour Group); • Councillor Tim Thomas (nomination from the Bridgend County Independents Group); • Councillor Ross Penhale-Thomas (nomination from the Democratic Alliance Group); and • Councillor Freya Bletsoe (Substitute Member nominated from the Bridgend County Independents Group to attend the PSB JOSC when one of the five Members are not available).
Date Decision Made	30 June 2025

160. Forward Work Programme Update

Decision Made	<u>RESOLVED:</u> The Committee approved its draft Forward Work Programme in Appendix A subject to the following amendments, noted the Recommendations Monitoring Action Sheet to track responses to the Committees' Recommendations made at previous meetings in Appendix B and noted that the Forward Work Programmes for the other Overview and Scrutiny Committees would be reported to the next meeting of the Committee. 1. The Committee requested that a report be added to their FWP regarding the whole-Council response to climate change and the environment and that the scope of the report include information on how the Council manages contingencies for emergency responses, e.g. the impact on the Highways budget due to recent storm damage. 2. Members referred to the independent review commissioned in Social Services which led to the early intervention and preventative function being transferred from the Education Directorate to the Social Services Directorate and requested a report reviewing the change in structure, highlighting that the importance was to move towards more early intervention and prevention.
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	3. The Committee agreed to the meeting of 11 September being repurposed as a meeting of the Social Services, Health and Wellbeing Overview and Scrutiny Committee to consider the Director of Social Services Annual Report and Social Services Complaints and Representations report. 4. The Committee agreed to the rescheduling of the Digital Strategy to its meeting in July and that the Scrutiny Budget Working Group report also be reconsidered at that meeting. The Committee agreed that the Scrutiny Annual Report be rescheduled to its meeting in October.
Date Decision Made	30 June 2025

161. Urgent Items

Decision Made	None.
Date Decision Made	30 June 2025

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

The meeting closed at 13:18.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	BUDGET MONITORING 2025-26 – QUARTER 1 REVENUE FORECAST
Report Owner/ Corporate Director:	CHIEF OFFICER – FINANCE, HOUSING AND CHANGE
Responsible Officer:	JOANNE NORMAN GROUP MANAGER – BUDGET MANAGEMENT
Policy Framework and Procedure Rules:	As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.
Executive Summary:	• The net revenue budget for 2025-26 is £383.226 million. The overall projected position at 30th June 2025 is a net over spend of £898,000. • The projected over spend is primarily due to ongoing pressures within the Social Services and Wellbeing Directorate, and the Chief Executive's Directorate. • Two significant grants have not yet been confirmed for the Social Services and Wellbeing Directorate and therefore have not been built into the quarter 1 projections – Social Care Workforce grant and Eliminating Profit (£2.006 million and £1.539 million received respectively in 2024-25). • The budget approved for 2025-26 included budget reduction proposals totalling £8.379 million. The current position is a projected shortfall on the savings target of £907,000, or 10.82% of the overall reduction target.

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Corporate Overview and Scrutiny Committee with an update on the Council's revenue financial position as at 30th June 2025.

2. Background

- 2.1 On 26th February 2025, Council approved a net revenue budget of £383.338 million for 2025-26 based on the provisional local government settlement announced by Welsh Government on 11th December 2024. The Welsh Government announced its final settlement on the 20th February 2025. The Final Local Government Settlement for Bridgend was £112,234 less than provided in the Provisional Settlement mainly due to data changes in the Non-Housing Revenue Account (HRA) element of Welsh Government's funding formula. This decreased the net revenue budget for 2025-26 to £383.226 million. The updated revenue budget was outlined in a report to Council on 12th March, where it was also confirmed that no changes were made to the levels of council tax, or budget pressures and reductions approved by Council on 26th February 2025.
- 2.2 As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

3. Current situation / proposal

3.1 Summary financial position at 30th June 2025

- 3.1.1 The Council's net revenue budget and projected outturn for 2025-26 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 30th June 2025

Directorate/Budget Area	Original Budget 2025-26 £'000	Revised Budget 2025-26 £'000	Projected Outturn Q1 2025-26 £'000	Projected Over / (Under) Spend 2025-26 £'000	Projected Over / (Under) Spend Qtr 1 2024-25 £'000
Directorate					
Education, Early Years and Young People	154,862	155,153	154,581	(572)	1,961
Social Services and Wellbeing	115,909	117,639	118,265	626	6,080
Communities	33,754	33,862	33,677	(185)	750
Chief Executive's	24,815	24,838	25,696	858	2,350
Total Directorate Budgets	329,340	331,492	332,219	727	11,141
Council Wide Budgets					
Capital Financing	5,958	5,907	5,820	(87)	(1,604)
Levies	10,209	10,209	10,209	0	(80)
Apprenticeship Levy	750	750	842	92	90
Council Tax Reduction Scheme	17,054	17,054	17,275	221	861
Insurance Premiums	1,363	1,363	1,363	0	(146)
Repairs & Maintenance	670	670	670	0	0
Pension Related Costs	430	430	430	0	0
Other Council Wide Budgets	17,452	15,351	15,296	(55)	(1,050)
Total Council Wide Budgets	53,886	51,734	51,905	171	(1,929)

Total	383,226	383,226	384,124	898	9,212
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- 3.1.2 The overall projected position at 30th June 2025 is a net over spend of £898,000 comprising £727,000 net over spend on directorates and a net over spend of £171,000 on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 3.3.
- 3.1.3 The main financial pressures are currently in the Social Services and Wellbeing (SSWB) and Chief Executive's Directorate.
- 3.1.4 For the Social Services and Wellbeing Directorate (SSWB), there are two significant grants that have not yet been confirmed and therefore have not been built into the quarter 1 projections – Social Care Workforce grant and Eliminating Profit (£2.006 million and £1.539 million received respectively in 2024-25). Updates will be provided in the quarter 2 monitoring report where projections should improve once we have notification of these grants.
- 3.1.5 Council approved budget pressures of £8.800 million for the SSWB Directorate in February 2025 as part of the Medium Term Financial Strategy.
- 3.1.6 As noted in the revenue outturn report, reported to Cabinet in June 2025, there continues to be pressures in learning disabilities and physical disability/sensory impairment services driven by the complexity of need and demand across these services. The Social Services Improvement Board is overseeing a number of actions to address these pressures.
- 3.1.7 The projected net over spend for the Chief Executive's directorate is mainly due to delays in implementing Medium Term Financial Strategy budget reduction proposals. There is a projected shortfall of £220,000 on prior year budget reductions along with an £82,000 shortfall on current year budget reduction proposals. The Directorate is also projecting shortfalls against core income budgets.
- 3.1.8 It is too early in the financial year to provide a realistic indication of projected council tax income for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2025-26 financial year as more people have suffered financial hardship due to the cost of living crisis, or whether additional income will be collected from council tax premiums on empty properties and second homes. A 1% reduction in the council tax income collection rate could result in an additional pressure to the Council of around £1 million. Council tax collection rates will be monitored continuously throughout the year and reported accordingly.

Budget virements/technical adjustments

- 3.1.9 There have been a number of budget virements and technical adjustments between budgets since the Medium Term Financial Strategy (MTFS) was approved by Council in February 2025. The budget position is reported on the assumption that these virements will be approved.
- 3.1.10 The main virements and technical adjustments are outlined below:

Budget Virements

Service vired from / to	Amount
Transfer of part of budget pressure approved by Council in February 2022 (CEX 2 – Phase 2 Business Support Review) from Chief Executive Directorate to Education, Early Years and Young People Directorate to reflect line management responsibilities	£100,905
Transfer of funding from the Capital Financing budget to Directorate budgets in relation to the change in Minimum Revenue Provision Policy as approved by Council on 23 October 2024	£50,904

Technical Adjustments

Service vired from / to	Amount
Transfer of National Insurance (NI) uplifts to Homes for Older People budgets from funding held centrally for NI increases for commissioned services..	£985,022
Transfer of inflationary uplifts not confirmed when the Medium Term Financial Strategy was agreed that are held centrally until evidence of the uplift is provided by the service areas (detailed in paragraph 3.1.11).	£892,151
Transfer of funding from the Education, Early Years and Young People Directorate to Schools Delegated Budgets in relation to the establishment of a Primary School Autism Spectrum Disorder (ASD) base.	£219,420
Transfer of Real Living Wage (RLW) uplifts to Directorate budgets and schools following the change in Council pay scales in April 2025 to reflect the RLW increase.	£166,271
Allocation of funding retained centrally in respect of Soulbury pay award that was confirmed September 2024 (full year effect adjustment in 2025-26).	£23,410
Allocation of funding retained centrally in respect of the financial implications of the Independent Remuneration Panel for Wales Annual Report	£69,938

Pay/Price Inflation

3.1.11 When the budget was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision has been retained centrally within Council wide budgets, to be allocated as further information is known about specific contractual price increases. Amounts released during quarter 1 are shown in 3.1.10 and include £0.366 million energy uplift for leisure services buildings and £0.373 million increase to Homes for Older People budgets in line with the Consumer Price Index (CPI) increase.

3.1.12 There are ongoing discussions regarding pay claims for Teachers' pay from September 2025 onwards and National Joint Council (NJC) workers for 2025-

26. The total salary bill for the Council is around £230 million so every 1% average increase in pay costs the Council an additional £2.3 million.

3.1.13 Members may recall from the Medium Term Financial Strategy 2025-2029 that the UK government increased the rate of employers' national insurance contributions from 13.8% to 15% from April 2025 and reduced the threshold on which this would apply to workers' earnings, from £9,100 to £5,000. Welsh Government stated in their Draft Budget that the UK Government has confirmed that devolved governments would be provided with additional funding to cover these costs for Council workers only and not those in commissioned services. In May 2025 Welsh Government announced that they would be providing additional funding on top of that received from UK government, but it would still only cover about 85% of increased costs for Welsh public services. We are still awaiting confirmation of the funding, but anticipate this will be known shortly. An update on the level of funding received will be reported in the quarter 2 revenue monitoring report. Future monitoring reports will also report on the sufficiency of the provision set aside in the 2025-26 budget to meet the costs of National Insurance increases for commissioned providers.

3.1.14 Inflation rates have increased from 2.8% when the budget was set up to 3.4% in May 2025. There is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. With this uncertainty the budget will need to be monitored closely during the remainder of the year.

Budget Reduction Proposals

3.1.15 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £8.379 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as holding additional vacancies, or bringing forward alternative budget reduction proposals.

3.1.16 In February 2025 Council approved the Medium Term Financial Strategy for 2025-26 to 2028-29. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £39.516 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

3.1.17 At year end consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Similarly, consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2025-26. This is in line with the reports to Cabinet and Council on the MTFS, and the Council's Financial Procedure Rules.

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

- 3.2.1 The Revenue Budget Outturn report was presented to Cabinet on 24th June 2025. In the report it was highlighted that there were £415,000 of prior year budget reduction proposals that were not met in full, with a total outstanding balance to be met of £290,000. In addition, of the 2024-25 budget reduction proposals of £13.045 million, it was reported that there was a total outstanding balance to be met of £1.569 million. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2025-26 financial year, and to identify mitigating actions that will be undertaken to achieve them. All remaining outstanding prior year budget reductions are summarised in **Appendix 1** with a summary per directorate provided in Table 2.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education, Early Years and Young People	291	177	114
Social Services and Wellbeing	501	501	0
Communities	464	362	102
Chief Executives	1,567	1,347	220
TOTAL	2,823	2,387	436

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

- 3.2.2 Table 2 shows that of the £2.823 million outstanding reductions, £2.387 million is likely to be achieved in 2025-26 leaving a shortfall of £436,000. Proposals still not likely to be achieved include:

- EDFS19 – Communication and Relationships Team (£114,000 shortfall). A review of the CART service is due to take place with schools during July 2025 and outcomes from this will also be considered as part of the future plans for the service.
- COM 2 2021-22 – Re-location of Community Recycling Centre from Tythegston to Pyle (£45,000 shortfall). The new site in Pyle opened in quarter 4 of 2023-24. Once the exit terms of the lease in Tythegston have been finalised the full saving will be made.
- COM2 2023-24 – Charging Blue Badge Holders for parking (£40,000 shortfall). A staff member commenced work on this proposal in 2024-25 and

it is currently at consultation stage. It requires a full order making process which is typically 6-9 months.

- CEX22 – Review of ICT Services (£87,000 shortfall). Saving was not met in full due to the timing of the re-procurement exercise on telephony budgets across the Council.
- CEX25 – Staff savings from Finance senior management team – (£70,000 shortfall). Shortfall in savings target due to failure to implement the proposed Finance Senior Management restructure. The service is now considering alternative budget saving proposals.

3.2.3 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that *“Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”*. An MTFS Budget Reduction Contingency reserve is in place to offset shortfalls on specific budget reduction proposals on a one-off basis where circumstances to achieving them are outside of the directorate’s control. During the financial year, the Section 151 Officer will consider applications from Directorates to the MTFS Budget Reduction Contingency reserve to mitigate some of the shortfalls.

Budget Reductions 2025-26

3.2.4 The budget approved for 2025-26 included budget reduction proposals totalling £8.379 million, which is broken down in **Appendix 2** and summarised in Table 3 below. The current position is that £5.104 million has been achieved to date with an additional £2.368 million to be achieved by year end, leading to an overall projected shortfall on the savings target by year end of £907,000, or 10.82% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2025-26

	Total Budget Reductions Required	Total Budget Reductions Achieved to date	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000	£'000
Education, Early Years and Young People	1,428	263	981	447
Schools	1,186	1,186	1,186	0
Social Services and Wellbeing	1,817	355	1,617	200
Communities	717	401	539	178
Chief Executive's	688	376	606	82
Corporate/Council Wide	2,543	2,543	2,543	0
TOTAL	8,379	5,104	7,472	907

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

- EEYYP5 – Reduction in Strategy, Performance and Support Group (£110,000 shortfall). The outcome of the consultation process is unlikely to be finalised until quarter 3 of 2025-26. Saving will be made in full in 2026-27.
- SCH1 – Efficiency saving against School Delegated Budgets – 1% in 2025-26 (£1.186 million). Whilst the saving is referenced as having been achieved due to the overall reduction in the Individual Schools Budget (ISB), a referenced in 3.3.1, the reduced budgets have resulted in total projected deficit balances for schools at year end of £5.206 million. Officers are working with schools to bring this overall deficit down.
- SSW8 – Reduction in provision of number of Supported Living Accommodation units (£190,000 shortfall). The service area is actively seeking means to achieve this budget reduction proposal. Updates will be provided in future revenue monitoring reports. .

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

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

3.3 Commentary on the financial position at 30th June 2025

Financial position at 30th June 2025

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

3.3.1 **Education, Early Years and Young People Directorate**

The net budget for the Education, Early Years and Young People Directorate, including school delegated budgets, for 2025-26 is £155.153 million. Current projections indicate an under spend of £572,000 at year end. The main variances are:

EDUCATION, EARLY YEARS AND YOUNG PEOPLE DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
Inclusion Group	8,754	8,409	(345)	-3.9%
EEYYP Support Unit (EDSU)	527	687	159	30.3%
Home to School Transport	10,743	10,844	101	0.9%
Catering Services	1,750	1,231	(518)	-29.6%

Schools' delegated budgets

Total funding delegated to schools in 2025-26 is £123.501 million.

The schools' delegated budget is reported as balanced as any under spend or over spend is automatically carried forward into the new financial year before being considered by the Corporate Director - Education, Early Years and Young People in line with the 'Guidance and Procedures on Managing Surplus School Balances'. The Financial Scheme for Schools requires schools to obtain permission from both the Corporate Director – Education, Early Years and Young People and the Section 151 Officer to set a deficit budget. Schools with deficits of greater than £50,000 in a primary school or greater than £150,000 in a secondary or special school are requested to attend termly support and challenge meetings with senior Local Authority officers. In addition, any unplanned deficits that occur within the financial year due to unforeseen circumstances must be reported as soon as they become known to the school.

Total school balances decreased by £3.023 million during 2024-25 to a negative balance of £619,000 at the end of the financial year. At the start of 2025-26, projections indicated an overall deficit balance for school delegated budgets of £5.206 million at year end. There are 33 primary schools, 6 secondary schools and 2 special schools (69.5% of all schools) projecting a deficit balance at year end.

Central Education, Early Years and Young People Directorate budgets

Inclusion Group

- There is a projected net under spend of £345,000 across Inclusion Group budgets.
- Council approved a £1.330 million budget pressure for 2025-26 to mitigate the increased demand for additional learning needs (ALN) support in schools experienced in 2024-25.
- There continues to be significant demand for ALN support at schools, however there is a small projected under spend of £78,000. The demand is high in particular for pupils requiring neurodevelopmental, behavioural, communication and complex medical support. The number of pupils supported in the spring term was 246, increasing to 266 in the summer term.
- The main reason for the remaining projected under spend is current staff vacancies held across Inclusion Group budgets (£222,000) with projections assuming posts will be filled from September 2025.

Education, Early Years and Young People Directorate Support Unit (EDSU)

- There is a projected over spend of £159,000 on EDSU budgets. This primarily relates to delays in implementing MTFS proposals requiring restructures which will be finalised later in 2025-26 including EEYYP5 – Strategy, Performance and Support Group – shortfall of £72,000, EEYYP6 – Pupil Services – shortfall of £26,000 and EEYYP8 – Business Support – shortfall of £70,000.

Home-to-school transport (HtST)

- There is a projected over spend of £101,000 on the HtST budget at quarter 1.

- The revenue outturn report for 2024-25 highlighted a £80,000 under spend on the HtST budget. This was primarily as a result of one-off funding of £540,000 being allocated in quarter 4 from the Welsh Government cost pressures grant.
- Council approved a £539,00 budget pressure for 2025-26 as part of the MTFS to contribute to the underlying increased costs of the service.
- The budget will require close monitoring through the remainder of 2025-26, especially given the significant MTFS budget reduction proposal in this service area that is currently projected to be met in full – EEYYP 2 – review of HtST (£675,000).

Catering Services

- Catering Services is projecting an under spend of £518,000 compared with the under spend of £661,000 in 2024-25.
- The projected under spend continues to be based on the full implementation of the Universal Primary Free School Meals (UPFMS) by Welsh Government and the accompanying grant funding to support the initiative.
- The provision of UPFSM in 2025-26 will continue to be monitored closely to determine whether the positive projections are sustainable and whether Catering Services can contribute to future MTFS budget reduction proposals for the EEYYP Directorate.
- The projected under spend is slightly lower than 2024-25 due to the delay in the implementation of MTFS budget reduction EEYYP1 – Cessation of the meals at home service which is currently reporting a shortfall of £42,000.

3.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2025-26 is £117.639 million. Current projections indicate an over spend of £626,000 at year end. There are, however, two significant grants that have not yet been confirmed and therefore have not been built into the quarter 1 projections – Social Care Workforce grant (£2.006 million received in 2024-25) and Eliminating Profit (£1.539 million received in 2024-25). Updates will be provided in the quarter 2 monitoring where projections should improve once we know these grant allocations.

Council approved budget pressures of £8.800 million for the SSWB Directorate in February 2025 as part of the Medium Term Financial Strategy. The funded pressures include £3.250 million to mitigate the ongoing pressures of Care Experienced Children and insufficient numbers of foster carers, £2.020 million for the implications of Real Living Wage (RLW) uplifts on commissioned contracts, £1.282 million for learning disabilities services, £679,000 for mental health services and £540,000 for Physical Disability/Sensory Impairment services.

As noted in the revenue outturn report, there continues to be pressures in learning disabilities and physical disability/sensory impairment services driven by the complexity of need and demand across these services. The Social Services Improvement Board is overseeing a number of actions to address the pressure in the adult services budget, including accelerating the work to transform learning disabilities. Further actions have been developed into a 3 year Plan for Sustainable Care and Support for Adults in BCBC that was approved by Cabinet on 19th November 2024. This plan sits alongside the 3 year strategic plan for children and family services which was approved by Cabinet in September 2023.

The most significant variances for the directorate are :

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Adult Social Care	78,051	77,527	(524)	-0.7%
Prevention and Wellbeing	6,228	6,187	(41)	-0.7%
Childrens Social Care	33,360	34,551	1,191	3.6%

Adult Social Care

There is a projected net under spend of £524,000 on the Adult Social Care budget.

The most significant variances contributing to the under spend are:

ADULT SOCIAL CARE	Projected Variance Over/(under) budget
	£'000
Physical Disability/Sensory Impairment Home Care	397
Learning Disabilities Residential Care	361
Physical Disability/Sensory Impairment Residential Care	106
Older People Direct Payments	(161)
Learning Disabilities Homecare	(195)
Mental Health Residential Care	(218)
Learning Disabilities Direct Payment	(241)
Mental Health Supported Accommodation	(242)
Homes for Older People	(441)

- Physical Disability/Sensory Impairment Home Care - there is a projected over spend of £397,000, which is based on the current demand for the service which is 101 packages of support. The overspend is mainly due to increased costs for existing placements, due to changing needs. Council approved £274,000 budget growth for this area for 2025-26. No grant has been confirmed for the service yet whereas last financial year £152,000 Social Care Workforce (SCW) grant was received.
- Learning Disabilities Residential Care – there is a projected over spend of £361,000 as there continues to be increased costs for existing placements within the residential and nursing service due to changing needs. Whilst a budget pressure of £438,000 was approved by Council for this service area, no grant funding has been confirmed for the service yet whereas in 2024-25 £599,000 Social Care Workforce (SCW) grant was allocated.

- Physical Disability/Sensory Impairment Residential Care – there is a projected over spend of £106,000 which is comparable to the £100,000 over spend in 2024-25. The projected over spend is due to higher placement numbers than budget
- Older People Direct Payments – there is a projected under spend of £161,000 across the Direct Payments budgets in this area compared to a £193,000 over spend in 2024-25. The projected under spend reflects the current demand level of 114 packages of support. This budget area received budget growth of £369,000 in 2025-26 to support the increased costs linked to increasing complexity of cases.
- Learning Disabilities Homecare – there is a projected under spend of £195,000 compared to an over spend of £172,000 in 2024-25. The service area has benefited from £325,000 budget growth in 2025-26. The budget will continue to be closely monitored as there is currently a projected over spend on internal homecare due to increases staffing costs due to having to cover staff sickness which is currently being offset by projected under spends in the external Homecare service.
- Mental Health Residential Care – there is a projected under spend of £218,000 compared to an under spend of £15,000 in 2024-25. This is due to a reduction in the number of placements which has decreased to 46 compared with 54 in 2024-25.
- Learning Disabilities Direct Payments – there is a projected under spend of £241,000 across the Direct Payments budgets in this area compared to an under spend of £364,000 in 2024-25. This is based on the current demand for packages of support of 143.
- Mental Health Supported Accommodation – there is a projected under spend of £242,000 compared to an under spend of £193,000 in 2024-25. This is as a result of staffing vacancies with the service.
- Homes for Older People – there is a projected under spend of £441,000 compared to an over spend of £72,000 in 2024-25. This is primarily due to projected under spends on staffing within BCBC homes (£208,000).

Children's Social Care

There is a projected net over spend of £1.191 million on the Children's Social Care budget. The most significant variances contributing to this over spend are:-

CHILDREN'S SOCIAL CARE	Projected Variance Over/(under) budget £'000
Care Experienced Children	1,266
Commissioning & Social Work	115
Early Help & Edge of Care	(187)

- The over spend of £1.266 million for Care Experienced Children has reduced from the £3.699 million reported in the outturn report for 2024-25. This is mainly due to the £3.250 million budget pressure approved by Council for 2025-26. The underlying over spend is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £946,000 (2024-25 - £3.326 million). This is based on 26 care experienced children currently in independent residential placements compared with 24 at the end of 2024-25. In addition, there continues to be insufficient foster carer placements to meet needs and children requiring specialist provision, sometimes with high staffing ratios to keep them safe and protected. It should be noted that this budget area can be volatile and small changes in demand can result in relatively high costs being incurred.
 - Children's Internal Residential Care has a projected net over spend of £324,000 compared to £220,000 in 2024-25. This is mainly due to increased usage of agency workers to address safeguarding issues which require additional staffing across the service.
 - Fostering - There is a projected under spend in this area of £584,000. This is primarily due to a projected under spend of £331,000 on the Independent Fostering Agency (IFA) budget based on 37 placements. This is due to alternative, lower cost, placement options being fully utilised, including Special Guardianship Orders. It should be noted, however, that some of the children in costly independent residential provision would ideally be with foster carers who can manage complex needs. There is insufficient capacity in-house and in IFAs which means that some children's needs are being met in a higher, more expensive, tier of service.
 - Children's Supported Living – There is a projected over spend of £594,000 which is currently mitigated by the projected under spend in Fostering noted above. This is due to increases in the number of placements (21 in quarter 1 of 2024-25 compared to 27 in quarter 1 of 2025-26).
 - Commissioning and Social Work – There is a projected over spend of £115,000 compared to an under spend of £855,000 in 2024-25. This is mainly due to projected over spends in care support and placements costs across the service area - the majority of which relate to Care Experienced Children/care support spend such as court ordered drug testing, assessments, reports, travel and therapy costs. The movement from the under spend reported in 2024-25 is due to the fact that in the last financial year the service area benefited from additional one-off grant funding (£355,000) and staff vacancies (£306,000). In addition, £300,000 of the overall MTFS vacancy factor budget reduction proposal (SSW10) for 2025-26 has also been allocated to this service area.
- Early Help & Edge of Care – There is a projected under spend of £188,000. This is due to a projected under spend of £47,000 on staffing and £141,000 on running costs across the service while a review of the service is progressed.

3.3.3 **Communities Directorate**

The net budget for the Directorate for 2025-26 is £33.862 million. The current projection is an anticipated under spend of £185,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Fleet Services	180	700	520	288.61%
Traffic & Transport	1,321	941	(380)	-28.77%
Corporate Landlord	3,550	3,301	(249)	-7.01%

Fleet Services

- There is a projected over spend of £520,000 on Fleet services which is a slight reduction from the £564,000 over spend in 2024-25. The fleet services team operate on a break-even basis with re-charges for work undertaken on directorates, South Wales Police (SWP) and the general public's vehicles, generating income to support staffing and overhead costs. Productivity levels continue to be impacted by long term sickness and ongoing issues with recruitment and retention difficulties. A market supplement has been introduced in line with the corporate Market Supplement Policy following comparisons with neighbouring authorities and remuneration of HGV technicians, which has seen some limited success in filling vacancies. A report outlining options for service operating models to mitigate the budget position of fleet services has been delayed due to officer availability but is now proceeding and is anticipated in the latter half of the 2025-26 financial year.

Traffic and Transport

- There is a projected under spend of £380,000 across Traffic and Transport budgets. Whilst the service area has benefitted from an MTFS budget pressure of £360,000 approved by Council for 2025-26 towards the shortfall in car park income and the staff car pass scheme which has been impacted by hybrid working, the Council continues to benefit from the temporary income raised from the Salt Lake Car Park in Porthcawl.

Corporate Landlord

- There is a projected under spend of £249,000 against Corporate Landlord. This is primarily due to staff vacancies as the service continues to experience recruitment difficulties. It is comparable with the under spend on staffing budgets in 2024-25 of £230,000.

3.3.4 Chief Executive's

The net budget for the Directorate for 2025-26 is £24.838 million. Current projections anticipate an over spend against this budget of £858,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget £'000	Projected outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
ICT	4,180	4,445	265	6.3%
Partnerships	2,208	2,447	239	10.8%
Housing & Homelessness	4,801	4,723	(78)	-1.6%
Finance	4,207	4,506	299	7.1%

ICT

- There is a projected net over spend of £265,000 across ICT budgets compared to an over spend of £712,000 in 2024-25. As noted in the outturn report, budget virements will be actioned in 2025-26 to re-align service department telephony budgets back to ICT to recognise the savings made from the re-procurement exercise undertaken, and also to re-align print budgets to reflect reduced print costs due to hybrid working. These have improved the projections for the ICT service. In addition, Council approved a budget pressure for 2025-26 of £218,000 towards ICT licensing and support costs.
- The remaining projected over spend is mainly due to MTFS saving proposals from 2024-25 and 2025-26 not being fully achieved. There is a shortfall of £87,000 against the 2024-25 MTFS budget reduction proposal CEX 22 – Review of ICT services and a shortfall of £78,000 against the 2025-26 MTFS budget reduction proposal CEX 10 – Restructure the ICT service pending a restructure of the service.
- The balance of the projected over spend is primarily due to historic SLA income from schools no longer being realised as the Welsh Government School Hwb project now includes the services previously being re-charged.

Partnerships

- There is a net projected over spend of £239,000 across the Partnerships budgets which is comparable to the 2024-25 outturn position.
- There is a projected over spend against the CCTV budget of £91,000 – which is mainly due to a reduction in projected income as a result of the contract with the Vale of Glamorgan ending (£71,000). The remainder is due to increased projected salary costs for night time and shift allowances (£35,000).
- There is a projected over spend in Communications and Marketing of £50,000 which is as a result of the department restructure having been placed on-hold. This is being progressed in 2025-26.
- There is a projected over spend against Pest Control services of £34,000 – this is due to the shortfall in the 2024-25 MTFS budget reduction proposal, CEX 8 - Charging for PEST control services. There continues to be a projected reduced uptake in the service resulting in a projected income shortfall for 2025-26.

Housing & Homelessness

- There is a projected net under spend of £78,000 on Housing & Homelessness compared to an over spend of £274,000 in 2024-25.
- The overall budget for housing and homelessness has been increased by £400,000 in 2025-26 due to Council approving a MTFs budget pressure to support pressures on the homelessness budget. In addition there has also been an increase of £970,000 due to transfers from Welsh Government into the settlement from previous grant funding.
- Projected spend on Homelessness accommodation in 2025-26 is £4.400 million. As well as the core budget (£3.274 million) the service has also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£460,000). The net impact is a projected over spend on accommodation of £666,000.
- This has been offset by projected under spends on the Brynmenyn Homeless Centre (£162,000) and the three new HMO properties acquired in 2024-25 (£165,000) due to projected increases in Housing Benefit income. Further projected under spends include maximisation of Supporting People grant (£115,000) and grant funding received for Asylum Seeker Dispersal (£99,000).

Finance

- There is a projected over spend of £299,000 on Finance budgets. This primarily relates to failure to implement historic MTFs proposals requiring restructures (the service is now considering alternative budget saving proposals) and delays to in-year restructures which will be finalised later in 2025-26 (CEX25 (2024-25) – Staff savings from Finance senior management team - shortfall of £70,000 and CEX5 – review support capacity across finance – shortfall of £23,000). The balance is mainly due to a shortfall against the historic vacancy management factor target of £144,230 across Finance budgets.

3.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The net budget for 2025-26 is £51.734 million. Current projections anticipate an over spend against this budget of £171,000. The main variance is:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Council Tax Reduction Scheme	17,054	17,275	221	1.30%

Council Tax Reduction Scheme

- There is currently a projected over spend of £221,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The projected take-up for 2025-26 is higher than in 2024-25 when the gross spend in this budget area was £16.326 million. This is partly due to the increase in council tax in 2025-26 of 4.5%, plus work undertaken by the Benefits Team to ensure citizens are aware of and claiming the benefits they are entitled to. The budget will

be closely monitored in 2025-26 as there could be additional calls on the scheme with the ongoing cost of living crisis with the potential for an increase in the number of benefit claimants.

Other Council wide budgets

- As referred to in paragraph 3.1.12, 3.1.13 and 3.1.14, due to the ongoing discussions regarding pay claims, funding of the increases to the rate of employers' national insurance contributions and the risk on price inflation increases, at this point in the financial year, it is prudent to assume that the majority of Other Council wide budgets will be fully spent by the year end. Close monitoring of these budgets will be required for the remainder of 2025-26 with further updates provided in future revenue monitoring reports.

3.3.6 Earmarked Reserves

Earmarked reserves will continue to be thoroughly reviewed by Corporate Management Board during 2025-26, including assessments of the draw down profile and re-profiling of existing earmarked reserves. Where earmarked reserves are identified to be unwound, these will be used to fund emerging risks for the Council as a whole during 2025-26. Further detail will be provided on the outcome of CMB reviews in future revenue monitoring reports.

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

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

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

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

6. Climate Change and Nature Implications

- 6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 These are reflected in the body of the report.

9. Recommendations

9.1 The Committee is recommended to consider the projected revenue position for 2025-26.

Background documents: Individual Directorate Monitoring Reports

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2025-26

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2025-26 £000	Reason why not achievable	Proposed Action in 2025-26 to achieve
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RAG STATUS KEY	
RED	Not likely to be achieved at all in this financial year or less than 25%.
AMBER	Reduction not likely to be achieved in full in financial year but greater than 25%
GREEN	Reduction likely to be achieved in full

EDUCATION, EARLY YEARS AND YOUNG PEOPLE

EDFS9 (2024-25)	Cessation of Adult Community Learning (ACL) provision	149	149	The outcome of the consultation process for the cessation of the ACL service was finalised in quarter 3 of 2024-25.	None required - saving will be made in full in 2025-26
EDFS19	Communication and Relationships Team - Referrals only accepted for pupils who are at risk of permanent exclusion and placement breaking down. No longer completing observations for the ND Pathway	142	28	Saving not met in 2024-25 due to the overall increase in pupils needing the service	A review of CART service provision is due to take place with schools during July 2025 and outcomes from this will also be considered as part of the future plans for the service. Further updates will be provided in future revenue monitoring reports.
Total Education, Early Years and Young People		291	177		

SOCIAL SERVICES AND WELLBEING

SSW7 (2024-25)	Review opportunities to amend the current energy payment arrangements for the leisure contract	45	45	On 22 October 2024, Cabinet approved modification of the existing contractual terms to vary the expiry date from 31 March 2027 to 31 March 2032. Work is ongoing to enter into a variation agreement.	None required - alternative saving identified and has been achieved in 2025-26
SSW13 (2024-25)	Council to reduce its investment into cultural services including the availability of buildings, services or resources relating to its libraries, supported employment, community venues and arts programmes	360	360	Cabinet report in May 2024 approved reductions of £65K, along with public engagement over how future savings can be achieved. Further reports will be presented to Cabinet to enable the outcome of consultation exercises to be taken into account when finalising any proposed changes.	The saving of the remaining £295,000 will be covered by maximising grant funding opportunities in 2025-26. However a long term plan to achieve the additional £295,000 needs to be explored. We are commencing public engagement at present with a view of what does long term sustainable cultural services look like.
SSW17 (2024-25)	BCBC consider efficiency savings from Third Sector Contracts - bereavement services	5	5	Notice was served covering a 10 months saving in 2024-25.	None required - saving will be made in full in 2025-26
SSW18 (2024-25)	BCBC consider efficiency savings from Third Sector Contracts - dementia services	57	57	Notice was served covering a 10 months saving in 2024-25.	None required - saving will be made in full in 2025-26
SSW22 (2024-25)	BCBC consider efficiency savings from Third Sector Contracts - substance misuse services	34	34	Notice was served covering a 10 months saving in 2024-25.	None required - saving will be made in full in 2025-26
Total Social Services and Wellbeing Directorate		501	501		

COMMUNITIES

COM2 (2021-22)	Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site	60	15	The new site opened during quarter 4 of 2023-24. The timing of the opening meant that exit terms of the lease were being finalised in 2024-25. Once these have been finalised, the full saving will be made.	Once the exit terms have been finalised, the full saving will be made. The service will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
COM4 (2022-23)	Remove Business in Focus from running Enterprise Centres in Bridgend	20	20	Review of Business in Focus operating model explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver this saving.	Full saving is anticipated to be met in 2025-26
COM5 (2022-23)	Commercially let a wing of Ravens court to a partner organisation or business	50	50	Building was not commercially let during 2024-25. Sale of the freehold took place in the final quarter of 2024-25.	Full saving is anticipated to be met in 2025-26
COM2 (2023-24)	Charging Blue Badge Holders for parking	40	0	The traffic management team were engaged in the introduction of the default national speed limit in built up areas in 2023-24. A staff member commenced work on this proposal in 2024-25 and it is currently at initial consultation stage. It requires a full order making process which is typically 6-9 months.	Shortfalls against this savings target will be met through one off efficiencies in 2025-26 to deliver a balanced budget position.
COM3 (2023-24)	Commercially let two wings of Ravens court to a partner organisation or business	120	120	Building was not commercially let during 2024-25. Sale of the freehold took place in the final quarter of 2024-25.	Full saving is anticipated to be met in 2025-26
COM1 (2024-25)	Reduction in staff mileage budgets	34	34	Achieved 58.8% of the proposed saving in 2024-25 - saving increased as year progressed.	Full saving is anticipated to be met in 2025-26

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2025-26 £000	Reason why not achievable	Proposed Action in 2025-26 to achieve
COM10 (2024-25)	Review of Porthcawl Marina berthing fees with a view to it operating on a full cost recovery basis	32	32	The service was subject to unforeseen maintenance costs for the harbour gate and infrastructure.	Full saving is anticipated to be met in 2025-26
COM14 (2024-25)	Office Rationalisation to include closing Raven's Court and the Innovation Centre and sharing accommodation in Civic Offices with the MASH and SWP.	73	73	Raven's Court was not commercially let during 2024-25. Sharing of accommodation in Civic Offices did not take place until the final quarter of 2024-25.	Full saving is anticipated to be met in 2025-26
COM28 (2024-25)	Letting of former Woodmat Property, Brynmenyn Estate	35	18	Opportunities were sought to achieve this budget reduction proposal, but let not agreed by end of 2024-25.	Corporate Landlord are currently finalising the terms to lease this unit, therefore part-year saving should be achieved.
Total Communities Directorate		464	362		

Chief Executives

CEX8 (2024-25)	Charging the public for Pest Control Services	67	33	Due to reduced uptake of the service, the saving was only partly achieved in 2024-25.	Income levels will continue to be monitored closely with further updates provided to Cabinet in future revenue monitoring reports. If there continues to be a shortfall in income levels, Partnerships will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
CEX12 (2024-25)	Increased income from Registrars' Ceremonies	43	43	Due to reduced uptake of the service, the saving was only partly achieved in 2024-25.	Full saving is anticipated to be met in 2025-26 as early part of year has seen an increase in bookings.
CEX13 (2024-25)	Restructure of Legal Services	154	154	Saving partly achieved in 2024-25 due to the timing of implementation of the Legal restructure	The restructure of Legal Services has been completed therefore the savings will be made in full from 2025-26.
CEX14 (2024-25)	Reconfiguration of Business Support	160	160	Saving partly achieved in 2024-25 due to the timing of implementation of the Business Support restructure	The restructure of Business Support has been completed therefore the savings will be made in full from 2025-26.
CEX15 (2024-25)	Increase income generated from legal fees for property transactions, S106 Agreements and Highway Agreements	20	0	Legal Services are reliant on the instructions that come through from Directorates. Due to reduced uptake of the service, the saving was not achieved in 2024-25	Legal Services will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
CEX16 (2024-25)	Restructure of HR Service	289	289	Saving partly achieved in 2024-25 due to the timing of implementation of the HR restructure	The restructure of HR has been completed therefore the savings will be made in full from 2025-26.
CEX17 (2024-25)	Household Canvas - Reduction / Limited Canvass Door Knocking	9	0	Saving not achieved due to increased costs associated with canvassing.	Elections will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
CEX19 (2024-25)	Restructure of Democratic Services	96	96	Saving partly achieved in 2024-25 due to the timing of implementation of the Democratic Services restructure	The restructure of Democratic Services has been completed therefore the savings will be made in full from 2025-26.
CEX20 (2024-25)	Restructure of Corporate Policy and Public Affairs Team	45	45	Saving partly achieved in 2024-25 due to the timing of implementation of the Corporate Policy and Public Affairs restructure	The restructure of Corporate Policy and Public Affairs has been completed therefore the savings will be made in full from 2025-26.
CEX22 (2024-25)	Review of ICT Services	398	311	Saving not met in full due to the timing of re-procurement exercise on telephony budgets across the Council	ICT Services will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
CEX23 (2024-25)	Review the provision of Partnerships and Customer Services	216	216	Saving partly achieved in 2024-25 due to delays in confirmation of alternative external funding towards 2 posts.	Confirmation of funding has been finalised, therefore full saving anticipated to be made in 2025-26.
CEX25 (2024-25)	Staff savings from Finance senior management team	70	0	Shortfall in savings target due to failure to implement proposed Finance senior management restructure.	Finance will endeavour to meet any shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position.
Total Chief Executives Directorate		1,567	1,347		

GRAND TOTAL OUTSTANDING REDUCTIONS	2,823	2,387		
REDUCTIONS SHORTFALL		436		

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
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EDUCATION, EARLY YEARS AND YOUNG PEOPLE
CENTRAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE

EEYYP1	Cessation of the Meals-at-Home Service	While there could be a significant redundancy cost, redeployment options could be explored to mitigate this risk. A public consultation would be required prior to determination by Cabinet.	56	0	14	The outcome of the consultation process for the cessation of the service is unlikely to be finalised until quarter 3 of 2025-26
EEYYP2	Review of Home to School Transport	While transport for Nursery children is non-statutory, if this were to be removed, there could be negative impact on pupils attending Welsh-medium and faith school nursery settings in particular although numbers are relatively low (<100). Home-to-school transport for Post-16 students is non-statutory. This could result in an increased number of young people not in education, employment or training. These cuts could impact on school attendance.	675	169	675	Full saving should be achieved in 2025-26
EEYYP3	Reduction in Counselling services	Should a decision be made to reduce counselling services this would have a negative impact on the wellbeing of children and young people. A reduction in this area would limit the access to support for children and young people.	50	50	50	Full saving should be achieved in 2025-26
EEYYP4	Reduction in Early Years and Childcare	Some functions would need to be removed from the team, for example, the ability to • quality assure childcare providers in the community (with associated safeguarding risks); • complete the statutory childcare sufficiency assessments and associated statutory work; and • support and develop childcare within the community.	90	0	23	The outcome of the consultation process for the Early Year service is unlikely to be finalised until quarter 3 of 2025-26

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
EEYYP5	Reduction in Strategy, Performance and Support Group	This proposed reduction relates to a number of posts in the Strategy, Performance and Support Group. The reduction will present a significant impact (and associated serious risk) in the implementation of the Education, Early Years and Young People Directorate's main management information systems. This reduction will limit the way in which the directorate is able to record, manage and report on sensitive data relating to vulnerable children. This reduction would also impact on the local authority's ability to dispense its statutory home-to-school transport duties. This reduction will mean that our capacity to maintain procurement and contract procedure responsibilities will be diminished and that the School Transport Team's ability to respond to complaints and issues will be more limited.	146	0	37	The outcome of the consultation process is unlikely to be finalised until quarter 3 of 2025-26
EEYYP6	Reduction in Pupil Services	There would be a significant risk to the local authority being able to ensure school admission arrangements are in place and school places are offered in line with national legislation and local policy arrangements. The child employment function would likely need to cease, to compensate for the reduced capacity within the team. Furthermore, the team would not be able to have oversight and administer applications for discretionary transport which would likely leave the local authority open to legal challenge.	35	0	9	The outcome of the consultation process is unlikely to be finalised until quarter 3 of 2025-26

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
EEYYP7	Reduction in the Corporate Health and Safety Unit	The local authority has, within the last few years, provided significant additional revenue budget to expand the number of Health and Safety advisors to support the local authority in delivering its functions safely. The Corporate Health and Safety Unit (CHSU) ensures that both staff and the public are kept safe where they are affected by the local authority's undertakings. •The team's ability to promote a positive health and safety culture would likely be compromised. •Significant reduction in proactive work and active monitoring, mentoring and coaching for the "responsible person" •Significant increased pressure on managers at all levels with more limited advice available and less time from the CHSU to support •Significant increased reactive work. •Inability to offer training without support from the private sector (at cost) •Potential increase in insurance cost, and the cost to services to address failings in general, or which has been identified by the HSE (for example, fees for intervention) •Increased in costs to cover work would normally be completed by the CHSU but will likely require contractors to provide •Potential serious failings under the current health and safety legislation, potentially leading to prosecution (corporate and personal liability for senior officers, in particular Corporate Management Board) •A poorer health and safety culture across the organisation in general •Poorer health and safety systems •Increase level of criticism from services users, members of public and elected members There are significant health and safety risks that the current team has limited capacity to address that could potentially mean regulatory interventions by the HSE. There have been several HSE interventions within the last two years. A reduction in the human resources would add exponentially to the risk of the local authority failing its health and safety duties, where the potential for intervention by the HSE, prosecutions and fines would significantly outweigh any MTFS efficiency.	76	0	19	The outcome of the consultation process is unlikely to be finalised until quarter 3 of 2025-26

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
EEYYP8	Reduction in Business Support	The directorate's centralised support function is responsible for providing business support to teams and to the central EDSU function that is responsible for all complaints, reports (for example Cabinet), statutory meeting support such as SACRE, member referrals, FOI requests, subject access requests, managing referral and inputting information into the directorate's central management information systems. A reduction of staff would mean there would likely be delays in input of referrals which would increase waiting times for children and families to receive support from family support services. Delayed communication with schools following receipt of Police Protection Notifications (PPNs) involving pupils within Bridgend schools. There would be an impact on the Youth Justice Service's (JYS) statutory requirements, for example notification of overnight arrests / custody, invites to Bureau and capturing data in relation to education provision for children open to YJS. This could also affect statutory Youth Justice Board key performance indicators. Freedom of information and subject access requests would likely not meet statutory timelines and there would be delays in Cabinet and scrutiny reports being progressed, as EDSU support the approvals process. Delegated power administration support could be delayed and could miss call-in timescales. There would likely be poor customer service to complainants who raise complaints via EDSU. This could escalate to more complaints and member referrals. There would likely be poorer customer service to children, young people and families who access any service within the Education, Early Years and Young People portfolio, including Learner Support, School Support, Pupil Services, Early Years and Young People and School Admissions. Inaccurate or missing data could contribute to General Data Protection Regulation (GDPR) breaches, for example, if an address change has not been updated in a timely manner. Lastly, there will be significantly increased pressure on practitioners, senior practitioners and team managers.	93	0	23	The outcome of the consultation process is unlikely to be finalised until quarter 3 of 2025-26
EEYYP9	Reduction of staff in Additional Learning Needs (ALN) Statutory Team	Failure to meet the Welsh Government deadline for ALN Implementation Plan 2023-2025. The risk of failure to determine, capture, and disseminate processes relating to the ALN Code and the Education Tribunal in Wales and comply with statutory duties of the local authority. This includes individual development plans (IDP) requirements of the ALNET Act 2018.	44	44	44	Full saving should be achieved in 2025-26
EEYYP10	Reduction in Education Other Than At Schools (EOTAS) support	Increasing demand and waiting list for specialist support at The Bridge Alternative Provision has resulted in a higher need for bespoke timetables. If there is no lead post overseeing this area the risk appropriate education not provided to those pupils who cannot attend mainstream or special school the local authority would not be fulfilling its statutory duty. Capacity of staff to identify appropriate accredited, vocational packages to meet individual need will be reduced resulting in an increase in number of pupils who are on a waiting list for suitable education. Delays in meeting the needs of learners and significant placement breakdowns will lead to an increase in out of authority specialist placements requested at significant additional cost. Further challenge placed on mainstream schools to identify and agree alternative packages on a case by case basis at significant additional cost. Pupils would not receive the support they require resulting in lower exam outcomes and an increase in those Not in Employment, Education or Training (NEET) post statutory school age. Possible increase in number of permanent exclusions from mainstream schools.	75	0	0	Presenting behaviour in schools this school year has been challenging resulting in Bridgend currently reporting the highest level of exclusions across Wales. This has resulted in an increase in demand for EOTAS provision via referrals from schools for support from Access to Education Panel. There have been a number of pupils waiting to access specialist/EOTAS provision for the entirety of both the school and financial years. Failure to offer EOTAS provision following agreement at Access to Education could result in Education Tribunal challenge. Delays in meeting the needs of learners and will lead to an increase in out of authority specialist placements requested at significant additional cost.

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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
EEYYP11	Reduction in contribution to Central South Consortium	Depending on where this funding is cut (either from the grant received by the local authority and immediately passported to Central South Consortium) or from the funding allocated for Principal / Improvement Partners it will either: •Reduce curriculum reform support and professional learning and leadership support at a time when the new curriculum is being extended to examination classes; or •Result in a decrease in the number of improvement partners (IP) to work in partnership with school leaders, staff and governing bodies. Each IP would be required to work with more schools with less time in each school. This would mean a reduction in the support available to schools to support pre-inspection and post inspection planning and a reduction in the time available to support senior leader recruitment processes. It will also coincide with anticipated changes as a result of the Middle Tier Review which may create additional work / responsibility for headteachers and senior leaders in relation to school improvement functions without the expected funds to support any such transition.	88	0	88	Full saving should be achieved in 2025-26
Total Education, Early Years and Young People			1,428	263	981	

SCHOOLS

SCH1	Efficiency savings against School Delegated Budgets - 1% for 2025-26 and 1% thereafter.	It is important to note that some of this impact may be mitigated by the financial support provided to schools from the local authority in assisting schools to meet cost pressures in relation to pay and pensions, and energy. Further to discussion with headteachers, the following potential impacts have been identified: 1. Risk of increased school deficit positions; 2. Potential to result in some teacher and other staff redundancies; 3. Increase in class sizes; 4. Loss of interventions; 5. Increase in staff absence; 6. Low staff morale; 7. Increased workload; 8. Reduced curriculum offer; 9. Reduced leadership / strategic thinking time; 10. Potential inability to meet statutory requirements; 11. Decrease in adult support in classrooms; 12. Increase in pupil exclusions; 13. Decline in standards; 14. Reduction in ability maintain school buildings; 15. Limited extra-curricular activity; 16. Increase in referrals for behaviour support; 17. Reduced support for learners with additional needs; 18. Reduction in professional learning opportunities; 19. Loss of expertise due to teachers and senior leaders leaving the profession.	1,186	1,186	1,186	Savings achieved due to overall reduction in Individual Schools Budget (ISB). However, reduced budgets have resulted in total projected deficit balances for schools at year end in excess of £5.206m.
Total Schools			1,186	1,186	1,186	

Total Education, Early Years and Young People Directorate			2,614	1,449	2,167	
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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
SOCIAL SERVICES AND WELLBEING						
SSW2	Redevelop the indoor bowls arena space and explore redevelopment for other purposes that offer increased income generation	The operation of the indoor bowls hall at Bridgend Life Centre generates operating costs that are difficult to cover based on the seasonal usage by the indoor bowls club. Any changes to indoor bowling would not be popular and may have a negative impact on the Council's wellbeing goals. The development of the wellbeing hub inside the bowls hall has improved usage by downsizing the number of bowling rinks already. With investment there may be possibilities for seasonal increased income generation. Potential need for alternative community venue for indoor bowls. Feasibility study would be required during 2024-25.	10	0	0	A feasibility study is currently in process to provide potential opportunities for seasonal usage of the Bowls hall. This saving being achieved will depend on the outcome of the study therefore not likely to be achieved at present. Further updates will be provided in future budget monitoring reports.
SSW4	Consider the transition of currently shared facilities at five school sites (Dual Use Assets), to whole school operation in line with many primary and secondary schools across BCBC	BCBC supports community access of school assets including Pencoed sports centre, Brackla sports centre, Ysgol Bryn Castell, Porthcawl sports hall and Parc Dderwen 3G pitch. The sites are busy with 110 organisations utilising the different spaces available. These are partnership arrangements with schools including cost sharing and often have linked to external funding support. The proposal has been to increase prices for hirers to offset increases in staffing and premises costs / school contributions whilst also creating a saving from increased income generation. There are considerable numbers of junior groups and activities within the usage data for the sites and targeted population groups also. If achieved the proposal will supports sustainability via maximising value for existing assets beyond the school day for community benefit. In particular the model links to 21st century schools and Welsh government aspiration for community use and connection beyond the school day. The school benefit during the day and community beyond, the main risks would be the school not having the opportunity to use the asset outside school hours, having a negative impact on community opportunities.	71	18	71	Full saving should be achieved in 2025-26
SSW5	Staffing restructure within Prevention and Wellbeing Services	The Prevention and Wellbeing service would be reliant on external grant funding to support its service. If grant funding ceases there will be no meaningful prevention and wellbeing offer in Bridgend significantly increasing pressure on statutory services. There will be a reduction in the number of staff by 3, redundancy costs will need to be funded. In order to achieve this the service is in the process of redesigning to ensure that it is fit for purpose with clear functions and objectives established which will mitigate any significant impact and risks.	147	0	147	Full saving should be achieved in 2025-26
SSW6	Increase in income charges by increasing standard charges by 10 % across all non residential services	Review of the service pricing model and increasing unit costs for all non residential services with a view to generating additional income. Based on unit cost increase of 10%. Services are provided to vulnerable adults following an assessment of need. There is risk that individuals will cancel care packages and not have their needs met which could result in higher packages of care required in the future cost and / or an increase in debt recovery. In terms of flat rate charges such as Transport and Meals, no additional income can be generated under the current regulations.	100	25	100	Full saving should be achieved in 2025-26

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
SSW7	Implementation of the Home remodelling programme across adult services	The support at home remodelling programme across whole of adult services has determined that the service will move to a locality based delivery model which will result in non care staffing savings of £198k. This will result in 5 staff members being made redundant •The model aims to maximise reablement and short-term capacity to support hospital discharge and avoiding hospital admission. The service has been working towards increasing those individuals who go through the short-term services to ensure we maximise independence before we commission long term care packages our current performance is that 53.98% of individuals who completed a package of reablement during quarter 1 2024-25 had no ongoing service need. In 2023-24 38.6% of people had a short term service prior to have a long term package, the service has been working towards increasing this number to 80% of people, in July the figure had increased to 60% of people who had a short term service prior to have a long term package people. To be able to achieve this target the service will no longer be providing long term packages of care in the main to older people, so all future long term packages would be commissioned via independent providers. This should reduce the overall support at home spending levels by £300k.	198	0	198	Full saving should be achieved in 2025-26
SSW8	Reduction in provision of number of Supported Living Accommodation units	Close one supported living accommodation. Suitable alternative provision would need to be identified. Achieving these savings is dependent on tenant with rights being agreeable to moving to an alternative provision. Review the waking nights expenditure.	190	0	0	Service area actively seeking means to achieve budget saving proposal. Updates will be provided in future revenue monitoring reports.
SSW9	Review of Caswell Clinic social work budget (clinic based at Glanrhyd Hospital)	BCBC host the regional social work team based in the Caswell clinic. All costs are reimbursed so no impact on this small budget reduction	3	3	3	Full saving should be achieved in 2025-26
SSW10	Apply 4% vacancy factor to social work teams and increase the vacancy factor on non frontline staff from 3% to 4%	In 2024-25 a vacancy factor of 3% was applied to non frontline teams in Social Services and Wellbeing. Care worker and social work posts were excluded due to an assessment of risk that all posts need. There is now greater stability in social work teams which means an assessment of risk means that the vacancy factor can be applied in these teams in adults and children's social care. This will require the step down of agency by the end of the financial year, and it is highly improbable there will be no vacant posts covered by agency due to safeguarding reasons meaning achievement of the full 3% represents a significant risk.	697	174	697	Full saving should be achieved in 2025-26
SSW11	Reduction of Social Care Workforce Development Partnership (SCWDP) spend.	External training courses / conferences to be supported only where there is an identified need that cannot be met by in-house resources. Use of internal staff to facilitate training workshops. External trainers bring specialist knowledge and skills that internal trainers could not replicate so the impact on statutory training essential to regulatory requirements will need to be closely monitored.	50	0	50	Full saving should be achieved in 2025-26

Budget Reduction Proposals 2025-26 to 2028-29

APPENDIX 2

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
SSW12	Business efficiencies in support services through reviewing structures in business support, performance and commissioning.	The commissioning team is at full capacity with all colleagues on permanent contracts, so any MTFS saving / restructure will result in redundancy costs. The team are also driving forward key transformational change linked to MTFS savings, so any reduction on capacity will impact our ability to deliver targeted savings elsewhere in the MTFS. There is also a risk that we will not be able to meet essential requirements of the newly implemented WG Code of Practice for commissioning care and support, nor our own internal Contract Procedure Rules, where there is a risk that tenders cannot be undertaken within required timescales. Business support has been restructured to provide a support office model which ensures that statutory minutes linked to safeguarding are completed and distributed in a timely manner and to ensure social work tasks are carried out by support officers, thus maximising the amount of time that social workers spend with children, adults, families and carers. Reduction in this resource will increase the administrative burden on social work staff. Any reduction in the performance team will impact on the ability to complete statutory performance returns. There is a high probability reductions in these teams will result in compulsory redundancies.	129	0	129	Full saving should be achieved in 2025-26
SSW13	Removal of Safeguarding capacity	Would result in a compulsory redundancy situation. Corporate safeguarding is a statutory duty having no dedicated resource, there is risk of criticism that people will come to harm through no one being available to drive the implementation of safeguarding across the Council. There is also a significant risk of criticism from regulators.	57	0	57	Full saving should be achieved in 2025-26
SSW14	Reduction in staff within Children's Services	This proposal is to reduce Independent Reviewing Officer numbers by 1 linked to the reduction in the child protection register. This is currently achievable whilst maintaining reasonable caseloads but there is a risk there will be insufficient workforce if the numbers of children subject to registration increase again. It is also proposed that social work assistants in IAA undertake young carers assessments meaning that the Young Carers Worker would be redundant. Finally a review of senior management arrangements can result in some savings. This will need to be monitored closely given the CIW serious concerns in August 2022 which included concerns at management oversight arrangements.	50	50	50	Full saving should be achieved in 2025-26
SSW15	Reduction in family group conferencing service contract value. Due to the continued implementation of signs of safety (including family network meetings) and new ways of working less families will need to be referred to the family group conferencing service.	The risks are minimal as we have already begun to lower our usage with the full implementation of Signs of Safety. We have set an expectation that family meetings will be run by Social Workers until it is felt independence from the LA is required. We currently have the criteria: children who have been subject to Child Protection Register (CPR) for longer than three months or subject to Public Law Outline (PLO). We could reduce this to only include those children who become subject to pre-proceedings PLO or are in court.	60	60	60	Full saving should be achieved in 2025-26
SSW16	Removal of Corporate Parenting Events budget	Low impact as utilising "Just Giving" to raise funds to support the Corporate Parent responsibilities of this Council and partners.	5	5	5	Full saving should be achieved in 2025-26

Budget Reduction Proposals 2025-26 to 2028-29

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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
SSW17	Management efficiencies	A review of senior management in adult and children's social care will be undertaken to identify efficiencies whilst ensuring there continues to be effective leadership and management capacity which is key to delivering the changes and transformation required to deliver the rest of the MTFS savings and to retain the confidence of regulators who in 2022 had serious concerns regarding management oversight in children's social care and regulated care services	50	0	50	Full saving should be achieved in 2025-26
Total Social Services and Wellbeing			1,817	335	1,617	

COMMUNITIES

COM1	Reduction in staff mileage budgets	During the pandemic most meetings were arranged virtually, instead of in person. This arrangement has continued in the main since then with hybrid working, although there are clear cases where in-person meetings are essential, with the result that spend on mileage is less than pre-pandemic levels, and budgets can be reduced accordingly with no impact on service provision, but positive benefits for achieving net carbon zero.	32	6	18	There was a similar budget reduction proposal in 2024-25 which was not met in full and has been carried forward into 2025-26 (see COM1 - Appendix 1). The historic target will be met in 2025-26, however it is anticipated there will a shortfall against the in-year proposal. Alternative budgets will have to be identified if the value likely to be achieved does not improve in future revenue monitoring reports.
COM2	Review of cleaning specifications and frequencies on BCBC Operational assets.	Will impact cleaning standards and visibility of cleaning frequencies but change is considered feasible. Will need to review cleaning staff numbers and potential for redundancies however aim will be to implement changes through staff redeployment and recruitment changes across the wider cleaning contract thus avoiding redundancy issues.	35	35	35	Full saving should be achieved in 2025-26
COM3	Further review of cyclical servicing and maintenance contracts dialling back maintenance items to safety critical and statutory compliance only.	Reduction of cyclical maintenance activity counter productive for long term asset operation. Potential for reduction in Business Support staff as a result of the reduction in cyclical orders although savings to Business Support already form part of current MTFS.	45	0	0	Due to ongoing pressures on the property revenue maintenance budgets the budget reduction proposal is unlikely to be achieved in 2025-26.
COM4	Increase income across the commercial property portfolio	Change will take time to implement and require additional surveyor resource over time.	15	0	15	Full saving should be achieved in 2025-26
COM5	Review Legionella and Asbestos officer structure.	Savings identify the option of creating a newly combined legionella and asbestos team reducing the overall staffing budget	10	10	10	Full saving should be achieved in 2025-26
COM6	Removal of funding from Southern Wales Tourism Group	Removal of BCBC contribution of funding from external tourism group. Will impact on reduction in marketing activities for BCBC.	9	9	9	Full saving should be achieved in 2025-26
COM7	Further reduction in Porthcawl Programme budget	Further reduction in Porthcawl Programme budget - reduction excluding post and minimal development spend.	35	35	35	Full saving should be achieved in 2025-26
COM8	Increase bulky waste charges from £30 for 3 items to £35	Potential increase in fly tipping. Increase would not result in full cost recovery under the current contract, but recyclable tonnages contribute to an improved recycling level against Welsh Government targets to reduce the likelihood of penalties.	10	3	10	Full saving should be achieved in 2025-26

Page 40	Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
	COM9	Increase fees on Bereavement services, i.e. burial charges by 20%	Income target has been based on historic income levels achieved and the application of a 20% increase to current charges. This will be the second year that bereavement charges have increased. There is a risk to achieving the income target if there is a reduction in burials compared with the last two years if they return to pre-pandemic levels, or if relatives seek alternative services from neighbouring authorities. This has been reflected in the target income.	100	0	50	Income received to date in 2025-26 compared with 2024-25 is not showing an increase. Close monitoring of the income will continue and updates provided to Cabinet in future revenue budget monitoring reports.
	COM10	Reduction in the size of the waste enforcement team.	Reduction in staff who undertake enforcement activities relating to waste. There is a risk that the ability to react to issues will be reduced.	156	83	137	Shortfall in savings due to the timing of the restructure. Saving will be made in full in 2026-27.
	COM11	Commercially let Pandy Depot	Would require existing BCBC archive storage to be condensed or relocated to other location and take time to ready for commercial letting. Reduce the amount of depot facilities for BCBC operations. Will require capital to ready for letting. Full savings unlikely until 2025-26, but partial savings are a possibility in 2024-25.	50	0	0	Ongoing opportunities being sought to achieve this budget reduction proposal, but let not agreed by end of quarter 1. Projections will be updated throughout the financial year as opportunities continue to be sought.
	COM12	Stop bi-annual supply of blue refuse sacks to all residents.	This saving is agreed & will be implemented from April 2025. This would mean residents would have to provide their own bags for containment of refuse. Likely to be an unpopular change for residents who currently have these delivered with food waste liners. The amount of the saving is now slightly reduced in 2025-26 because of the contactors expenditure on the bags already ordered but will be realised in full from 2026-27.	220	220	220	Full saving should be achieved in 2025-26
	Total Communities Directorate			717	401	539	

Budget Reduction Proposals 2025-26 to 2028-29

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
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CHIEF EXECUTIVES

CEX1	Remove vacant grade 6 post (0.5) - Democratic Services	Will result in increased demand on other staff members. Statutory work will need to be prioritised. Service will be operating at minimum provision.	20	20	20	Full saving should be achieved in 2025-26
CEX2	Reduction in payment to Shared Regulatory Services (SRS)	SRS have been asked to make a reduction to their budget. This will need to be agreed by the Joint Committee in February. This will impact on core service provision and authority specific services.	153	153	153	Full saving should be achieved in 2025-26
CEX3	Review of the current Learning and Development provision	Reduces the available training support for employees and may impact on learning and development opportunities.	84	21	84	Full saving should be achieved in 2025-26
CEX4	Reduction in Corporate Apprenticeship budget - 15%	The budget has been underspent due to the turnover of apprentices. The reduction in budget will lead to approx. one less corporate apprentice per annum and periods of inactivity between recruitment rounds.	58	58	58	Full saving should be achieved in 2025-26
CEX5	Review support capacity across finance	The service will be unable to respond in a timely manner to requests for information or support with budget information	31	0	8	Shortfall in savings target due to timing of implementation of restructure. Saving will be achieved in full by 2026-27.
CEX7	Review the capacity within the customer services team.	This is a non statutory service. This proposal is to review the work in the team which will increase response times to callers who contact the Authority either by phone or in person, will reduce capacity to deal with emails from the public and blue car badge applications.	67	17	67	Full saving should be achieved in 2025-26
CEX8	Extend further the use of Houses in Multiple Occupation to provide temporary accommodation for single homeless individuals	This will reduce the Council's reliance on more expensive accommodation options such as tourism style properties.	120	30	120	Full saving should be achieved in 2025-26
CEX9	Management restructure across the Chief Executive's Directorate	This will result in reduced capacity across the directorate and reduced responsiveness	77	77	77	Full saving should be achieved in 2025-26
CEX10	Restructure the ICT service	This will reduce the capacity within the team to deal with business as usual and to support service configurations in other service areas	78	0	20	Shortfall in savings target due to timing of implementation of restructure. Saving will be achieved in full by 2026-27.
	Total Chief Executive's Directorate		688	376	606	

CORPORATE / COUNCIL WIDE

CW1	Change the Council's Minimum Revenue Provision (MRP) Policy from a straight line to annuity method. The MRP is the charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme	The change in policy will improve the Council's ability to make prudent provision as it helps to distribute the MRP more fairly when factoring that the value of money decreases with time due to its earning potential. The annuity method provides a fairer charge than equal instalments as it takes account of the time value of money.	1,000	1,000	1,000	Full saving should be achieved in 2025-26
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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2025-26 £'000	Value achieved to date 2025-26 £'000	Value likely to be achieved 2025-26 £'000	Reason why not likely to be achievable
CW2	Removal of uncommitted funding set aside in the MTFS 2024-28 towards emerging budget pressures and as a contingency against non-deliverability of budget reduction proposals. The original allocations were £550k and £1.08 million respectively. Only £87k has been allocated during the year resulting in a balance of £1.543 million as a contribution to continuing budget pressures	There will be no negative impact on service delivery, these budgets were set aside in 2024-25 to meet new and continuing budget pressures. A number of these are recurring and this funding will help to reduce overspends in future years. It does mean, however, that there is less headroom corporately to deal with unexpected financial pressures going forward.	1,543	1,543	1,543	Full saving should be achieved in 2025-26
Total Corporate / Council Wide			2,543	2,543	2,543	

GRAND TOTAL REDUCTIONS	8,379	5,104	7,472
REDUCTION SHORTFALL	907		

3,722	3,382	5,930
2,167	2,131	893
2,490	2,866	1,556
8,379	8,379	8,379

BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2025-26			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000	£'000	£'000	
EDUCATION, EARLY YEARS AND YOUNG PEOPLE						
School Delegated Budgets	147,180	(23,679)	123,501	123,501	-	0.0%
Inclusion Group	9,902	(1,148)	8,754	8,409	(345)	-3.9%
Early Years and Young People	3,391	(545)	2,846	2,881	35	1.2%
Strategic Performance and Support	17,730	(4,265)	13,465	13,242	(223)	-1.7%
Schools Support	1,611	(829)	782	764	(18)	-2.3%
Sustainable Communities For Learning	4,002	(3)	3,999	3,984	(15)	-0.4%
Other Education and Family Support	1,870	(64)	1,806	1,800	(6)	-0.3%
TOTAL EDUCATION AND FAMILY SUPPORT	185,686	(30,533)	155,153	154,581	(572)	-0.4%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	104,290	(26,239)	78,051	77,527	(524)	-0.67%
Prevention and Wellbeing	7,171	(943)	6,228	6,187	(41)	-0.66%
Childrens Social Care	34,912	(1,552)	33,360	34,551	1,191	3.57%
TOTAL SOCIAL SERVICES AND WELLBEING	146,373	(28,734)	117,639	118,265	626	0.5%
COMMUNITIES DIRECTORATE						
Planning & Development Services	2,467	(1,663)	804	804	-	0.0%
Strategic Regeneration	1,893	(972)	921	877	(44)	-4.8%
Economy, Natural Resources and Sustainability	11,249	(9,664)	1,585	1,549	(36)	-2.3%
Cleaner Streets and Waste Management	15,723	(2,430)	13,293	13,293	-	0.0%
Highways and Green Spaces	27,280	(13,857)	13,423	13,556	133	1.0%
Director and Head of Operations - Communities	290	(4)	286	297	11	3.8%
Corporate Landlord	14,556	(11,006)	3,550	3,301	(249)	-7.0%
TOTAL COMMUNITIES	73,458	(39,596)	33,862	33,677	(185)	-0.5%
CHIEF EXECUTIVE'S						
Chief Executive Unit	420	(2)	418	430	12	2.9%
Finance	39,615	(35,408)	4,207	4,506	299	7.1%
HR/OD	2,282	(441)	1,841	1,872	31	1.7%
Partnerships	3,796	(1,588)	2,208	2,447	239	10.8%
Legal, Democratic & Regulatory	7,091	(1,116)	5,975	6,031	56	0.9%
Elections	185	(3)	182	204	22	12.1%
ICT	5,441	(1,261)	4,180	4,445	265	6.3%
Housing & Homelessness	12,628	(7,827)	4,801	4,723	(78)	-1.6%
Business Support	1,163	(137)	1,026	1,038	12	1.2%
TOTAL CHIEF EXECUTIVE'S	72,621	(47,783)	24,838	25,696	858	3.5%
TOTAL DIRECTORATE BUDGETS	478,138	(146,646)	331,492	332,219	727	0.2%
Council Wide Budgets	53,135	(1,401)	51,734	51,905	171	0.3%
NET BRIDGEND CBC	531,273	(148,047)	383,226	384,124	898	0.2%

NB: Differences due to rounding of £000's

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	QUARTER 4/YEAR-END 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 4/Year-end 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 4 (Q4)/ year-end of 2024-25. This is the second year of the 5-year Corporate Plan 2023-28 and the third and final performance report on the 2024-25 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations at Q4.

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 the summer of 2024, the Corporate Plan PI targets and rationales were approved by Corporate Management Board (CMB) and provided to the Corporate Overview and 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 the 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 the 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 the 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 year-end performance dashboard (**Appendix 1**) provides judgements on progress against the CPDP 2024-25 for our commitments and outlines key activities and achievements in the year, and next steps where appropriate. It also provides verified annual 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

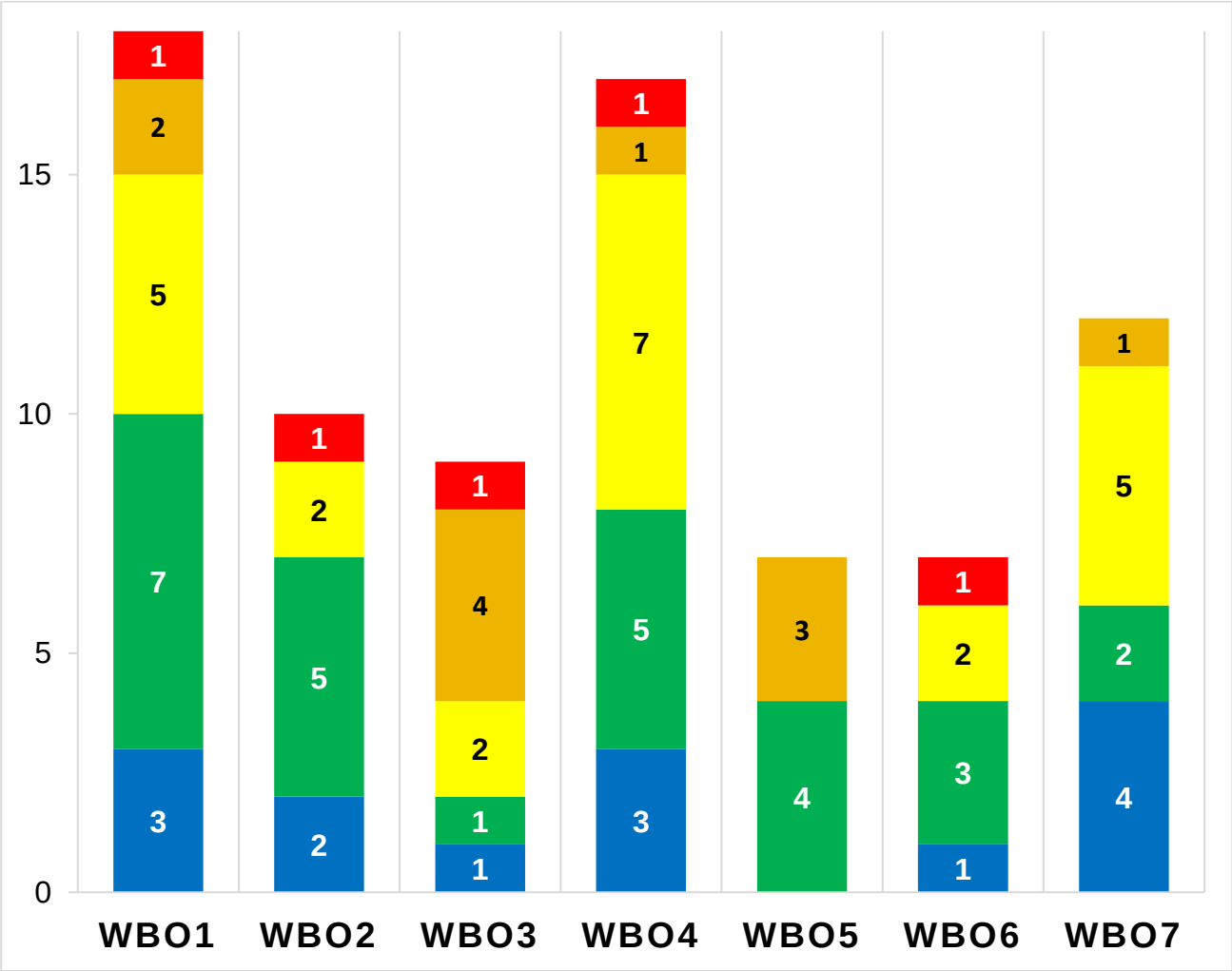
The CPDP 2024-25 contains 80 Commitments to measure performance against the Corporate Plan. Table 1 shows the performance judgements for these commitments at Year-end /Q4 2024-25 and comparison with the previous quarter (PQ), with Chart 1 breaking this down further to show performance for each of the wellbeing objectives.

Table 1

Status	Meaning of this status	Performance			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	4	5%	14	17.5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	29	36.25%	27	33.75%
GOOD (YELLOW)	Minor issues. One of the following applies: deadlines show slippage, project is going over budget, risk score increases	28	35%	23	28.75%
ADEQUATE (AMBER)	Issues. More than one of the following applies: deadlines show	13	16.25%	11	13.75%

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

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 Summary of Performance Indicators

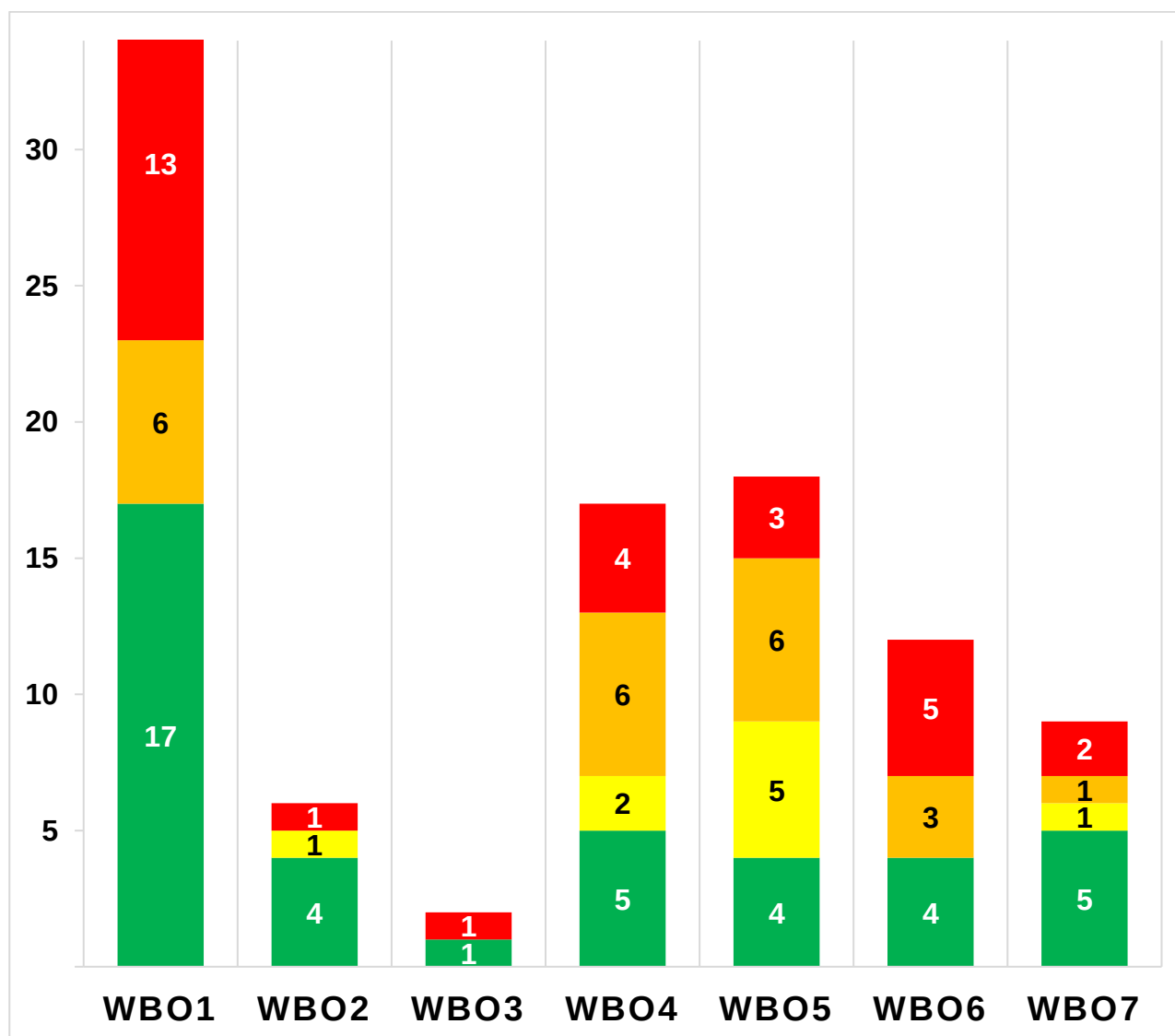
The CPDP 2024-25 contains 108 Performance Indicators to measure performance against the Corporate Plan. At year-end (Q4) we can evaluate performance on the full PI data set, 60 quarterly indicators, and 48 annual indicators which are included for the first time.

- 3.4
- 100 of the 108 PIs have verified annual values and could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status. Table 2 on the next page shows overall performance for PIs at year-end (Q4) and a comparison with the previous quarter, and Chart 2 shows performance for each wellbeing objective.

Table 2

Status	Meaning of this status	Performance			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	25	42.37%	40	40%
GOOD (YELLOW)	On target	2	3.39%	9	9%
ADEQUATE (AMBER)	Off target (within 10% of target)	12	20.34%	22	22%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	20	33.90%	29	29%
	Total	59	100%	100	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective



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

PI Ref, Type & Aim	PI Description	Service Comments
CED29a) 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	Performance: Survey was not run in 2024-25 as planned. The response rate to the 2023-24 staff survey was disappointingly low with 707 responses (23% of staff) which represented a 19% decrease in staff participation compared with the previous year. In addition, many aspects of the responses were ambiguous and difficult to interpret. There was a high level of neutral responses and limited qualitative feedback making analysis of the results difficult. We therefore ran two focus groups with a cross section of staff to gain more insight. Staff raised a number of issues that created barriers to participation in the survey, including lack of digital access for some staff, duration of the survey, time of year the survey ran (February), as well as a range of issues they wanted addressed including clearer priorities and more direct communication from Corporate Management Board (CMB). CMB and Cabinet reflected on the feedback and a range of changes were initiated in response to staff concerns, including the decision to change to a biannual staff survey supported by surveys tailored to a number of staff groups (primarily frontline staff) who either could not participate digitally or would benefit from a more streamlined survey which will run at different times of the year. In addition, the 7 wellbeing objectives in the corporate plan were streamlined to make communication more straightforward and some new communication channels were introduced to establish a clearer voice and connection with CMB (the Chief Executive's quarterly message, the Managers' Briefing Note and the Managers' Forum).
CED29b) CP WBO2.5	b) I am satisfied with BCBC as an employer	
CED29c) CP WBO2.5	c) Working here makes me want to perform to the best of my ability	
CED29d) CP WBO2.5	d) I feel that BCBC values its employees' ideas and opinions	
CED29e) CP WBO2.5	e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues?	
CED49a) 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	
CED49b) 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.	
CED50 CP WBO2.5	Number of sign up of new subscribers to the staff extranet	Performance: Unfortunately, we are unable to progress with this project due to the proof of concept not meeting the necessary threshold, therefore we need to consider an alternative solution.

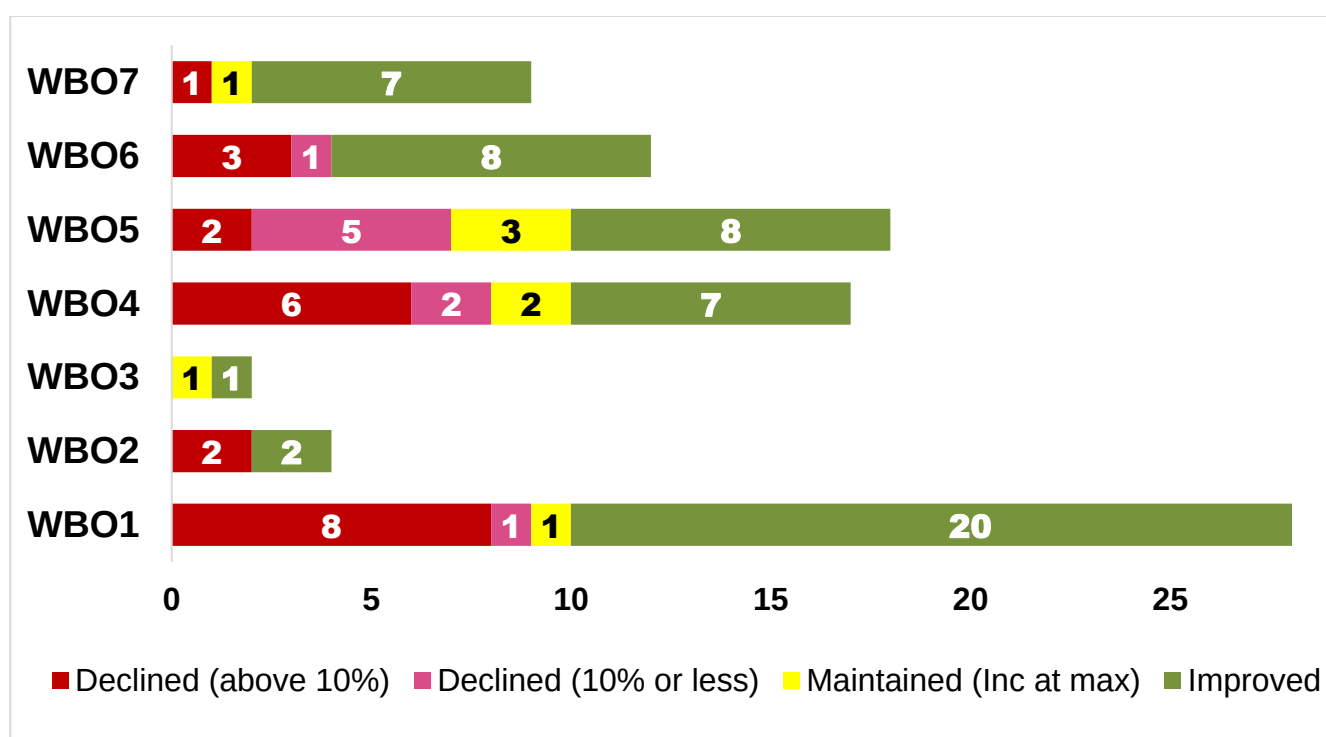
3.6 Trend data allows us to compare our 2024-25 annual values with the same period last year (2023-24 annual values). Comparable annual data is available for 92 PIs. Of the remaining 16, 8 indicators are "Data not available" as explained in paragraph 3.5, 6 indicators do not have comparable verified data for last year because they are new (5) or data was not collected last year (1), and 2 PIs are "Trend not applicable" due the way their targets are profiled. Overall trend analysis 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 (Q)		Current (Q4)	
		Number	%	Number	%
↑	Performance has improved	28	52.83%	53	57.6%
↔	Performance maintained (includes those at maximum)	6	11.32%	8	8.7%
↘	Declined performance (by less than 10%)	7	13.21%	9	9.8%
↓	Declined performance (by 10% or more)	12	22.64%	22	23.9%
Total		53	100%	92	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Measuring Performance against our Ways of Working

- 3.7 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. For 2025-26 these have been integrated into the 4 wellbeing objectives. In the 2024-25 CPDP there are 9 ways of working PIs not included within the wellbeing objectives. All 9 have verified annual values, of which, 7 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 (Q3)		Current (Q4)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	2	33.33%	3	42.9%
GOOD (YELLOW)	On target	1	16.67%	0	-
ADEQUATE (AMBER)	Off target (within 10% of target)	1	16.67%	1	14.2%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	2	33.33%	3	42.9%
	Total	6	100%	7	100%

- 3.8 Trend data is also available for 7 of the 9 indicators, comparing 2024-25 annual performance with the same period last year (2023-24 annual values). 2 of the indicators are “trend not applicable” due the way the targets are profiled. Trend analysis is set out in Table 5.

Table 5

Performance Indicators Trend Definition		Trend			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
↑	Performance has improved	1	16.67%	3	42.8%
↔	Performance maintained (includes those at maximum)	2	33.33%	2	28.6%
↙	Declined performance (by less than 10%)	1	16.67%	1	14.3%
↓	Declined performance (by 10% or more)	2	33.33%	1	14.3%
	Total	6	100%	7	100%

Summary of Sickness Absence

- 3.9 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.
- 3.10 The cumulative days lost per full time equivalent (FTE) employee for 2024-25 is 13.76 days, an 11.2% increase on the 12.37 days for 2023-24. This worsening trend is mirrored within the directorate and schools’ data with the exception of Education, Early Years and Young People Directorate. The proportion of days lost that are classified as short-term absences (7 days or less) has decreased slightly from 26% in 2023-24 to 24% in 2024-25. The most common reason for absence remains as Stress/Anxiety/Depression (not work related).

Summary of Performance against Regulator Recommendations

- 3.11 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q4 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 the Governance and Audit Committee in October 2025.

Table 6

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Care Inspectorate Wales (CIW) inspection of Sunny Bank (February 2025)	1	-	-	-	1	-
CIW Inspection Report on Ty Ynysawdre (Residential) (January 2025)	1	-	-	1	-	-
Audit Wales (AW), Setting of Well-being Objectives	3	1	2	-	-	-
AW, Review of Decision-Making Arrangements	5	5	-	-	-	-
CIW Inspection of Golygfa'r Dolydd (September 2024)	5	-	4	-	1	-
AW, Financial Sustainability Review	2	2	-	-	-	-
CIW Inspection of Harwood (June 2024)	2	-	2	-	-	-
AW, Digital Strategy Review	3	1	2	-	-	-
CIW Inspection Report on Foster Wales Bridgend	20	17	1	2	-	-
AW, Use of Service User Perspective and Outcomes	3	2	-	-	1	-
CIW Improvement Check Visit to Children's Social Care Services	10	7	-	2	1	-
AW, Springing Forward, Strategic Workforce Management	3	2	-	1	-	-
Transformational Leadership Programme Board, Baseline Governance Review Cwm Taf Morgannwg Regional Partnership Board	7	3	1	1	2	-
CIW Performance Evaluation Inspection of Children's Services	21	19	1	-	-	1
AW, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Total	89	61	13	7	7	1

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

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

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

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

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

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

6. Climate Change and Nature Implications

6.1 There are no specific implications of this report on climate change or nature. 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 4 for the year 2024-25.

Background documents

None

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Corporate Performance Dashboard

Year end 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-



A County Borough where we protect our most vulnerable



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



A County Borough with thriving valleys communities



A County Borough where we help people meet their potential



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



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



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

WBO1: A County Borough where we protect our most vulnerable

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CH/026 CP WBO1.1	Safe reduction in the number of children on the child protection register. (SSWB) Lower Preferred	270	189	175	75	↑	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 have undertaken audit and had an independent review.
DEFS29 CP WBO1.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome.(SSWB) Higher Preferred	75%	83%	87%	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	11.67%	14.32%	18%	17.49%	↑	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 has 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. 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.
SSWB38b CP WBO1.1	b) maintained the same level of support Higher Preferred	14.59%	13.79%	14%	15.72%	↑	
SSWB38c (AD/011c) CP WBO1.1	c) mitigated need for support. (SSWB) Higher Preferred	66.84%	66.58%	68%	55.99%	↓	
SSWB76 CP WBO1.1	Number of packages of reablement completed during the year. (SSWB) Higher Preferred	377	377	400	509	↑	Quarterly Indicator Target Setting: The resetting of reablement programme will increase demand. Performance: Exceeded target due to the remodelling of the Support at Home service.
SSWB39 CP WBO1.1	Safe Reduction in the number of Care Experienced Children. (SSWB) Lower Preferred	398	370	350	333	↑	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: a) Children's Higher Preferred	New 23-24	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: On target (108 out of 108 offered)
SSWB55b CP WBO1.1	b) Adults. (SSWB) Higher Preferred	New 23-24	No Data	100%	92.78%	No trend	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: 1465/1579 offered a carers assessment that was recorded on the system. A carers plan has been developed that seeks to improve performance.
SSWB57 CP WBO1.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only. (SSWB) Higher Preferred	New 23-24	74.88%	75%	84.58%	↑	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)	New 23-24	64	130	39	↓	Quarterly Indicator Target Setting: To reflect predicted demand. Performance: There has been a decreasing trend in the number of children eligible for the

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
	children's social care Higher Preferred						advocacy active offer. 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 in the last two quarters.
SSWB61b CP WBO1.1	b) Adult's social care Higher Preferred	New 23-24	87	180	67	↓	Quarterly Indicator Target Setting: To improve performance. Performance: The advocacy groups are operating at capacity, largely with ongoing casework, which is restricting their ability to pick up new referrals. The service will undertake a review of the delivery of this contract to reflect current demand and the service specification contained in the contract.
SSWB78a CP WBO1.1	Timeliness of visits to a) children who are care experienced Higher Preferred	81.13%	85.31%	87%	88.28%	↑	Quarterly Indicator Target Setting: To continue to improve performance and reflect the challenges there have been linked to recruitment and retention. Performance: Performance has improved quarter on quarter. Clear processes are now in place and have been maintained.
SSWB78b CP WBO1.1	b) children on the child protection register Higher Preferred	82.14%	86.77%	87%	89.27%	↑	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)	BLUE (Completed)	Quarter 4: Following the restructure of aspects of Early Help into Social Services and Wellbeing, there has been a 10% increase in referrals for Early Help support compared to last year. Over the course of 2024-25, we have focused on strengthening the early help offer and improving outcomes for families. There has been a 67% reduction in the number of cases stepping up to statutory services, a key outcome that highlights the effectiveness of our preventative work. Notably, there were no step-ups to safeguarding in Quarter 4. The introduction of new front door arrangements has facilitated earlier identification of risk, allowing teams to intervene before needs escalate. A mapping pilot in the North Hub has been successfully rolled out, providing a robust framework for understanding family needs and coordinating support. This has been supported by strong joint working between locality teams, partner agencies, and health services, ensuring families receive timely and appropriate interventions. Earlier identification has allowed teams to undertake preventative work rather than reacting to crises, and staff now feel more confident in managing complex cases and sustaining positive outcomes for families. Impact measures have shown that 96% of families reported feeling more able to make positive lifestyle and behaviour changes, and 94% of families (including 92% of those affected by disability) reported improved family resilience.	Actions for 2024/25 have been completed. 2025/26 will focus on implementing the early help commissioning strategy.
WBO1.1.2	Help communities become more resilient, so more people will find help / support they need in their community. (SSWB)	YELLOW (Good)	Quarter 4: Early Intervention and Prevention Hub model continues to embed. Performance indicators are showing evidence that the strengths-based practice model is operational. In 2024-25, capacity within the Early Help screening process was increased to manage growing demand more effectively. Signs of Safety (SoS) was embedded across all hubs, supporting a consistent, strengths-based approach to assessment and intervention. Case mapping processes with locality teams were improved, ensuring clearer oversight of family needs and better alignment of support. Stronger links with partner agencies were developed, enabling more effective collaboration and ensuring that families accessed the right services as quickly as possible to prevent escalation of need. The Education, Early Years and Young People (EEYYP) panel was introduced, bringing together key services to improve the coordination of referrals and ensure families receive timely and appropriate support. In addition, preparation is underway for the launch of the regional SPACE	To continue ensuring the skill mix is right for the service area. Our focus is also now beginning to move on to evidencing quality interactions and outcomes through the quality assurance framework.

Code	Commitment	Status	Progress this period	Next Steps
			Wellbeing Panel towards the end of 2025, further enhancing multi-agency coordination and integrated working.	
WBO1.1.3	Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring (SSWB)	BLUE (Completed)	Quarter 4: The Prevention and Wellbeing Service has actively supported 549 young carers over the last 12 months, with 146 attending the Young Carers Network event organised by the Young Carer Ambassadors. The Bridgend Carers Wellbeing Service received 553 referrals. 1522 carers supported, signposted - 4650 and provided information, advice and assistance to 2617. 115 referrals made to BCBC for full carers assessments. The service continues to meet needs based on volume of engagement. Through our partnership working with Bridgend Carer Centre, 57 young carers aged between 7 to 12 year olds have been supported through peer mentoring groups.	Creation of a strategic carers group within Bridgend to ensure all unpaid carers views are heard and acted upon. First stage will be identifying employees from within BCBC to identify 5 key themes to progress. Once the initial meeting has taken place the group will grow to include carer representatives from third sector organisations to ensure co-production.
WBO1.1.4	Improve Children's Services by delivering the actions in our three-year strategic plan (SSWB)	GREEN (Excellent)	Quarter 4: The action plan for 2024/25 has been routinely reviewed by the senior management team. Good progress has been made in progressing the priorities within the plan since its implementation. This includes: • Implementation of the revised Quality Assurance (QA) Framework. • Finalising a commissioning strategy for family support services. • Continued delivery of the 'Signs of Safety' programme including multi-agency workshops. • The implementation of an operating model between prevention (early help) and statutory services to provide an integrated service in which more children and families with complexity of need are supported preventatively where families are motivated and consent to change. • Continued improvements in the sufficiency, quantity, and quality of provision for care experienced children requiring residential care. • Continued joint working with key partners to deliver the priorities laid out in the three-year plan.	To continue to support the implementation of the plan through 2025/26.
WBO1.1.5	Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce (SSWB)	GREEN (Excellent)	Quarter 4: Progress against the plan monitored at a senior level. This includes the Social Services Improvement Board. Formal evaluation of the operating model implemented in February 2024 was progressed. Adults weekly quality assurance outcomes panel continues to oversee practice, establish trends and practice development needs.	Formal review of the six-monthly progress against the plan's milestones.
WBO1.1.6	Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential (SSWB)	GREEN (Excellent)	Quarter 4: Directorate teams are now trialling and testing alternative methods for capturing the voices of individuals in receipt of services. Feedback form development based on the Person Centred Community Care Inventory (PERCCI) method promoted by Social Care Wales is now active in a number of areas. Capturing the voices of individuals through PERCCI and the Most Significant Change model are being tested across Directorate teams within Quality Assurance (QA) direct observation mechanisms.	Findings and recommendations of learning from use of the approaches that support strengths-based models of practice are contributing to QA framework form revision around impact and outcomes. To be signed off in Quarter 1 2025/26
WBO1.1.7	Address the gaps in social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families (SSWB)	AMBER (Adequate)	Quarter 4: A draft Children and Families Placement Commissioning Strategy has been submitted to Welsh Government and has been presented to CCMB (Cabinet and Corporate Management Board) and Scrutiny. 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 for foster carers. 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, and then approved by Cabinet in March 2025. There has also been a review of daytime opportunities in Bridgend which has been approved by Cabinet.	*Continue to develop and mobilise children's residential as set out in the business justification case and Placement Commissioning Strategy. *Secure any capital and revenue available to support growth. *Continue to progress the fostering project plan. *Key actions and priority areas in the Day Opportunities and Accommodation Based Service reviews have been built into relevant work programmes for 2025/26

Code	Commitment	Status	Progress this period	Next Steps
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)	AMBER (Adequate)	Quarter 4: We have seen a significant increase in demand into Early Help since the restructure of services in July 2024. However, there continues to be some challenges for people referring for support and the route to access the range of services still provided by other parts of the council. This has led to some confusion within the system. To address these challenges, the introduction of the Education, Early Years and Young People (EYYP) panel has been a key development in streamlining the allocation of referrals and reducing delays in getting families the support they need. This panel brings together multiple services to ensure cases are allocated swiftly and appropriately. Increased capacity within the Early Help screening team has also been established, allowing for quicker allocation of referrals and reducing the waiting time for families. The team is now completing more detailed assessments that clearly identify family needs, enabling more targeted and effective interventions. Regular communication has been established with schools and partner agencies to update them on the new processes, which has helped to upskill professionals and improve the quality of referrals. This combined approach ensures that families are accessing the right support more efficiently, reducing the risk of needs escalating and enhancing overall outcomes.	To continue to work with Education Early Years and Young People directorate to identify a solution to developing one single point of access for all family as identified by the Family Support Commissioning Strategy.

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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. Higher Preferred	New 23-24	92%	85%	96%	↑	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: A positive year for the service with the target being achieved each quarter. A total of 562 residents have successfully achieved increased income through the support of FASS.
CED44 CP WBO1.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt Higher Preferred	New 23-24	93%	85%	94%	↑	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 throughout the year with a total of 220 achieving reduced household debt.

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 4: 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 WG'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.	
WBO1.2.2	Raise awareness of financial support available to residents (CEX)	GREEN (Excellent)	Quarter 4: The continuation of the FASS project has led to £1.7m in income gains since the start of the financial year. Clients accessing the service throughout the full year have presented with multiple issues, the top 5 being Benefits and Tax Credits, Universal Credit, Charitable Support & Food Banks, Consumer goods and services, and debt referrals to the service. In past years the service has predominantly supported clients from the most deprived areas of the county borough, however new post code areas are emerging and in the last quarter more clients were supported from surrounding communities.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	7.6%	29%	10%	26.4%	↑	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 Authority continues to have a duty to accommodate everyone that presents as homeless and in need of emergency accommodation. There is not enough affordable housing to meet the demands of the service. The Authority now operates the Welsh Government Leasing Scheme which continues to grow in size. This has benefitted the service as it offers an affordable solution solely to those who are homeless. Due to the shortage of affordable housing, more households are being owed the final duty. Those with complexities are more difficult to find solutions for and harder to prevent from becoming homeless. Pressures on the service continue to grow, more people are presenting homeless. There has been a 12% increase in homeless presentations in 2024/25 compared to the previous year.
PAM/012 (DOPS15) CP WBO1.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless. (CEX) Higher Preferred	19%	11%	20%	31.2%	↑	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: The housing service remain under considerable pressure since the emergency changes introduced during the Covid pandemic and thereafter. There remains to be a shortage of affordable housing to meet the demands. The introduction of longer notice periods in the Renting Homes Act does allow for longer prevention periods however, this is only successful if there is a new home to move into or if the existing home can be saved. Collaboration with Registered Social Landlords (RSLs) to prevent homelessness has been key by ensuring those who are facing homelessness are given some priority for housing. The Private rented sector is also pivotal in this, but this comes at a cost to the Local Authority, however results in savings in the long term. The disparity between market rents and Local Housing Allowance often results in this tenure not being suitable for most of our clients. Whilst prevention activity has improved, the demand on the service has not reduced. There has been a 12% increase in homeless presentations in 2024-25 compared to the previous year.

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 4: The majority of the key action points within the plan have been completed. In year 3 in particular the Social Housing Allocation Policy was reviewed. A complex housing scheme was commissioned and operational. We have increased the use of, and built relationships, in the private rented sector by the adoption of the Welsh Government Leasing Scheme and are proactively bringing empty properties back into use. We have purchased accommodation to use as a more suitable form of temporary accommodation for those that are homeless. The remainder of actions will be reviewed and completed in year 4. We have reviewed our allocation policy to incorporate rapid rehousing targeted at homeless households. We continue to work on a multi-agency basis to identify those facing the harshest form of homelessness i.e. rough sleeping, to support individuals into accommodation with wraparound support. We continue to work proactively with Registered Social Landlords (RSLs) to develop accommodation to address the demands on social housing.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	New 24-25	100%	0%	No trend	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: The implementation of the online IDP system has been delayed therefore we have been unable to deliver IDPs via the online system. See WBO1.4.1 below.

DEFS171 CP WBO1.4	Number of pupils on the waiting lists for specialist provision. (EEYYP) Lower Preferred	New 24-25	23	10	55	↓	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: The last Access to Education panel for 2024-25 took place in February 2025. A total of 23 pupils were referred for first discussion. Updates were received from schools for a number of previous referrals where support offered to maintain mainstream placements had not been successful. This has resulted in a further increase in the number of pupils identified for specialist placements. There have been successful growth bids to expand specialist provisions to tackle capacity and wait lists which include additional observation and assessment classes and Communication Autism Resource Education (CARE) provisions. We are looking to install a double mobile classroom at Ysgol Bryn Castell and plan to open three new learning resource centres. We are working with Ysgol Bryn Castell and the Bridge to maximise capacity and manage pupils on reduced timetables, with off-site provisions and non-attenders so that pupils on waiting lists can attend. Some pupils have been placed in moderate learning difficulty (MLD) provisions in lieu of placements in autistic spectrum disorder (ASD) CARE bases.
DEFS172 CP WBO1.4	Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, which have had an annual review by 31 March of each current school year. (EEYYP) Higher Preferred	New 24-25	New 24-25	100%	74.3%	No trend	Annual Indicator Target Setting: In order to comply with the Additional Learning Needs Code for Wales, all IDPs must be reviewed annually. Performance: Transition plans are completed by schools during the IDP review meeting. Meetings can be impacted by non-attendance of key stakeholders, rescheduling and ALN Coordinator (ALCo) capacity. Our ALN Lead will be in regular contact with ALNCos during the summer and autumn terms to ensure completion of the reviews by March each year. We hope to be able to better monitor this data when the online IDP system is fully operational across all schools later this year.

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 4: A live trial of the online Individual Development Plan (IDP) system earlier in the year identified some system issues meaning we have been unable to extract IDPs from the system. There have been some capacity issues resulting in delays from Gwynedd Council in fixing these issues before the end of the year.	During Q1 2025-2026, Gwynedd Council have successfully implemented system updates and fixes which will allow us to progress with launching the system in early 2025-26. We will host an introductory session to the system for ALNCos at the next ALNCo Forum in May 2025 where we can test the system prior to roll out to schools.
WBO1.4.2	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	GREEN (Excellent)	Quarter 4: The draft plan has been produced following completion of an ALN capacity analysis, and shared with the Head of Service Early Years, Education and Young People for approval. Pressure bids were approved to meet demand for ALN places. This includes three new learning resource centres – a Foundation Phase observation class, a Foundation Phase Nurture Class for pupils with Emotional, Social and Behavioural Difficulties (ESBD) and a secondary Communication, Autism Resource Education (CARE) base. Identifying schools for these provisions to open in September 2025 is ongoing.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CH/003 CP WBO1.5	Children's safeguarding referrals – decision making in 24 hours. (SSWB) Higher Preferred	99.53%	99.69%	100%	99.97%	↑	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 14828 which were screened outside of the statutory 24-hour timescale. Performance has improved compared to last year.
SSWB62 CP WBO1.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	New 23-24	77.78%	75%	84.4%	↑	Annual Indicator Target Setting: We are reviewing systems and processes to accurately reflect this information. Performance: 184/218- We have exceeded our target, however, ongoing work required in this area.

SSWB63 CP WBO1.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) Lower Preferred	New 23-24	16 days	16 days	10 days	↑	Quarterly Indicator Target Setting: To maintain good performance within existing resources. Performance: Exceeded the target due to the DoLS Sustainability Plan.
SSWB77 CP WBO1.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	84.19%	81.85%	85%	83.08%	↑	Quarterly Indicator Target Setting: To continue to improve performance and ensure adults are protected from harm. Performance: This is an area where we are going to complete a deep dive to establish the causes within the system both internal and external. We have introduced a weekly monitoring system so we can escalate accordingly.
CORPB1 CP WBO1.5	Percentage of safeguarding e-learning (including workbook) completions (ALL) Higher Preferred	77.33%	82.73%	100%	85.77%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: There has been an improved position on the completions of this mandatory module. Escalations will now also be issued to heads of service to further support completions. The Learning & Development website has also been updated so managers can check themselves if their staff have completed this training. The module is promoted to all new starters through the Corporate Induction Framework and reminders are issued throughout the year, via the Learning & Development bulletin, detailing the importance for staff to complete all mandatory e-learning modules.

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 4: The Corporate Safeguarding Board continues to oversee safeguarding practice across the Council. A reasonable assurance of corporate safeguarding arrangements has been given by internal audit. Safeguarding risks and self-assessments by all directorates continue to be the focus of the group which reports via a dashboard to CCMB on a monthly basis. (EEYYP) Quarter 4: The 'Signs of Safety' model of practice continues to be embedded into practice in schools, local authority and partner agencies. Professional safeguarding referrals to the directorate are managed effectively by the Education Engagement Team. Schools positively use the professional line in the Multi-Agency Safeguarding Hub (MASH) for discussions in relation to safeguarding. All schools are in compliance with safeguarding training and report they are confident in working with partner agencies in regard to child protection. The safeguarding audits of schools have been completed with 93% (56/60) of schools rated as overall green. The percentage of schools self-evaluating themselves as overall green this year remains the same as the previous year. However, there was an increase this year in the number of sections rated as green in comparison to last year. A draft Early Years and Childcare Safeguarding Policy has been completed. This is awaiting approval from the Cwm Taf Morgannwg Safeguarding Board. Designated Safeguarding Person forum is due to take place in April 2025 which allows partners to collaborate and share best practice. A total of 67 governors completed safeguarding training between April 2024 and March 2025 but safeguarding audits have shown further engagement is required from governors around safeguarding training.	Progress the management action plan from the corporate safeguarding internal audit report. Develop the 2024-25 annual report. Progress directorate by directorate self-assessment. Continue collaboration with the clerk to the governors to increase governor engagement with training delivered by the Education Engagement Team. We will launch Cwm Taf Morgannwg Safeguarding Board's exploitation strategy and toolkit.
WBO1.5.2	Safeguard children, young people and adults at risk of exploitation (SSWB)	GREEN (Excellent)	Quarter 4: Regional strategy has been signed off and local plans developed for implementation in BCBC.	Local action plan implementation including training staff on key documents such as screening and assessment tools. Business support systems in place to collate data and information as well as support the Exploitation protocol meetings that will take place in high risk exploitation cases.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	New 23-24	694 days	210 days	839 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 have continued to work through the pipeline of referrals and the number of backlog cases is coming down. Where referrals have been deemed a priority by an occupational therapist these have been escalated. Referrals dating back to 2019 have been certified during year and continue to significantly impact 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. See WBO1.6.1 below.
CED45(b) CP WBO1.6	b) Stair lifts Lower Preferred	New 23-24	351 days	210 days	579 days	↓	
CED45(c) CP WBO1.6	c) ramps Lower Preferred	New 23-24	835 days	210 days	1,086 days	↓	
CED45(d) CP WBO1.6	d) extensions (CEX) Lower Preferred	New 23-24	945 days	210 days	1,115 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	New 23-24	98%	98%	99.3%	↑	Quarterly Indicator Target Setting: Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. Performance: Achieved target.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.1	Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX)	YELLOW (Good)	Quarter 4: The Disabled Facilities Grant (DFG) Procurement framework is now live. The framework has allowed us to allocate referrals to contractors in a more timely manner, ensuring value for money and making best use of the capital budget available. Use of the framework will ensure the experience for the end user runs smoothly and efficiently in meeting their needs at the earliest opportunity. The 2024-25 budget was fully spent as of 31st March 2025. An additional £90k of funding was secured in March from the Regional Partnership Board, which allowed us to adapt a further 15 homes. Total DFG spend in the full year £2.4m. A total of 238 adaptations were completed in 2024-25, a 5% rise on the previous year. A significant number of cases from the backlog have been addressed, with 116 cases left from prior to March 2023, compared to 387 outstanding in the prior year.	

WBO1.7: Support partners to keep communities safe

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED46 CP WBO1.7	Number of instances where CCTV supports South Wales Police in monitoring incidents (CEX) Higher Preferred	New 23-24	944	944	1,020	↑	Quarterly Indicator Target Setting: To continue supporting South Wales Police in actively monitoring CCTV incidents across Bridgend County Borough Performance: The CCTV service continue supporting South Wales Police in actively monitoring CCTV incidences. In 2024-25, we have supported an average of 85 incidences each month, with CCTV staff initiating 45.1% of these.
CED62 CP WBO1.7	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation(CEX). Higher Preferred	New 24-25	New 24-25	100%	99.12%	No trend	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 Performance: 911 completed exit evaluations, 903 reported increased feelings of safety. Target not achieved as some service users opted not to respond to the question in Q1 and Q2

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	New 24-25	100%	100%	No trend	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target met in line with good practice standards (1214 of 1214)
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	New 24-25	100%	100%	No trend	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target met in line with good practice standards (629 of 629)
CORPB2 CP WBO1.7	Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (ALL) Higher Preferred	73.45%	75.54%	100%	75.92%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: There has been a slight improvement on the completions of this mandatory learning. Escalations will now also be issued to heads of service to further support the completions. The Learning & Development website has also been updated so managers can check themselves if their staff have completed this training. The module is promoted to all new starters through the Corporate Induction Framework and reminders are issued throughout the year, via the Learning & Development bulletin, detailing the importance for staff to complete all mandatory e-learning modules.

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)	BLUE (Completed)	Quarter 4: The Cwm Taf Morgannwg Community Safety Partnership (CTMCSP) has been established, terms of reference have been developed and the inaugural meeting of CTMCSP has taken place. The Regional Community Safety Partnership structure has been confirmed and is operational, with delivery mechanisms being worked through. Meetings have been diarised for the 2025 calendar year alongside governance arrangements with Public Services Board (PSB) and Joint Overview and Scrutiny Committee.	
WBO1.7.2	Identify children who are more likely to offend and provide them with support to reduce offending behaviour (EEYYP)	YELLOW (Good)	Quarter 4: From September 2024, the weapon awareness programme has begun to target the Year 7 intake for each comprehensive school and the one school missed in the school year 2023-2024. This has now extended to older age year-groups. Bridgend Youth Justice Service (BYJS) has recently carried out further presentations to schools, early help teams and Pupil Support Services to raise awareness of the BYJS prevention offer. BYJS have continued meet on a monthly basis with Community Safety Partnership and Youth Support Service to see share information and offer support to existing wider prevention provision. Our Victim Officer has liaised with the Anti-Social Behaviour Team and has improved multi-agency partnership working in that area. The successful implementation of a range of activities (such as, building skills, Halo Leisure Centre activities and encouraging children to attend full time education), has played a role in diverting children who offend from being criminalised, significantly reducing the number of first-time entrants into the criminal justice system. Bridgend Youth Justice Service currently has reduced case holding capacity due to a recruitment freeze. This has unfortunately led to children being put on a waiting list for prevention intervention.	

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

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DEFS82 CP WBO2.1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	392	366	233	453	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: We have overachieved on this target for year total.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.1.1	Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place (COMM)	YELLOW (Good)	Quarter 4: The programme was completed in line with funder requirements and over 95% of target indicators across the programme were exceeded. The Economic Programme Board, chaired by the Cabinet member for Regeneration, Economic Development and Housing, oversaw the programme's governance. Finance completed end of year reporting, and all projects finished on time, however the programme had an 11% underspend due to final quarter unforeseen issues. A package of activity to take place during the transition year, 2025-26, was agreed by Cabinet and Corporate Management Board in January 2025.	
WBO2.1.2	Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM)	GREEN (Excellent)	Quarter 4: Programme signed up 1,353 participants as of end of Q2, 304 participants in Q3 and 121 participants in Q4. Q4 was a smaller number than previous quarters as we closed referral in mid-Feb to be able to concentrate on closing files for the end of the project year as we didn't have clear guidance on whether we could move participants over to the transition year. We have worked with partners such as other BCBC departments, particularly the neurodivergence team in January for the Pathways conference, to support with training, volunteering and employment. We signpost as appropriate to or collaborate with other services and projects as appropriate. 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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DEFS80 CP WBO2.2	Number of participants in the Employability Bridgend programme supported into education or training. (COMM) Higher Preferred	387	76	409	678	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: We have overachieved on this target for the year.
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	1.6%	1.4%	1.5%	1.9%	↓	Annual Indicator Target Setting: This target reflects the current position where more young people are identifying with a range of complex issues, impacting their progression into education, employment, or training. Performance: The percentage of Year 11 leavers identifying as NEET has increased compared to last year. Several factors have contributed to this increase, such as, school exclusions, pregnancy and mental health issues leading to long periods of school avoidance and social exclusion. Bridgend is the 5th best performing local authority for numbers of Year 11 leavers presenting as NEET. The Youth Support Services Post-16 NEET Coordinator has held the first panel looking at current Year 11 pupils in Bridgend that have less than 50% attendance, of which there were 30 (this does not included data from Pencoed Comprehensive School and Brynteg School). The panel consisted of members of staff from Education Engagement Team, Pupil Support Services and Youth Services. While the panel discussed support arrangements, this will likely be impacted by the confirmed budgetary reductions, leading to fewer staff able to provide appropriate interventions.

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 4: 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. It is replaced by a commitment to increase employment and training opportunities for all age groups, not just 16-24 year olds.
WBO2.2.2	Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers (SSWB)	GREEN (Excellent)	Quarter 4: We continue to evidence low levels of agency in children and family services. High levels of maternity in some service areas in adult social care are contributing to agency levels. There is continued focus on wellbeing at an individual and team level. The 'Grow Our Own Social Work Programme' and international recruitment project has achieved Social Care Wales Accolade highlighting excellent practice which the rest of Wales can learn from. Staff have attended College careers events and open days and have had direct input onto College Health and Social Care diploma programmes, giving presentations on working in social care, also provision of information on work pathways, apprenticeship programmes and careers in social care. Discussions taking place with the College regarding the provision of work placements (residential care) for students who will be undertaking the Level 3 Health and Social Care Diploma.	Deployment of newly qualified social workers (12) qualifying from the "grow your own" scheme to key areas of business need. Establish a directory of work placement opportunities for Health and Social Care students. Initially within BCBC adult residential care services, with the intention to extend to commissioned providers services.
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)	BLUE (Completed)	Quarter 4: Youth ensemble membership has grown over the year with ensemble groups ranging from beginner to post-Grade 8 standard, as Primary Orchestra, Secondary Orchestra and Senior Orchestra. County youth ensemble membership has increased by 10% in January 2025 and remains on course to return to pre COVID-19 membership levels by the end of the summer term 2025. Youth ensembles were combined and digitally recorded the ensemble for submission into this year's MFY 'Mentor Connect Programme'. This submission resulted in our 'Bridgend County Combined Youth Orchestra' receiving an invitation to perform as part of the National MFY Festival in Birmingham Symphony Hall in July 2025. Links further developed with the national 'Music for Youth' (MFY) organisation, enabling cost reductions whilst young musicians can still work with MFY professional musicians and receive feedback on their performances. Members of the BBC National Orchestra of Wales confirmed that they will visit Bridgend Music Service in May 2025 to deliver two concerts to pupils. Bridgend Music service has recently received the Mayor of Bridgend Citizenship Award for its ongoing contribution and impact on the community.	

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 4: More than £340,000 was awarded to 5 schemes which contribute towards regenerating our town centres. These schemes were supported as part of the Transforming Towns Programme. This scheme has been renewed to support projects in 2025-6. The availability of commercial property grants has been marketed, with some feasibility finance available for projects in the Valley areas available throughout. Significant consultation has been undertaken on the new placemaking strategies and marketing continues on availability of funding.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO23.03 CP WBO2.4	Number of businesses receiving support through Shared Prosperity Funding. (COMM) Higher Preferred	New 23-24	25	21	37	↑	Quarterly Indicator Target Setting: This is the final year of the funding so will attempt to maximise the benefits locally where possible. Performance: The business support programme has been delivered successfully in 24-25.

DCO23.04 CP WBO2.4	Number of business start-ups assisted. (COMM) Higher Preferred	New 23-24	219	53	94	↓	Annual Indicator Target Setting: Continue to assist and capitalise on the strong new business demand Performance: The business support programme has been delivered successfully in 24-25, however performance is slightly lower compared to the previous year. It was not possible to award as many business support grants in 24-25 due to funding availability, and a specific business support programme (Rebel Business School) that was delivered in 23-24 could not be delivered in 24-25 due to funding availability.
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Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.4.1	Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy (COMM)	GREEN (Excellent)	Quarter 4: A total of 68 start up grants have been awarded during 2024-25. 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 Q4 the team had delivered total of 27 business development grants and 10 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 commissions have been completed. Both completed in line with all funders target requirements and compliance.	
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 4: The Corporate Joint Committee has been formed. Work to produce the draft Delivery Agreement for Cardiff Capital Region (CCR) and was completed by September 2024. Monthly meetings of the Economic Directors Forum monitors this work and communicates with the Corporate Joint Committee (CJC) on its strategic vision. Work with the CJC to produce a regional transport plan and was completed in December.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	41%	35%	42%	Data not available	No trend	Annual Indicator Target Setting: Target set to show increase in positive feedback from staff in comparison to the previous survey conducted (2023-24 actuals) Performance: Survey was not run in 2024-25 as planned. The response rate to the 2023-24 staff survey was disappointingly low with 707 responses (23% of staff) which represented a 19% decrease in staff participation compared with the previous year. In addition, many aspects of the responses were ambiguous and difficult to interpret. There was a high level of neutral responses and limited qualitative feedback making analysis of the results difficult. We therefore ran two focus groups with a cross section of staff to gain more insight. Staff raised a number of issues that created barriers to participation in the survey, including lack of digital access for some staff, duration of the survey, time of year the survey ran (February), as well as a range of issues they wanted addressed including clearer priorities and more direct communication from Corporate Management Board (CMB). CMB and Cabinet reflected on the feedback and a range of changes were initiated in response to staff concerns, including the decision to change to a biannual staff survey supported by surveys tailored to a number of staff groups (primarily frontline staff) who either could not participate digitally or would benefit from a more streamlined survey which will run at different times of the year. In addition, the 7 wellbeing objectives
CED29(b) CP WBO2.5	b) I am satisfied with BCBC as an employer Higher Preferred	67%	66%	74%	Data not available	No trend	
CED29(c) CP WBO2.5	c) Working here makes me want to perform to the best of my ability Higher Preferred	77%	73%	79%	Data not available	No trend	
CED29(d) CP WBO2.5	d) I feel that BCBC values its employees ideas and opinions Higher Preferred	40%	39%	48%	Data not available	No trend	
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	84%	85%	86%	Data not available	No trend	
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	70%	67%	71%	Data not available	No trend	

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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). Higher Preferred	53%	50%	54%	Data not available	No trend	in the corporate plan were streamlined to make communication more straightforward and some new communications channels were introduced to establish a clearer voice and connection with CMB (the Chief Executive's quarterly message, the Managers' Briefing Note and the Managers' Forum).
CED50 CP WBO2.5	Number of sign up of new subscribers to the staff extranet (CEX) Higher Preferred	New 23-24	Data not available	Baseline	Data not available	No trend	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: Unfortunately, we are unable to progress with this project due to the proof of concept not meeting the necessary threshold, therefore we need to consider an alternative solution.

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)	YELLOW (Good)	Quarter 4: Throughout the year the council has continued to promote itself as an employer of choice to ensure that both current and new employees have access to development. During the year the council was awarded the Disability Confident - Leader status, continues to pay the Real Living Wage and promote a range of benefits such as Staff Discounts, Health & Wellbeing Platform and flexible employment options. The number of apprentices employed across the organisation during 2024-25 was 22 which was lower than previous years. The council will continue to support services to appoint apprentices within the budget available. The workforce planning E-learning module has been written; however, work is taking place to develop a toolkit on this topic to give managers the necessary tools to undertake effective workforce planning. Work is progressing on improving key aspects of internal communication following feedback from the staff focus groups, and visible leadership e.g. Chief Executive's quarterly message to all staff. A monthly bulletin to managers has been established which has seen an open rate of 80% to each edition. Full structured programme of internal communication will be dependent on restructure of Communications Service and capacity.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED54 CP WBO2.6	Number of real living wage employers identified (CEX) Higher Preferred	235	250	255	257	↑	Annual Indicator Target Setting: Increase the number of suppliers replying and becoming accredited Performance: Target achieved. We have successfully identified 7 additional Real Living Wage employers in 2024-25 that were awarded contracts with BCBC. This takes the running total to 257.

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 4: 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

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO23.01 CP WBO3.1	Number of commercial properties assisted through the enhancement grant scheme (COMM) Higher Preferred	New 23-24	4	2	7	↑	Annual Indicator Target Setting: To allocate the grant appropriately to successful applicants in line with funding terms Performance: Target achieved - £168,280.96 was paid out against 7 properties to enhance and consolidate the High Street in Commercial areas across our valley areas. A further commitment has been made to support schemes in the year 2025-6.

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)	YELLOW (Good)	Quarter 4: Consultation on the Placemaking Plan for Maesteg has been completed and the Plan is now ready for formal approval. The Placemaking Plan will be used to support investment and development of projects in and around the town centre. It will support applications for project funding and to demonstrate need and opportunities for activity to support the town centre.	Receive formal approval on Placemaking Plan.
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 4: Just over £168,000 was paid out against 7 properties to enhance and consolidate the High Street in Commercial areas across our valley areas. This fund was supported by the Shared Prosperity Fund. Grants were awarded in Ogmore Vale, Garw, Llynfi, Pencoed and Pyle. Examples include Ogmore Valley Family Dental, and Ogmore Boxing Club, where support was given to maintain active frontages on the high street and retaining vital health services and benefits within the valley.	

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 4: Project development across the valleys areas has been supported by Shared Prosperity Fund Finance. Programmes and projects will need to be supported by external funding. The Valley Regeneration Strategy is in final draft form to be circulated for completion. Once is formally adopted, use this as a tool to develop potential funding bids.	Complete the Valley Regeneration Strategy and submit for formal adoption.
WBO3.2.2	Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys (COMM)	AMBER (Adequate)	Quarter 4: Discussions still on-going with Northern Valleys Gateway Initiative (NVI). Discussions started with Cardiff Capital Region (CCR) in relation to accessing funds through the NVI programme in 2023 and nearly 2 years later funding still has not been released to BCBC 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 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 Pontycymmer (EEYYP)	BLUE (Completed)	Quarter 4: The three provisions at Nantymoel, Ogmore Vale and Pontycymmer have been established. We have received approval from Welsh Government on the proposed delivery plan for the universal expansion of Flying Start childcare (phase three) approval in March 2025 which will see the final Lower Super Output Areas in Maesteg becoming eligible from April 2025. All settings funded for Flying Start and/or early education places have now received the new, enhanced Group B and Group C safeguarding training. All settings are now using the compliance tool to self-evaluate their settings and to ensure that evidence is in place to qualify their assessment of their setting. Judgements against the quality indicators suggest that, as of March 2025, 92% of funded settings are offering care (and where relevant) education that is at least of good quality.	

WBO3.4.2	Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places (EEYYP)	RED (Unsatisfactory)	Quarter 4: 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 negotiations regarding the terms of the lease are underway. Once the Bettws building is handed over, the local authority will offer support to the provider to register and promote the setting. The tender process for the Blackmill has been delayed and will now run through May 2025. At the open day for Blackmill on 12 March 2025, four providers came to express an interest. Mudiad Meithrin and Bridgend's procurement team met in January 2025 and have established a way that Mudiad Meithrin can enter into the procurement process for Blackmill.	The tender process for the Blackmill setting will run through May 2025.
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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 4: The Valley Regeneration Strategy has been produced, Stakeholder consultation on the development has been completed, and a consultation report has been produced, and a report take to SOC3 to review the consultation and its influence on the development of the plan is in final draft form to be circulated for completion. Once is formally adopted; we will use this as a tool to develop potential funding bids.	Complete The Valley Regeneration Strategy and submit for formal adoption.

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED55 CP WBO3.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the Valleys (CEX) Higher Preferred	New 23-24	2	20	2	↔	Annual Indicator Target Setting: This 1-year target forms part of wider programme to see an additional 100 units in the valleys provided by RSLs over the next 5 years through the Welsh Government capital build scheme. Performance: Whilst 13 have been built/acquired in the financial year, only 2 have been provided i.e. ready for occupation. The remainder will count towards the additional affordable homes in 2025-26. We have continued the dialogue with RSLs promoting development in the Valleys. There are schemes in the main programme of the plan to be developed in the Valleys over the 3 year rolling period.

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 4: Monthly meetings continue with the 6 Registered Social Landlords (RSLs) currently developing in the area to progress the capital build programme to identify priority areas for development ensuring the needs of BCBC are met. Representation from BCBC Strategic Asset Management brings specialist insight and furthers opportunities. Working relationships with planning colleagues have been enhanced with consultation taking place at the early stage of site consideration. Quarterly strategic meetings take place with Chief Executive Officers of RSLs. Quarterly meetings take place with all RSLs and Welsh Government collectively to bring forward BCBC's development plan and ensure full utilisation of capital grants. Valley areas are promoted and considered in line with the Local Housing Market Assessment; Valley sites feature in the current main programme of development and future pipeline development.	
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)	AMBER (Adequate)	Quarter 4: The development of 180 new homes is continuing. Following the former Ewenny Road Industrial Estate being marketed, the sale of the land to a housing developer is in the process of being finalised.	Finalise the sale of the Ewenny Road site. Once the Valley Regeneration is formally adopted, this will be used to develop potential funding bids.

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DEFS155 CP WBO4.1	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit. (EEYYP) Higher Preferred	90%	93%	100%	93%	↔	Annual Indicator Target Setting: In line with guidance, to ensure schools are exercising their legal safeguarding obligations. Performance: All safeguarding audits have been completed. The percentage of schools self-evaluating themselves as overall green this year remains the same as the previous year. However, there was an increase this year in the number of sections rated as green in comparison to last year. The main areas for improvement are in relation to governor training and knowledge on safeguarding, and the topic of safeguarding being discussed at student council meetings. Schools have advised safeguarding will be an agenda item at student council meetings and we will work with the clerk to the governors to increase governor engagement with safeguarding training. All designated safeguarding persons (DSPs) in schools have received appropriate training.
DEFS156 CP WBO4.1	Number of schools judged by Estyn to be in 'significant improvement' or 'special measures' (EEYYP) Lower Preferred	0	1	0	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 revealed significant inconsistencies in the quality of teaching and learning across the school. The post-inspection action plan was submitted and approved by Estyn in February 2025, and the school has begun identifying a range of professional learning to support the school address the recommendations identified. The local authority, alongside improvement partners, will continue to work closely to support the school with their recommendations.
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	0.02%	0.024%	0.03%	0.031%	↓	Annual Indicator Target Setting: Fixed-term exclusions are currently showing an upward trend due to behavioural changes and an increased complexity of needs. The target reflects an expected improvement in performance. Performance: There has been a significant increase in the percentage of days lost due to fixed-term exclusions for primary schools compared to 2023-2024. The opposite trend is seen in secondary schools where days lost are slightly improved. Challenging behaviour in schools remains problematic and we are facing challenges around the use of weapons and violent behaviour within schools. Weapons-Related Incidents in Bridgend Educational Settings Strategy Group has been convened to look at the use of violence and weapons within schools, to identify trends and themes including areas of best practice to address violence in school.
EDU010b CP WBO4.1	b) secondary schools.(EEYYP) Lower Preferred	0.164%	0.165%	0.15%	0.152%	↑	
EDU016a (PAM/007) CP WBO4.1	Percentage of pupil attendance in a) primary schools Higher Preferred	90.1%	91.5%	93%	92.49%	↑	Annual Indicator Target Setting: Pupil attendance is a critical measure, as young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly. Work is ongoing with schools and families to highlight the importance of attendance and support available. Performance: Pupil Attendance rates in primary schools continues to increase, however attendance in secondary school remains lower than that of primary school age pupils. Work is ongoing to support pupil attendance across all schools. The Education Engagement Team are supporting schools to complete an attendance audit to identify areas of best practice and development. The working group continues to strategically support pupil attendance. Work will be completed this school year to improve persistent absence levels in primary schools as the gap between the best performing and worst performing is of concern.
EDU016b (PAM/008) CP WBO4.1	b) secondary schools (EEYYP) Higher Preferred	86.5%	87.9%	90%	87.31%	↙	
PAM032 CP WBO4.1	Average Capped 9 score for pupils in Year 11. (EEYYP) Higher Preferred	New 23-24	361.50	363	357.40	↙	Annual Indicator Target Setting: Welsh Government has reinstated the data collection for the 2022-23 school year. Target set to achieve an improvement on last year's results. Further data required to identify trends. Performance: Capped 9 scores are below target but remain above Wales average (352.1), placing Bridgend in 9th compared to other local authorities in Wales. In 2023 there was a partial realignment of the grade boundaries to pre COVID-19 levels, causing a partial drop in scores across Wales. The decreasing trend continued in 2024, following the complete national realignment of the grades to pre COVID-19 levels. We work closely with school leaders to improve capped 9 scores, through various mechanisms such as, sharing effective practice, the role of improvement

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
							partners, brokering support, developing leadership capacity, local authority network groups, evaluating the quality of teaching and judging the impact of teaching on the outcomes for learners.

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 4: The current professional learning compendium from Central South Consortium has a range of professional learning for school staff and governors, which has been developed through analysis of Estyn recommendations, feedback from school leaders and an 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. The local authority has 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 this year with local authority officers and representative headteachers to assist with self-evaluation processes related to the directorate's strategic plan. These will continue as termly meetings. One school has recently been removed from 'special measures', but another school has been judged in a recent Estyn inspection as requiring 'special measures'. This school is making expected progress against milestones and engaging effectively with professional learning and support offered.	
WBO4.1.2	Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EEYYP)	YELLOW (Good)	Quarter 4: All safeguarding audits have concluded with 93% schools rated an overall green. The number of schools with an outcome of overall green remains the same as the previous year (56 schools out of 60), but there has been an increase in the number of audit sections rated as green. A review of the safeguarding audit will be completed this year to ensure it is compliant with legislative framework and the requirements of Estyn. The Education Engagement Team continues to provide safeguarding training and support to schools. The EEYYP Directorate Safeguarding Board takes place once a term and it enables effective sharing of best practice between partners and coordination of work.	
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 4: Throughout this year, schools have been supported with a variety of digital professional learning and skills training for online safety, Curriculum for Wales (Digital Competence Framework), artificial intelligence guidance, policy, risk and skills training for generative artificial intelligence tools and services. They have received guidance and support regarding Hwb migration for email, data and device management. Schools have been supported with Bridgend's full capital funding allocation for expenditure through the EdTech Commercial Service for 2024-2025 and 2025-2026. The new draft Bridgend Schools' Digital Learning Strategy 2025-2028 has been developed with consultation from Bridgend Schools' ICT Strategy Group, local authority officers and school representatives from secondary, special and primary settings. This has now been sent to Welsh Government for feedback and will be published in September 2025.	
WBO4.1.4	Improve the digital offer to young people, including youth led interactive website (EEYYP)	GREEN (Excellent)	Quarter 4: The youth support social media presence is growing weekly with posts now reaching 2700 people through Facebook and 5300 people through Instagram. Youth Support Services are still awaiting the outcome of a business proposal to begin a trial for a corporate TikTok account, as this has been identified as young people's preferred platform. 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 aim is to share a report with elected members and senior leadership team. 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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DEFS138 CP WBO4.3	Percentage of Year 1 learners taught through the medium of Welsh. (EEYYP) Higher Preferred	8.1%	8.56%	8.7%	8.83%	↑	Annual Indicator Target Setting: Welsh Government targets in accordance with Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: The percentage of Year 1 learners taught through the medium of Welsh has increased gradually over the last five years and continues to follow an upward trajectory, surpassing the target for this year. Work continues to support and promote education through the medium of Welsh in Bridgend, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language.

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	6.89%	6.62%	7.16%	7.23%	↑	Annual Indicator Target Setting: To see an increase in learners studying through the medium of Welsh as per Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: The percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 has increased from the previous year and surpassed the 2024-2025 target. This indicates a higher proportion of children studying at our Welsh-medium secondary school. Work continues to support and promote education through the medium of Welsh in Bridgend, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language.
DEFS158 CP WBO4.3	Number of learners studying for Welsh as a second language at AS Level and A Level. (EEYYP) Higher Preferred	New 23.24	29	20	17	↓	Annual Indicator Target Setting: School budget cuts may impact schools' ability to run courses in person. A hybrid model has been offered to schools but not all students are comfortable with virtual learning environments. Performance: The number of learners studying for Welsh as a second language at AS and A level has reduced this year compared to last year. School budget cuts may impact schools' ability to run courses in person going forward. A hybrid model has been offered to schools but not all students are comfortable with virtual learning environments.

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 4: Cymraeg i Blant is now holding sessions in the Gilgal Baptist Church, Porthcawl to support the growth in Welsh-medium education in readiness for the childcare hub and seedling school. 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 can enrol. A total of 152 groups were held across Bridgend this year, and 1460 parents attended. We are exploring the possibility of funding an additional Cymraeg i Bawb Officer due to increased demand. From March 2025, the late immersion provision will be located at Ysgol y Ferch o'r Sger for pupils up to Year 7. This will be initially staffed by agency staff. A provision is also being run at Ysgol Gymraeg Bro Ogwr for a Year 2 pupil. Another agency teacher will offer Hwb leithyddol to primary schools. In the schools where the late immersion is situated, 'language booster sessions' are offered to pupils as part of the provision whilst capacity allows. 100% of schools are now engaged with Siarter Iaith and Siarter Iaith Cymraeg Campus. A communications plan is in place to celebrate schools that have received awards. A press release has been published to celebrate the Siarter Iaith awards ceremony that was held in March 2025.	

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 4: The school design has been progressed. A revised Outline Business Case detailing a revised cost estimate was submitted to Welsh Government, and subsequently, the Cabinet Secretary for Education gave approval to proceed to Full Business Case stage. In November 2024, Council approved the additional capital funding required for the scheme. An active travel engagement session has been held with the School Council. Asbri Planning has been appointed to lead on the pre-application consultation (PAC), ahead of submitting a planning application. Information to inform this process is being generated. A decision regarding 'on site' active travel provision and other highway matters is required ahead of commencing the PAC process. Ecological issues continue to affect the Ffordd Cadfan site, and the seasonal mitigation. This has impacted on the timing of a site investigation.	We will obtain confirmation of the extent of 'on site' active travel requirements and other highway requirements (for example, traffic orders). The Major Projects Team and Asbri Planning will complete the required information to undertake the PAC process. In June 2025, we will seek Cabinet approval to modify the implementation date for the school to September 2027. There are plans to remove vegetation from the site and fence, trap and clear slow worms during the summer period. We can then commence additional site investigation work.
WBO4.4.2	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	AMBER (Adequate)	Quarter 4: The detailed design and contract preliminaries have been progressed. A revised Outline Business Case and a cost estimate was submitted to Welsh Government, and the Cabinet Secretary for Education gave approval to proceed to Full Business Case stage. In November 2024, Council approved the additional capital funding required for the scheme. An active travel engagement session has been held with the School Council and elected members which informed priorities for investment. Additional site investigation work has concluded. The planning application was submitted in November 2024. Challenges have been faced due to delayed planning decision and certain aspects of the scheme have impacted on the programme for delivery (for example, land issues). A revised programme has been developed and will be the	The Major Projects Team will complete the detailed design and The Bill of Quantities will be completed. The heads of terms will be agreed for the temporary relocation of the pigeon lofts. Planning approval will be received for the scheme. In May 2025, Cabinet approval will be sought to modify the implementation date for the school to September 2027 and to tender the scheme. Ecological works will commence.

Code	Commitment	Status	Progress this period	Next Steps
			basis for a Cabinet decision in May 2025. Ecology issues are also affecting the site and some works will need to be undertaken in summer 2025 ahead of the appointment of the main contractor.	
WBO4.4.3	Enlarge Ysgol Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	YELLOW (Good)	Quarter 4: Cabinet approval has been received to transition the scheme from Mutual Investment Model (MIM) funding to capital. Council approved the funding required to deliver the scheme, and this is now detailed in the capital programme. Cabinet approval was received to modify the opening date of the school to September 2026, and stakeholders were advised accordingly. The planning application has been submitted. Cabinet gave approval to tender the scheme, and the tender process commenced in February 2025. Corporate Landlord Department is working with Valleys to Coast to put in place the land options agreement in respect of the Marlas site (required for the replacement English-medium school, as that project is intrinsically linked to the delivery of Ysgol y Ferch o'r Sgêr). The programme was negatively impacted due to the length of time taken for Welsh Government to undertake their review of the MIM programme and cost plan.	The Full Business Case will be submitted to Welsh Government in May 2025. The tender process will close on 7 May 2025. The tender evaluation process will then be undertaken, and the outcome will be reported to Cabinet in June 2025, and approval will be sought to award a contract to the successful bidder. Planning consent will be received and the options agreement in respect of the Marlas site will be actioned.
WBO4.4.4	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	YELLOW (Good)	Quarter 4: Cabinet approval has been received to transition the scheme from MIM funding to capital. Council approved the funding, and this is now detailed in the capital programme. Cabinet approval was received to modify the opening date of the school to September 2026, and stakeholders were advised accordingly. The planning application has been submitted, and following Cabinet approval the tender process commenced in February 2025. Corporate Landlord is working with Valleys to Coast to put in place the land options agreement in respect of the Marlas site (required for the replacement English-medium school, as that project is intrinsically linked to the delivery of Ysgol y Ferch o'r Sgêr).	The tender process will close on 7 May 2025. The tender evaluation process will be undertaken, and the outcome will be reported to Cabinet in June 2025, and approval will be sought to award a contract to the successful bidder. The Full Business Case will be submitted to Welsh Government in May 2025. Planning consent will be received and the options agreement in respect of the Marlas site will be actioned.
WBO4.4.5	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	YELLOW (Good)	Quarter 4: A revised Outline Business Case and a cost estimate was submitted to Welsh Government, and the Cabinet Secretary for Education gave approval to proceed to Full Business Case stage. In November 2024, Council approved the additional capital funding required for the scheme. In January 2025, Cabinet approval was received to tender the scheme (that is, to appoint a design and build contractor). The tender and contract documentation were finalised and the tender process commenced in March and will close on 14 May 2025. Delayed decision making in previous years has impacted on the programme for delivering the school. A modification to the school opening date is required.	Once the tender process concludes, the tender evaluation process will be undertaken, and the outcome will be reported to Cabinet in June 2025, and approval will be sought to award a contract to the successful bidder (that is, under a professional services contract in the first instance, to complete the design (RIBA Stage 4)). Once appointed, the contractor will review the programme for delivery and Cabinet approval will be sought to modify the implementation date.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED56 CP WBO4.5	Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX) Higher Preferred	70.8%	90%	90%	55.56%	↓	Annual Indicator Target Setting: Continue to improve the number of apprentices gaining employment Performance: Of the 18 apprenticeships that were completed during 2024-25, 10 were successful in obtaining roles within the council, others went on to employed positions elsewhere having gained experience and training with the council.
DOPS36 CP WBO4.5	Number of apprentices employed across the organisation (CEX) Higher Preferred	36	46	20	22	↓	Annual Indicator Target Setting: Target decreased due to recruitment freeze. Performance: Target met, however, there has been a reduction in the number of apprentices appointed over the course of the year due to budget constraints.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.5.1	Work with local schools to promote the Council as an	YELLOW (Good)	Quarter 4: During the year Learning & Development (L&D) have engaged with schools, via the termly Directors Reports and have attended options and careers events at various locations to promote the apprenticeship offer including specific roles, e.g. business admin, IT, and multi-trade apprentices. Workshops have been delivered on applying for apprenticeship jobs and interview skills. L&D	

employer and promote apprenticeships (CEX)		have also visited jobs fayres and options events at some comprehensive schools as well as attended "Dragon's Den" events and mock interviews.	
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WBO4.6: Offering youth services and school holiday programmes for our young people

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
SSWB66 CP WBO4.6	Participation in targeted activities for people with additional or diverse needs (SSWB) Higher Preferred	New 23-24	357	400	540	↑	Quarterly Indicator Target Setting: Increased external funding available Performance: Actual figure is in excess of the target set based on establishing a baseline over the last 12 months.
SSWB67 CP WBO4.6	Participation in the national free swimming initiative for 16 and under. (SSWB) Higher Preferred	16,691	19,659	16,000	23,208	↑	Annual Indicator Target Setting: Reduced/more targeted programme due to increasing costs. Performance: The programme supports free access to swimming pool based activities for those aged 16 and under during school holiday periods and weekends. A review of this funding and how it is used is taking place which will impact on the coming years actual figures.

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)	BLUE (Completed)	Quarter 4: The Step Up and Step Down programme continues to support families who fall outside statutory services. There were 20 new active family referrals (63 individuals) with family referrals over the 12 months period (5 North of Bridgend, 5 Central Bridgend, 5 within the West). 18 household referrals have been supported to access community opportunities. The Healthy Living partnership has supported 119 vulnerable households to learn to swim based on referrals from children and families services. The halo health and wellbeing membership card in partnership with BCBC is currently supporting 173 foster children, 76 carer leavers, 5 individuals in a residential setting, 79 youth justice participants and 63 young adults within youth development. There are 142 children and young adults with a disability and their household being supported also. The Healthy Living Partnership has supported 119 vulnerable individuals to learn to swim based on referrals from children and families services as well as support 209 of their households to access halo membership.	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. Embed fully into Local community coordinators' role.
WBO4.6.2	Enlarge the Food and Fun Programme for summer 2024 (EEYYP)	BLUE (Completed)	Quarter 4: Six Food and Fun programmes operated in the summer holidays 2024. The six 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 on the pay grades for the 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)	BLUE (Completed)	Quarter 4: The Bridgend Inclusive Network Group (BING) network has worked with and supported 20 organisations within Bridgend County Borough, creating over 100 community opportunities, and assisting over 211 individuals living with disabilities in Bridgend. Examples of this approach is the work of the Impetus dance group which is an inclusive dance group who are supported by 13 volunteers (3 out of the 4 volunteers have a disability and all volunteers are carers in their own right). The group supports 184 participants. Our partnership with BAVO has supported 272 Third sector organisations, supported to develop or deliver prevention opportunities' focusing on "what matters". 137 individuals attending network meetings. 564 people have increased knowledge of the services available to them (locally). 587 people report increased social connections.	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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CH/052 CP WBO4.9	Percentage of care leavers who have experienced Homelessness during the year (SSWB) Lower Preferred	10.27%	7.17%	10%	9.96%	↓	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. There is close joint working with Housing to look at the options to improve performance in this area.
SSWB48a CP WBO4.9	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training: a) in the 12 months since leaving care Higher Preferred	54.17%	68.97%	70%	59.38%	↓	Quarterly Indicator Target Setting: To continue to improve performance. Performance: 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. A multi-agency task and finish group will be developed to improve percentage of care leavers completing at least three consecutive months of education, employment or training.
SSWB48b CP WBO4.9	b) in the 13-24 months since leaving care. (SSWB) Higher Preferred	62.07%	57.69%	65%	82.14%	↑	Quarterly Indicator Target Setting: To continue to improve performance Performance: Exceeding 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)	GREEN (Excellent)	Quarter 4: The corporate parenting board continues to provide opportunities to strengthen partnership work. An example of this would be the support offered via the fire service and connecting them with the teams to provide support to families. New measures have been agreed with the performance team to support in identifying how we are working with children who are care experienced and how we can hear their voice as part of service development (most significant change). 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 are currently supporting 178 care experienced individuals and their households to access health and wellbeing opportunities. We are supporting care experienced children to access training and development linked to leadership and volunteering with some sessions already held between services specifically 16+ team and Youth Support Services.	*Review effectiveness of the new performance measures. *Continue to develop practice and relationships as part of the corporate parenting board process. *Agree next steps for most significant change model development across teams.
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 4: A performance framework has been developed, and agencies are beginning to provide data on their support for care-experienced children. However, there is more to do to ensure all partners present their information in a timely way. The action plan is monitored by the Corporate Parenting board which is ongoing. The Corporate Parenting Officer is collating action plans for other partner agencies and as part of this work will ensure the voice of the child is included in the plans.	Complete the multi-agency framework so all data is presented and analysed to improve outcomes for children and families.
WBO4.9.3	Support the implementation of the Corporate Parenting Strategy in schools. (EFEYYP)	GREEN (Excellent)	Quarter 4: The draft plan for corporate parenting was shared with the Corporate Parenting Board at the last meeting and has now been updated in line with directorate priorities. A report will be shared with Cabinet Committee Corporate Parenting on 7 May 2025. The team are carrying out 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 for children looked after. Work is ongoing to remedy these issues and ensure accurate and appropriate data capture. Aurality assurance work is planned start on the Personal Education Plans in collaboration with Children and Family Services	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED57 CP WBO5.1	Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred	47	43.80	40	43.60	↑	Annual Indicator Target Setting: This target is the legal air quality objective for NO2. Modelling undertaken for the Air Quality Action Plan, suggests, this will be achieved by 2026. Performance: Annual actual reflects annual average for 2024 in the designated Park Street Air Quality Management Area (AQMA). The results for monitoring undertaken at sites OBC-110 and OBC-140 located on Park Street residential facades, exceeds the annual average air quality objective set at (40µg/m³) for NO2. OBC-110 recorded annual average figures of 43.6µg/m³ and OBC-140 recorded an annual average figure of 41.6µg/m³. This represents a decrease in NO2 concentrations at site OBC-110 when compared to 2023. In 2024, monitoring site OBC-123 was compliant with the NO2 annual objective for the first time since the commencement of monitoring at this location, with a result of 38.4µg/m³. It should be noted that the value of 40.8µg/m³ reported in 2023-24 has been revised by the service to 43.80 µg/m³.
DCO20.01 CP WBO5.1	Annual Gas Consumption across the Authority – kWh. (COMM) Lower Preferred	24,362,648 kWh	21,966,783 kWh	20,868,443 kWh	21,122,938 kWh	↑	Annual Indicator Target Setting: To see reduction in energy consumption levels and progress our corporate energy efficiency Performance: Although the target has not been achieved, the annual outturn figure has seen a reduction in energy consumption levels of 3.84% compared to 23-24.
DCO20.02 CP WBO5.1	Annual Electricity Consumption across the Authority – kWh. (COMM) Lower Preferred	15,927,161 kWh	15,210,536 kWh	14,450,009 kWh	15,019,064 kWh	↑	Annual Indicator Target Setting: To see reduction in energy consumption levels and progress our corporate energy efficiency Performance: Although the overall target has not been met, there has been a 1.26% reduction in energy consumption levels compared to 23-24. This PI is also showing a downward trend year on year.
DCO20.03 CP WBO5.1	Annual CO2 related to gas consumption across the Authority – tonnes. (COMM) Lower Preferred	4,458 tonnes	4,018 tonnes	3,817 tonnes	3,866 tonnes	↑	Annual Indicator Target Setting: To see reduction in energy consumption and relation emissions and progress our corporate energy efficiency Performance: Actual outturn figure is slightly off target, however, there has been a reduction in energy consumption and relation emissions compared to 23-24.
DCO20.04 CP WBO5.1	Annual CO2 related to electricity consumption across the Authority – tonnes. (COMM) Lower Preferred	3,080 tonnes	3,150 tonnes	2,925 tonnes	3,110 tonnes	↑	Annual Indicator Target Setting: To see reduction in energy consumption and relation emissions and progress our corporate energy efficiency Performance: Actual outturn figure is slightly above target, however, there has been a reduction in energy consumption and relation emissions compared to 23-24.
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	N/A	4.3%	5%	1%	↓	Annual Indicator Target Setting: To see a reduction in emissions and progress our corporate energy efficiency Performance: PROVISIONAL DATA- the final analysis will not be complete until September 2025. Our emissions fall into two categories: those we can control and change more easily, and those that are in supply chains and subject to the decisions of others, i.e. our suppliers. The supply chain related emissions equate to 80% of our overall emissions, and therefore the impact of the reduction in emissions we can control is less significant overall. Focusing on reducing our emissions through procurement and support for the development of the circular economy is a key factor in achieving the overall reductions that are required.

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 4: Draft strategy delivered in March 2025, feedback from officers and Scrutiny Committee has been provided to Carbon Trust and the revised strategy anticipated to be complete in May 2025. It will then be subject to a 12 week public consultation before formal adoption.	
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 4: The final Air Quality Action Plan (AQAP) was approved by cabinet in April 2024, with the main action to continue to monitor air quality on Park Street. Cabinet approved the decision not to implement the final measure of the 'do something' scheme – Measure 18 Deny all access onto St Leonards Road, owing to the timescales for the required Traffic Regulation Order consultation, costs and consideration that natural compliance is not likely to be accelerated as a result. This measure will be retained and will be reconsidered dependent on ongoing NO ₂ monitoring results in the Park Street Air Quality Management Area (AQMA). The Annual Progress Report detailing ratified 2023 monitoring results was prepared and reported to Cabinet in October 2024, where it was noted that in 2023, monitoring undertaken at the designated sites along Park Street demonstrated a trend of reducing NO ₂ levels, but still exceed the annual average air quality objective set at (40µg/m ³). Current monitoring indicates the sites exceeding annual air quality objectives are isolated to one area of Park Street. This area of Park Street experiences higher concentrations of pollutants due to the proximity of houses to a heavily trafficked primary route with congestion issues.	
WBO5.1.3	Ensure all new build schools meet the requirement for net zero carbon (EEYYP)	AMBER (Adequate)	Quarter 4: 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 (see further details in the individual school commitments WBO4.4.1 - WBO 4.4.5)	See next steps for individual school commitments WBO4.4.1 - WBO 4.4.5).
WBO5.1.4	Invest in energy efficiency improvements to Council buildings including schools (COMM)	AMBER (Adequate)	Quarter 4: The Programme board allocated funding to the LED (Light Emitting Diode) replacement programme and solar PV (technology that converts sunlight directly into electricity using semiconductor materials) roll out over key opportunity sites, including schools. 17 buildings have had insulation levels improved and a further 5 have had new LED lighting to replace less efficient fittings. 220.8kWp of PV was installed in 2024-25 (including Resource Centre, Bryn y Cae, Bryncethin). and work is underway to install approximately 255kWp of PV on a further 9 sites in 2025-26. 2 buildings have had gas heating systems replaced with more efficient heat pumps. 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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO23.06 CP WBO5.2	Number of blue flag beaches (COMM) Higher Preferred	New 23-24	3	3	3	↔	Annual Indicator Target Setting: Target set to maintain current high standards Performance: Blue Flag beaches have been maintained along with the Blue Flag Marina.
DCO23.07 CP WBO5.2	Number of green flag parks and green spaces (COMM) Higher Preferred	New 23-24	2	2	2	↔	Annual Indicator Target Setting: Target set to maintain current high standards Performance: All our green flag parks maintained their status.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.2.1	Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of	GREEN (Excellent)	Quarter 4: The Local Nature Partnership (LNP) has continued 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 25-27 application. All LPfN 24-25 funding has been spent. LPfN funding has supported a number of groups with equipment for surveying, nest boxes, tree planting etc. Biodiversity schemes at Coychurch Playing Fields, Tondy Post Office and Caerau Mens Shed have been completed. Projects are in	

	our Bridgend Biodiversity Plan (COMM)		development for future LPfN funding. We have not received notification of our future allocation but as yet the application has not been released. Two members of staff have had their contracts extended to cover the next two years. Guidance on the Section 6 (Biodiversity) Duty has been added to the intranet, alongside links to the Bridgend Biodiversity Duty Plan and monitoring templates. A section has also been added to the Corporate Induction e-learning module on the Biodiversity Duty, what it is and what it means for BCBC employees.	
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WBO5.3: Improve the quality of the public realm and built environment through good placemaking principles

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
PAM/018 CP WBO5.3	Percentage of all planning applications determined within 8 weeks or within an agreed period. (COMM) Higher Preferred	64%	68%	80%	67%	↙	Quarterly Indicator Target Setting: Target set in line with national target for good performance Performance: Officers continue to struggle with large workloads, budget reductions and balancing large scale strategic housing and business proposals with a huge caseload of minor and householder applications. The time needed to deal with the larger applications has drawn resource away from smaller schemes with consequent drop in performance. Nevertheless, the team remain committed to high quality outcomes even if it is at the expense of speed, By way of mitigation and in response to budget constraints, the service has introduced additional paid for services including planning performance agreements (PPAs) and pre-application 'plus'. This has brought in additional revenue and allowed the use of agency staff to backfill the roles taken up with large scale development.
PAM/019 CP WBO5.3	Percentage of planning appeals dismissed. (COMM) Higher Preferred	64%	87%	80%	81%	↙	Annual Indicator Target Setting: Target set in line with national target for good performance Performance: Bridgend's planning decision are robust and based on sound evidence and the appeal dismissal rate remains high in comparison to other authorities. This is evidenced by the relatively low number of planning appeal received in relation to the level of decisions made. With a low level of appeals, performance data can be skewed by a small number of allowed appeals. It is too early to determine if there is a downward trend in the quality of decision making however, the team are under extreme pressure with large workloads and significant budgetary constraints and it is inevitable that overall performance will suffer as a result.

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO20.05 CP WBO5.4	Percentage of Street cleansing waste prepared for recycling. (COMM) Higher Preferred	40.47%	41.18%	40%	41.22%	↑	Annual Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Performing above target and improving on 23-24's actual.
PAM/010 CP WBO5.4	Percentage of highways land found to be of a high / acceptable standard of cleanliness. (COMM) Higher Preferred	98.05%	99.8%	99%	99.35%	↙	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Performance remains around average for the year and only slightly above target for Q4. Possible wet weather conditions impacting Q4 with higher amounts of detritus. Unfortunately, staffing and resource issues have affected the overall performance of this PI.
PAM/030 CP WBO5.4	Percentage of municipal waste prepared for reuse, recycled, or composted. (COMM) Higher Preferred	71.38%	72.78%	70%	70.93%	↙	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Overall performance is above target but lower than expected due to issues with processing wood and green waste at the onward destination facility. Material remaining in storage cannot be included.
PAM/030a) CP WBO5.4	Percentage of municipal waste: a) prepared for reuse Higher Preferred	0.68%	1.43%	1%	0.54%	↓	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: (REUSE) - In last year's figures materials from Highways Waterton were included. We are no

PAM/030b CP WBO5.4	b) recycled Higher Preferred	51.01%	50.42%	49%	50.59%	↑	longer confident that this material is reused so weights have not been included in this PI for this quarter. This is the main impact on downward trend in performance. Wood waste remaining in storage and also less green waste collected in Qtr3 means that the overall recycling figure is below target.
PAM/030c CP WBO5.4	c) composted. (COMM) Higher Preferred	19.69%	20.14%	20%	19.8%	↙	(RECYCLED) Performing above target. Q4 in particular is higher than any other quarter due to the wood remaining in storage being recycled. (COMPOSTED): Slightly below target due to issues with processing wood and green waste at the onward destination facility. Material remaining in storage cannot be included.
PAM/043 CP WBO5.4	Kilograms of residual waste generated per person. (COMM) Lower Preferred	120.20 kg	119.80 kg	125 kg	117.76 kg	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: The amount of waste not prepared for recycling continues to reduce year on year.

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 4: Following the analysis of in-depth feasibility work on future waste model options, a decision was made by Cabinet in November 2024 to begin work to bring waste services in house. Following this, fortnightly meetings are being held of the Waste Transition Board Chaired by the Leader. Work stream leads within the authority are in place and are feeding into this process with project support agency on board and feeding into waste transition board.	Modelling work due to be completed by end of June 2025. Outcomes of modelling to be reported further in mid 2025/26

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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	New 23-24	100%	95%	100%	↔	Quarterly Indicator Target Setting: To maintain existing performance Performance: 100% achieved via holding regularly meetings with SUDs colleagues to manage workloads in this area and assess upcoming deadlines to ensure targets were met

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.5.1	Invest in and improve flood mitigation measures throughout our communities to reduce flood risk (COMM)	GREEN (Excellent)	Quarter 4: All schemes subject to funding within Welsh Government (WG) Small Scale Grant are now complete and funding from WG has been received. This includes Adare Street, Ogmere Vale and Dinam Street, Nantymoel to repair damaged culvert and mitigate flood risk. 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 and approved March 2025.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CORPB3 CP WBO6.1	Percentage of council staff completing Introduction to Equality and Diversity training (E-Learning or workbook). (ALL) Higher Preferred	12.07%	47.61%	100%	64.25%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: An improved position. Work will continue to engage with those employees that are yet to complete the e-learning. The Learning & Development website has also been updated so managers can check themselves if their staff have completed this training. The module is promoted to all new starters through the Corporate Induction Framework and reminders are issued throughout the year, via the Learning & Development bulletin, detailing the importance for staff to complete all mandatory e-learning modules.

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 4: 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 was agreed by Cabinet Committee Equalities in November 2024 and an update on work carried out will be reported to Cabinet Committee Equalities in November 2025.	
WBO6.1.2	Establish new BCBC staff groups for people with protected characteristic (CEX)	BLUE (Completed)	Quarter 4: There are now three staff network groups established: Menopause, Disability and LGBTQ+. 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, and we are 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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
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) Higher Preferred	46%	49.4%	50%	44.2%	↓	Annual Indicator Target Setting: To ensure that the actions of the Council do support the residents of the area Performance: This is below target and showing a downward trend compared to 23-24, however we are currently reviewing and analysing the results of the first Residents Survey carried out in autumn 2024, which will help us to improve the way we gather and use resident views.
CED59(a) CP WBO6.2	Level of engagement a) across consultations Higher Preferred	8,267	7,946	8,300	8,050	↑	Annual Indicator Target Setting: To ensure the Council is engaging well at all levels across the area Performance: The number of consultations in 24/25 was down on the previous years as some consultations were postponed to the following year e.g. Libraries and others were cancelled e.g. Meals at Home. This resulted in lower response rate overall.
CED59(b) CP WBO6.2	b) with corporate communications to residents, using the digital communications platform Higher Preferred	795,335	972,384	972,500	1,203,706	↑	Annual Indicator Target Setting: To ensure the Council is engaging well at all levels across the area Performance: The Communications Team have continued to publicise the Residents' Bulletin and develop the content resulting in greater numbers of subscribers and open rates.
CED59(c) CP WBO6.2	c) across all corporate social media accounts (CEX) Higher Preferred	1,230,698	1,715,802	1,715,900	1,488,712	↓	Annual Indicator Target Setting: To ensure the Council is engaging well at all levels across the area Performance: This figure includes engagement on Facebook, Instagram and Linked in. This figure is down on the previous year and is explained by a) the previous year contained some

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
							data relating to engagement on Twitter/X which is no longer available to us, and b) the level of engagement is not controllable by the team, lower levels of reaction could indicate people are less inclined to complain, increasing targets is therefore not necessarily a measure of performance

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 4: Easy-read and youth versions of all our consultations are currently available upon request, and plans are in place to produce easy read versions for all consultations. Key consultations are promoted to various youth network groups: Bridgend Youth Council, schools, Bridgend College. An easy-read version of Budget Consultation 2025 was available on the consultation webpage with specific question about customer focus and responsiveness. Improvements have been made to the online forms for planning consultations to streamline the consultation process. The Participation and Engagement Strategy has been implemented and published. Several engagement sessions were carried out in schools across the Borough to capture the views of learners and how the consultation would impact them and their families. Work is progressing on the production of an action plan to achieve the objectives published in the Participation and Engagement Strategy. The first National Residents Survey for Bridgend County Borough was carried out in Autumn 2024 and was promoted regularly throughout the period the survey was live. The survey was made available for people with additional learning needs and request has been made to Data Cymru who facilitate the survey, for the next survey to have an easy read option for young people. The results of the survey will now be analysed.	
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)	YELLOW (Good)	Quarter 4: Multiple engagement and consultation sessions have taken place during the year on all of our regeneration plans. Consultation exercises have taken a variety of forms including online and in person. Formal public engagement sessions have taken place on all strategies. Consultation reports produced in addition to specific stakeholder sessions with local relevant groups, Town Councils, schools and businesses. Consultation exercises completed during the year include the Porthcawl Town Centre Placemaking plan, the Regeneration Masterplan for Salt Lake and Sandy Bay and Amendments to Bridgend Town Centre Access.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED5 CP WBO6.3	Percentage of first call resolutions (CEX) Higher Preferred	75.91%	69.17%	75.92%	72.67%	↑	Quarterly Indicator Target Setting: To increase the number of calls resolved at the first point of contact Performance: The first call resolution indicator shows the number of calls handled by the customer services team at the first point of contact without having to transfer the caller on. The number of calls relate to those services where Customer Services can support such as highways, blue badges, council tax and housing and will exclude services such as recycling and waste, housing benefits etc. There is no methodology to measure resolution times call once the calls are transferred to other service areas. The total number of calls handled in Customer Services were 72,664 with 52,806 being resolved at the first point of contact. There will always be situations where calls are more complex and will need to be transferred to the relevant service area. However, whilst recognising that there are limitations to the type of queries that can be dealt with by Customer Services, the team continue to review these calls with the relevant service areas to look at ways of upskilling staff to improve the number of calls successfully handled at the first point of contact.
CED51 CP WBO6.3	Number of online transactions using the digital platform (CEX) Higher Preferred	103,347	72,500	72,500	81,034	↑	Quarterly Indicator Target Setting: To increase online transactions by customers to promote channel shift Performance: The number of online transactions have increased this year with most customers choosing to access council services online. Further online services are continuing to be developed.

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED52 CP WBO6.3	Number of hits/views on the corporate website (CEX) Higher Preferred	1,398,559	3,415,000	3,415,000	3,267,538	↙	Quarterly Indicator Target Setting: To provide a digital option for people wishing to contact and transact with the Council Performance: Overall the number of hits/views on the corporate website has dropped compared to 23-24. Website visits are out of our control and can fluctuate due to world and local news and events.
CED53 CP WBO6.3	Percentage of staff with Welsh language speaking skills (including schools) (CEX) Higher Preferred	25.5%	26.82%	28%	28.35%	↑	Annual Indicator Target Setting: To improve the number of staff, including schools, with Welsh language speaking skills. Performance: Improved position and target achieved.
CORPB4 CP WBO6.3	Percentage of council staff completing Welsh Language Awareness E-Learning. (ALL) Higher Preferred	12.4%	47.61%	100%	63.12%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: An improved position. Work will continue to engage with those employees that are yet to complete the e-learning. The Learning & Development website has also been updated so managers can check themselves if their staff have completed this training. The module is promoted to all new starters through the Corporate Induction Framework and reminders are issued throughout the year, via the Learning & Development bulletin, detailing the importance for staff to complete all mandatory e-learning modules.

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 4: 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. All communication and consultations produced by the team are regularly monitored by the Welsh Language Manager to ensure adherence to the Welsh Language Standards.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO16.8 CP WBO6.4	Number of council owned assets transferred to the community for running (CATs) across the County Borough (COMM) Higher Preferred	10	7	10	2	↓	Annual Indicator Target Setting: To continue to deliver the CAT programme across the County Performance: The CAT Programme has encountered numerous challenges in the 2024-25, with the post having been temporarily covered for the majority of the year. A new CAT officer was appointed in January 2025 and has already made significant progress with multiple groups, with 3 new leases signed and awaiting completion (25-26 Q1), 23 awaiting preparations by Corporate Landlord/Legal, 7 awaiting planning outcomes and 13 awaiting club decisions. The number of "new" CATs will reduce as the assets are transferred, although there will be a significant number of transfers from short leases to longer-term leases, as is reflected in the new KPI for 2025-2026.
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	New 23-24	395	450	566	↑	Annual Indicator Target Setting: Increased staffing resource (3) enables some additional support. Performance: Although the numbers of Local Community Co-ordinators has been increased the current volume is low for whole county coverage and additional investment into these preventative roles would increase the community-based support available. There are limitations on the numbers that can be supported at any given time, particularly regarding those on the edge of care with higher complexities of need. Understanding where the children and families data will feed into going forward will impact on actual data in 2025/26.

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 4: Successful CATs completed in Coytrahen Community Centre and Evanstown Welfare Park Bowling Green (via tenancy at will). A report to allocate further funding of £500k to the CAT Capital Fund was approved by the Capital Programme Board in November 2024, confirming the authority's commitment to investing in CATs across the borough. A further £42,586.00 was approved via the CAT Capital Fund in Q4 2024-2025: *£17,608.20 to Maesteg Bowls Club for Green Improvements *£24,978.00 to Bridgend Athletics RFC for pitch drainage improvements.	See DCO16.8 for details of CATs scheduled to complete during Q1 2025-26

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 4: We continue to work closely with Cwm Taf Morgannwg (CTM) partners and Third 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 activities including art workshops, cinema screenings and a silent disco run by our cultural trust Awen. Sustainability is now embedded in the partnerships.	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 4: 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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
SSWB70 CP WBO7.2	Number of visits by older adults to physical activity opportunities supported (SSWB) Higher Preferred	New 23-24	23,308	23,500	24,663	↑	Annual Indicator Target Setting: External funding secured. Performance: Currently establishing baseline in order to assess effectiveness of this service and what it includes. This will help set a benchmark for 2025-26.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.2.1	Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust (COMM)	YELLOW (Good)	Quarter 4: A tender process to award the contract for the construction work in relation to the Pavilion Redevelopment has been completed. Cabinet and Council approval to award the tender has been sought. Enabling works at the site have been completed to prepare the site for the main contract work. Unfortunately, this project will be completing during the financial year 2026-27.	

WBO7.2.2	Develop an active leisure offer for older adults to improve physical and mental wellbeing (SSWB)	BLUE (Completed)	Quarter 4: The Feel Good for Life wellbeing programme has supported 600 attendances across the borough. Super-agers community wellbeing activities have supported 163 individuals including 2061 attendances across 126 opportunities. The National Exercise Referral Scheme (NERS) has supported 1331 new referrals in 24/25. In the last year 473 participants completed a 16 week course. There were 157 referrals for carer support with 35 participants starting the course and 26 participants completing the course. In relation to pulmonary rehabilitation 141 participants started and 117 completed the course.	Joining up all older adult's initiatives and expanding the Older Adult Network to ensure it is representative of people across Bridgend. Move to low-cost offer to ensure sustainability of the 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 4: Work has begun to progress a long-term strategy for libraries within Bridgend. Public engagement exercise has been developed and shared with scrutiny and will go live in Q1 2025/26. Library related usage is monitored on a quarterly basis as part of the cultural partnership and includes a diverse range of areas including events, borrowing and digital resources. There have been 73,068 attendances (supporting 33,727 junior issues and 3,704 ICT sessions).	The public engagement exercise will inform and support the co-design and shape the long-term library offer for Bridgend. We will continue to monitor performance 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 4: External support has been commissioned from Knight Kavanagh and Page (KKP) to map current provision.	To shape consultation objectives/priorities identified within the first phase. Stakeholder meeting to take place in line with public engagement.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DCO23.09 CP WBO7.3	Value of investment in play areas (COMM) Higher Preferred	New 23-24	£54,443	£1,600,000	£1,709,584	↑	Annual Indicator Target Setting: Target set in line with programme of works for the year Performance: The total amount of investment in Play areas in 24-25 has exceeded the target of £1,600,000. A total of 22 play areas were refurbished and handed over to the community.
DCO23.10 CP WBO7.3	Number of play areas that have been refurbished (COMM) Higher Preferred	New 23-24	0	22	22	↑	Annual Indicator Target Setting: Target set in line with programme of works for the year Performance: The target of 22 play areas to be refurbished in 24-25 has been achieved.

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/COMM)	GREEN (Excellent)	(SSWB) Quarter 4: Collaboration and co-ordination among service teams supporting specific matters from A-I have been reviewed. Ludicology have supported focus groups to support a draft assessment and action plan with a focus on policy/implementation across all directorates. Informal engagement with underrepresented groups has taken place to understand diverse needs across Bridgend in relation to Play Sufficiency Assessment. 142 children and young adults and their households have been supported with free HALO Leisure membership to access health and wellbeing opportunities. (COMM) Quarter 4: Tenders prepared and invitations to tender prepared and procurement process undertaken. Snagging works completed on 22 playgrounds and handed over.	Play Sufficiency Action Planning Day to be held on the 15th May where a draft Play Sufficiency Assessment for 2025 which will be subject to further engagement. Ludicology to support the evidence required to support Play Sufficiency Assessment. We will continue to strengthen the community offer for young people and families living with disabilities or additional needs, listening to their voice and reflecting what matters to them Progress to tender assessment for tranche 5.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
DEFS160 CP WBO7.4	Number of two-year-olds accessing childcare through the Flying Start programme. (EEYYP) Higher Preferred	321	530	570	542	↑	Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme. Performance: The number of children enrolled in childcare settings through the Flying Start programme as of 31 March 2025 has shown an increase on last year. However, numbers remain below target with falling birth rates in Flying Start areas believed to be impacting the numbers. Phase three expansion will target new areas in 2025-26.
DEFS162 CP WBO7.4	Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good'. (EEYYP) Higher Preferred	New 23.24	76.5%	100%	83%	↑	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 15 of these settings judged to be 'at least good'. This is an increase on Q3 and an overall improvement on the previous year (2023-24). Since 2022, 11 out of 12 inspections (92%) of inspections have resulted in outcomes that are 'at least good'. We are awaiting reinspection of setting that received less than good judgements dating back to 2019. We provide extensive support to settings to prepare for inspections including, thorough quality assurance processes, training and professional development opportunities, and designated officers for each setting to provide advice and guidance around self-evaluation and improvement planning.
DEFS163 CP WBO7.4	Percentage of eligible learners offered a free school meal. (EEYYP) Higher Preferred	New 23.24	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target in line with Welsh Government expectations Performance: Universal Primary Free School Meals (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 4: The Universal Primary Free School Meals (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 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)	BLUE (Completed)	Quarter 4: 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 submitted to Welsh Government in December 2024 and was approved in March 2025. We are committed to delivering this plan over the next three years. A total for 542 children were enrolled in childcare settings through the Flying Start programme as of March 2025, showing an increase on the previous year. However, we have seen fewer childcare places taken up in original Flying Start areas. We believe this to be due to falling birth rates in those areas.	

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 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
SSWB75 CP WBO7.5	Number of people recorded as delayed on the national pathway of care. (SSWB) Lower Preferred	New 23-24	104	71	70	↑	Quarterly Indicator Target Setting: To continue to improve performance Performance: We have embedded the remodelling of support at home, taking the opportunity to use the 50-day challenge grant money to support the remodelling. We are working with the health board around the enhanced community care model. We have fully embedded the strengths-based practice model. This has led to an increase in the overall number of people receiving reablement, and therefore to a reduction in the overall domiciliary care hours provided, in line with the Discharge to Recover and Assess model. Figures do fluctuate based on demand and

						presenting needs, however, the expansion of the short-term interventions and the ongoing work supporting flow through the system is seeking to improve this position.
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Commitments

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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)	AMBER (Adequate)	Quarter 4: We have continued to work regionally in developing a Bridgend and Cwm Taf Morgannwg model, including developing a Section 33 agreement and work to evolve our current model. We have remodelled our reablement services to ensure more people have the opportunity to have their independence maximised. We have expanded the offer from the integrated community networks through the recruitment of primary mental health nurses within the network clusters.	Regional Section 33 agreement to be considered by Cabinet.

WBO7.6: Improving the supply of affordable housing

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CED60 CP WBO7.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred	110	64	110	77	↑	Annual Indicator Target Setting: Working with RSL's to utilise capital income streams, such as the Social Housing Grant (SHG) – to develop 500 units over a 5-year programme. Performance: Whilst 92 have been built/acquired, 77 have been provided i.e. ready for occupation. The remainder will count towards the additional affordable homes in 25-26. RSLs to achieve completions of schemes in line with milestones in the next financial year. There is a full development plan for the next 2 financial years. We have continued regular dialogue with RSL development teams to promote developments and fully utilise capital grants.
CED61 CP WBO7.6	Total number of empty properties returned to use with local authority intervention (CEX) Higher Preferred	81	70	5	36	↓	Annual Indicator Target Setting: The Empty Properties Group will work with property owners via the Empty Properties Strategy with a focus on the top 20 properties as identified. Performance: Target exceeded; however, target set for 24/25 was based on 23/24 annual value of 6 properties returned to use. Both the 22/23 and 23/24 values have been revised by Shared Regulatory Services during data validation of the 24/25 value and were substantially higher than previously reported. There have been less properties returned to use during 24/25 compared the previous year's data due to the priority to focus on the top 20 long-term empty properties that have the most detrimental impact on the community. See further details of activities in WBO7.6.3 below.

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 4: Monthly meetings continue with the 6 Registered Social Landlords (RSLs) currently developing in the area to progress the capital build programme. This will identify priority areas for development, ensuring the needs of the council are met. Representation from BCBC Strategic Asset Management brings specialist insight and furthers opportunities. Working relationships with planning colleagues have been enhanced with consultation taking place at the early stage of site consideration. Quarterly strategic meetings take place with Chief Executive Officers of RSLs. Quarterly meetings take place with all RSL's and Welsh Government collectively to bring forward BCBC's development plan and ensure full utilisation of capital grants. The Welsh Government Leasing scheme has been adopted with a growing portfolio of accommodation already in use with further properties in the pipeline.	
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 4: A detailed support needs assessment was undertaken as part of the Housing Support Grant Strategy; this is reviewed when commissioning housing services. Housing need data is obtained from weekly and monthly statistics run from the housing register which informs us of the type of homes however development must also take into consideration the Local Housing Market Assessment. Monthly meetings take place with RSL development teams to discuss needs and development sites. Housing needs are addressed quarterly at the strategic Bridgend Housing Partnership meeting.	

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 4: Over the last 12 months we have seen excellent progress with top 20 priority properties. 5 properties have been sold; 7 properties have been subject to renovation works; 2 have been placed up for sale and 2 have become occupied. Enforcement action has been taken against 4 of the properties (4 enforcement notices and 3 work in default). 5 properties have been subject to informal action whereas 2 properties have received no intervention in this financial year. Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. Following cabinet approval in Q3 to pursue a compulsory purchase order in relation to our worst residential empty property, work is progressing well and we will be seeking final approval from Cabinet shortly. Work is continuing in relation to the enforced sale of a long-term empty property. Following Cabinet approval to accept the Welsh Government's Empty Property Enforcement Fund in Q3, we are in receipt of two loan agreements for sealing. This funding will be used to complete the compulsory purchase order and enforced sale procedure. The Empty Property Loan Scheme is live and is generating interest. Two loan applications have been approved and we are in receipt of a further application.	
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Ways of Working

Performance Indicators

PI Ref & Type	PI Description and Preferred Outcome	Year End 22-23	Year End 23-24	Target 24-25	Year End 24-25 & RYAG	Direction vs year end 23-24	Performance this period
CHR002 (PAM/001) WOW	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (ALL) Lower Preferred	13.20 days	12.37 days	No target	13.76 days	↓	Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Overall absence levels have increased, on-going work with HR&OD to support directorates. The wellbeing of the workforce is paramount and its vital we continue to support employees.
CORPB5 WOW	Percentage of all staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL) Higher Preferred	58.05%	60.89%	80%	68.42%	↑	Annual Indicator Target Setting: Target set to ensure all eligible staff have an annual review Performance: Completion rates have improved during 2024-25. The appraisal window for 2025-26 has already started and managers have been requested to complete their employee appraisals during Q1/Q2, with the exception of those that are on probation/maternity/sick.
DCO16.9 WOW	Realisation of capital receipts targets. (COMM) Higher Preferred	£3,710,000	£0	No target	£1,850,000	Trend not applicable	Quarterly Indicator Target Setting: The corporate property disposal strategy is currently in development for Spring 2025 Performance: Sale of Ravens Court completed in March 25 bringing total sales for the year ahead of target.
DCO19.02 WOW	Percentage of full statutory compliance across BCBC operational buildings (COMM) Higher Preferred	78.6%	84.9%	100%	78.2%	↙	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: Overall safety critical compliance continues to rise with a positive upwards only trajectory. Several new contracts have been awarded and following mobilisation will have a further positive impact on overall compliance figures. Target for compliance will always remain at 100% but the trend towards achieving this is positive. The addition of a compliance team apprentice has assisted significantly in the positive work.
DCO23.14 WOW	Percentage of statutory compliance across BCBC operational buildings "Big 5". (COMM) Higher Preferred	New 23-24	93.5%	100%	95.2%	↑	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: BIG-5 Compliance has shown a continued upwards trend over the year remaining at above 95% for the last two quarters. A number of key servicing contracts will be tendered shortly where further improvements to the overall figures are anticipated. Our ability to closely manage service contractors and an enhanced programme of work from the DLO will seek to maintain levels above 95% moving forward.
DOPS34 (a) WOW OTH1	Percentage availability of: a) voice and data network Higher Preferred	100%	100%	99.99%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Target achieved

DOPS34 (b) WOW	b) storage area network (core computing) Higher Preferred	100%	100%	99.99%	100%	↔	
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	99.99%	99.96%	99.9%	99.99%	↑	

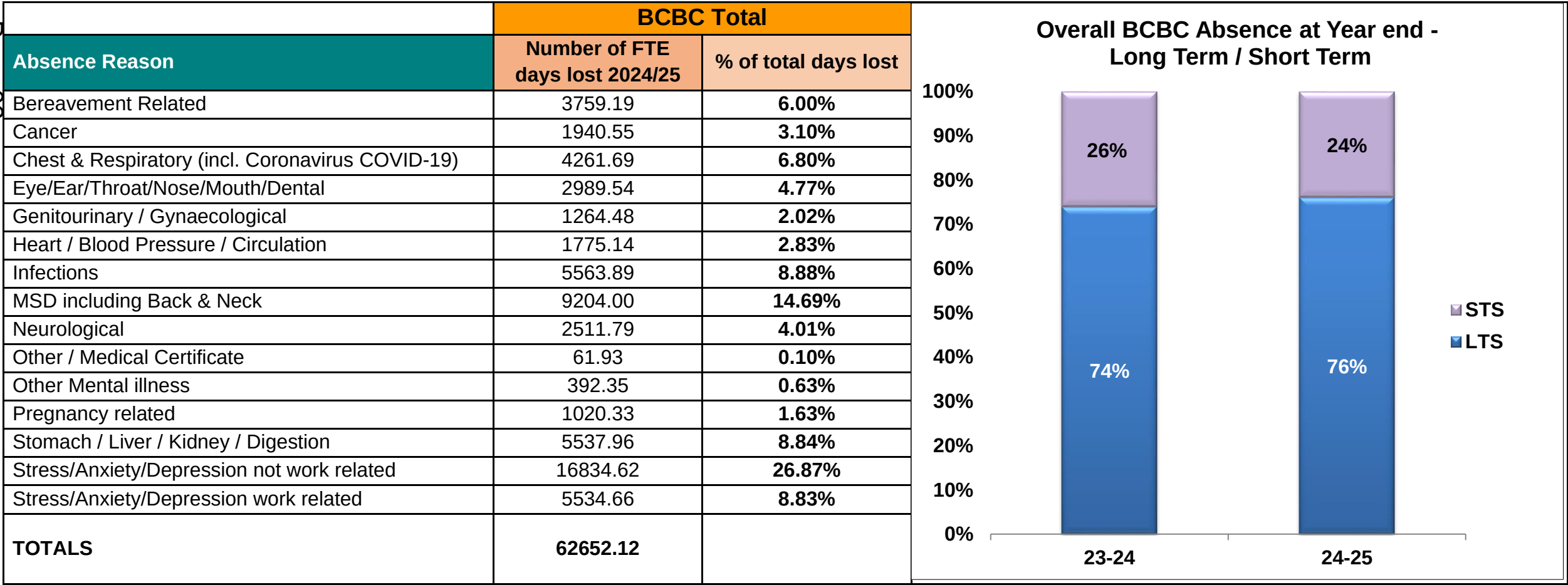
PI Ref & Type	PI Description	Annual target 24-25 £'000	Performance at Year end		Performance this period		
			Achieved by year end		Variance year end		
			£'000	%	£'000	%	
DRE6.1.1 WOW	Percentage budget reductions achieved (Overall BCBC budget) Higher Preferred	£13,045	11,476	88%	£1,569	12%	Target Setting: To achieve all reductions outlined in the MTFS Performance: The year end position is that of the 2024-25 savings target of £13.045 million, £11.476 million has been achieved (88%) The most significant reduction proposals not achieved in full are: • EDF59 – 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 in full from 2025-26. • EDF59 – Communications and Relationships Team (£142,000). Saving not met in 2024-25 due to the overall increase in the number of pupils needing the service. Consultation is due to start soon with the outcome of the consultation determining next steps. Shortfalls against this savings target will be met through one off efficiencies in 2025-26 to deliver a balanced budget position. • SCH1 – Efficiency saving against School Delegated Budgets – 3% in 2024-25 (£3.441 million). Saving is referenced as having been achieved due to the overall reduction in Individual Schools Budget (ISB), however the reduced budgets have resulted in an overall deficit balance for schools at year end of £619,000. Close monitoring of school budgets will continue going into 2025-26 with a further 1% efficiency saving to be achieved on school delegated budgets and officers continue to work with schools to bring this overall deficit down. • SSW13 - Council to reduce its investment into cultural services (£360,000). There was a shortfall of £295,000 against the proposal in 2024-25. 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 and further reports will be presented to Cabinet to enable the outcome of consultation exercises to be taken into account when finalising any proposed changes. The service will also continue to maximise grant funding opportunities throughout 2025-26. • CEX22 – Review of ICT Services (£398,000). There was a shortfall of £339,000 against this proposal in 2024-25. Further work is to be carried out on a review of the telephony budgets across the Council following a re-procurement exercise, with the full saving anticipated to be met in 2025-26.

Additional Sickness Information by Directorate

Directorate	FTE 31.03.2025	QTR4 2023/24			QTR4 2024/25			Cumulative Days per FTE 2023/24	Cumulative Days per FTE 2024/25
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Chief Executive Directorate	411.30	1122.64	111	2.58	824.79	108	2.005	9.62	10.48
Communities Directorate	489.16	1583.28	172	3.23	1898.97	163	3.882	12.42	16.50
Education, Early Years and Young People Directorate	467.11	2268.03	303	4.35	1688.84	318	3.616	13.13	12.62
Schools	2137.20	7625.44	1285	3.43	8154.09	1334	3.815	11.81	12.54
Social Services and Wellbeing Directorate	1033.61	4010.69	453	4.24	3969.70	457	3.841	14.59	16.92
BCBC TOTAL	4538.37	16610.07	2324	3.60	16536.39	2380	3.644	12.37	13.76

Sickness Absence by Reason

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Care Inspectorate Wales (CIW) inspection of Sunny Bank (February 2025)	PAN – 21. The service provider has not adequately supported children and prepared them for moving on, ensuring they and care staff who know them best are consulted and involved in planning their transitions.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	This was regarding the transition of a young person out of the service, we appealed this decision, but it was rejected. Statement of Purpose amended to state all young people will have a minimum of a week transition (whilst still being person centred). A transition template has been created with help from Behaviour Clinic which will act as a default.	n/a	AMBER
CIW Inspection Report on Ty Ynysawdre (Residential) (January 2025)	AFI - Regulation 16 (Review of Personal Plan). Personal Plan / Care and Support Plans are not reflective of changes in need; it is a regulatory requirement to review every three months or when there has been changes in a person's needs	Group Manager – Direct Care Provider Services	March 2026	Each individual has had a monthly review of their care and support, measures have been put in place to ensure support plans are reflective of current risks and support needs. As a result, five individuals who have experienced changes in their care and support needs have had their documents updated to reflect these changes. Work has commenced in terms of standardised documentation and processes across older adults' accommodation services.	n/a	YELLOW
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 is included in the Council's draft self-assessment 2024/25 which will be presented to Governance and Audit committee in July and Cabinet / Council in September 2025	n/a	BLUE
	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	n/a	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	This information has been requested as part of the directorate business planning process.	n/a	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	Six-month FWP for Cabinet, Council and Scrutiny has been published. Work will be ongoing to ensure this is regularly kept up to date.	n/a	BLUE
	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	Completed	n/a	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	Training with Elected Members and Senior Officers has been undertaken including sessions on Roles, Responsibilities, LA Governance Arrangements and the importance of pre-decision Scrutiny. A scrutiny review and protocol was approved by Full Council in May 2025.	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 94	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	Following a detailed Scrutiny Review, a report proposing new arrangements including the renaming of the Scrutiny Committees was agreed by Full Council in April and May 2025.	n/a	BLUE
	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	Completed	n/a	BLUE
CIW Inspection of Golygfa'r Dolydd (Sept 2024)	AFI 18 - The service provider has not reviewed the provider assessment when timescales for children's stays have been extended, to ensure the service remains suitable. Childrens views have not been considered as part of the provider assessment.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	Impact risk assessments and provider assessments have been updated moving forward to mitigate this area of improvement. Provider assessments being updated now for any change in the care and support the young person has. There are also better ways to capture and document the young person's voice. This is implemented as they have been witnessed during recent REG73 and Quality assurance visits. Responsible Individual to continue to oversee during coming visits.	n/a	GREEN
	AFI 21- Childrens views are not included in the planning and review of their care and support. Reviews of plans, do not consider the progress being made by children to achieve their personal outcomes.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	Child friendly personal plans were in development at the time of inspection which CIW were made aware of and are now in operation. Outcomes and progress are now better captured on the personal plan. There has been a drive to really capture the words of the child using speech marks as much as possible. These are now being reviewed and updated weekly. They are also fed by creation of a How's my week form. This is working well as far as at this point but will need continued oversight by RI during statutory and quality assurance visits.	n/a	GREEN
	AFI 43 - The service provider must ensure the premises, facilities and equipment are suitable for the service and meet children's needs.	Group Manager Placement and Provider Services	Sept 2025	An ongoing review of the internal environment has been made and will continue for the future linked to individual children's needs. Improvements in this area have already been made. This is continuing with light furnishings etc. Funding has recently been accessed through the original capital pot which will really help push this. This will be a co-produced with children and fully captured to demonstrate to CIW not only improvements but that children contributed. Skate ramp has also been repaired and can be used (risk assessment in place)	n/a	AMBER
	AFI 6- The service provider has not ensured the service is provided with sufficient care, competence and skill, having regard to the statement of purpose.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	A review of the Statement of Purpose has taking place which accurately reflects the workforce and expertise in the service Now. Vocational Outreach Worker removed temporarily as that was the issue. Statement of Purpose submitted to CIW.	n/a	GREEN
	AFI 58- The service provider must have arrangements in place to ensure medicines are stored and administered safely.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	Review of Medication audit process. The system now involves a weekly audit on Wednesdays. This has worked very well. Medication cabinet keys to be locked away when not in use. RI overseeing this providing oversight during quality assurance visits and Reg 73 visits. All staff trained in medication. All staff have competency assessments. Medication procedure reviewed and read by all staff.	n/a	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
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	This have been completed and is now business as usual	n/a	BLUE
	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	This have been completed and is now business as usual	n/a	BLUE
CIW Inspection of Harwood (June 2024)	AFI 21- Young people have not received care and support in accordance with their personal plan.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	The Responsible Individual has put measures in place to review and monitor that care plans are delivered in line with identified need. This specifically draws on young person not being kept safe and incidents happening as a result of lack of support / supervision. These areas have been addressed by manager and reviewed / overseen during Reg73 visits and quality assurance audits. Continued oversight needed until inspection which is due by June 2025	n/a	GREEN
	AFI 35 - The service provider has not ensured agency staff have the same checks as permanently employed staff and have evidence to demonstrate checks have been undertaken. This may include confirmation and checklists supplied by any agency.	Group Manager Placement and Provider Services	Complete subject to CIW sign-off	The Responsible Individual has put in place checklists to ensure the relevant checks are in place and the agencies the service works with has also been advised of expectations. These checks are working and since this inspection, CIW haven't had raised any issues in regards this area. These same systems that have avoided sanctions are the same that Harwood now employs. These have been completed but will not be signed off as complete until the inspection.	n/a	GREEN
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	This is complete and these considerations were taken into account when developing the new Strategy	n/a	BLUE
	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	Once the new Digital Strategy is in place, this recommendation will be considered as part of the development of the delivery plan which will underpin the new strategy.	December 2025	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	Once the new Digital Strategy is in place, a review of the Terms of Reference of the Digital Board will be undertaken, as well as implementing an improved process to monitor progress and impact over the short, medium and long term	December 2025	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 6 W 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	We have continued our links with education, this is a wider corporate parenting responsibility. Education, Early Years and Young People Directorate have reported to Cabinet Corporate Parenting Committee on the role of the Education Engagement Team in supporting care experienced children. We have a complex needs policy in place for children not accessing education so that foster carers can receive enhanced payments to support children during school hours.	March 2026	YELLOW
	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	March 2024	The Fostering team manager has continued the link with our Local Authority Designated Officer LADO, Fostering Network have developed an allegation toolkit which will strengthen the processes around when an allegation is made against a foster carer.	n/a	BLUE
	R4 Foster care agreements and safer caring agreements are in place, but these are not completed thoroughly,	n/a	n/a	Complete	n/a	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	March 2024	The team manager continues to have oversight of the process and quality/consistency.	n/a	BLUE
	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	n/a	BLUE
	R7 Some children have experienced high numbers of moves, which impacts their stability and outcomes	Group Manager Placement and Provider Services	March 2025	8.71% have experienced 3 plus moves in 2024/25 so numbers remain low.	n/a	BLUE
	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	n/a	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	The team manager has put processes in place which means they sign off all of these documents, ensuring this is taking place consistently.	n/a	BLUE
	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	March 2025	The team manager has put processes in place which means they sign off all of these documents, ensuring this is taking place consistently.	n/a	BLUE
	R11 The service is reviewing how they can improve monitoring of children's personal outcomes.	n/a	n/a	Complete	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 97	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	June 2024	There is now a clear plan to embed the foster charter into practice across all of children's services, with a face-to-face implementation session planned.	n/a	BLUE
	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	n/a	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.	n/a	n/a	Complete	n/a	BLUE
	R15 The service has experienced a high turnover of staff in all areas.	Group Manager Placement and Provider Services	June 2024	There is a stable management team in place, with general fostering having a team manager and senior in place, although there are two vacancies in the general side this is being covered by a very experienced agency social worker. The kinship senior post has two internal candidates so we are confident this post will be filled by next quarter.	n/a	BLUE
	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	April 2024	There is a clear plan for the quality assurance (QA) framework to be implemented by July 2025. There have been observations of practice of Supervising Social Workers (SSW) and positive feedback received from foster carers about their SSW.	July 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	March 2024	Training plan is in place and training lead led our recent Information and Consultation Event (ICE), taking feedback from carers which will go into the training plans for the next year.	n/a	BLUE
	R20 Additional guides for children reflecting different ages and needs to be developed.	Group Manager Placement and Provider Services	Nov 2024	Children's guide to be launched in summer 2025. We have also developed more child friendly feedback forms as part of the annual review process (based on children's feedback).	Sept 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	April 2025	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 have been analysed.	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	April 2025	The revised Corporate Plan Delivery Plan (CPDP) was presented to Cabinet / Council in March 2025.	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 98	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	Sept 2024	Complete	n/a	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	No change since last quarter. Agency use continues to be low, and recruitment and retention continues to be stable.	n/a	BLUE
	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	April 2023	Completion rates are increasing with Quality Assurance system flexibility through the Interim Framework 2024. MOSAIC will enable us to establish mandatory field to address this completely.	n/a	BLUE
	Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	HoS	Sept 2023	Tros Gynnal Plant (TGP) Cymru continue to support the LA In developing a Parents Charter and forum. Feedback from parents to TGP Cymru has highlighted areas that they feel would make their experience of child protection conference easier have been shared regionally. Positively, all the areas identified by parents are already being delivered in Bridgend.	March 2026	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/Deputy HoS	June 2023	Compliance across teams continues to be strong and where there are aspects of poor performance, these are recognised and plans in place to address preventing critical incidents occurring.	n/a	BLUE
	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	n/a	BLUE
	Pr8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	GM Commissioning	Continuous	We presently have 2 children placed in Operating Without Registration placements. There continues to be challenges within the placement market, however, improved care planning has reduced some of the issues seen historically. The Health and Social Care Act has received royal assent. The intention of which is to remove profit from children's social care. Funding from WG will be provided over the coming year although only a reduced amount is guaranteed which presents risks. Our Placement commissioning strategy highlights clearly the pressures we face and how we best can respond. Our new residential provision should be operational in September 2025.	March 2030	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	June 2023	The final version of the threshold document has been presented to the regional safeguarding sub-group. A final review is being undertaken by that group to ensure the document is fit for purpose. It will then progress to publication in July 2025.	Sept 2025	YELLOW
	W6 - Performance indicators in relation to timeliness of meeting statutory requirements - maintain focus and scrutiny on ensuring compliance with all its statutory responsibilities	n/a	n/a	Complete	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 99	W7 - Implement and embed consistent practice regarding identifying and responding to child exploitation, progress work as a matter of urgency	n/a	n/a	Complete	n/a	BLUE
	W8 - Closely monitor contact arrangements for children and their families	GM Case Management and Transition	June 2023	The contact team is now in place with a contact manager in post. This will allow a clear oversight of the contact arrangements for families and ensure consistency across teams.	n/a	BLUE
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	n/a	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	Sept 2023	Revised workforce reporting is now in place and data is produced quarterly and shared with CMB and other key forums such as Directorate Management Teams, etc. This work will continue going forward, with focus on specific areas where needed.	n/a	BLUE
	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	June 2023	We have developed some of our own performance measures. Benchmarking with others is a challenge and is being explored at a national level.	Sept 2025	YELLOW
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	n/a	BLUE
	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	The regional Memorandum of Understanding, as a precursor to a binding Regional Partnership Agreement (RPA), has been agreed through each of the statutory organisations' governance fora. Development of a Regional Partnership (Section 33) Agreement is progressing and will be with Statutory organisation governance in July. This will provide the region with a shared accountability framework.	Sept 2025	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 100	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	n/a	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	Multidisciplinary teams on a local footprint, and an integrated Navigation Hub, are key features of the ICCS model agreed. 'phase 1' will focus on aligning current community-based Health & Social Care teams by developing shared priorities and creating a team environment (Functional integration for Rhondda Cynon Taf and Merthyr Tydfil) Clinical Navigation Hub leads have been engaged and a project structure is being developed for Nav Hub/ Single Point of access alignment. Bridgend is at a different stage, and the next step is improving existing arrangement through the Regional Partnership Agreement (RPA). A paper highlighting issues for resolution prior to the agreement of the RPA is being developed for partners. A Delivery Subgroup has been established to drive these immediate priorities forwards. The intention is to move to a single regional model in Stage 2, with the above as steps towards that acknowledging the different starting points. Demand and Capacity work progressing. A paper proposing priorities and action for the Population Health Pathway will be presented to the Regional Commissioning Group on 4 April and to PLT on 25 April. A Business Case is being prepared to pull together all the above.	Sept 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	Complete	n/a	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 Regional 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.	Sept 2025	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
Page 101	R7 Regional Workforce Planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB 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 being undertaken to generate granular detail on teams in scope for integrated model. Including: Geographical footprint of the team(s) if not already evident (i.e. neighbourhood/cluster/locality) Team establishment (FTEs and vacancies) Capacity and demand. Typical caseload level and waits. Management structure. Named individuals, contact details and reporting lines into organisations. Service responsiveness Access criteria. Referral processes. Pay scales and Terms & Conditions. ICT systems utilised. Main links with other services in the pathway.	Ongoing	AMBER
CIW, Performance Evaluation Inspection of Children's Services (May 2022)	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	n/a	n/a	Complete	n/a	BLUE
	PE2 - Limited Evidence of Direct Work	n/a	n/a	Complete	n/a	BLUE
	PE3 - Inconsistent use of chronologies and genograms	n/a	n/a	Complete	n/a	BLUE
	PE4 - Strengthen business support for practitioners	n/a	n/a	Complete	n/a	BLUE
	PE5 - Variable evidence of management oversight/Quality of supervision	n/a	n/a	Complete	n/a	BLUE
	PE6 - Practice model – implementation of Signs of Safety	n/a	n/a	Complete	n/a	BLUE
	PE7 - Review of direct payments scheme	n/a	n/a	Complete	n/a	BLUE
	PE8 - Consistent offer of a carers assessment	Dep HoS/GM Case Management and Transition/ Carers Development Officer	March 2023	Performance indicators show 100% carers are being offered a carers assessment	n/a	BLUE
	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	June 2023	The Family Support commissioning strategy has now been completed and a clear action plan is in place to respond to the identified areas within the strategy. This work will be taken into 2025/26.	March 2026	GREEN
	PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	n/a	n/a	Complete	n/a	BLUE

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
	PR3 - Placement sufficiency and support	HoS/GM Placements and Provider Services	March 2023	A Business Justification Case has been developed and approved by the relevant boards in respect of increasing capacity of provision of homes for children. A property has been identified for a multi-occupancy residential service and offer accepted. Search underway for the second home. We have continued to work closely with Foster Wales on recruiting and retaining foster carers. Our recruitment officer has supported national campaigns and led local activities such as information sessions and drop-ins. A new foster carer handbook and welcome pack for newly approved carers are nearly ready and awaiting final sign-off. We also held our latest Information and Communication Event (ICE), which was well attended and generated valuable ideas and feedback from carers and staff. A new front door process is now in place to strengthen the applicant journey—from the first enquiry right through to panel. This includes clearer communication with applicants, mid-point meetings to check progress and provide support, and a stronger quality assurance process of independent social worker assessments. We have also worked with regional groups to help shape national resources, including a Children's Guide that we will be adapting for our local area.	March 2030	RED
	PR4 - Accessibility of information, advice and assistance	n/a	n/a	Complete	n/a	BLUE
	PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	Director/HoS/ Principal Officer Training	March 2023	The Principal Officer for Social Work Transformation commenced in post in March. This will assist the embedding of the framework and support teams in developing more emphasis on the quality of their work as compliance across teams is generally strong.	n/a	BLUE
	PI1 - Inconsistent thresholds and standards of practice	n/a	n/a	Complete	n/a	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	n/a	BLUE
	PI3 - Share learning from audits and reviews with staff and partners	n/a	n/a	Complete	n/a	BLUE
	W1 – Further work is required to improve the timeliness of meeting statutory responsibilities	n/a	n/a	Complete	n/a	BLUE
	W2 - Facilitation of supervised contact	GM Case Management & Transition/ GM Locality Hubs/Contact Monitoring MO	March 2023	The service is now centralised, and additional management support is also in place. It is already evident that the centralised nature of the service is providing more opportunities to maximise the service than when based in localities ensuring children and families are having quality family time together consistently.	n/a	BLUE

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2024-25	Current Delivery Date	BRAYG Q4 24-25
	W3 - Consistent high quality written records	n/a	n/a	Complete	n/a	BLUE
	W4 - CSE and CCE – strengthen interventions and mapping	n/a	n/a	Complete	n/a	BLUE
	W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	Complete	n/a	BLUE
Audit Wales, Review of Arrangements to Become a 'Digital Council' (June 2021)	P1 The Council could improve its digital strategy	Martin Morgans	Dec 2024	Draft Strategy has been completed with the public consultation starting in June 2025 with the aim to submit final Strategy to Cabinet in October 2025.	October 2025	AMBER
	P2 The Council should strengthen some governance arrangements to deliver the strategy	n/a	n/a	Complete	n/a	BLUE
	P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	n/a	n/a	Complete	n/a	BLUE

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	SELF-ASSESSMENT 2024/25
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	The Corporate Plan and Performance Framework (on which Self-Assessment is based) form part of the Policy Framework.
Executive Summary:	This report seeks the Corporate Overview and Scrutiny Committee’s views on the Council’s self-assessment 2024/25, particularly the draft scores and narrative. Key points are – • This is the second year judging performance against the Council’s Corporate Plan 2023-28. • Judgements / scores are developed based on the objective methodology agreed by Cabinet / Corporate Management Board and the Governance and Audit Committee in 2024. • All Wellbeing Objective scores are yellow (good) and amber (adequate). • Use of resources score is amber (adequate). • Governance score is yellow (good).

1. Purpose of Report

- 1.1 The purpose of this report is to seek the Corporate Overview and Scrutiny Committee’s views on the draft self-assessment for 2024/25.

2. Background

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

- Are we exercising our functions effectively;
- Are we using our resources economically, efficiently and effectively;
- Is our governance strong.

- 2.2 The Council published its first self-assessment in October 2022 based on performance in 2021/22. The process was new, but based on existing data, reports and meeting fora where possible. Feedback on the report was generally positive in terms of the honesty and transparency of ratings, length of the report and simplicity of the language. Some members felt that annual performance data should have been published alongside the self-assessment.
- 2.3 The Council published its second self-assessment in December 2023 based on performance in 2022/23. Reflecting on the first self-assessment, some changes were made, including –
- Using information from the newly developed regulatory tracker,
 - Publishing performance information alongside the self-assessment,
 - Adding case studies to the document.
- 2.4 The Council published its third self-assessment in October 2024, based on performance in 2023/24. This was the first time self-assessment reviewed performance against the Council's new Corporate Plan 2023-28. Reflecting on the second self-assessment, further changes were made, including –
- Including more comprehensive information on major consultation and engagement activity around the Council throughout the year;
 - Scoring wellbeing objectives and aims using an objective and agreed process;
 - Including a section on how well the Council performed against improvement activities from the previous self-assessment;
 - Embedding self-assessment in the quarterly performance process so that large parts of the report write themselves and are familiar to senior officers and members.

3. Current situation / proposal

- 3.1 For 2024/25, the performance section of the self-assessment report followed the same process as in 2023/24. This section includes –
- A performance overview summarising performance against the whole corporate plan, using two graphs showing how are we doing on our commitments / projects and how are we doing on our performance indicators.
 - A performance section for each wellbeing objective to include a graph showing performance, a summary of performance against each aim with a Red Amber Yellow Green (RAYG) rating for each and a short narrative section, what we will we do to improve and a case study.
- 3.2 The same methodology was also used for developing a RAYG rating for each of the wellbeing objectives and aims. This means that the RAYG is objective and based on performance on the commitments and performance indicators (PIs). This would provide useful information to the public about how we are doing at a strategic level (but beyond the Wellbeing Objective level).

- 3.3 The approach gives a score to each commitment and performance indicator based on their RAYG rating. The individual scores are then combined to give an overall score for the aim (as a proportion of the maximum), using the approach provided in the performance framework. This methodology worked well last year, and improvements have been made to ensure it is more accurate this year. After a score for each aim is developed, a narrative for each aim will be developed pulling information on commitments and PIs directly from the end of year performance dashboards and testing this with Heads of Service and Corporate Management Board (CMB).
- 3.4 Since 1 April 2024 the Council has been subject to the Social Partnership duty under the Social Partnership and Public Procurement (Wales) Act 2023 (SPPP Act). The Council's first Social Partnership Annual Report is required to be reported to Welsh Government as soon as is possible after the end of financial year, explaining action to comply with the duty in the preceding 12 months. This information has also been included in the Corporate Self-Assessment as it is so closely aligned with existing content, particularly the consideration of consultation and engagement work completed in the year. This section has therefore been extended to cover –
- Evidence of work with staff and Trade Unions on how the Council will achieve its wellbeing objectives in the year (particularly budget setting)
 - Evidence of how the Council worked with staff and Trade Unions to agree last year's self-assessment
 - How frequently the Council met with Trade Unions as part of its Social Partnership duty
 - Any training provided to employees / trade union representatives on how the Social Partnership Duty is being implemented; and
 - Any interesting case studies of work related to the Social Partnership Duty.
- 3.5 The Council's assessment of progress against the second performance requirement on use of resources follows the same process as last year. Firstly, the 7 use of resources templates were reviewed and updated by the lead officers. All of the 7 areas have been included in the work of Audit Wales in the past three years, and in many cases reviewed, discussed and followed-up by the Governance and Audit Committee or Corporate Overview and Scrutiny Committee, so there is significant additional evidence to draw on. These 7 are then collated by the performance team for scrutiny and challenge.
- 3.6 The third performance requirement, on governance, is covered by the annual governance statement (AGS) which is scrutinised by the Governance and Audit Committee. This document has been summarised by the performance team as in previous years.
- 3.7 The draft findings from each of the three performance requirements has been brought together into a single presentation for officer scrutiny and challenge in the first instance. This was discussed and moderated by Heads of Service at their meeting on 17 June 2025 and CMB on 18 June 2025. It was then considered by CMB / Cabinet (CCMB) on 24 June 2025.

Judgements for 2024/25

3.8 The Council's proposed self-assessment judgements for 2024/25 are –

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

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

3.10 The Governance judgement remains at 'Good'.

Moderation process

3.11 To test the judgements generated by the new scoring system, each of the 41 individual aims were discussed by Heads of Service, CMB and CCMB. Each aim was subjected to a second test, comparing actions, progress against commitments and PI performance to the RAYG key in the Council's agreed and published performance framework, outlined below.

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

3.12 Heads of Service (HoS), CMB and CCMB have proposed the following changes to 3 specific aims or 7% of the aims (worsening or downgrading the scores) -

Aim		System score	HoS / CMB proposal
2.3	Improving our town centres, making them safer and more attractive	Excellent	Good
5.5	Improving flood defences and schemes to reduce flooding of our homes and businesses	Excellent	Good
7.1	Improving active travel routes and facilities so people can walk and cycle	Excellent	Good

3.13 They proposed the following changes to 3 specific aims or 7% of the aims (improving or upgrading the scores) –

Aim		System score	HoS / CMB proposal
1.4	Supporting children with additional learning needs to get the best from their education	Unsatisfactory	Adequate
3.5	Investing in our parks and green spaces and supporting tourism to the valleys	Adequate	Good
5.3	Improve the quality of the public realm and built environment through good placemaking principles	Unsatisfactory	Adequate

3.14 The main reasons for the proposed changes are;

- For our proposed upgrades, some of the aims are currently insufficiently measured by the Commitments / PIs that underpin them. This means that the judgements are being skewed when compared with a more subjective, broader service view. So, for example, in relation to aim 3.5 'Investing in our parks and green spaces and supporting tourism to the valleys' the score is 'adequate' based on 1 commitment and no performance indicators. The actual range of investment (as well as business as usual work) is much broader than this would suggest. For this reason, it is proposed to increase the judgement from 'adequate' to 'good'. The same principal applies to aim 5.3 Placemaking.
- For our proposed downgrades, some of our aim scores feel out of sync with officer (and likely member / public) opinions. Again, this points to issues with the commitments / PIs under those aims, as well as a lack of service user perspective measures which is a longstanding and challenging issue we are tackling with councils across Wales. This particularly applies to aims 2.3 Town Centres, 5.5 Flooding and 7.1 Active Travel.

Next steps

- 3.15 The moderated findings have been brought together into a single draft self-assessment (included at **Appendix 1**).
- 3.16 The performance information that supports the self-assessment is included at **Appendix 2** to provide the Committee with a better understanding of the Council's performance against each Wellbeing Objective, Aim, PI and Commitment that underpins the self-assessment judgements. This should give the Committee additional reassurance about the fairness and accuracy of the process.
- 3.17 Following its consideration at the Corporate Overview and Scrutiny Committee, the Council will discuss the draft document with –
- Trade unions through the Council's regular meeting programme.
 - Town and Community Councils at the Town and Community Council Forum (TCCF).

- Partners and neighbouring local authorities at the Public Services Board (PSB).
- 3.18 Following these discussions, the performance team will make improvements over the summer, translate and design the document and present the final draft self-assessment 2024/25 to Cabinet and Council in September 2025.
- 4. Equality implications (including Socio-economic Duty and Welsh Language)**
 - 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.
- 5. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives**
 - 5.1 This report reviews the following corporate wellbeing objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-
 1. A county borough where we protect our most vulnerable
 2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
 3. A County Borough with thriving valleys communities
 4. A County Borough where we help people meet their potential
 5. A County Borough that is responding to the climate and nature emergency
 6. A County Borough where people feel valued, heard, part of their community
 7. A County Borough where we support people to live healthy and happy lives
 - 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also been included in the Council's wellbeing objectives. The ways of driving and measuring them is also contained in the Corporate Plan Delivery Plan.
- 6. Climate Change and Nature Implications**
 - 6.1 There are no specific implications of this report on climate change. However, the self-assessment considers the Council's performance on areas including climate change.
- 7. Safeguarding and Corporate Parent Implications**
 - 7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the self-assessment considers the Council's performance on areas including safeguarding and corporate parenting.
- 8. Financial Implications**
 - 8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 It is recommended that the Corporate Overview and Scrutiny Committee:-

- Consider and provide views on the draft Self-assessment 2024/25 report in **Appendix 1** supported by performance information in **Appendix 2**.

Background documents

None

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Bridgend County Borough Council Corporate Self-Assessment 2024/25**1. The purpose of this report**

In January 2021, the Welsh Parliament passed a new law that changed the way councils work. Every year, we must publish a self-assessment report. This report covers 6 April 2024 to 5 April 2025.

We want the report to assure Welsh Government that we are performing well. We also want it to tell them that we are using our money and other resources properly and making decisions in a sensible, open way. Most importantly, the report must tell local residents, businesses and all stakeholders how we are doing. Welsh Government and the Welsh Local Government Association published guidance that told us how to develop our self-assessment and what evidence to use to judge ourselves.

Our self-assessment also acts as our annual report, our wellbeing report and for the first time this year as our social partnership duty report.

2. The changing world for local government

The world is changing fast, and this is having a big impact on the way the Council works. Some of the hardest things we are dealing with in 2024/25 are -

- The ongoing cost-of-living crisis causing increased energy costs, changes to the cost and availability of goods and services, and impacts on residents that add demand to our services. Long term council funding is not increasing at the same rate so our funding can't keep up with our outgoings.
- Political changes both at home and abroad, including a new UK Labour Government. This means a changing financial situation and changing priorities and expectations of the council, for example increases to employer National Insurance Contributions likely to add significant costs for councils and our partners.
- New and far-reaching legislation from UK and Welsh Governments on issues including social partnerships, immigration, elimination of profit from social care, employment rights and procurement that affect large parts of our organisation.
- Exceptional demands across some of our key service areas including support for children with Additional Learning Needs, older people's care, complex children's placements and homelessness. Changing patterns of need in other service areas, for example behaviour in schools and attendance. And services struggling to meet expectations due to capacity / resilience issues following years of budget cuts.

Our progress against last year's areas for improvement

In our 2023/24 Annual Self-Assessment we identified a series of areas that needed specific improvements in 2024/25. Below is an update on the work we have undertaken in these areas. More detail is provided on actions to date, and those that are still planned in each detailed section of this report. In 2024/25 we have –

Wellbeing Objective One

- Mandatory E-Learning modules for staff have been reviewed and an updated process will be used going forward.

- We have significantly reduced the backlog of historical Disabled Facilities Grants. There are now 83 individual historic cases (2020/2023) awaiting allocation, compared to 268 cases at the end of 23/24.
- The Family Support Service has been reviewed and Integrated family support service and family group conferencing is in place.
- Prevention and wellbeing service have given support for 72 new young carers in primary school and 106 in secondary /higher education. Also provided support through 167 new young carers accessing a young carer ID card, 282 new young carers with a halo membership card (and 377 new household members).
- Brought in 'what matters' conversations and proportionate carers assessments. These can reduce the need for a full carer assessment through social workers.
- A young carers network event was held to get Young Carers meeting each other, sharing information, and getting away from responsibilities, caring and school.
- The children's services action plan is regularly reviewed, and good progress has been made on the priorities.
- The adult services 3-year strategic plan has been developed and adopted and implementation is underway.
- The future operating model for children's services is now in place and the underpinning processes / panels have been established.
- A 4-day training programme for strength-based practice to front-line social care staff has been developed and delivered. We are also working to support our partners to understand the Signs of Safety model.
- A draft Children and Families Placement Commissioning strategy has been developed and submitted to Welsh Government. There has also been a review of daytime opportunities in Bridgend which has been approved by Cabinet.
- The Corporate Safeguarding Board continues to oversee safeguarding practice across the Council. A reasonable assurance of corporate safeguarding arrangements has been given by internal audit.
- We have made good progress implementing the action plan from the housing support programme strategy, including mobilisation of Leasing Scheme Wales and development of additional accommodation models, including the Council purchasing HMO style accommodation. A review of Social Housing Allocation is now complete.
- We have provided regular safeguarding training to school governors both online and on a face-to-face basis.
- A Regional strategy for safeguarding and exploitation has been signed off and local plans developed for implementation in the Council.

Wellbeing Objective Two

- The Shared Prosperity Fund programme has been delivered successfully in 24/25 with 37 businesses receiving funding.
- The employability offer for people with care and support needs has signed up 1,778 participants in 2024/25. We have worked with partners to support with training, volunteering and employment. The Marketing and Engagement team is well established and successful with promoting employability.

- We are helping people with support needs overcome barriers to work. Bridgend Employability Network holds monthly meetings with partner organisations to inform and develop referral pathways and collaborative opportunities.
- The transforming town programme has awarded £340,307 to 5 schemes which contribute towards regenerating our town centres.
- A new procurement contract (to reflect the Procurement Act 2023) has been developed, published on the Intranet for staff and shared with suppliers.
- We have run focus groups to better understand the results of the 2024 staff survey and developed plans to address the issues / run staff surveys differently in future.
- We have identified 7 Real Living Wage employers in 24-25 that were awarded contracts, taking the total to 257. We have included a question in our tender documentation to help us identify Real Living Wage employers more easily.
- Learning and development to support social workers includes an introduction to the practice model, 2-day introductory training, 5-day advanced training, partnership workshops, manager workshops, practice intensive workshops for specific teams and the development of e-learning (awareness level) package.

Wellbeing Objective Three

- Consultation on the Placemaking Plan for Maesteg has been completed and the Plan is now ready for formal approval.
- The commercial property enhancement grant paid out £168,280 against 7 properties to enhance and consolidate the High Street in Commercial areas across our valley areas. This fund was supported by the Shared Prosperity Fund.
- The Community Asset Transfer (CAT) Programme has encountered challenges, and we have only achieved 2 against a target of 10, partly due to staffing issues.
- The development of 180 new homes is continuing on the Ewenny Road site. Sale of the former Ewenny Road Industrial Estate to a housing developer is being finalised.
- The Valley Regeneration Strategy is in final draft form. Once is formally adopted, we will use this as a tool to develop potential funding bids
- The Green Spaces Enhancement Project has been completed.
- We continue to work with Registered Social Landlords (RSLs), Welsh Government and other partners to resolve issues affecting the delivery of new affordable housing sites in the Valleys.
- We have secured funding for a feasibility study for new facilities for people with learning disabilities at Wood-B and B-Leaf.
- Capital investment via Sport Wales / SPF has added value to Ogmere Life Centre with the extension of the studio to allow the growth of older adult's activities.
- HALO Leisure have been working with schools / community groups to promote the use of the upgraded library facilities in Ogmere Life Centre.
- Feel good for Life wellbeing programme has supported 600 attendances. Super - agers community wellbeing activities have supported 163 individuals (2061 attendances - 126 opportunities). The National Exercise Referral Scheme has supported 1331 new referrals.
- The tender process for the Bettws Welsh-medium childcare facility has concluded and a preferred provider has accepted the opportunity. The tender process for the Blackmill provision will run through May 2025.

Wellbeing Objective Four

- We have implemented the mandatory requirements of the Curriculum for Wales in all Bridgend schools.
- The Trauma Recovery Model has been implemented, and we are creating a range of trauma interventions for Bridgend services and partners, adopting the trauma-based practice model with children.
- The Prevention and Diversion Panel has input from a range of stakeholders (including South Wales Police and Bridgend College), to help plan exit strategies from the earliest point possible. It also enables allocation of referrals that may not be suitable for support from Bridgend Youth Justice Service.
- Youth Support Services hold a multi-agency panel to review Year 11 pupils with less than 50% attendance and discuss support. The number of Year 11 leavers presenting as NEET in Bridgend remain below the Wales average.
- The 'Your Voice' digital forum has concluded and had 790 participants. Staff from the Children's Rights and Participation Team will work with Youth Councillors to identify the themes and issues raised.
- A governor skills audit was conducted in summer 2024, to collect information on the profession learning and skills training needs for school governors. Feedback has been used to identify areas of professional development needed.
- A total of 67 governors attended safeguarding training (Group A Safeguarding, Group B Safeguarding and Child Protection) between April 2024 and March 2025. Training is provided as in-person sessions or online.
- Schools have had additional digital learning training on topics such as, online safety, the use of the Digital Competence Framework 'Planning for Progression' resource, Adobe Express. Teachers and practitioners are now well-prepared to integrate these digital tools and frameworks into their curriculum.
- We are redeveloping the youth-led website. Youth Support Services are awaiting the outcome of a business proposal to trial for a corporate TikTok account.
- Our Welsh in Education Strategic Plan (WESP) communication and engagement plan has been finalised, with a vision, messaging and promotion of Welsh-medium education. The 'Comms Cymraeg Schedule' is finalised, which is a plan for targeted communication over the year. We also launched a Facebook campaign to promote Welsh-medium education.
- The school design for Ysgol Gymraeg Bro Ogwr has been progressed and Council approved extra capital funding needed. Ecological issues continue to affect the Ffordd Cadfan site, and the seasonal mitigation. This has impacted on the timing of a site investigation.
- Cabinet Secretary for Education gave approval to proceed the Heronsbridge School project to Full Business Case stage. Council approved the extra capital funding needed and a tender process is underway.
- The planning application for the replacement Mynydd Cynffig Primary School was submitted in November 2024. The detailed design and contract preliminaries have been progressed. Cabinet Secretary for Education gave approval to proceed to Full Business Case stage.

- Cabinet approval has been received to transition the Bridgend West scheme from Mutual Investment Model (MIM) funding to capital and the planning application has been submitted. The tender process started in February 2025.
- The Education Engagement Team have scheduled 'drop-in' sessions with the Care Experienced Children Team to ensure that our teams become aware of care-experienced children at the earliest opportunity to ensure smooth transitions into education and appropriate support is given.
- Performance framework and action plans have been developed on support for care-experienced children so the Corporate Parenting Board can hold partners to account on progress against the priorities they set.
- A Regional Accommodation Strategy for people with a Learning Disability and a Regional Report on transition for children with a Learning Disability have been completed - commissioned by the Regional Learning Disability Commissioning Group. An accommodation-based review has been completed in the Council.

Wellbeing Objective Five

- Work has begun on the development of a fleet transition strategy review.
- There are currently 6 electric vehicles in the Support at Home Service, Mobile Response Team, and at Trem-Y-Mor. Charging points are in operation.
- The final Air Quality Action Plan (AQAP). was approved by cabinet and submitted to Welsh Government in April 2024.
- We have completed energy efficiency improvements for council buildings by installing 220.8kWp (including the Resource Centre, Bryn y Cae, Bryncethin) In 2024-25.
- Planning have successfully updated their website to include additional information and guidance about the new Local Development Plan (LDP).
- The Local Nature Partnership (LNP) continues to be supported by the Climate Change Response Team. The team are developing projects with partners and community groups to include in our Local Places for Nature 25-27 application. A section has also been added to the Corporate Induction e-learning module on the Biodiversity Duty, what it is and what it means for BCBC employees.
- A decision was made at Cabinet to bring waste services in house. A Waste Transition Board meets fortnightly, Chaired by the Leader.
- The recycling centre at Tythegston has now been decommissioned and a new centre opened in Pyle Industrial Estate.

Wellbeing Objective Six

- The Strategic Equalities Plan (SEP) 2024-2028 Action Plan has now been completed and signed-off by Cabinet Committee Equalities. It has been published on the Council's website.
- 3 staff network groups have been established for Menopause, Disability and LGBTQ+. Terms of reference have been agreed and information on staff networks is promoted with staff. A Welsh Language Forum for staff of all proficiency levels has been established.
- A Participation and Engagement Strategy has been implemented and Published.

- The National Residents Survey was actively promoted and closed with over 3,000 responses. Results are being analysed.
- A draft Net Zero Strategy was completed in March 2025, feedback from officers and Scrutiny Committee has been provided to Carbon Trust and the revised strategy anticipated to be complete in May 2025. It will then be subject to a 12 week public consultation before formal adoption.
- We undertook a pilot in 2024 in Garw and Ogmore Valley libraries to provide extra support for residents in libraries. Demand was extremely low and a decision has been made to focus on how we improve performance across all the customer channels to improve the way we deal with customer demand.
- Community Navigators are based in BAVO, supported by Regional Integrated Fund Investment (RIF). BAVO are sustaining a range of community-based networks as part of a prevention and wellbeing within communities approach.
- We work closely with CTM partners / 3rd sector organisations, including the CTM WISE project, working on streamlining health services and social prescribing pathways. Support has been made to increase community resilience in dementia services. We celebrated older persons week with free activities including art workshops, cinema screenings and a silent disco run by our cultural trust Awen.

Wellbeing Objective Seven

- The Metrolink bus facility was made fully operational in November 2024.
- A Tender process to award the contract for the construction work for Porthcawl Grand Pavilion Redevelopment has been completed.
- 22 play area refurbishments were completed and handed back to the community
- For 2024-25 over £13 million was allocated through Social Housing Grant and Transitional Capital Programme Grant to deliver 108 houses.
- Active leisure membership has increased within Garw Valley life centre at just over 320 live members. Ogmore Valley life centre capital works will be finished soon allowing more structured use of facilities and extra investment in to change the main entrance and upgrade the sports hall have been secured
- External support has been commissioned to help us develop a plan for the long-term Active Bridgend Plan and leisure strategy and a lot of initial engagement has taken place. Discussions have taken place to address key policy areas including community focused schools, community asset transfer, active travel, play sufficiency and the population needs assessment.
- We have developed a draft play sufficiency assessment and action plan with a focus on policy / implementation across the whole council.
- Free School Meals roll out has finished so free school meals are now available for all Bridgend primary school pupils.
- There has been a small Welsh Government-funded expansion in Flying Start (26 additional places). Five new providers have been recruited to support the ongoing delivery of the Flying Start childcare programme.
- We have a new operating model for the multi-disciplinary team (MDT) which includes a screening and triage function based on urgency of need.

How is the council performing in 2024/25?

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

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

In line with the Future Generations Act and the sustainable development principle, when we developed this 5-year corporate plan, we thought hard about how we could work differently to respond to short- and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term.

Each year, we allocate resources through the development of an annual budget. This is set in line with the priorities in the Corporate Plan. Alongside this, we publish a detailed delivery plan that sets out the specific priorities for the year and how we will measure them.

We have a process for measuring how we are doing on our priorities. We use –

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

Each part of the council pulls this information together and presents it to councillors who look at the data, check it and ask questions. This was done for the year 2024-25 in June and July 2025.

APPENDIX 1

We use all of this information to come to overall judgements on progress against each of our aims and wellbeing objectives using this scale -

	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%+)

Performance Overview

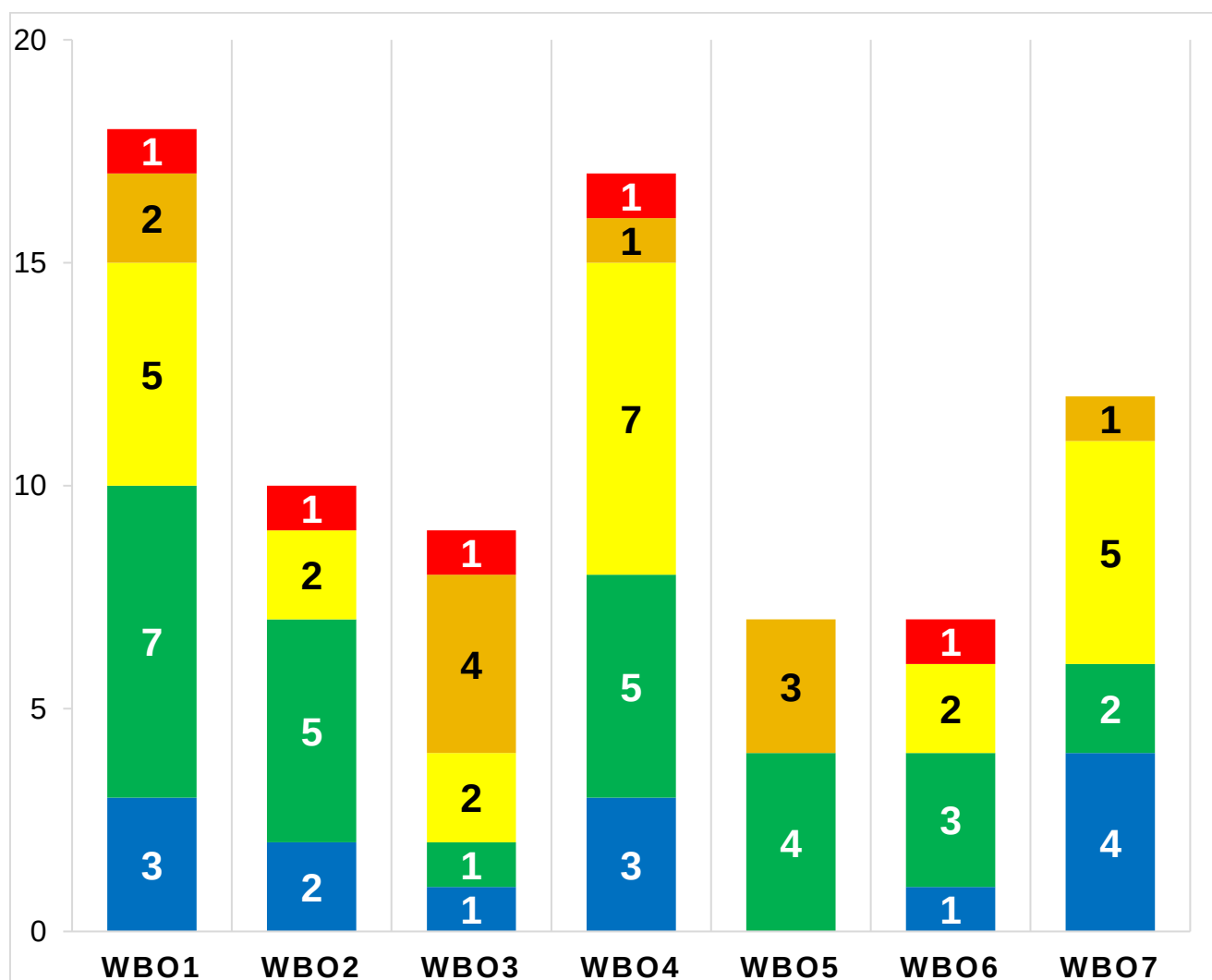
To support the new, 5-year Corporate Plan, we developed a 1-year delivery plan for 2024/25. The plan included –

- 80 commitments (projects) the council will do to help us achieve our aims, for example, opening a new metrolink bus facility in Porthcawl.
- 108 performance indicators to measure our day-to-day activities, for example, collecting and recycling your household waste.

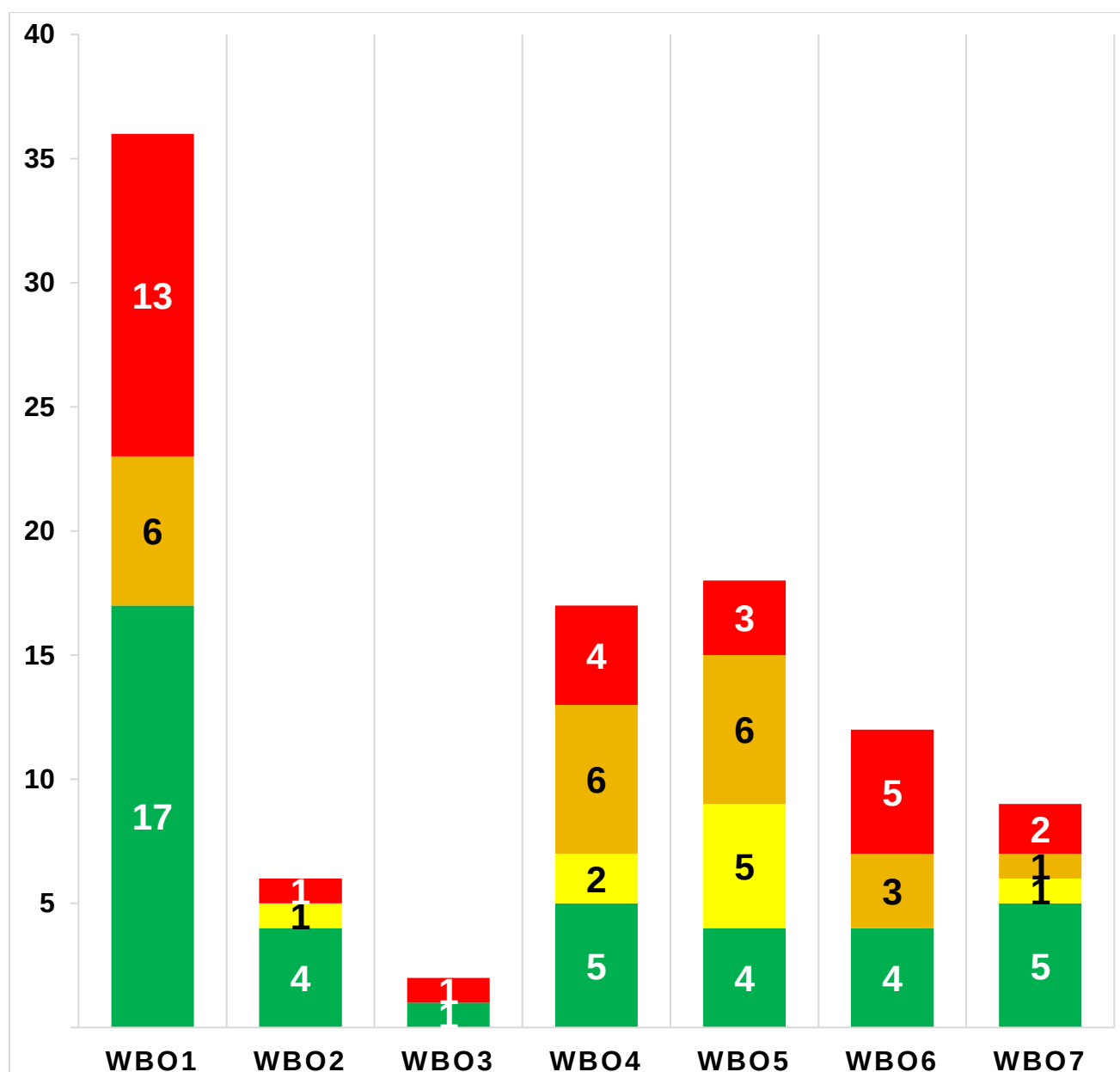
Each one of these has been given a blue, red, amber or green rating to show you whether they are completed, on target or if we are struggling to achieve them, and the two graphs below summarise these.

Alongside the self-assessment, we have published a separate, short performance document that details our progress against each PI and commitment.

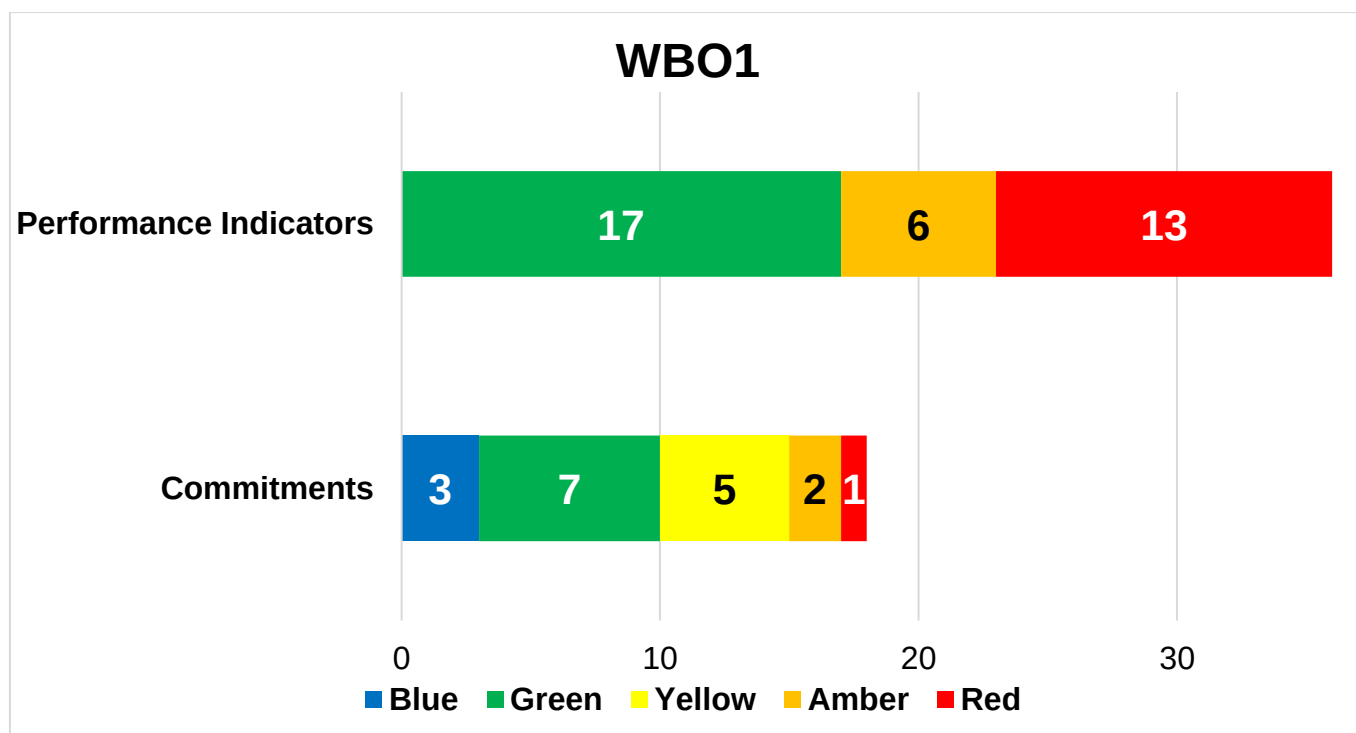
Graph 1 – How we are doing on our commitments / projects



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



Wellbeing Objective	Score
1 - A County Borough where we protect our most vulnerable	Good



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

Aim	Status	Description
Providing high-quality children's and adults social services and early help services to people who need them	Good	Social Services continues to make good progress in delivering our priorities and commitments. We have a clear 3-year strategic plan for Children and Family Services, a significantly improved position in the children's workforce and reduction in the agency workforce. The Signs of Safety model of practice is embedding in the MASH and safeguarding. The number of children on the child protection register has steadily reduced and is on target. We have achieved a safe reduction in the number of care experienced children. 100% of carers (in children's services) have been offered a carer's assessment. There have been further improvements in the timeliness of visits to children who are care experienced and on the child protection register. Performance is more challenged in the care experienced children, placements and in house fostering. The children's placement spend is much higher than the budget allocated for the service. There have been positive regulatory inspections of children's residential care homes. Our biggest challenge is availability of fostering and residential placements which has led to a small number of

		children being supported in operating without registration (OWR) arrangements. A new placement commissioning strategy has been developed to address this. Adult social care also has a clear 3 year strategic plan. There have been positive regulatory inspections in adult social care. 509 reablement packages have been completed, supporting people to retain or regain their independence, although the percentage that mitigated the need for support has got worse. There are positive outcomes in tier 1 and tier 2 services but more challenges are challenges in tier 3 specialist services, particularly the community learning disability team where there are workforce challenges impacting on practice and performance. There have been some improvements in performance but still higher than Welsh average delayed pathways of care. There has been good progress in the commissioning with complex care project to undertake in depth reviews of care packages and commissioning arrangements. There have been detailed service reviews of regulated accommodation (care homes, extra care and supported living) and daytime opportunities. The percentage of enquiries to the Adult Social Care front door which result in information and advice only has increased again and met our target. Numbers of people accessing independent advocacy both in children's and adult's social care is well below target and we are working to improve capacity and provision. We have completed more team around the family support plans and the percentage of plans closing with a successful outcome is similar to last year at 82% There has been a 67% reduction in the number of cases stepping up to statutory services, a key outcome that highlights the effectiveness of our preventative work.
Supporting people in poverty to get the support they need / help they are entitled to	Excellent	Our Council Tax Reduction Scheme (CTRS) is efficient, with applications dealt with promptly. The average time taken to process a new claim for CTR is 19 days. We provide advice and support through our financial advice and assistance service (FASS). This service provides advice and support in managing or reducing household debt to 94% of the people who have contacted it. It is also helping people access benefits and allowances, and 96% of people using the service saw an increased income through claims for additional / increased benefits and allowances – a total of £1.7m in income gains this year.
Supporting people facing homelessness	Adequate	Changes to Welsh Government legislation means there is a crisis of housing supply and demand across Wales. Demand is very high for homelessness services and our

to find a place to live		supply of accommodation (particularly specific types of accommodation like large homes and accessible homes) is very low. This means we aren't able to help people as quickly as we should, and we are relying on temporary accommodation more than we would like. But a complex housing scheme was commissioned and is now operational. We've increased the use of, and built relationships, in the private rented sector by the adoption of the Welsh Government Leasing Scheme and are proactively bringing empty properties back into use. We have purchased accommodation to use as a more suitable form of temporary accommodation for those that are homeless. There has been a further 12% increase in homeless presentations in 2024/2025 since last year. Homelessness prevention has improved and we have met our target for the year. This is a result of the introduction of longer notice periods in the Renting Homes Act and work with RSL's to prevent homelessness by ensuring those who are facing homelessness are given priority for housing.
Supporting children with additional learning needs to get the best from their education	Adequate	The number of pupils on the waiting lists for specialist provision is a lot higher than our target. This includes previous referrals where support in mainstream schools has not been successful. This has resulted in a further increase in the number of pupils needing specialist placements. We have produced a five-year plan to meet increasing demand on ALN support services, specialist provision and schools. Extra finances have been found to meet demand for ALN places, and we are developing 3 new learning resource centres. We are bringing in an online IDP (Individual Development Plan) system, but it has been delayed due to issues found in testing. It is likely to be in place early in 2025/26. To comply with the ALN Code for Wales, all (100%) year 9 pupils with Additional Learning Needs with a transition plan in place, should have had an annual review by 31 March of each current school year. But we haven't hit this target, we have achieved 74.3% due to non-attendance of key stakeholders, rescheduling and ALN Coordinator (ALCo) capacity. Estyn has inspected Heronsbridge School and The Bridge and both have resulted in excellent outcomes. We have used the Welsh Government ALN Capital Grant effectively to improve provision (including sensory rooms / outdoor play areas) across schools and specialist settings.
Safeguarding and protecting people who	Good	A regional safeguarding strategy has been agreed and we have a local plan that reflects it. The Corporate Safeguarding Board continues to oversee safeguarding practice across the Council. A reasonable

are at risk of harm		assurance of corporate safeguarding arrangements has been given by internal audit. Almost all children's safeguarding referrals decisions are made within the 24-hour target, but our target is 100%. 84% of child protection investigations are completed within required timescales, so we have met this year's target. Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list has reduced again to 10 days and we are now meeting our target. But the percentage of adult safeguarding inquiries which receive initial response within 7 working days has improved but is below target. We have introduced a weekly monitoring system so we can escalate issues as needed. Not all staff are using the safeguarding e-learning module, although completion has increased to 88%, but we are changing the system to recognise prior learning.
Help people to live safely at home through changes to their homes	Unsatisfactory	The DFG process was taken in house in 2021. Historical cases with agents have now been cleared (often after many years) so this has had an impact on the average time to complete a DFG. Demand is still higher than we can manage within existing budgets. But the DFG procurement framework is now live, the budget was fully spent and an extra £90k was secured from the Regional Partnership Board, which allowed us to adapt a further 15 homes. A total of 238 adaptations were completed, a 5% rise on the previous year. 99% of those receiving a service were satisfied with the adaptations to their homes and felt they helped them to remain in their own home independently and safely.
Support partners to keep communities safe	Good	The council's CCTV system and operatives have reported over 1,000 incidents to South Wales Police to help them deal with incidents and keep the public safe. The Cwm Taf Morgannwg Community Safety Partnership (CTMCSP) has been established; Terms of Reference have been developed; and the partnership has met. Almost all (99%) of Assia domestic abuse service users report increased feelings of safety at their exit evaluation. 100% of high-risk domestic abuse victims / public protection notices received by the service were contacted within 48 hours, and 100% of medium risk domestic abuse victims / public protection notices received by the service were contacted within 72 hours. This is in line with good practice. Bridgend Youth Justice Service (BYJS) has done presentations to schools, early help teams and Pupil Support Services to raise awareness of their prevention offer. Various activities have been held and played a role in diverting children who offend from being criminalised, significantly reducing the number of first-time entrants into the criminal justice system.

		Around 76% of council staff have completed Violence Against Women training, which is below target.
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What will we do to improve?

- Continue implementation of the children's / adults' services 3-year strategic plans.
- Implement the early help commissioning strategy.
- Create a strategic carers group to ensure unpaid carers' views are heard
- Take part in Welsh Government's Local Authority Benefit Take-up Pilot to identify residents who are missing out on entitlements to financial support and undertake targeted campaigns to help them.
- Develop and consult on a new social housing allocation policy
- Maximise the budget for disabled facilities grants so that we can complete as many projects as possible in 2025/26
- Identify schools to host three new learning resource centres – a Foundation Phase observation class, a Foundation Phase Nurture Class for pupils with Emotional, Social and Behavioural Difficulties (ESBD) and a secondary Communication, Autism Resource Education (CARE) base. Open these provisions in September 2025.
- We are on track to meet the additional learning needs (ALN) commencement orders (moving statements of special education needs to IDPs) by 31 August 2025.
- Host a session on the online Individual Development Plan (IDP) system for ALNCoS at the next forum in May, testing the system before rollout in schools.
- Complete actions from Day Opportunities / Accommodation Based Service reviews
- Complete a deep dive into adult safeguarding

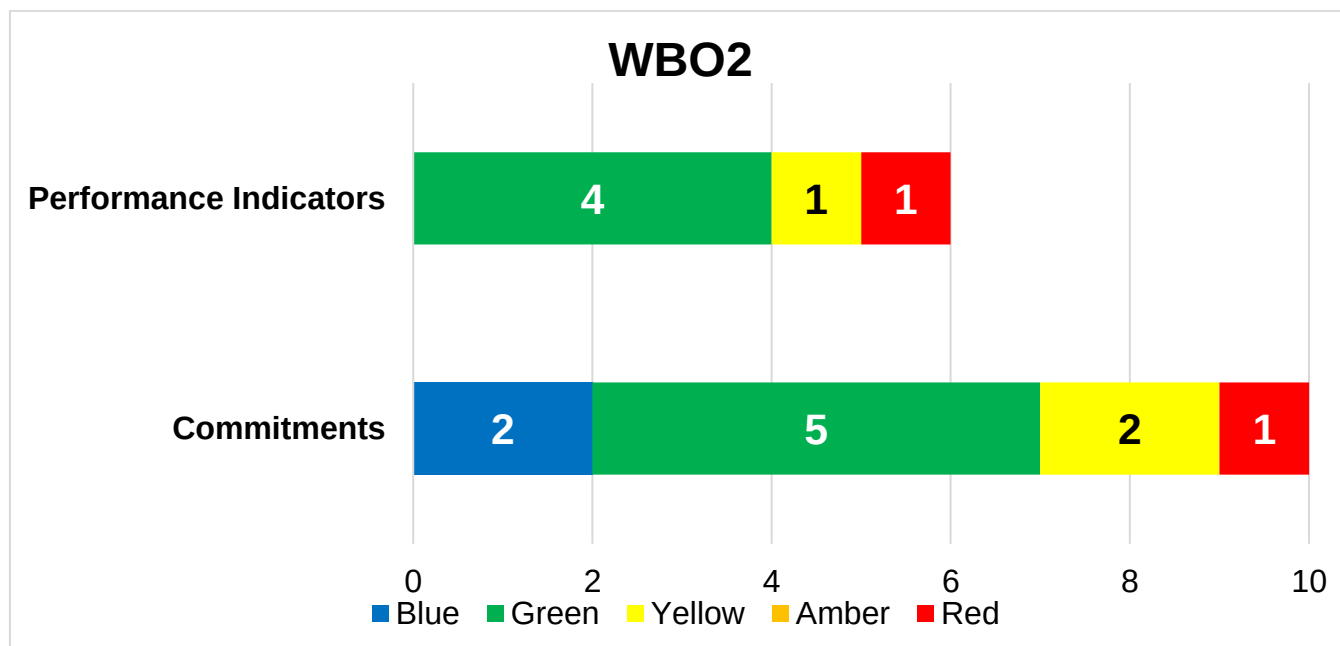
Case study – Early Help



In 2024/25 we integrated our Early Help services in our Social Services and Wellbeing directorate. Demand and referrals for Early Help have been increasing significantly. We have worked hard to strengthen the early help offer and improve outcomes for families. New front door arrangements have helped us with early identification of risk,

allowing teams to intervene before needs escalate. A mapping pilot in the North hub has been rolled out, helping us understand family needs and coordinating support. We have worked with partner agencies, and health services, to make sure families receive timely and appropriate support. Earlier identification has allowed teams to undertake preventative work rather than reacting to crises. As a result of all of this, there has been a 67% reduction in the number of cases stepping up to statutory services, which highlights the effectiveness of this early and preventative work. Impact measures have shown that 96% of families reported feeling more able to make positive lifestyle and behaviour changes, and 94% of families reported improved family resilience.

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



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

Aim	RAYG	Performance this year
Helping our residents get the skills they need for work	Excellent	Employability Bridgend provides support to unemployed people, and those in work but struggling with low skills or in-work poverty. This year, 453 people (above the target of 233) from the Employability Bridgend programme went into employment. Over the course of the year 1778 participants were signed up into the programme. We have worked with partners such as other BCBC departments, particularly the neurodivergence team in January for the Pathways conference, to support with training, volunteering and employment. We signpost as appropriate and collaborate with other services and projects as appropriate. The Marketing and Engagement team is well established and successful with promoting employability. The Shared Prosperity Fund (SPF) programme was completed in line with funder requirements and over 95% of targets were exceeded, overseen by the Economic Programme Board. All projects finished on time, but the programme had an 11% underspend.
Making sure our young people find jobs, or are	Adequate	678 people on the Employability Bridgend programme have been supported into education or training (against a target of 409).

in education or training		The percentage of year 11 school leavers not in education, employment or training (NEET) is better than the Wales average, 5th in Wales but slightly worse than last year at 1.9%. Social Services staff have attended College careers events and open days and had input onto College Health and Social Care diploma programmes, giving presentations on working in social care, also provision of information on work pathways, apprenticeship programmes and careers in social care.
Improving town centres, making them safer and more attractive	Good	The £8m refurbishment project on Maesteg Town Hall has been completed and the building was opened in November 2024. This listed building was restored and extended to provide a community hub and arts and cultural centre for the Llynfi Valley. Five projects have been awarded grants totalling over £340,000 from Welsh Government's Transforming Towns Schemes, to contribute towards regenerating our town centres. The availability of commercial property grants has been marketed, with some feasibility finance available for projects in the Valley areas available throughout. Significant consultation has been undertaken on the new placemaking strategies and marketing continues on availability of funding.
Attracting investment and supporting new and existing local businesses	Excellent	94 business startups (compared with a target of 53) have been supported through advice, grant bids, web material, face to face networking and event opportunities. 37 (compared with a target of 21) businesses have received support through the shared prosperity fund, which is a higher demand than we expected. 68 start up grants were awarded in 2024-25. 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. 27 business development grants and 10 business feasibility grants were supported in the year. The Corporate Joint Committee (CJC) has been formed. A draft Delivery Agreement for Cardiff Capital Region (CCR) was completed by September 2024, monitored by the Economic Directors Forum. Work with the CJC to produce a regional transport plan was completed in December 2024.
Making the council an attractive place to work	Good	This year we have been awarded the Disability Confident - Leader status. We continue to pay the Real Living Wage and promote a range of benefits such as Staff Discounts, Health & Wellbeing Platform and flexible employment options.

		The number of apprentices employed across the organisation during 2024-25 was 22. A workforce planning E-learning module has been written, and a toolkit for managers is being developed. The response rate to last year's staff survey was low. We have done focus groups to find out why and look at their concerns. We will use these to change the way we engage with staff. New communications channels have been introduced– a chief executive's quarterly message, a monthly managers' briefing note and managers forum.
Ensuring employment is fair, equitable and pays the real living wage	Excellent	We have worked with our supply chain, encouraging employers to offer training and working with our suppliers to find out if they are real living wage employers. 257 employers in the Borough are Real Living Wage accredited. We have implemented new contract procedure rules in line with the UK procurement Act. Social value and carbon reduction have been strengthened as a consideration in our tenders. Contractor safeguarding protocol has also been included to ensure suppliers are aware of their duties for safeguarding vulnerable people. We have developed an external website for tenders and procurement, including a corporate contracts register and a new 'selling to the council' guide to support suppliers do business with the council. We have developed and implemented a modern slavery statement and standard terms and conditions for use across the council.

What will we do to improve?

- Continuing our comprehensive Employability programme
- Award grants from Welsh Government's Transforming Towns Schemes, to contribute towards regenerating our town centres.
- Further develop plans for Porthcawl waterfront regeneration area
- We are running business start ups grants and a series of business engagement events through Bridgend Business Forum
- Opportunities for short term, test trading through 'for a limited time only'
- A package of Shared Prosperity Fund (SPF) activity for the transition year, 2025-26, was agreed by Cabinet in January 2025.
- Bridgend Music Service will further develop links with partners to broaden the learning offer including members of the BBC National Orchestra of Wales visiting Bridgend in May 2025 to deliver two concerts to pupils.
- Complete the change to a biannual staff survey supported by surveys tailored to frontline staff at different times of the year.

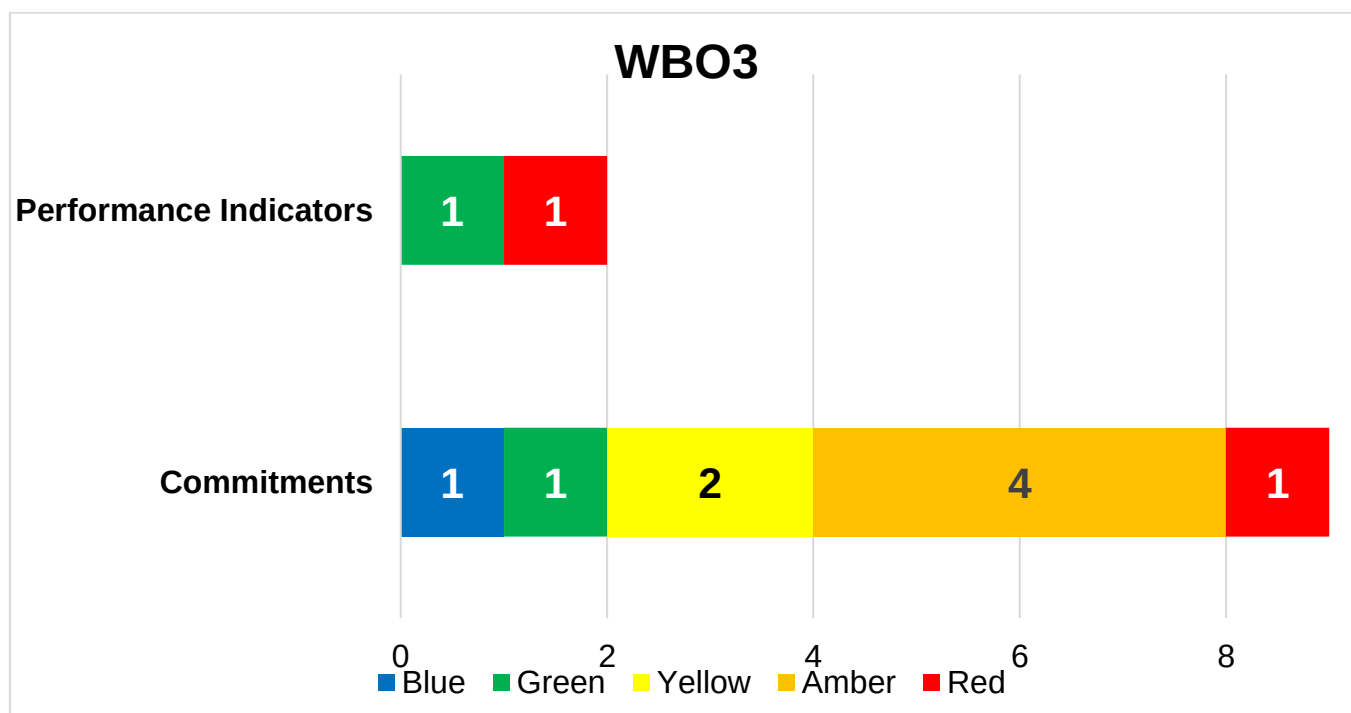
Case study – Reducing our agency workforce in Social Services



In 2024/25 we have used international recruitment and 'grow our own' to reduce our agency workforce. We have promoted careers in social care through schools and colleges, careers Wales, job centres and our own employability programmes. We have defined and

improved progression routes – including work placements and apprenticeships - and training and development – including a social work degree. We have also recruited 13 international social workers – winning a prestigious Social Care Wales Accolade for 'Developing and inspiring the workforce'. Together this work has seen us reduce our agency social worker workforce from over 40% in March 2023 to 9% in March 2025, as well as helping us retain staff and improve the experience of our workforce.

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



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

Aim	Status	Description
Investing in town centres, including Maesteg town centre	Excellent	A Placemaking Plan for Maesteg has been developed and consulted on and is ready for approval. It will guide investment and policy decisions which will shape the town's future. It will support applications for project funding and to demonstrate need and opportunities for activity to support the town centre. The Commercial Property Enhancement Grant is underway with £168,280.96 paid out against 7 properties to enhance and consolidate the High Street in Commercial areas across our valley areas. Grants were awarded in Ogmore Vale, Garw, Llynfi, Pencoed and Pyle. Examples include Ogmore Valley Family Dental, and Ogmore Boxing Club; where support was given to maintain active frontages on the high street and retaining health services / benefits in the valley.
Creating more jobs in the Valleys	Adequate	Good progress has been made on the development of the Valley Regeneration Strategy. It is now in final draft form to be circulated for completion. Once formally adopted, we can use this as a tool to develop funding bids. Discussions are still on-going about the Northern Valleys Gateway Initiative (NVI) nearly 2 years after starting.

		Funding still has not been released to develop much needed business units in the Valleys.
Improving education and skills in the Valleys	Adequate	Flying Start Nurseries at Pontcymmer, Nantymoel and Ogmore Vale are now operating. The tender process for the opportunity to open a Welsh-medium provision in Bettws has concluded and a preferred provider has been identified. The tender process for the Blackmill has been delayed and will run to May 2025.
Investing in green spaces and supporting tourism to the valleys	Good	Good progress has been made on the development of the Valley Regeneration Strategy. It is now in final draft form to be circulated for completion. Once formally adopted, we can use this as a tool to develop funding bids. We have invested in parks in the Valleys with 5 refurbished children's play areas with accessible facilities. There has also been significant investment in refurbishing tennis courts in partnership with the Lawn Tennis Association including at Maesteg Welfare Park and Caedu Park.
Encourage the development of new affordable homes in the valleys	Adequate	We meet Registered Social Landlords (RSLs) regularly to encourage new social housing in the valleys. Valley areas are considered in line with the Local Housing Market Assessment; Valley sites feature in the programme of development and future pipeline development. Only 2 (against a target of 20) additional affordable homes have been provided by Registered Social Landlords in the Valleys this year, although 13 have been built / acquired and will soon be ready for occupation. The development of 180 new homes on the former Ewenny Road Industrial Estate is continuing, but progress is slower than planned. The sale of the land to a housing developer is being finalised.

What will we do to improve?

- Approve and adopt the Placemaking plan for Maesteg
- Continue to award Commercial Property Enhancement Grants to enhance and consolidate the High Street in Commercial areas across our valley areas.
- Complete and adopt the Valleys Regeneration Strategy
- Keep working on the release of funds for business units in the valleys through the Northern Valleys Initiative (NVI)
- Implement the proposed delivery plan for the universal expansion of Flying Start childcare (phase three) from April 2025.
- Complete the tender process for Welsh medium provision in Blackmill
- Complete the sale of the Ewenny Rd site to a housing developer.

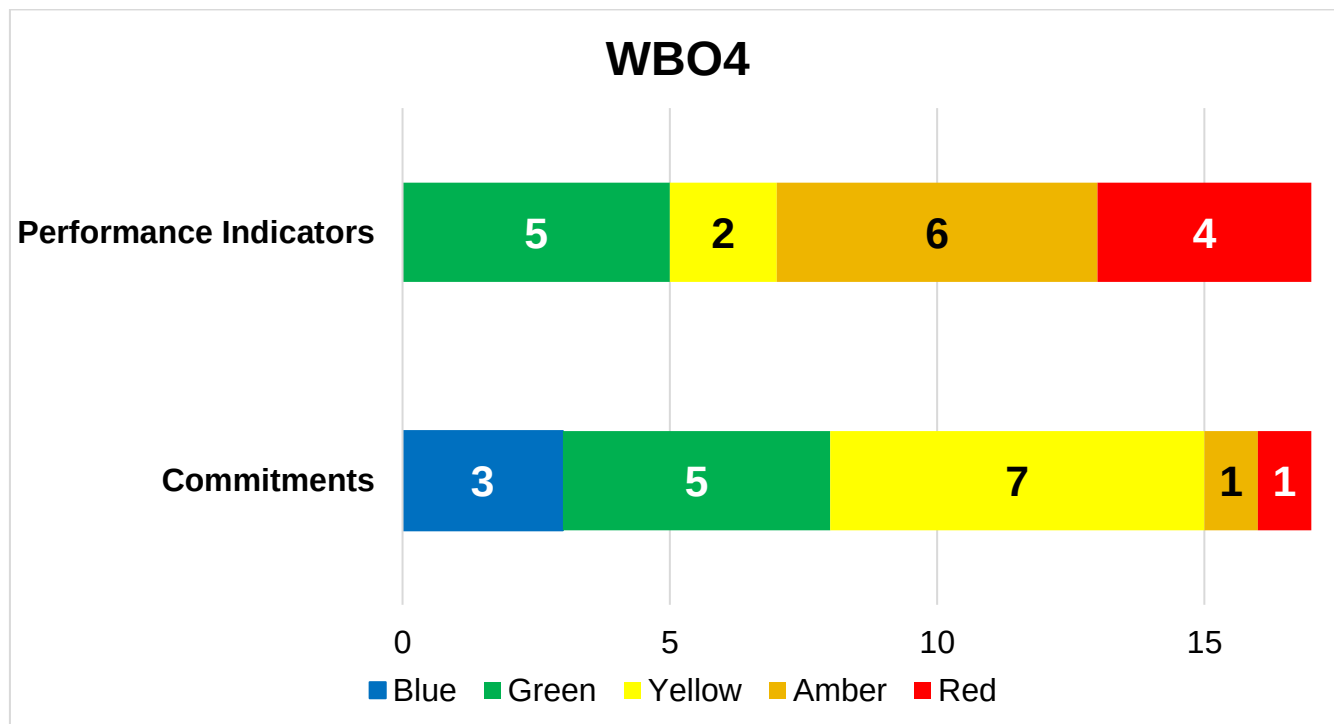
Case study – Maesteg Town Hall



On 20 November 2024 Maesteg Town Hall opened its doors to the public, following multi-million-pound redevelopment project delivered by the council and our partners at Awen Cultural Trust. The 140-year-old building has been returned to its former glory, but now boasts a new glass atrium, library and heritage centre, studio theatre and cinema space, café and mezzanine bar. The main auditorium is a multi-functional performing arts venue with a stage lift, dressing rooms and a bar. The balcony has been retained and refurbished. Historic paintings from Christopher Williams have been restored and are on display. We now have one of the finest cultural venues in Wales in the Llynfi Valley. The project was funded by the

Council, the European Regional Development Fund, the National Lottery Heritage Fund, Welsh Government including CADW, Awen Cultural Trust, Maesteg Town Council, the Garfield Weston Foundation, the Davies Trust, and the Pilgrim Trust.

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



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

Aim	Status	Description
Providing safe, supportive schools with high quality teaching	Adequate	One school has been removed from Estyn 'special measures' category, while another school now requires special measures after an Estyn inspection. The post-inspection action plan was submitted and approved by Estyn in February 2025. All schools have completed safeguarding audits, with 93% rated as "green". Safeguarding will be an agenda item at student council meetings and we aim to increase governor engagement with safeguarding training. Fixed-term school exclusions are increasing due to behavioural changes and an increased complexity of needs, especially in primary schools. A group has been convened to identify trends and themes including areas of best practice to address violence in school. Pupil Attendance rates in primary schools continue to increase, but attendance in secondary school remains lower than that of primary pupils. We are supporting pupil attendance across all schools.

		The average capped 9 scores for pupils in year 11 (measuring GCSE results or equivalent) are below target but above Wales average, placing Bridgend in 9th compared to other local authorities in Wales. Throughout this year, schools have been supported with a variety of digital professional learning and skills training, and a Schools' Digital Learning Strategy 2025-2028 has been developed. The youth support social media presence is growing but we await the outcome of a proposal for a trial for a corporate TikTok account. Your Voice digital forum is completed and had 790 participants.
Expanding Welsh medium education opportunities	Good	There are a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language, but targets we have set have not been achieved in all areas. The percentage of year 1 learners taught through the medium of Welsh is 8.83% and continues to show an improving trend, and the percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 has also improved to 7.23%, indicating a higher proportion of children studying at a Welsh medium secondary school. The number of students who were entered for an A level examination in Welsh second language has reduced since last year and the target has been missed. There has been significant progress in delivering the actions in the Welsh in Education Strategic Plan (WESP). These include; Cymraeg i Blant sessions in Porthcawl to support readiness for the childcare hub and seedling school. Regular groups such as baby massage, baby yoga and Welsh Rhymetime in Maesteg, Y Sarn, Bridgend Town and Pyle, with 152 groups this year, and 1460 parents attending. 100% of schools are now engaged with Siarter Iaith and Siarter Iaith Cymraeg Campus. A communications plan will help celebrate schools that have received awards. A press release has been published to celebrate the Siarter Iaith awards ceremony in March 2025.
Modernising our school buildings	Adequate	Each of the five schemes are in design / development phases and significant progress has been made on their approvals, funding and in some cases tenders. Due to a variety of issues (including ecology issues, delays in Welsh Government reviews, planning approval and funding), the timescales for the five schemes have been impacted. The replacement Ysgol Gymraeg Bro Ogwr school design has been progressed. Cabinet Secretary for Education gave approval to proceed to Full Business Case stage. In November 2024, Council approved the extra capital funding

		needed for the scheme. Ecological issues continue to affect the site, and this has impacted on the site investigation. The Heronsbridge School has also received approval to proceed to Full Business Case stage. In November 2024, Council approved the extra capital funding needed for the scheme. The tender process commenced in March. A change to the school opening date will be needed. The replacement Mynydd Cynffig Primary School has also received approval to proceed to Full Business Case stage. In November 2024, Council approved the extra capital funding needed for the scheme. The planning application was submitted in November 2024. Challenges and delays mean a revised programme will be considered by Cabinet. Changes to the funding for Bridgend West (the replacement Ysgol y Ferch o'r Sgêr and the new English-medium school) have been approved and the opening date for the school has been changed to September 2026. The planning application has been submitted and the tender process commenced in February 2025. Changes to the funding for the new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools has been approved, and the opening date for the school has been changed to September 2026. The planning application has been submitted and tender process commenced in Feb 2025.
Attract and retain young people into BCBC employment	Adequate	We have engaged with schools through the termly Director Reports and have attended job fairs, options and careers events to promote the apprenticeship offer, including specific roles, e.g. business admin, IT and multi-trade apprentices. Workshops have been delivered on applying for apprenticeship jobs and interview skills as well as "Dragon's Den" events and mock interviews. The number of apprentices employed by the council has reduced from 46 in 23-24 to 22 in 24-25, and this year only half of those concluding their apprenticeships have gone on to obtain a non-apprentice role due to budget constraints and the recruitment freeze.
Offering youth services and school holiday programmes for our young people	Excellent	540 young people took part in targeted activities for people with additional or diverse needs. This is much higher than last year, and better than our target. Participation in the national free-swimming initiative during school holidays and weekends was over 23,000 – higher than last year and better than target. The Healthy Living partnership has supported 119 vulnerable households to learn to swim based on referrals from children and families services. 20 families have been referred and 63 individuals supported in our "step up and step down" approach for

		low level social care. The halo health and wellbeing membership card in partnership with the Council is supporting 173 foster children, 76 carer leavers, 5 individuals in a residential setting, 79 youth justice participants, 63 young adults and 142 children & young adults with a disability Six Food and Fun programmes operated in the summer holidays 2024 with 213 children benefitted from attending.
Work with people to design and develop services	Excellent	The Bridgend Inclusive Network Group (BING) network has supported 20 organisations, creating over 100 community opportunities, and assisting over 211 individuals living with disabilities in Bridgend. Our partnership with BAVO has supported 272 Third sector organisations, supported to develop or deliver prevention opportunities' focusing on "what matters". 137 individuals attending network meetings. 564 people have increased knowledge of the services available to them (locally). 587 people report increased social connections.
Being the best parents we can to our care experienced children	Good	The number of care leavers who experience homelessness is higher than last year but still met our target. The number of care leavers completing 12 months consecutive employment, education or training (EET) since leaving care has reduced to 59% and is off target. But those completing 13-24 months has increased to 82% and is on target. The corporate parenting board strengthens partnership work and monitors implementation of the corporate parenting strategy. The Youth forum to meets regularly with the support from Tros Gynnal Plant Cymru and their views are taken to Corporate Parenting for the board to consider. We are supporting 178 care experienced individuals and their households to access health and wellbeing opportunities. We are also supporting care experienced children to access training and development linked to leadership and volunteering with some sessions already held between services specifically 16+ team and Youth Support Services.

What will we do to improve?

- Work to increase governor engagement with safeguarding training.
- Support the school in special-measures to enact the post-inspection action-plan
- Through the 'Weapons-Related Incidents in Bridgend Educational Settings Strategy Group' look at the use of violence and weapons within schools, to identify trends and themes including areas of best practice to address violence in school.
- Support schools to complete attendance audits to identify best practice / development needs.
- Complete work to improve persistent absence levels in primary schools.

- Work with school leaders to improve capped 9 scores, sharing effective practice, the role of improvement partners, brokering support, developing leadership capacity, local authority network groups, evaluating the quality of teaching and judging the impact of teaching on the outcomes for learners
- Continue to support / promote education through the medium of Welsh, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language.
- Continue to progress our plans for School Modernisation
- Work will be completed this school year to improve persistent absence levels in primary schools.
- We will complete an attendance audit with schools to identify areas of best practice and development.
- Food and fun - An options paper is being prepared to consider how barriers to schools' participation could be reduced.

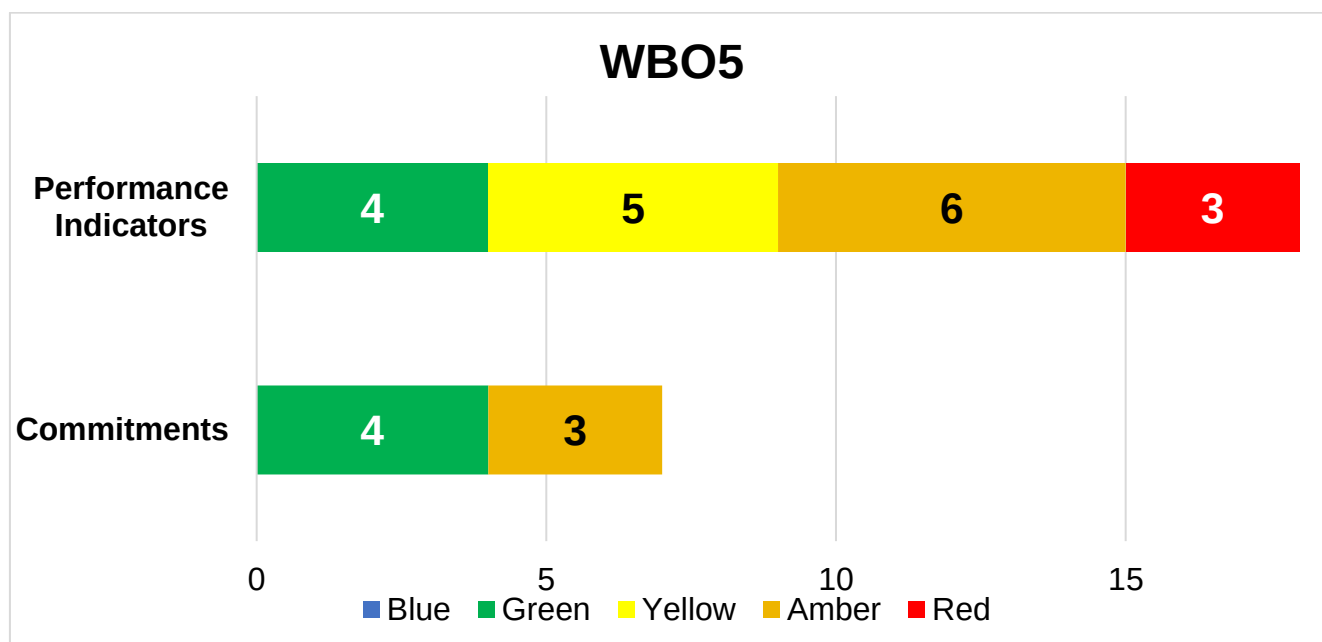
Case study - The Welsh in Education Strategic Plan (WESP) communications strategy



This year, we have worked hard on promoting, marketing and celebrating our Welsh in Education Strategy Plan (WESP) – developing a communication and engagement plan to support it. To deliver this, the WESP Co-ordinator has worked

closely with the Regional Welsh-medium Education Promotion Champion and members of the Welsh Education Forum (WEF) sub-group. This plan states our vision, messaging and promotion of Welsh-medium education. We have also finalised the 'Comms Cymraeg Schedule', which maps out targeted communication over the year to promote Welsh-medium provisions and education, the use of Welsh in English-medium schools and studying Welsh as a subject at A level. As part of this, we have developed a paid Facebook campaign using videos, posters and links to webpages.

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



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

Aim	Status	Description
Moving towards net zero carbon, and improving our energy efficiency	Adequate	Overall, a 1% reduction in emissions was achieved in 24-25, less than our 5% target but a positive step in our 2030 obligations, with reductions in electricity and gas consumption and CO2 related energy consumption across our buildings. Funding has been approved for a LED (Light Emitting Diode) replacement programme and solar PV (technology that converts sunlight directly into electricity using semiconductor materials) roll out on sites including schools. 17 buildings have had insulation levels improved and a further 5 have had new LED lighting to replace less efficient fittings. 220.8kWp of PV has been installed, 2 buildings have had gas heating systems replaced with more efficient heat pumps. Draft Net Zero Strategy delivered in March 2025, and feedback from officers and Scrutiny Committee has been provided to Carbon Trust. Air quality monitoring along Park street in the air quality management areas (AQMA) showed reducing NO2 levels for 2023, but still exceed the annual average air quality objective set at (40µg/m3).

Protecting our landscapes and open spaces and planting more trees	Good	The Local Nature Partnership (LNP) has continued to be supported by the Climate Change Response Team. We have done work to improve awareness and understanding of the LNP through a communication plan and a dedicated LNP webpage on Visit Bridgend. All Local Places for Nature (LPfN) 24-25 funding has been spent or committed, supporting a number of groups with equipment for surveying, nest boxes, tree planting etc. Biodiversity schemes at Coychurch Playing Fields, Tondy Post Office and Caerau Mens Shed have been developed. Guidance on the Biodiversity Duty has been added to the intranet, alongside links to the Bridgend Biodiversity Duty Plan and monitoring templates. A section has also been added to the Corporate Induction e-learning module on the Biodiversity Duty and what it means for staff. 3 beaches at Rest Bay, Trecco Bay and Porthcawl Marina retained their blue flag status, and Coychurch crematorium and Maesteg Welfare Park maintained their status as green flag parks / green Spaces.
Improve the public realm / built environment through good placemaking principles	Adequate	Our percentage of planning appeals dismissed is slightly worse than last year (81% compared to 87%) but higher than in other authorities. The number of planning applications determined within 8 weeks is around the same as last year (67% compared to 68%) although this is still below target. There are not enough planning officers to deal with the increase of complex and major applications which is being addressed by a restructure and agency staff in the short term, with changes to funding and recruitment in the next 12 months We have consulted on a range of supplementary planning guidance to support our Local Development Plan that was adopted in 2024. The consultations on affordable housing and retail and commercial development have now closed.
Reducing, reusing or recycling as much of our waste as possible	Good	Our high standards in recycling have continued, with the percentage of street cleansing waste being recycled increased to 41.22%, the percentage of municipal waste collected that is prepared for re-use, recycled, or biowaste that is composted reducing slightly to 70.93% due to issues with processing wood and green waste at the onward destination facility. The amount of residual waste generated has decreased further to 117.8 kg per person. The percentage of highways land found to be of acceptable or high level of cleanliness is around the same at 99.35%.

		Work is underway on our future waste services model, with a Cabinet decision to bring the waste service in house in November 2024. Work stream leads are in place and are feeding into this process with project support agency on board and feeding into waste transition board, which meets fortnightly, chaired by the Council Leader.
Improving flood defences and schemes to reduce flooding of our homes and businesses	Good	Schemes have been completed in Adare Street, Ogmere Vale and Dinam Street, Nantymoel to repair damaged culvert and mitigate flood risk. Funding has been approved from WG FCERM (Flood and Coastal Erosion Risk Management) Capital Pipeline funding (feasibility) for a catchment wide study of the Nant Cefn Glas following the Bryntirion flooding event in September 2024. Improvements have been made to the statutory sustainable drainage systems (SUDs) application process, with 100% of applications being processed within 7 weeks.

What will we do to improve?

- Complete and consult on the Nero Zero draft strategy
- Commence the REFIT2 scheme in Spring 2025 in line with the MTFS.
- Make a Local Places for Nature 25-27 application.
- Implement the catchment wide study of the Nant Cefn Glas following the Bryntirion flooding event in September 2024 with funding from WG FCERM (Flood and Coastal Erosion Risk Management) Capital Pipeline.
- Continue work on supplementary planning guidance to support the LDP.
- Continue work to bring the waste service in house

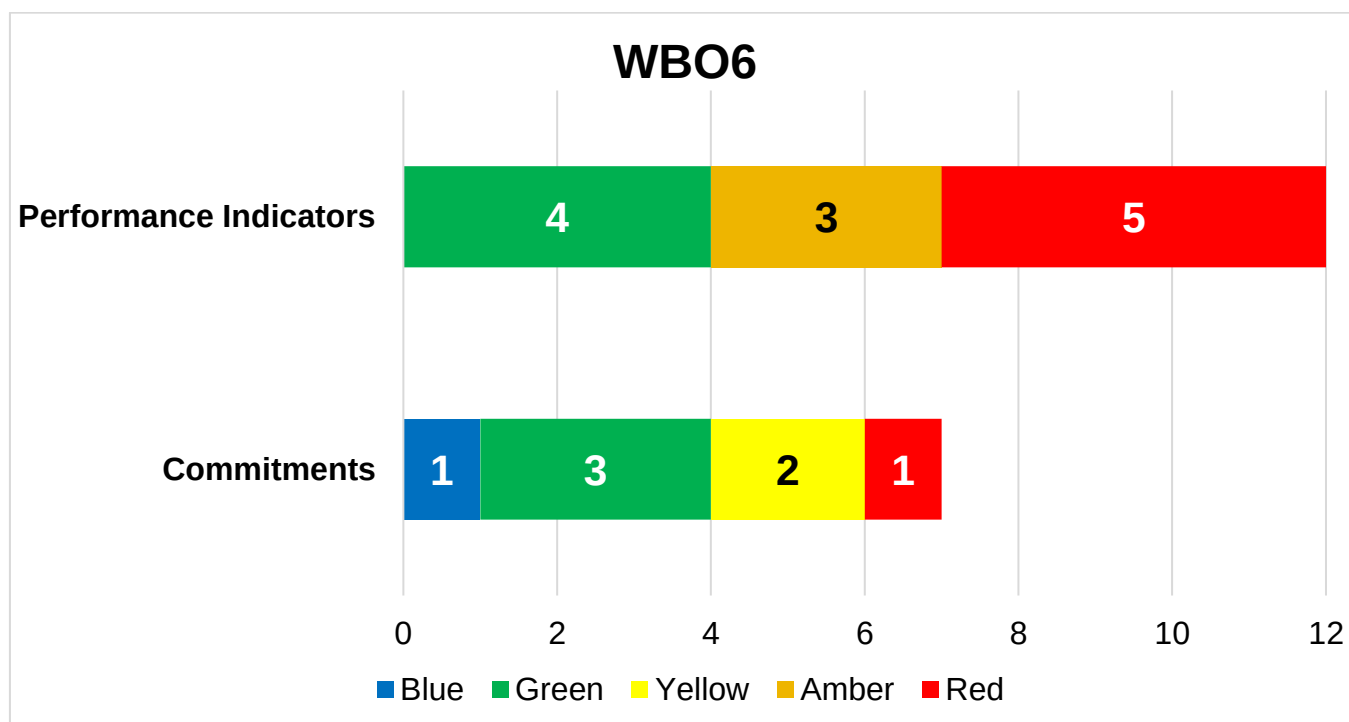
Case study – We are named top performing local authority in Wales for recycling



In November 2024 Bridgend County Borough was named as the best performing local authority in Wales for recycling (based on performance in 2023/24). The top spot with a recycling rate of 73%, statistics revealed that the county borough increased its performance by 17% over the last decade. In the previous 12 months, we recycled 39K tonnes of waste including nearly 5,000 tonnes of glass, 11,000 tonnes of organic waste

and 6,000 tonnes of paper, with over 9000 tonnes of waste processed at community recycling centres, including the new recycling centre in Pyle that opened in April 2024.

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



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

Aim	Status	Description
Celebrating and supporting diversity and inclusion and tackling discrimination	Good	A new Strategic Equality Plan 2024-2028 (SEP) was approved in July 2024 and is published on our website. An Action Plan that shows how we will achieve our aims was agreed in November 2024 64% of council staff have completed introduction to Equality and Diversity training, higher than last year but below the target of 100%. There are now three staff network groups: menopause, disability and LGBTQ+. A Welsh Language Forum for staff of all proficiency levels has also been established.
Improving the way we engage with local people, including young people, listening to their views and acting on them.	Adequate	The percentage of consultation participants who believe we have been effective at meeting our aim of being citizen-focused over the last 12 months has fallen slightly to 44% against a target of 50%. An easy-read version of Budget Consultation 2025 was available on the consultation webpage. Improvements have been made to the online forms for planning consultations. The Participation and Engagement Strategy has been implemented and published. A National Residents Survey was carried out in Autumn 2024. The results of the survey will now be analysed.

		The level of engagement with residents, using the digital communications platform has increased and the targets have been achieved. But engagement across corporate social media accounts has fallen and the targets have been missed. The level of engagement on corporate consultations has increased but the target has been missed.
Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh	Good	We have not quite achieved our targets for first call resolutions but performance has increased from last year, to 73%. This shows the number of phonecalls handled by the customer services team at the first point of contact without having to transfer the caller on. The number of online transactions using the digital platform has increased and we have achieved our target. The number of hits/views on the corporate website has dropped compared to 23-24 and we have missed the target. The percentage of staff with Welsh language speaking skills has increased to 28.36% which achieves our target. 63% of council staff have completed Welsh Language Awareness E-Learning, more than last year but still below target.
Helping clubs and community groups take control of and improve their facilities and protect them for the future	Unsatisfactory	The Community Asset Transfer (CAT) Programme has encountered numerous challenges in the 2024-25, and we have only achieved 2 CATs against a target of 10, partly due to capacity issues. The two successful CAT completions were in Coytrahen Community Centre and Evanstown Welfare Park Bowling Green. Capacity has been addressed and we have made good progress, with 3 new leases signed and awaiting completion, 23 needing more work within the council, 7 awaiting planning outcomes and 13 awaiting club decisions. 566 people have been supported to have their needs met in their communities by local community co-ordinators and community navigators. This is well above target for the new roles.
Becoming an age friendly council	Good	Bridgend is participating in an all-Wales programme supported by Welsh Government. We work closely with Cwm Taf Morgannwg (CTM) partners and Third sector organisations, 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 in 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 including art workshops, cinema screenings and a silent disco run by our cultural trust Awen.

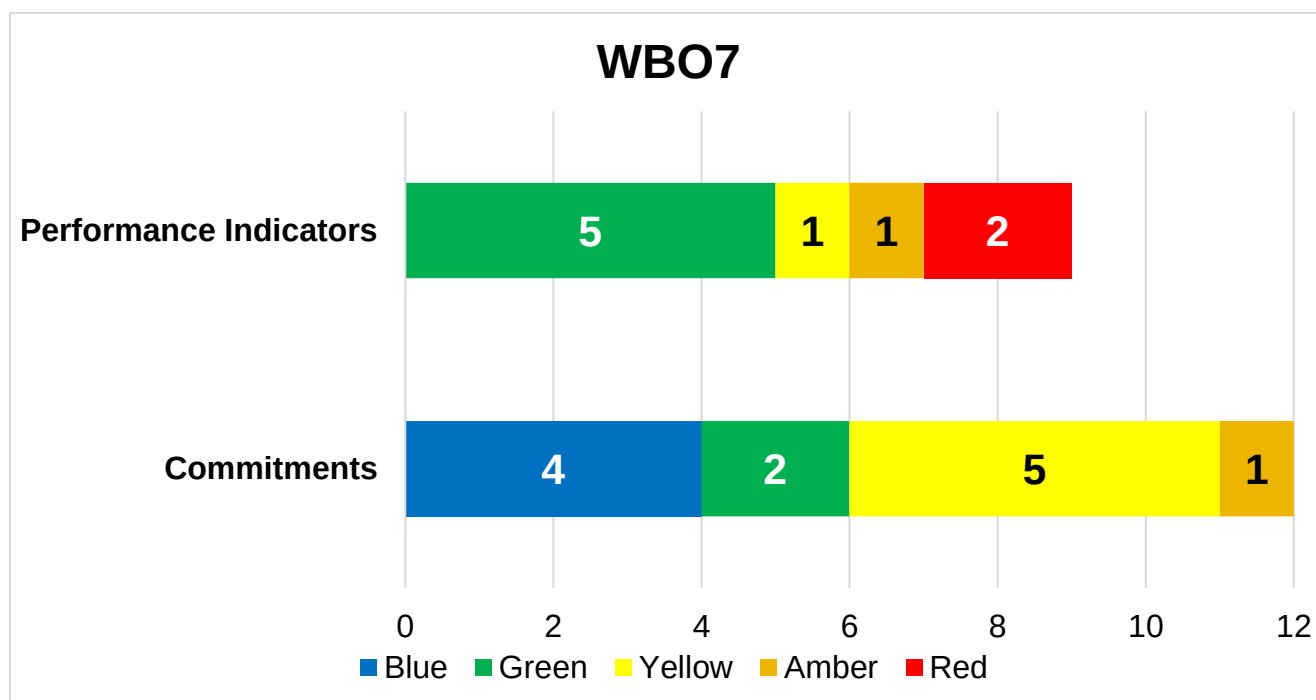
What will we do to improve?

- Implement the action plan for the Strategic Equalities Plan
- Approve and implement our new digital strategy
- Review and improve the corporate front door
- Reflect on findings from the National Residents survey and take action to address issues
- Start tracking transfers from short term leases to longer term leases (community asset transfers)

Case study - Artificial intelligence (AI) in schools PHOTO

AI technology is increasingly being introduced to schools in Bridgend County Borough. We have a clear and agreed policy direction which has been communicated to schools with guidance and skills training to support it. Headteacher and practitioner skills training for AI use has been provided. Training has been delivered on topics such as, online safety, the use of the Digital Competence Framework 'Planning for Progression' resource, Microsoft 365, Google for Education, Adobe Express and additional Hwb tools and services. Teachers and practitioners are now well-prepared to integrate these digital tools and frameworks into their curriculum. We also deliver online safety learning events that support parents and carers with their understanding of online safety and the means to better safeguard themselves and their children.

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



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

Aim	Status	Description
Improving active travel so people can walk and cycle	Good	The Metrolink bus facility opened in November 2024. The active travel improvements work is now also complete with drop kerb installations installed throughout the borough.
Offering attractive leisure and cultural activities	Excellent	The Grand Pavilion refurbishment project is underway and a tender process to award the contract for the construction work has been completed. Enabling works at the site have been completed to prepare the site for the main contract work. The National Exercise Referral Scheme (NERS) operated beyond capacity with 1331 new referrals across 24,663 sessions. 473 participants completed a 16 week course. There were 157 referrals for carer support with 35 participants starting the course and 26 participants completing the course. For pulmonary rehabilitation 141 participants started and 117 completed the course. The Feel good for Life wellbeing programme has supported 600 attendances. Super-agers community

		wellbeing activities have supported 163 individuals including 2061 attendances across 126 opportunities. Work has begun on a long-term strategy for libraries. A public engagement exercise has been developed for use next year. Library usage is monitored quarterly looking at events, borrowing and digital resources. There have been 73,068 attendances (supporting 33,727 junior issues and 3,704 ICT sessions).
Improving children's play facilities and opportunities	Excellent	The refurbishment of play areas has progressed as Planned. Investment in Play areas in 24-25 has reached £1,709,584, exceeding the target of £1,600,000. A total of 22 play areas were refurbished and handed over to the community. We are doing a play sufficiency assessment looking at what we have already and what we need for the future. 142 children and young adults with additional needs have had free HALO membership to support health and wellbeing.
Providing free school meals and expanding free childcare provision	Good	The roll out of universal primary free school meals (UPFSM) has been completed across the County Borough. There has been a further increase in children accessing Flying Start funded childcare with a total of 542 children now registered. This is slightly below target with falling birth rates in Flying Start areas believed to be impacting the numbers. The percentage of non-maintained settings judged by Care Inspectorate Wales as at least 'good' was 83% which was below the target of 100% we have set. We are awaiting reinspection of settings that received less than good judgements dating back to 2019. We provide extensive support to settings to prepare for inspections.
Integrating our social care services with health services so people are supported seamlessly	Good	70 people were delayed on the national pathway of care, which is much better than last year and slightly better than our target. We have used Welsh Government 50-day challenge grant money to support the remodelling of support at home. We are working with the health board around the enhanced community care model. We have fully embedded the strengths-based practice model. This has led to an increase in the overall number of people receiving reablement, and a reduction in the overall domiciliary care hours provided, in line with the Discharge to Recover and Assess model.
Improving the supply of affordable housing	Adequate	Only 77 (against a target of 110) additional affordable homes have been provided by Registered Social Landlords this year, although 92 have been built / acquired and will soon be ready for occupation.

		The Welsh Government Leasing scheme has been adopted with a growing portfolio of accommodation already in use and further properties in the pipeline. We have engaged with all RSL's and Welsh Government to discuss general housing needs, temporary accommodation and supported housing schemes. Over the last 12 months we have made progress with the top 20 priority empty properties. 5 properties have been sold; 7 properties have been subject to renovation works; 2 have been placed up for sale and 2 have become occupied. Enforcement action has been taken against 4 of the properties. 5 properties have been subject to informal action whereas 2 properties have received no intervention in this financial year. The Empty Property Loan Scheme is live and is generating interest.
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What will we do to improve?

- Continue the redevelopment of Porthcawl Grand Pavilion
- Phase three expansion of Flying Start will target new areas in 2025-2026
- Complete the play sufficiency assessment looking at what we have already and what we need for the future
- Complete engagement on the long-term strategy for libraries
- Continue to target long term empty properties
- Support childcare settings to prepare for Care Inspectorate Wales inspections

Case study - Porthcawl's new Metrolink



The new Porthcawl Metrolink opened on 18 November 2024. It is a modern transport interchange, located on land in the Porthcawl regeneration area alongside the Portway and Salt Lake. It forms part of the wider Metro Plus programme, improving public transport links across south-east Wales. It will be used by all bus services currently operating within Porthcawl, can accommodate up to four buses at a time, and features a covered shelter and station building, space for a kiosk, outdoor seating areas, an environmentally friendly 'green' roof, and a rain garden. The facility was constructed using money from the Cardiff Capital Region city deal and UK Government as well as the council's own Porthcawl Regeneration budget.

3. How is the council using its resources?

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

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

To come to our judgements, we used:

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

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

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

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

Overall judgement

Use of resources	Adequate	For the fourth year in a row, our use of resources is adequate. Some things have got better – we have implemented almost all of our performance management improvement plan and reviewed our Corporate Plan Delivery Plan. Improvements have been made to the identification, management and reporting of risk and a review by internal audit found there is a generally sound system of governance, risk management and control in place. We have improved or automated some of our HR policies and procedures and reduced our use of agency workers. We have updated our Contract Procedure Rules to reflect new legislation and strengthened consideration of social value and carbon reduction in our tenders. Audit Wales have reviewed our Financial Sustainability and concluded that we ‘understand our financial position with good arrangements to support financial sustainability’. Our Financial Procedure Rules have been updated. We have reduced our asset management maintenance backlog, improved our management of Statutory Building Compliance with Big-5 Compliance at 95%, and made progress with the rationalisation of our estate Other things have stayed the same or got worse – Budget monitoring and outturn projections have been difficult with a large projected overspend changing to a large underspend within the year. Some agreed budget reductions were not achieved, and some base budget pressures remain. As reserves fall, there is a risk that this will put our financial sustainability at risk. Our financial position overall has become more challenging. Planned improvements on more consistent corporate commissioning, reviewing our performance framework, and workforce planning have not gone ahead as there is limited capacity in corporate teams. We have strong frameworks and robust processes for day-to-day management of resources, with clear and agreed working models and good working relationships between corporate teams and directorates. But longer-term planning, addressing capacity in corporate and directorate teams, improving proactiveness and developing our corporate services to meet changing demands will be difficult with the resource issues we face.
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Theme judgements

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

Finances	Adequate	Financial Planning is adequate. This is based on generally positive judgements from regulators, success in balancing our budget every year, and unqualified Statements of Accounts signed off by the Auditor General for Wales. Budget monitoring and outturn projections have been difficult with a large projected overspend changing to a large underspend within the year. Some agreed budget reductions were not achieved, and some base budget pressures remain. As reserves fall, there is a risk to our financial sustainability. Our financial position has become more challenging, due to pay and price increases and service pressures and greater difficulty in collecting council tax. The challenges continue in 2025/6 and beyond. Strong financial planning will be crucial to setting balanced budgets in future. Audit Wales have reviewed our Financial Sustainability and concluded that we ‘understand our financial position with good arrangements to support financial sustainability’. It included 2 recommendations to strengthen financial sustainability. Our financial framework is robust, with strong governance arrangements which drive the budget, including Financial Procedure Rules which were updated this year, Treasury Management Strategy and Medium-Term Financial Strategy (MTFS) Principles, and budget principles, which drive the budget and spending, and investment and borrowing decisions of the Council. The financial position is set out in regular reports, for members and the public, and we demonstrate a high level of compliance with the CIPFA Financial Management Code, Principles and Standards. Areas for improvement include earlier longer-term planning, including work with Welsh Government towards sustainable funding, multi-year settlements, and flexibility around grants. We will focus on early engagement with Members to set a balanced budget for 2026-27 and supporting services to manage their budgets tightly to minimise overspends.
Corporate planning	Good	Corporate planning is good. We have reprioritised the corporate plan delivery plan (CPDP) to reflect the ambitions of elected members, staff and partners as well as challenges and limitations. The CPDP was agreed by Cabinet / Corporate Management Board on 4 March 2025 with directorate business plans to follow. In September 2024, Audit Wales published their review of our setting of wellbeing objectives (in the Corporate Plan), concluding, ‘The Council has applied the sustainable development principle when setting its well-being objectives, but there are opportunities to build on how it involves citizens and intends to work with partners.’ Opportunities for improvement include starting the review process earlier and engaging better with staff / trade unions as part of the social partnership duty.

Risk management	Good	Risk management is good. Improvements have been made to the identification, management and reporting of risk in the past year. An updated Corporate Risk Assessment was developed at the start of 2025 and was positively received by Governance and Audit Committee in January 2025. Reports and the reporting process for risk are straightforward and accessible, including for members. A review by internal audit of the Council's Corporate Risk Management, completed in March 2024, reported reasonable assurance in relation to risk management. We will continue to support GAC to scrutinise the Corporate Risk Assessment, standardise risk reporting across directorates and integrate risk reporting with performance and finance across all service areas. We will also consider whether we are overly risk-averse at a corporate level.
Commissioning and Procurement	Adequate	Procurement and commissioning are adequate. The procurement element is good. A new, UK procurement Act 2023 came into force 24 February 2025 and a Welsh Social Partnership & Public Procurement (Wales) Act 2023 came into force April 2024. We have implemented new contract procedure rules in line with the UK Act and will develop and run training sessions on these. We are working on the development of a new strategy and delivery plan to reflect changes. Social value and carbon reduction have been strengthened as a consideration in our tenders. Contractor safeguarding protocol has also been included to ensure suppliers are aware of their duties for safeguarding vulnerable people. We have developed a website for tenders and procurement, including a corporate contracts register and a new 'selling to the council' guide to support suppliers / contractors do business with the council. We have developed and implemented a modern slavery statement and standard terms and conditions for use across the council. We made changes to our processes / procedures in light of the Council's financial position in 23/24 including a price cap and authorisations for purchasing card spending – these have continued as they have proved successful. The overall judgement is assessed as adequate based on the need for improved capacity in the corporate and directorate teams, particularly to focus on supplier relationships and reporting on social value, the need for an improved and more consistent approach to commissioning across directorates.
Performance management	Adequate	Performance management is adequate. Since our last self-assessment, we have made progress on our performance management improvement plan, closed the recommendations of the Audit Wales review of performance management and addressed the remaining recommendations of the internal audit of PIs. Main improvements include – • More effective review of quarterly performance information through separate reporting to Cabinet / Scrutiny Committees.

		• Developed a whole council approach to performance reporting - presenting performance data under corporate wellbeing objectives rather than directorates. • Improved the regulatory tracker and better integrated this into our quarterly performance management. • Improved data quality and accuracy through PI audits and better use of supporting evidence. • Supported group managers and performance champions to improve data quality and reporting timescales. • Developed and implemented a more objective system to make judgements on our performance for self-assessment. • Improved our use of service user perspectives through the national resident survey and work with data Cymru. Improvements are still needed, including improving challenge and effective use of performance information, building capacity in corporate and directorate teams, reviewing our performance framework and improving resilience of our performance system.
Workforce planning	Adequate	Workforce management is good. Feedback from employees, managers, trade union representatives and internal audits is generally positive. Managers are assisted to deal effectively with people issues through appropriate and timely support from the HR / Organisational Development service. The HR operating model aims to give managers an improved service focused on proactive and preventative HR services and an incremental reduction in the need for and provision of reactive support services. The overall judgement is good based on improvements to our Strategic Workforce Planning and further development of HR policies and procedures e.g. automation in the recruitment process. Managers have been supported to manage sickness absence. HR briefings on key workforce topics have provided support for managers. We have focused on reducing use of agency workers with success in social services including international recruitment and grow your own. We continue to focus on organisation wellbeing, supporting employees and managers where needed. We will continue to develop HR processes, where automation will be key. There is still the need for added capacity amongst managers and in the HR team, and an increased focus on strategic workforce planning across the council, including succession planning.
Asset management	Adequate	Asset management policy is good with good engagement internally from all directorates. The asset management strategy is dynamic and undergoes annual and bi-annual service, asset and market linked reviews with services and partners. The overall judgement is assessed as adequate, based on the need to address the continued workforce and resource challenges that are impacting on our ability to plan more strategically, and resulting in a continued reactive approach. Over the last year we have – • Reduced our maintenance backlog

		• Improved our management of Statutory Building Compliance. Overall compliance is now 78%, Big-5 Compliance at 95% and Legionella compliance 88%. • Started procuring an Integrated Works Management System (IWMS) and development of a new plant asset database. • Rationalised our estate with the sale of Ravenscourt to South Wales Police and vacating The Innovation Centre for disposal. Supported the move of MASH to Civic Offices. • Continued to develop the new Asset Management Plan. • Worked on a new condition survey commissioning specification to allow enhanced condition surveys in 25/26. • Completed an external Audit of our Major Projects Team to enhance work as we design and construct new schools. But more improvements are still needed, including adopting the new strategic asset management plan, continuing improvements in the maintenance backlog and statutory building compliance, procuring and implementing the IWMS and focusing on our workforce capacity. We will also work closely with the decarbonisation team to enhance our asset management approach.
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4. How good is the council's governance?

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

We have always had to report on our governance, to Audit Wales. There is a clear process for developing an 'Annual Governance Statement' (AGS) that has existed for many years. The information below summarises the Council's AGS for 2024/25.

What is our judgement?

Governance	Good
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Our governance arrangements are good, and work well.

Decision making

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

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

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

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

		those areas which have been identified as needing improvement following self-assessment.
4	Annual Governance Statement Action Plan	The Council continues to review the areas for improvement identified within the Governance statement which are monitored through the Annual Governance Statement Action Plan.

A number of significant issues were identified in the Council's 2023-24 AGS, to be taken forward during 2024-25, so in the past year we have made improvements including –

- Improvements to our medium to long-term financial management processes include holding early meetings with political groups so they could comment on budget proposals and two focused meetings with BREP looking at Education / Schools and Social Care and Wellbeing.
- Workforce planning activities including grow your own via apprentices / graduates and international recruitment have resulted in continued improvement with the recruitment of Childrens Social Workers. These principles need to be applied in other areas that are experiencing difficulty in recruiting.
- The Carbon Trust reviewed our progress towards the 2030 zero carbon objective, our governance arrangements and to provide approximate implementation costs for the objective. They presented initial findings to Overview and Scrutiny Committee in April 2025. We will review their findings and update Cabinet on the action plan and governance on the 2030 journey.
- We are participating in a Performance Information Community of Practice to help enhance the quality of performance information (particularly focused on responding to the Audit Wales criticisms) and provide opportunities to review performance management arrangements, share best practice, and collaborate on data development. A National Resident Survey (WLGA/Data Cymru) ran in the Autumn.
- Revised Finance Procedure Rules were agreed by Cabinet and noted by Council in January 2025. The budget continues to be closely monitored and reported to Cabinet on a quarterly basis. More briefings for members have also been provided. Social media posts were put out in the Autumn to raise awareness of the Council's budget position and explain how the money is spent. This preceded the full budget consultation which was completed in January 2025.
- A new draft Digital Strategy has been developed, reflecting on previous criticisms from Audit Wales and the key priorities for the Council. A consultation process on the document will start in May 2025.

Listening to the views of others

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

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

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

Consultation and engagement

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

We consulted on a number of our key strategies and reports, for example the Director of Social Services annual report. This year we also took part in the Data Cymru / WLGA supported 'National residents survey' in September to November 2024. This comprehensive consultation aimed to improve our understanding of residents' perceptions, priorities, and experiences on themes including quality of life, community safety, satisfaction with council services, and levels of public trust and engagement. We received over 3,000 responses. We are currently analysing the detail of the responses and the information gathered will help us shape our services and communications.

Other strategies and services are coproduced with service users and their families to help us create services that are more responsive, inclusive and effective. This has included the development of key strategies for carers such as the young carers network and the creation of Young Carer Ambassadors, ensuring that young carers influence the development of peer support, educational resources and policies that directly affect them, promoting awareness and engagement across communities.

We also consulted on some significant proposed changes to the way the council or our services work. Some of the main consultations in 2024/25 were –

- Our **Annual Budget consultation** included engagement with the Citizens Panel and took place in January 2025. Respondents were asked about budget principles, reducing / closing services, new charges, council tax and citizen focus. There were 1,637 interactions with the consultation from survey completions, social media engagement and via the Citizens' Panel. Participants largely opposed reductions in services for vulnerable people, education, and child protection. Lower priority was given to services like leisure facilities or nursery provision. Over 54% of respondents supported Council Tax increases of 4.5% or above.
- A **Childcare Sufficiency Assessment** was carried out in winter 2024 with surveys for parents and providers. The parent survey received a total of 984 responses and the provider received 30. This assessment will help us better understand parents / carers' use of childcare, the overall supply of childcare and any issues or changes that might have an impact on the demand of childcare over the next five years.
- A consultation on a new **Assisted Transport Policy** took place August-October 2024. It outlined our approach on the provision of transport for people accessing services meeting an assessed care / support need. The consultation raised concerns which were reflected in an amended policy then agreed by Cabinet.
- On the **Porthcawl Town Centre Placemaking plan** early engagement workshops with local / organisational stakeholders between September and December 2024.
- On the **Regeneration Masterplan for Salt Lake and Sandy Bay** engagement took place over a month between January and February 2025, to gain feedback to help guide the final redevelopment option. Over 900 people attended the public exhibition. In addition feedback was received via email, online feedback forms and hard copies at the exhibitions. This was supported by a project website and numerous stakeholder engagement sessions in schools and roundtables.
- We consulted on five proposed changes to **Home-to-School Transport** between April and July 2024 including four public consultation sessions and four pupil / youth sessions. In total, there were 1,308 responses to the survey. Responses received were mixed. Between 48 and 70% of respondents opposed each of the proposals, for reasons focused on child safety and wellbeing, environmental concerns, social and economic impact, and the effect on attendance and education. Cabinet reluctantly agreed to 4 of the 5 proposals due to the urgent need to save money, saying it has become impossible to offer what was previously one of the most generous levels of provision in Wales. Changes to proposal 5 which looked at transport for pupils with additional learning needs will be deferred until more research is completed. Starting from September 2025, these changes will be made:
 - Where a safe walking route has been identified, qualifying distances for school transport will change to the statutory limits set by Welsh Government of 2 miles for primary school pupils, and 3 miles for secondary school pupils.
 - In future, pupils who have had eligibility for free school transport passed on by an older sibling will no longer be entitled to receive the same provision.
 - Free transport for nursery / post-16 learners will no longer be available, but continues for those attending Welsh-medium / faith schools who live beyond qualifying distances.

Complaints and compliments

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

- **Informal Complaint Stage**

Informal complaints should be dealt with quickly and where possible informally. It advises customers to contact the office responsible for the service to provide an opportunity to solve the problem. Informal complaints are logged in the Corporate Complaints office and we report on them every quarter to the Public Services Ombudsman. In 2024/25 we had the following informal complaints –

	Number	Resolved	Upheld	Discontinued / withdrawn	Ongoing
Adult Social Care					
Benefits Administration					
Children's Social Services					
Community Facilities					
Complaints handling					
Education					
Environment					
Finance & Council Tax					
Housing					
Planning / Building Control					
Roads & Transport					
Various/Other					
Waste & Refuse					

- **Formal Complaint Stage**

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

	Number	Resolved	Upheld	Discontinued / withdrawn	Ongoing
Adult Social Care					
Benefits Administration					
Children's Social Services					
Community Facilities					
Complaints Handling					
Education					
Environment					
Finance & Council Tax					
Housing					
Planning & Building Control					
Roads & Transport					
Various/Other					
Waste & Refuse					

There are separate processes for dealing with social services complaints, Elected Member conduct concerns and school-based complaints.

Following an internal audit of the corporate complaints process, and a review of the current complaints system and process, a range of improvements are underway including –

- E learning for all complaint handlers
- A more consistent way of working to collate, record and report complaints and compliments as well as documenting working procedures to support all Officers involved in the complaint's process
- Improving the process for customers to make both complaints and compliments (incorporating Stage 1 / 2 complaints in the same system)
- An improved triage and escalation process
- Improving customer feedback and communication
- Automating elements of the process where possible to streamline whole process from beginning to end
- Developing the process to ensure all feedback is captured and recorded, including whether the complaint was upheld or not, and any steps taken in relation to lessons learnt and allowing complaints data to be analysed as a means of identifying potential areas for improvement and from this to establish areas for further learning and development.
- Reviewing and developing monitoring reports.

Regulator views

Engagement with regulators is strong and systematic. Regular meetings take place between regulators and senior officers in the Council to discuss regulators' work and the council's improvement plans.

We regularly test our progress against the views and recommendations of our regulators, through a regulatory tracker. This regulatory tracker itself was a response to an Audit Wales recommendation that we needed to improve the way audit, inspection and regulation findings are logged, scrutinised and used to improve the Council's activities. The mechanism was developed to monitor progress against recommendations from all inspections/audits completed by key regulators of local government services. This is reported to Governance and Audit Committee (GAC) in January and July each year. The following new reviews were published in 2024/25.

- An Audit Wales review of our Digital Strategy was published in April 2024. It concluded there are weaknesses in the Council's approach to developing and delivering its digital strategy and provided 3 recommendations. A new Digital Strategy has now been developed and is under consultation.
- An Audit Wales review of Financial Sustainability was published in September 2024. It concluded 'the Council understands its financial position with good arrangements to support its financial sustainability which it flexes and adapts but is at the early stage of developing its long-term approach'. It provided 2 recommendations. Work is ongoing to ensure that elected members are fully briefed on the financial position of the Council and the BREP process is being reviewed to support longer term financial planning
- An Audit Wales review of decision-making arrangements was published in October 2024. It concluded 'the Council generally has proper decision-making arrangements in place but weaknesses in forward planning and pre-decision scrutiny are undermining their effectiveness'. It provided 5 recommendations. Actions were put in place to respond to the recommendations, including publishing a 6-month scrutiny forward work plan, updating our scheme of delegation, scrutiny training and the development of proposals for new scrutiny arrangements including the renaming of the Scrutiny Committees.
- An Audit Wales report on our setting of Well-being Objectives was published in October 2024. It concluded 'the Council has applied the sustainable development principle when setting its well-being objectives, but there are opportunities to build on how it involves citizens and how it intends to work with partner and provided 3 recommendations. One of the recommendations is addressed in this report and the other two will form part of the development of the next Corporate Plan.

Internal Audit is also a statutory requirement in Local Government. The Council's internal audit is undertaken by the Regional Internal Audit Service, a partnership shared service between Bridgend County Borough Council, Merthyr Tydfil County Borough Council and hosted by the Vale of Glamorgan Council. The Head of Internal Audit's annual opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control for 2024-25 is: "Reasonable Assurance". That means based on the work they have done, no significant cross-cutting control issues have been identified that would impact on the Council's overall control environment. Any weaknesses that have been identified are service specific.

Staff and Trade Union views - Social Partnership Reporting Duty 2024/25

Since 1 April 2024 the Council has been subject to the Social Partnership duty under the Social Partnership and Public Procurement (Wales) Act 2023. This means that we have to explain how we have worked with staff and trade unions within the year, and any areas for improvement we have identified.

Relations with the recognised Trade Unions are extremely positive at present and their support is welcomed to ensure we are working in a true social partnership

Regular work

There is a monthly meeting with Trade Unions, where a range of officers present on a variety of topics, trade union colleagues views are tested and any issues discussed. The Trade Unions involved in these regular meetings are both those for corporate teams – Unison, Unite, and GMB. Our teaching Trade Unions also take part in the monthly meetings – ASCL, NEU, NASUWT, NAHT and UCAC

In 2024/2025 we had 10 monthly meetings, usually avoiding January, April and August due to school holiday and general availability. The meetings in 2024/25 took place on 12th April, 14th May, 14th June, 14th July, 20th September, 18th October, 15th November and 13th December 2024, and 07th February and 21st March 2025.

In addition to these regular meetings, Trade Unions have direct access to HR officers and there is regular and open communication to work together. Trade Unions are involved regularly in workforce and other related meetings.

All policies, protocols and programmes are shared with the relevant Trade Unions at the earliest opportunity to include their views and thoughts. During the recent appointment of the new Chief Executive a Trade Union Officer sat on one of the stakeholder panels as part of the assessment centre.

Planning the year ahead

As part of the annual budget development process, the Chief Officer Finance, Housing and Change attended the regular Trade Union meetings in November 2024 and February 2025. She provided an update on the process, the approach, assumptions made (and later the draft settlement from Welsh Government) and savings proposals.

Trade Unions played an integral part in the development of the Council's 5-year, high level Corporate Plan 2023-28. They were involved at 3 key points – firstly, developing the approach, then developing, setting and agreeing the wellbeing objectives and finally at the draft report stage. To date, Trade Unions have not been directly involved in the development of the 1-yearly Corporate Plan Delivery Plan.

Reviewing the year behind

Each year since its inception, Trade Unions have been involved in the development of the Council's Corporate self-assessment. As part of the development of the corporate self-assessment 2023/24 the corporate policy and performance manager, attended the regular Trade Union meeting in on 14 July 2024. She presented the key points and judgements from the draft self-assessment and took views, areas for development and

any issues from the trade unions in attendance. The draft report itself was also circulated to Trade Unions for review and any additional comments or changes.

Areas for improvement

- Develop a more engaging / interactive process for involving Trade Union colleagues in the self-assessment process
- Develop a clear and agreed role for Trade Union colleagues as part of formal budget consultation
- Involve Trade Union colleagues in the development and review of the 1-year Corporate Plan Delivery Plan (every year rather than the current involvement every 5 years)
- Providing training or awareness raising to employees / Trade Union representatives on how the Social Partnership Duty is being implemented
- Working to confirm updated Trade Union facilities time agreements.

5. Our Strategic Equality Plan

Our new Strategic Equality Plan was developed and consulted on in early 2024 and outlined our six strategic equality objectives, which will shape how we plan, provide, and deliver our services to reflect the diversity of our communities.

We have developed a Strategic Equality Action Plan for 2024-2028 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.

Progress on the plans is regularly reported to the Corporate Equality Network, and responsibility for operational delivery lies with all service areas and teams. Our Cabinet Committee Equalities monitors and scrutinises delivery against the objectives.

How do we identify and collect relevant information?

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

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

This data will be published annually as part of our Strategic Equality Plan annual reporting process (which will now include the full equality impact assessments undertaken). In addition we will publish annually:

- The Strategic Equality Plan action plan review;
- The Strategic Equality Plan annual report.
- Welsh language standards annual report

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

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

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

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

Performance against the Corporate Plan 2024-25

In March 2023 the Council published its new 5-year Corporate Plan 2023-28 and seven new wellbeing objectives. A 1 year Corporate Plan Delivery Plan for 2024-25 was agreed in April 2024 which defined 41 aims, with 80 commitments to deliver these objectives and 108 performance indicators (and sub indicators) to measure progress.

This document is intended to provide an overview of the Council's performance against the wellbeing objectives as set out in the Corporate Plan Delivery Plan at quarter 4 of 2024-25, which is the final year-end position.

The wellbeing objectives are:

- 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

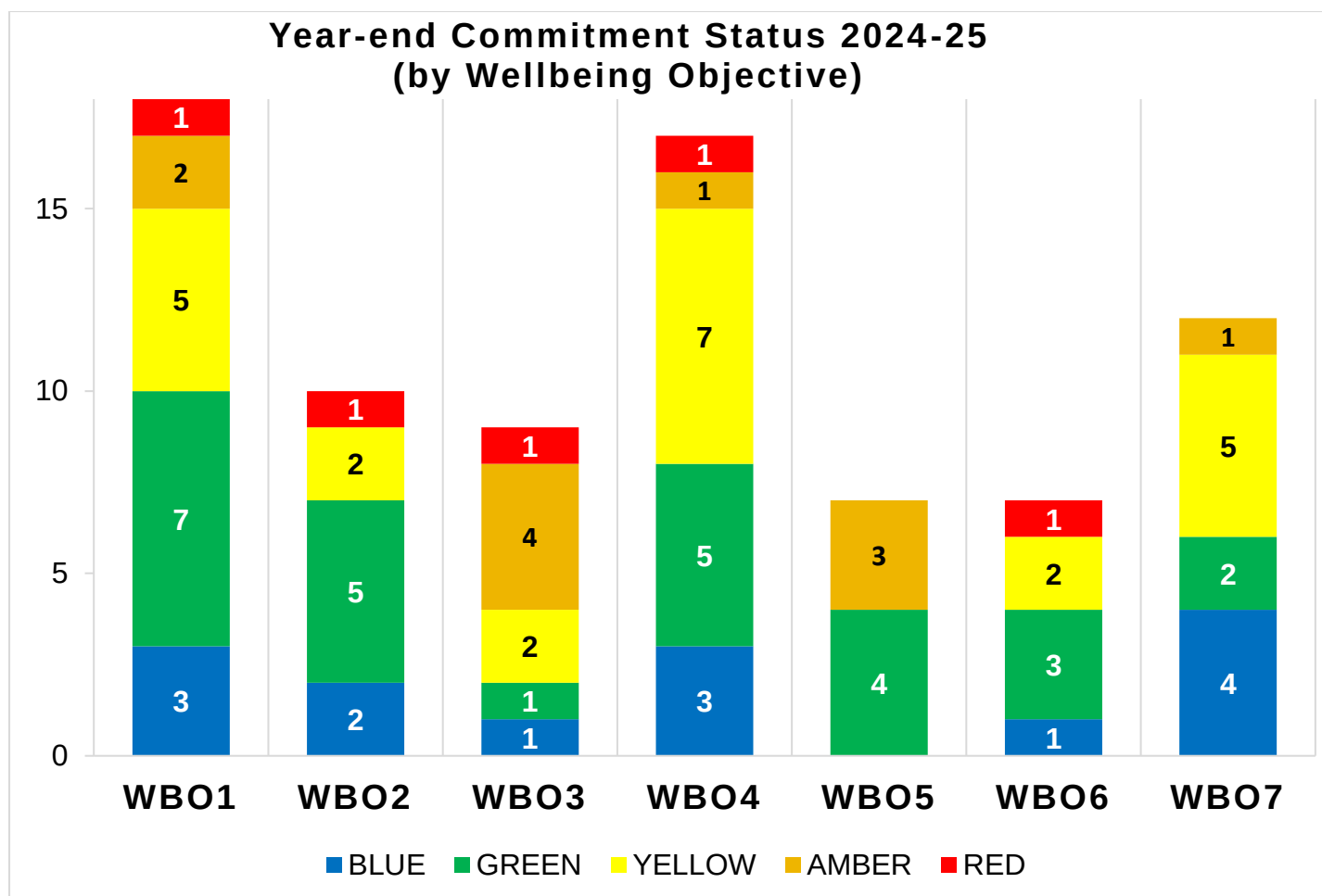
Summary of progress on Corporate Commitments

Each of the commitments has been awarded an appropriate Blue, Red, Amber, Yellow or Green (BRAYG) status at the end of quarter 4. Table 1 below shows a summary of the overall status of the 80 commitments with Chart 1 demonstrating this for each of the well-being objectives.

Table 1 – Commitments by BRAYG status

Status	Meaning of this status	Performance at year end	
		Number	%
COMPLETE (BLUE)	Project is completed	14	17.5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	27	33.75%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	23	28.75%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	11	13.75%
UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	6.25%
	Total	80	100%

Chart 1 – Commitments by BRAYG status for each wellbeing objective



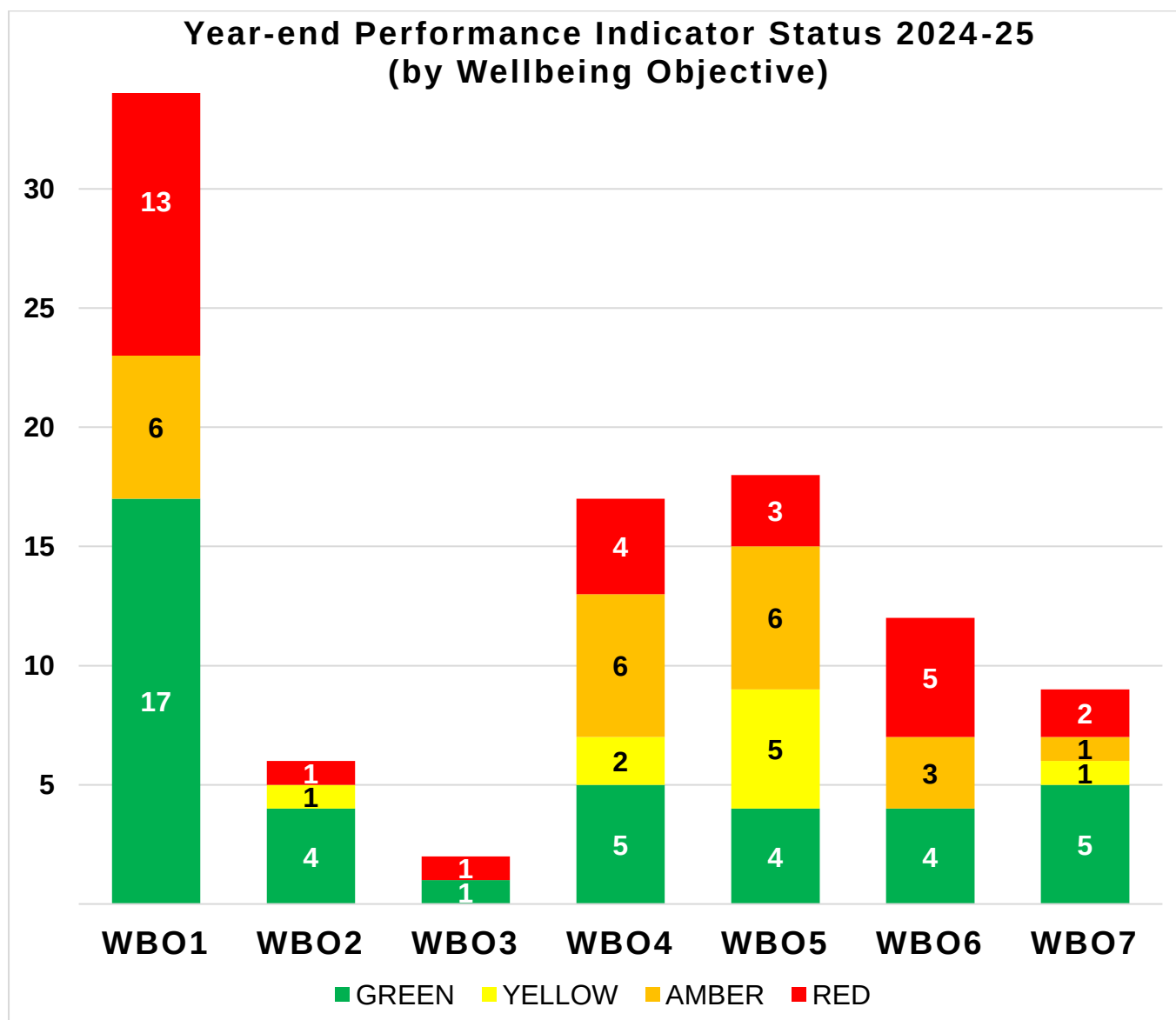
Summary of Performance Measures

Performance is being judged against the revised performance indicator (PI) targets approved in summer 2024. Of the 108 indicators (including all sub indicators), 100 could be compared against a target and awarded a Red, Amber, Yellow or Green (RAYG) status. Table 2 below shows a summary of performance by status, with Chart 2 providing this summary broken down by wellbeing objective.

Table 2 - PIs by RAYG status

Status	Meaning of this status	Performance at year end	
		Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	40	40%
GOOD (YELLOW)	On target	9	9%
ADEQUATE (AMBER)	Off target (within 10% of target)	22	22%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	29	29%
	Total	100	100%

Chart 2 - PIs by RAYG status for each wellbeing objective



Set out below is our performance for each of these performance indicators, or measures of success which we set ourselves for each well-being objective. This also shows performance trend, so you can see how this outturn position compares with the same period last year, where appropriate to do so.

Performance Indicators Trend Definition	
↑	Performance has improved compared to last year
↔	Performance has been maintained (this includes those at maximum)
↙	Performance has declined BUT within 10% of the last year
↓	Performance has declined by 10% or more compared to previous year

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

Aim 1.1 Providing high-quality children's and adults social services and early help services to people who need them

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of eligible carers who were offered a carer's assessment in: a) Children's Social Care. <i>(Quarterly Indicator, higher preferred)</i>	100%	100%	100% GREEN	↔
Percentage of eligible carers who were offered a carer's assessment in: b) Adult Social Care. <i>(Quarterly Indicator, higher preferred)</i>	Data not available	100%	92.78% AMBER	No trend
Timeliness of visits to a) children who are care experienced. <i>(Quarterly Indicator, higher preferred)</i>	85.31%	87%	88.28% GREEN	↑
Timeliness of visits to b) children on the child protection register. <i>(Quarterly Indicator, higher preferred)</i>	86.77%	87%	89.27% GREEN	↑
Safe reduction in the number of care experienced children <i>(Quarterly Indicator, lower preferred)</i>	370	350	333 GREEN	↑
Safe reduction in the number of children on the child protection register. <i>(Quarterly Indicator, lower preferred)</i>	189	175	75 GREEN	↑
Percentage of enquiries to the Adult Social Care front door which result in information and advice only. <i>(Quarterly Indicator, higher preferred)</i>	74.88%	75%	84.58% GREEN	↑
Total number of packages of reablement completed during the year. <i>(Quarterly Indicator, higher preferred)</i>	377	400	509 GREEN	↑
Percentage of reablement packages completed that a) reduced the need for support. <i>(Quarterly Indicator, higher preferred)</i>	14.32%	18%	17.49% AMBER	↑
Percentage of reablement packages completed that b) maintained the same level of support <i>(Quarterly Indicator, higher preferred)</i>	13.79%	14%	15.72% GREEN	↑
Percentage of reablement packages completed that c) mitigated need for support. <i>(Quarterly Indicator, higher preferred)</i>	66.58%	68%	55.99% RED	↓
Number of people who access independent advocacy to support their rights within: a) children's social care. <i>(Annual Indicator, higher preferred)</i>	64	130	39 RED	↓
Number of people who access independent advocacy to support their rights within: b) adult's social care. <i>(Annual Indicator, higher preferred)</i>	87	180	67 RED	↓

Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome. <i>(Quarterly Indicator, higher preferred)</i>	83%	87%	82% AMBER	
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Aim 1.2 Supporting people in poverty to get the support they need / help they are entitled to

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
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. <i>(Quarterly Indicator, higher preferred)</i>	92%	85%	96% GREEN	
Percentage of people supported through FASS who have received advice and support in managing or reducing household debt. <i>(Quarterly Indicator, higher preferred)</i>	93%	85%	94% GREEN	

Aim 1.3 Supporting people facing homelessness to find a place to live

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of households threatened with homelessness successfully prevented from becoming homeless. <i>(Quarterly Indicator, higher preferred)</i>	11%	20%	31.2% GREEN	
Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation. <i>(Quarterly Indicator, lower preferred)</i>	29%	10%	26.4% RED	

Aim 1.4 Supporting children with additional learning needs to get the best from their education

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2023-24 & RAYG	Trend
Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system. <i>(Quarterly Indicator, higher preferred)</i>	New 2024-25	100%	0% RED	No trend
Number of pupils on the waiting lists for specialist provision. <i>(Quarterly Indicator, lower preferred)</i>	23	10	55 RED	
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. <i>(Annual Indicator, higher preferred)</i>	New 2024-25	100%	74.3% RED	No trend

Aim 1.5 Safeguarding and protecting people who are at risk of harm

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of council staff completing safeguarding awareness training (Quarterly Indicator, higher preferred)	82.73%	100%	85.77% RED	↑
Percentage of Adult safeguarding inquiries which receive initial response within 7 working days. (Quarterly Indicator, higher preferred)	81.85%	85%	83.08% AMBER	↑
Percentage of Childrens referrals where decision is made within 24 hours. (Quarterly Indicator, higher preferred)	99.69%	100%	99.97% AMBER	↑
Percentage of child protection investigations completed within required-timescales. (Annual Indicator, higher preferred)	77.78%	75%	84.4% GREEN	↑
Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list. (Quarterly Indicator, lower preferred)	16 days	16 days	10 days GREEN	↑

Aim 1.6 Help people to live safely at home through changes to their homes

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Average number of days taken to deliver a Disabled Facilities Grant (DFG) for: a) Low level access showers (Quarterly Indicator, lower preferred)	694 days	210 days	839 days RED	↓
Average number of days taken to deliver a DFG for: b) Stair lifts (Quarterly Indicator, lower preferred)	351 days	210 days	579 days RED	↓
Average number of days taken to deliver a DFG for: c) Ramps (Quarterly Indicator, lower preferred)	835 days	210 days	1,086 days RED	↓
Average number of days taken to deliver a DFG for: d) Extensions (Quarterly Indicator, lower preferred)	945 days	210 days	1,115 days RED	↓
Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (Quarterly Indicator, higher preferred)	98%	98%	99.3% GREEN	↑

Aim 1.7 Support partners to keep communities safe

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (<i>Quarterly Indicator, higher preferred</i>)	75.54%	100%	75.92% RED	↑
Number of instances where CCTV supports South Wales Police in monitoring incidents (<i>Quarterly Indicator, higher preferred</i>)	944	944	1,020 GREEN	↑
Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (<i>Quarterly Indicator, higher preferred</i>)	New 2024-25	100%	99.12% AMBER	No trend
Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours (<i>Quarterly Indicator, higher preferred</i>)	New 2024-25	100%	100% GREEN	No trend
Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours (<i>Quarterly Indicator, higher preferred</i>)	New 2024-25	100%	100% GREEN	No trend

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

Aim 2.1 Helping our residents get the skills they need for work

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of participants in the Employability Bridgend programme going into employment (<i>Quarterly Indicator, higher preferred</i>)	366	233	453 GREEN	Trend not applicable

Aim 2.2 Making sure our young people find jobs, or are in education or training

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of participants in the Employability Bridgend programme supported into education or training. (<i>Quarterly Indicator, higher preferred</i>)	76	409	678 GREEN	Trend not applicable
Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics. (<i>Annual Indicator, lower preferred</i>)	1.4%	1.5%	1.9% RED	↓

Aim 2.4 Attracting investment and supporting new and existing local businesses

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of businesses receiving support through Shared Prosperity Funding (Quarterly Indicator, higher preferred)	25	21	37 GREEN	↑
Number of business start-ups assisted. (Annual Indicator, higher preferred)	219	53	94 YELLOW	↓

Aim 2.5 Making the council an attractive place to work

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage 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. (Annual Indicator, higher preferred)	35%	42%	Data not available	No trend
Percentage of staff reporting through survey that they agree or strongly agree with the statement: b) I am satisfied with BCBC as an employer. (Annual Indicator, higher preferred)	66%	74%	Data not available	No trend
Percentage of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability. (Annual Indicator, higher preferred)	73%	79%	Data not available	No trend
Percentage of staff reporting through survey that they agree or strongly agree with the statement: d) I feel that BCBC values its employees' ideas and opinions. (Annual Indicator, higher preferred)	39%	48%	Data not available	No trend
Percentage of staff reporting through survey that they agree or strongly agree with the statement: e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? (Annual Indicator, higher preferred)	85%	86%	Data not available	No trend
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: (Annual Indicator, higher preferred)	67%	71%	Data not available	No trend
Percentage of staff reporting through survey that they agree or strongly agree with the statement: b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives. (Annual Indicator, higher preferred)	50%	54%	Data not available	No trend

Number of sign up of new subscribers to the staff extranet (Quarterly Indicator, higher preferred)	Data not available	Baseline Setting	Data not available	No trend
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Aim 2.6 Ensuring employment is fair, equitable and pays at least the real living wage

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of real living wage employers identified. (Annual Indicator, higher preferred)	250	255	257 GREEN	↑

WBO 3 - A County Borough with thriving valleys communities

Aim 3.1 Investing in town centres, including Maesteg town centre

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of commercial properties assisted through the enhancement grant scheme (Annual Indicator, higher preferred)	4	2	7 GREEN	↑

Aim 3.6 Encourage the development of new affordable homes in the valleys

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the valleys. (Annual Indicator, higher preferred)	2	20	2 RED	↔

WBO 4 - A County Borough where we help people meet their potential

Aim 4.1 Providing safe, supportive schools, with high quality teaching

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of schools judged by Estyn to be in 'significant improvement' or 'special measures'. (Quarterly Indicator, lower preferred)	1	0	1 RED	↔
Average 'Capped 9' score for pupils in Year 11 (Annual Indicator, higher preferred)	361.5	363.0	357.40 AMBER	↙
Percentage pupil attendance in primary schools (Annual Indicator, higher preferred)	91.5%	93%	92.49% AMBER	↑
Percentage pupil attendance in secondary schools (Annual Indicator, higher preferred)	87.9%	90%	87.31% AMBER	↙
Percentage of school days lost due to fixed-term exclusions during the school year in primary schools. (Annual Indicator, lower preferred)	0.024%	0.03%	0.031% AMBER	↓
Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools. (Annual Indicator, lower preferred)	0.165%	0.15%	0.152% AMBER	↑
Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit. (Annual Indicator, higher preferred)	93%	100%	93% AMBER	↔

Aim 4.3 Expanding Welsh medium education opportunities

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of Year 1 pupils taught through the medium of Welsh. (Annual Indicator, higher preferred)	8.56%	8.7%	8.83% GREEN	↑
Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4. (Annual Indicator, higher preferred)	6.62%	7.16%	7.23% GREEN	↑
Number of learners studying for Welsh as a second language at AS Level and A Level (Annual Indicator, higher preferred)	29	20	17 RED	↓

Aim 4.5 Attract and retain young people into BCBC employment

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of apprentices employed across the organisation (Annual Indicator, higher preferred)	46	20	22 YELLOW	↓
Percentage of those concluding apprenticeships and obtaining a non-apprentice role (Annual Indicator, higher preferred)	90%	90%	55.56% RED	↓

Aim 4.6 Offering youth services and school holiday programmes for our young people

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Participation in targeted activities for people with additional or diverse needs (Quarterly Indicator, higher preferred)	357	400	540 GREEN	↑
Participation in the national free swimming initiative for 16 and under (Annual Indicator, higher preferred)	19,659	16,000	23,208 GREEN	↑

Aim 4.9 Being the best parents we can to our care experienced children

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
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. (Quarterly Indicator, higher preferred)	68.97%	70%	59.38% RED	↓
Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the b)13- 24 months since leaving care. (Quarterly Indicator, higher preferred)	57.69%	65%	82.14% GREEN	↑
Percentage care leavers who have experienced homelessness during the year (Quarterly Indicator, lower preferred)	7.17%	10%	9.96% YELLOW	↓

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

Aim 5.1 Moving towards net zero carbon, and improving our energy efficiency

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (Annual Indicator, higher preferred)	4.3%	5%	1% RED	↓
Annual Gas Consumption across the Authority (kWh) (Annual Indicator, lower preferred)	21,966,783 kWh	20,868,443 kWh	21,122,938 kWh AMBER	↑
Annual Electricity Consumption across the Authority (kWh) (Annual Indicator, lower preferred)	15,210,536 kWh	14,450,009 kWh	15,019,064 kWh AMBER	↑
Annual CO2 related to gas consumption across the Authority (tonnes) (Annual Indicator, lower preferred)	4,018 tonnes	3,817 tonnes	3,866 tonnes AMBER	↑
Annual CO2 related to electricity consumption across the Authority (tonnes) (Annual Indicator, lower preferred)	3,150 tonnes	2,925 tonnes	3,110 tonnes AMBER	↑
Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (Annual Indicator, lower preferred)	43.80	40	43.60 AMBER	↑

Aim 5.2 Protecting our landscapes and open spaces and planting more trees

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of green flag parks and green spaces (Annual Indicator, higher preferred)	2	2	2 YELLOW	↔
Number of blue flag beaches (Annual Indicator, higher preferred)	3	3	3 YELLOW	↔

Aim 5.3 Improve the quality of the public realm and built environment through good placemaking principles

Page 17	Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
	Percentage of all planning applications determined within 8 weeks. (Quarterly Indicator, higher preferred)	68%	80%	67% RED	↙
	Percentage of planning appeals dismissed. (Quarterly Indicator, higher preferred)	87%	80%	81% YELLOW	↙

Aim 5.4 Reducing, reusing or recycling as much of our waste as possible

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of street cleansing waste prepared for recycling. (Annual Indicator, higher preferred)	41.18%	40%	41.22% GREEN	↑
Percentage of waste reused, recycled or composted (Overall) (Quarterly Indicator, higher preferred)	72.78%	70%	70.93% YELLOW	↙
Percentage of waste a) reused (Quarterly Indicator, higher preferred)	1.43%	1%	0.54% RED	↓
Percentage of waste b) recycled. (Quarterly Indicator, higher preferred)	50.42%	49%	50.59% GREEN	↑
Percentage of waste c) composted (Quarterly Indicator, higher preferred)	20.14%	20%	19.8% AMBER	↙
Kilograms of residual waste generated per person. (Quarterly Indicator, lower preferred)	119.80kg	125kg	117.76kg GREEN	↑
Percentage of highways land inspected and found to be of a high / acceptable standard of cleanliness. (Quarterly Indicator, higher preferred)	99.8%	99%	99.35% YELLOW	↙

Aim 5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings. (Quarterly Indicator, higher preferred)	100%	95%	100% GREEN	↔

WBO 6 - A County Borough where people feel valued, heard, and part of their community**Aim 6.1 Celebrating and supporting diversity and inclusion and tackling discrimination**

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of council staff completing Introduction to Equality and Diversity E-Learning. (Quarterly Indicator, higher preferred)	47.61%	100%	64.25% RED	↑

Aim 6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
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? (Annual Indicator, higher preferred)	49.4%	50%	44.2% RED	↓
Level of engagement (Welsh / English) a) across consultations (Annual Indicator, higher preferred)	7,946	8,300	8,050 AMBER	↑
Level of engagement (Welsh / English) b) with corporate communications to residents using the digital communications platform. (Annual Indicator, higher preferred)	972,384	972,500	1,203,706 GREEN	↑
Level of engagement (Welsh / English) c) across all corporate social media accounts (Annual Indicator, higher preferred)	1,715,802	1,715,900	1,488,712 RED	↓

Aim 6.3 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 Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage first call resolutions (via Customer Contact Centre) (Quarterly Indicator, higher preferred)	69.17%	75.92%	72.67% AMBER	↑
Number of online transactions using the digital platform (Quarterly Indicator, higher preferred)	72,500	72,500	81,034 GREEN	↑
Number of hits on the corporate website (Quarterly Indicator, higher preferred)	3,415,000	3,415,000	3,267,538 AMBER	↙

Percentage of staff with Welsh language speaking skills (including schools) (<i>Annual Indicator, higher preferred</i>)	26.82%	28%	28.35% GREEN	↑
Percentage of council staff completing Welsh Language Awareness E-Learning (<i>Quarterly Indicator, higher preferred</i>)	47.61%	100%	63.12% RED	↑

Aim 6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of council owned assets transferred to the community for running (CATs) (<i>Annual Indicator, higher preferred</i>)	7	10	2 RED	↓
Number of people supported to have their needs met in their communities by local community co-ordinators. (<i>Annual Indicator, higher preferred</i>)	395	450	566 GREEN	↑

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

Aim 7.2 Offering attractive leisure and cultural activities

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of visits by older adults to physical activity opportunities supported (<i>Annual Indicator, higher preferred</i>)	23,308	23,500	24,663 GREEN	↑

Aim 7.3 Improving children's play facilities and opportunities

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Value of investment in play areas. (<i>Annual Indicator, higher preferred</i>)	£54,443	£1.6 million	£1,709,584 GREEN	↑
Number of play areas that have been refurbished. (<i>Annual Indicator, higher preferred</i>)	0	22	22 GREEN	↑

Aim 7.4 Providing free school meals and expanding free childcare provision

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Percentage of eligible learners offered a free school meal. (Quarterly Indicator, higher preferred)	100%	100%	100% GREEN	↔
Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good'. (Quarterly Indicator, higher preferred)	76.5%	100%	83% RED	↑
Number of two-year-olds accessing childcare through the Flying Start programme. (Quarterly Indicator, higher preferred)	530	570	542 AMBER	↑

Aim 7.5 Integrating our social care services with health services so people are supported seamlessly

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of people recorded as delayed on the national pathway of care. (Quarterly Indicator, lower preferred)	104	71	70 GREEN	↑

Aim 7.6 Improving the supply of affordable housing

Performance Indicator Description	2023-24 Actual	2024-25 Target	Actual 2024-25 & RAYG	Trend
Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough. (Annual Indicator, higher preferred)	64	110	77 RED	↑
Number of empty properties returned to use with local authority intervention. (Annual Indicator, higher preferred)	70	5	36 YELLOW	↓

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	DIGITAL STRATEGY 2025-2029
Report Owner / Corporate Director:	CHIEF OFFICER – FINANCE, HOUSING AND CHANGE
Responsible Officer:	PHILIP O'BRIEN GROUP MANAGER – TRANSFORMATION, BUSINESS SUPPORT AND CUSTOMER SERVICES
Policy Framework and Procedure Rules:	There is no impact on the policy framework or procedure rules
Executive Summary:	This report provides an update on the development of the new corporate Digital Strategy 2025-2029

1. Purpose of Report

- 1.1 The purpose of this report is provide an update on the development of the corporate Digital Strategy for 2025-2029.

2. Background

- 2.1 The previous Digital Strategy was for the period 2020-2024 and a new Digital Strategy has been developed for 2025-2029 in conjunction with various key officers throughout the organisation and in line with the new Corporate Plan.
- 2.2 The key aim of the Strategy is to continue to improve and modernise service delivery, responding positively to opportunities, expectations and challenges posed by the ever-changing digital marketplace.
- 2.3 The draft Digital Strategy was reviewed by Corporate Management Board (CMB) in March 2025, and by Cabinet at the end of April 2025.
- 2.4 The draft Digital Strategy was updated following feedback from CMB and Cabinet, and the updated version was circulated to the Digital Transformation Board members in May 2025, requesting feedback.
- 2.5 A public consultation exercise was undertaken over a six week period from 2nd June to 13th July 2025. Respondents were asked to share their views on the proposed principles and digital developments including:

- Digital Citizen principle
 - Develop more online council services
 - Consult with citizens on how current processes can be adapted, aided by technology
 - Continue to upskill our citizens' digital skills in the use of technology
 - Explore assistive technology opportunities to improve citizens' wellbeing and safety in their homes
 - Explore Artificial Intelligence opportunities initially around social care to improve service delivery
 - Produce self-serve facilities for citizens across the county borough
- Digital Council principle
 - Review business processes to improve service delivery and reducing costs
 - Provide hand-held technology to frontline staff allowing real time updating of information
 - Explore further automation opportunities to reduce repetitive administrative tasks
 - Roll out further internal self-serve functions to managers and employees in relation to HR and payroll
 - Upskill staff on digital tools and cybersecurity protocols
 - Investigate and develop full integration with back-office systems where possible to help manage data more efficiently
 - Continue to work with schools to ensure technology is a tool for education and not a barrier
 - Investigate the integration of key social care and health systems to enhance integrated working with partners

2.6 A wide variety of communication methods were used including surveys, social media, and email bulletins to both residents and Citizen Panel members. Arrangements were also put in place with Awen staff in local libraries to support those citizens wishing to participate with the consultation and were not able to go online. Accessible versions of the survey were also available upon request. A link was also added to the MyAccount homepage to encourage those residents logging in online to participate in the consultation.

2.7 The public consultation was included in three weekly govDelivery residents bulletins, two stand-alone bulletins to residents and Citizen Panel members, and three bulletins to Members during the live period. govDelivery is a digital communications tool that was introduced by the local authority in June 2020 to issue council updates directly to residents' email inboxes in the language of their choice. There are currently 33,327 English language subscribers and 381 Welsh language subscribers to the weekly resident's update email. Overall, govDelivery generated 524 link clicks through to the consultation survey.

3. Current situation/ proposal

3.1 The attached consultation report (**Appendix A**) sets out in detail the views expressed by those who participated.

3.2 Overall the consultation received 560 interactions (likes/share/comments and link clicks) from a combination of bulletins, social media engagement and via the authority's Citizens' Panel.

3.3 The response rate, by method of interaction is set out below:

Promotion	Total views	Link clicks
Residents' bulletins	60,054	124
Standalone bulletin	15,916	262
Citizen Panel bulletin	963	137
Members' bulletins	294	1

Promotion – Social media	Total views	Likes / shares / comments	Link clicks
Facebook	3,881	6	16
X (Twitter)	1,386	5	0
Instagram	662	4	0
LinkedIn	422	5	0

- 250 responses to the surveys were received in total.
- A total of 36 interactions were received via social media, including 5 social media comments.

3.4 Headline figures and themes include:

3.4.1 Digital Citizen principal:

- 201 respondents (82.4%) agreed with this principle
- 149 respondents (60.8%) agreed that more online council services should be developed. 22.4% of respondents provided a neutral response.
- 203 respondents (83.2%) agreed that citizens should be consulted on how current processes can be adapted, aided by technology.
- 189 respondents (77.8%) agreed that citizens should have their digital skills improved in the use of technology.
- 179 respondents (73.4%) agreed that assistive technology opportunities should be explored to improve citizen's wellbeing and safety in their own homes.
- 98 respondents (40.5%) agreed that Artificial Intelligence opportunities should be explored initially around social care to improve service delivery. 31.5% of respondents disagreed.
- 170 respondents (70.5%) agreed that self-serve facilities should be provided for citizens across the county borough. 18.3% of respondents provided a neutral response.

Respondents were asked if there were any other key developments they thought should be considered as part of the Digital Citizen principle. 55 responses were received and whilst it hasn't be possible to review these responses in time to produce this report, all responses will be reviewed and taken into consideration as part of the Strategy development.

3.4.2 Digital Council principal:

- 83.8% of respondents agreed with this principle
- 196 respondents (80.3%) agreed that business processes should be reviewed to improve service delivery, reducing print and postage costs
- 202 respondents (82.8%) agreed that appropriate hand-held technology should be provided to frontline staff allowing real time updating of information
- 190 respondents (78.5%) agreed that further automation opportunities should be explored, reducing repetitive administrative tasks
- 151 respondents (61.9%) agreed that further internal self-serve functions should be rolled out to managers and employees in relation to HR and payroll
- 205 respondents (84.4%) agreed that staff should be upskilled on digital tools and cybersecurity protocols
- 200 respondents (82.3%) agreed that full integration with back-office systems should be investigated to help manage data more efficiently
- 209 respondents (86.0%) agreed that work should continue with schools to ensure technology is a tool for education and not a barrier
- 186 respondents (76.2%) agreed that key social care and health systems should be investigated to enhance integrated working with partners

Respondents were asked if there were any other key developments they thought should be considered as part of the Digital Citizen principle. 55 responses were received and whilst it hasn't been possible to review these responses in time to produce this report, all responses will be reviewed and taken into consideration as part of the Strategy development.

- 3.5 Following the public consultation and formal approval of the Digital Strategy, further work will be undertaken to develop a delivery plan to underpin the new Strategy. The delivery plan will identify the short, medium and long-term resource implications of delivering it, together with any intended savings.

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

- 4.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal.

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

- 5.1 The well-being goals identified in the Well-being of Future Generations (Wales) Act 2015 were considered in the preparation of this report. The monitoring of corporate complaints and the successful resolution of those complaints is consistent with the five ways of working within the Act as it supports the provision of high quality and more effective services to the public across all service areas. In addition, it enables each service to focus on areas of concern, to improve services and to monitor performance, ensure that any trends are identified and dealt with to be avoided in the future and to ensure that complaints are dealt with consistently and fairly across all service areas. By managing complaints effectively through to successful resolution, this assists in the achievement of the following corporate well-being objectives:

- A County Borough where we protect our most vulnerable
- A County Borough where we help people meet their potential
- A County Borough where people feel valued, heard and part of their community
- A County Borough where we support people to live healthy and happy lives

6. Climate Change and Nature Implications

6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 The Digital Transformation Board oversees and agrees the allocation of funding from a specific earmarked reserve to digital transformation projects. At the start of the 2025-26 financial year, there was a balance of £442,725 on this reserve. However, this is fully committed to the employment of customer experience and improvement officers, a business analyst and software costs in 2025-26.

8.2 At the end of 2024-25 an existing earmarked reserve for transformation and change was increased by £1.5 million to support the wider transformation agenda going forward, including digital transformation, so any additional financial implications of delivering the Digital Strategy will need to be funded from this earmarked reserve.

9. Recommendation(s)

9.1 Corporate Overview and Scrutiny Committee is recommended to note the content of this report prior to Cabinet approval.

Background documents

Survey response report – public consultation

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Digital Strategy 2025 - 2029

SURVEY RESPONSE REPORT

02 June 2025 - 13 July 2025

PROJECT NAME:

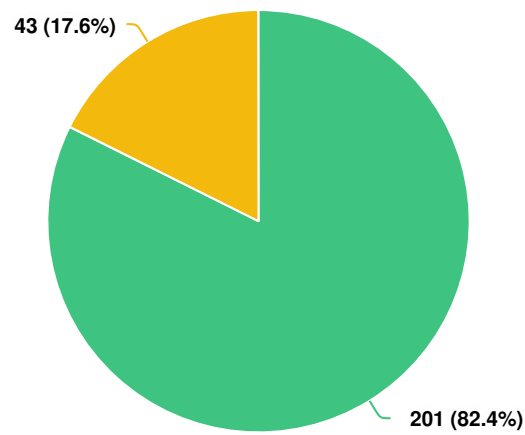
Digital Strategy 2025 - 2029





SURVEY QUESTIONS

Q1 | New Digital Strategy 2025-2029 Our new Digital Strategy sets out how we will make the most of the opportunities digital pres...



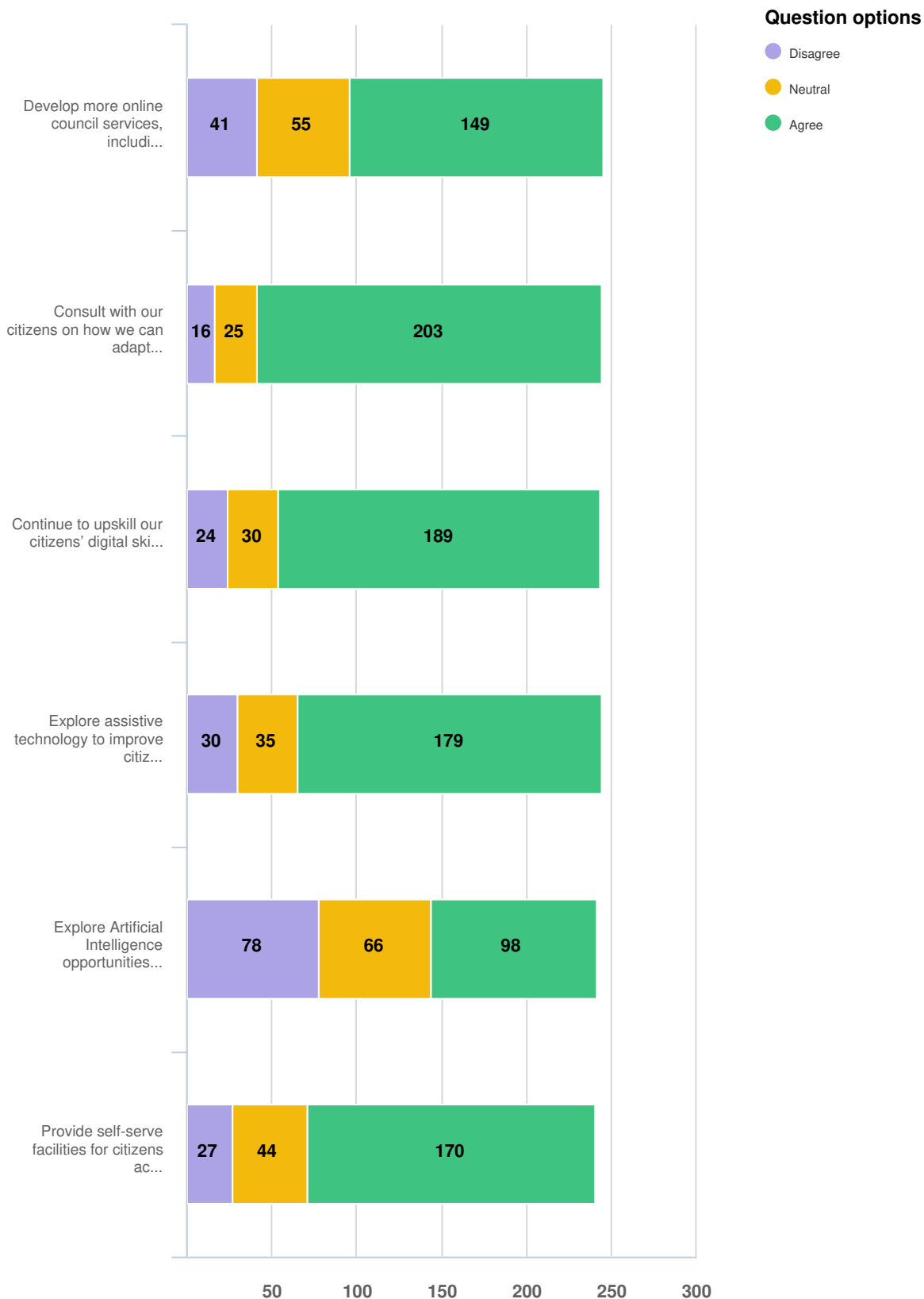
Question options

● Yes ● No (please explain why):

Optional question (244 response(s), 6 skipped)

Question type: Radio Button Question

Q2 Please let us know whether you agree or disagree with the following key digital developments we propose to focus on over the next four years as part of our Digital Citizen principle.

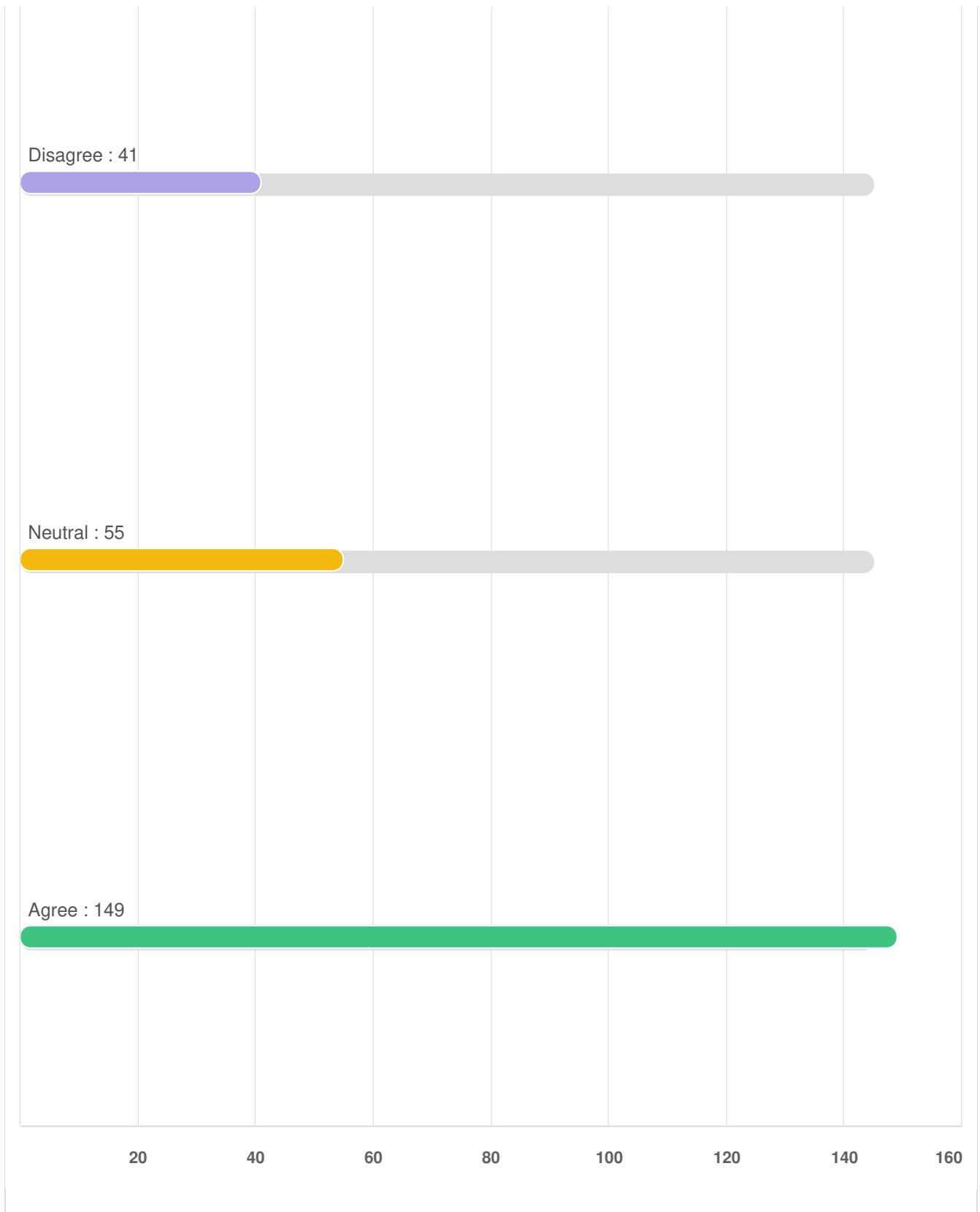


Optional question (245 response(s), 5 skipped)

Question type: Likert Question

Q2 | Please let us know whether you agree or disagree with the following key digital developments we propose to focus on over the next four years as part of our Digital Citizen principle.

Develop more online council services, including the development of self-referrals and self-assessments in social care



Consult with our citizens on how we can adapt our current processes, aided by technology

Disagree : 16



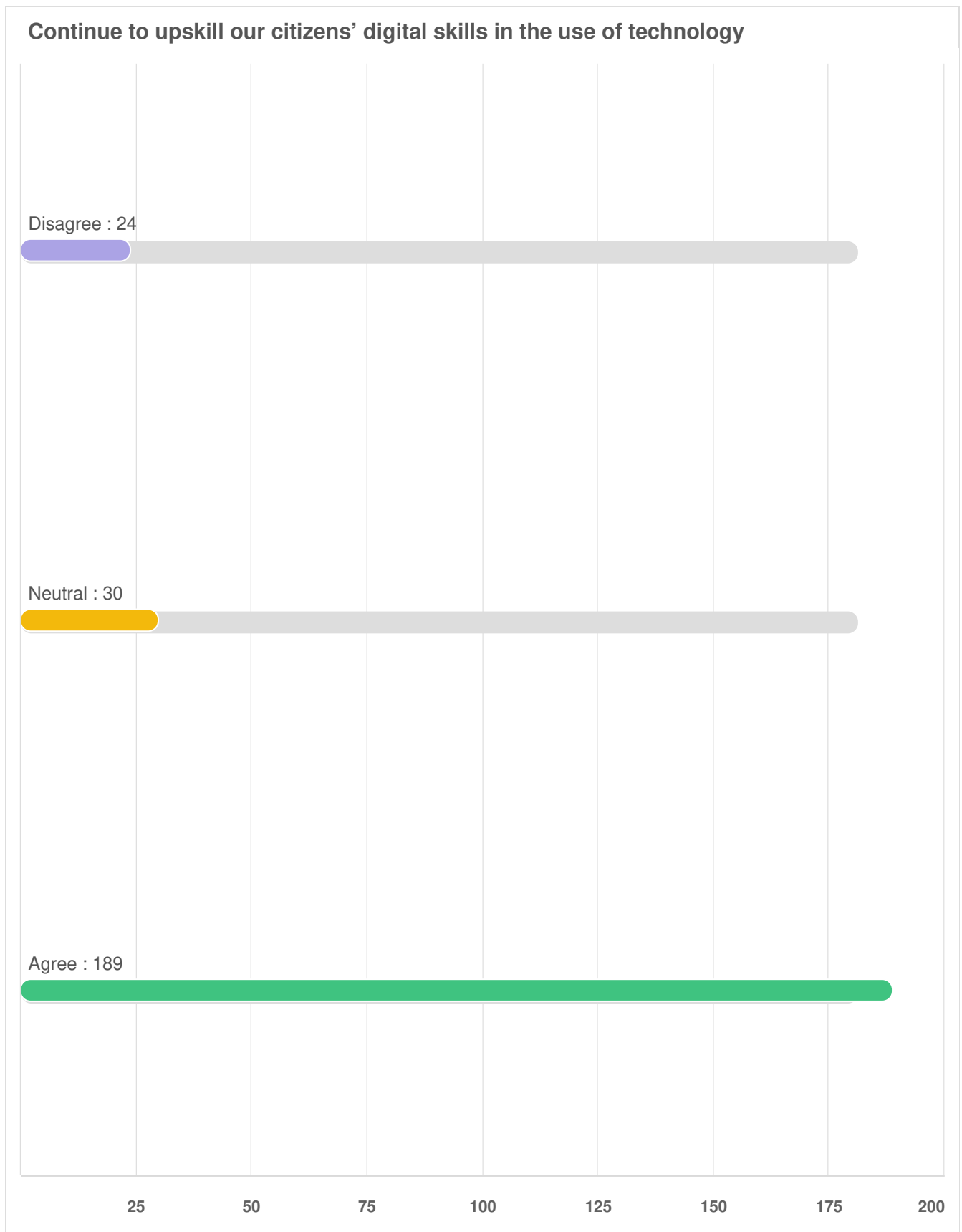
Neutral : 25



Agree : 203



25 50 75 100 125 150 175 200 225



Explore assistive technology to improve citizen's wellbeing and safety in their homes

Disagree : 30



Neutral : 35



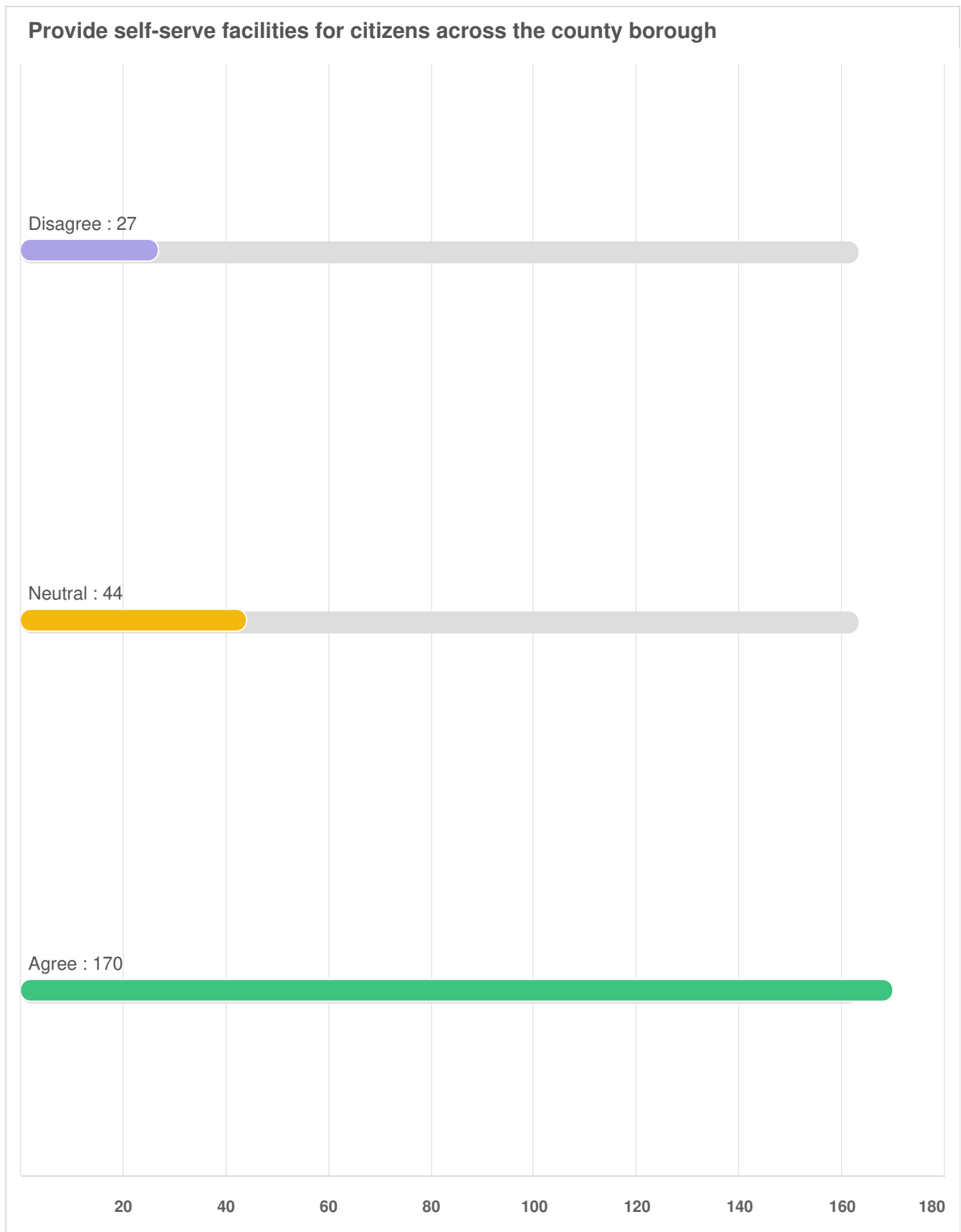
Agree : 179



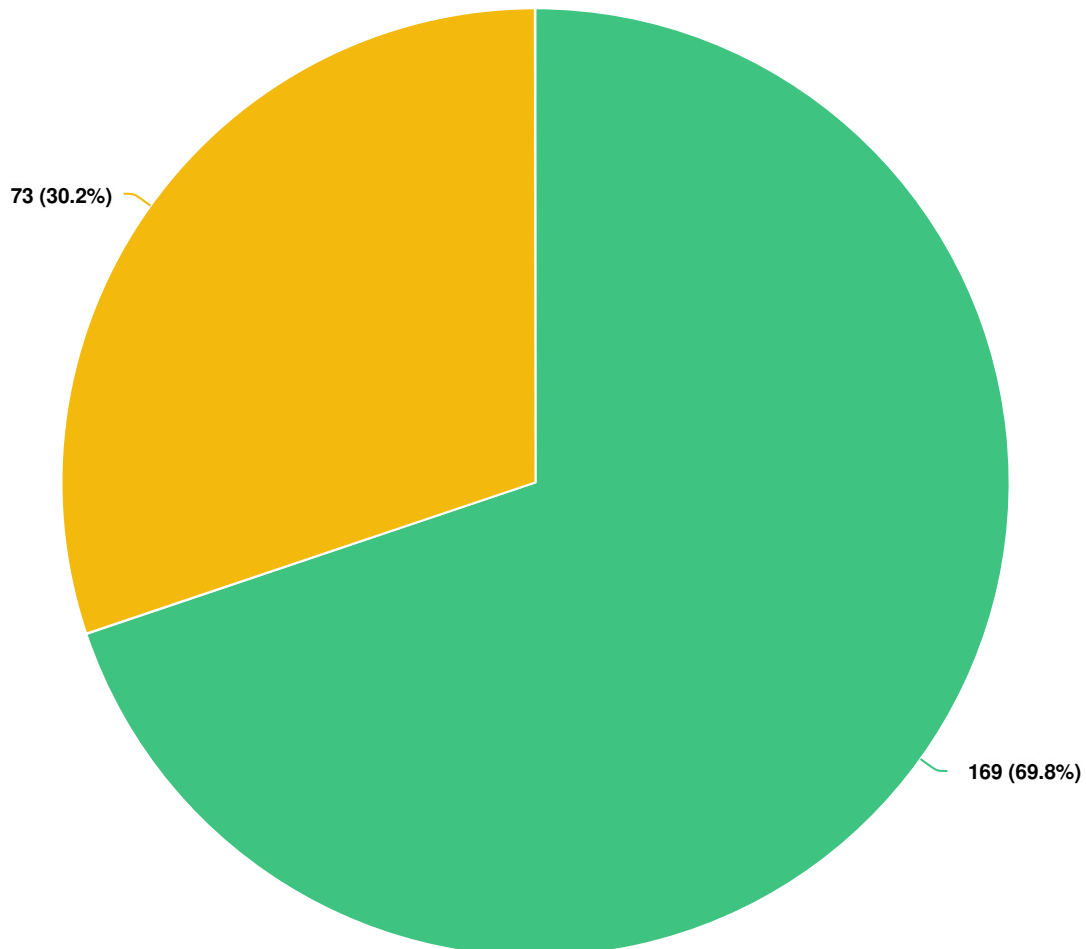
20 40 60 80 100 120 140 160 180 200

Explore Artificial Intelligence opportunities initially around social care to improve the way we deliver services whilst optimising and automating processes to free up social workers to focus on direct client care





Q3 Are there any other key developments you think we should focus on as part of our Digital Citizen principle?



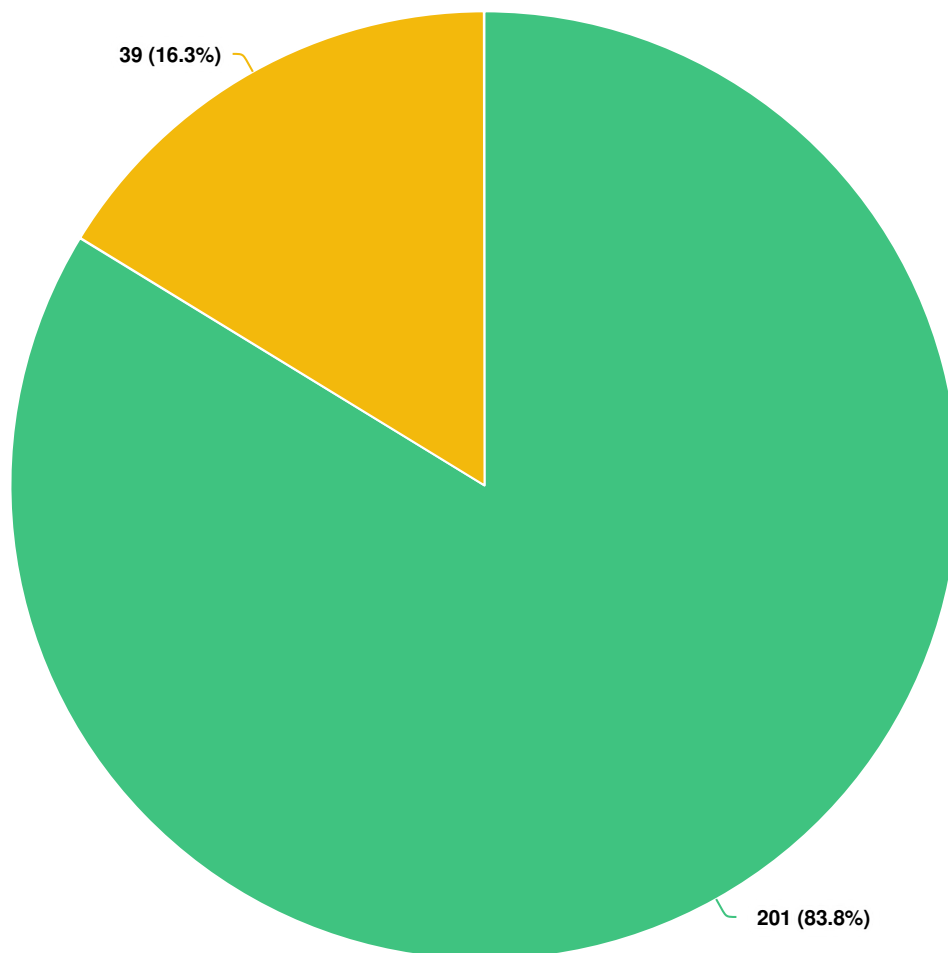
Question options

● Yes (please explain what): ● No

Optional question (242 response(s), 8 skipped)

Question type: Radio Button Question

Q4 | Digital Council This principle will focus on evaluating our business processes and reviewing the way we work, redesigning our services to better serve a 24/7 digital citizen. We will also ensure our workforce have access to the right technology and...

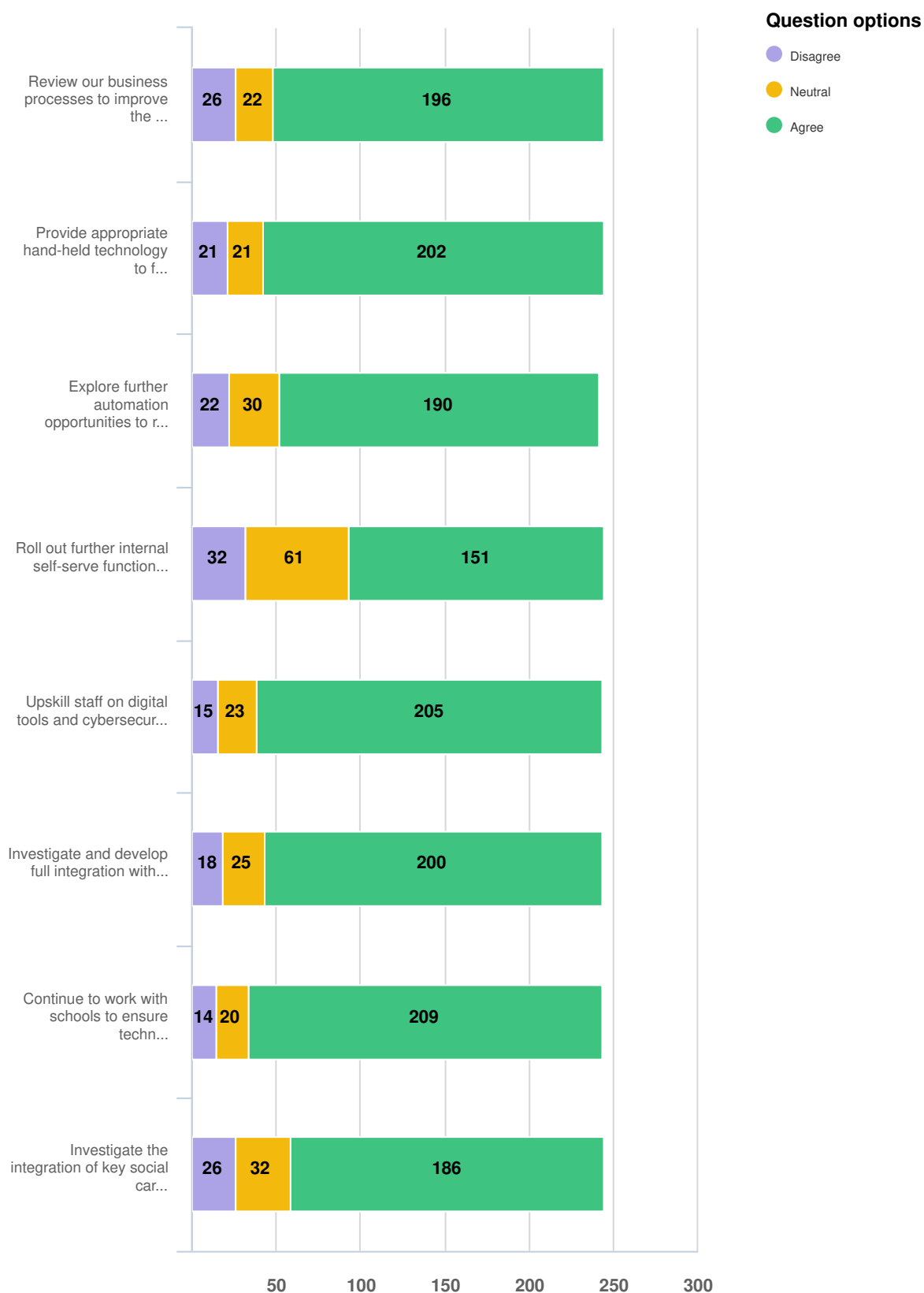
**Question options**

● No (please explain why): ● Yes

Optional question (240 response(s), 10 skipped)

Question type: Radio Button Question

Q5 Please let us know whether you agree or disagree with the following key digital developments we proposed to focus on over the next four years as part of our Digital Council principle.

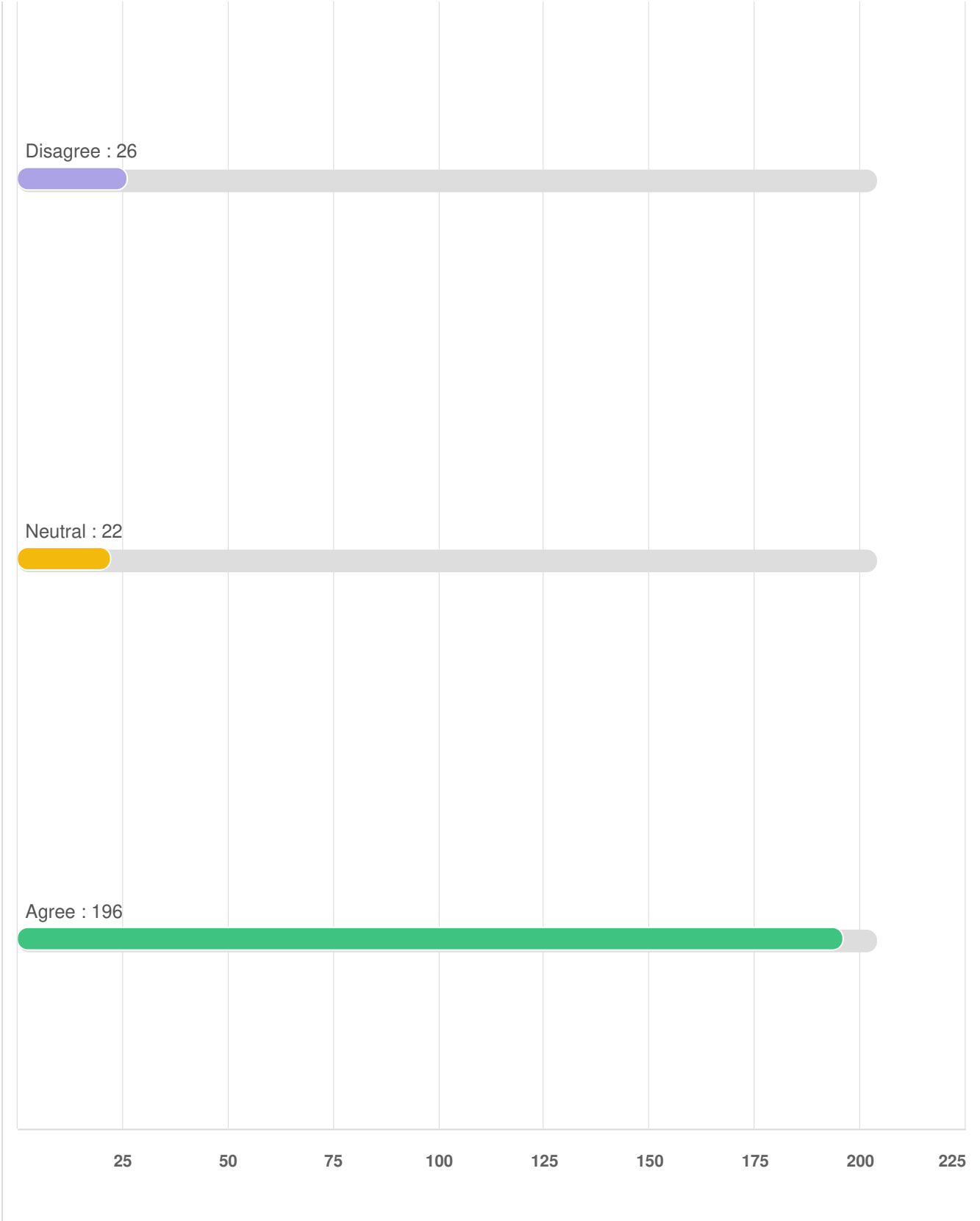


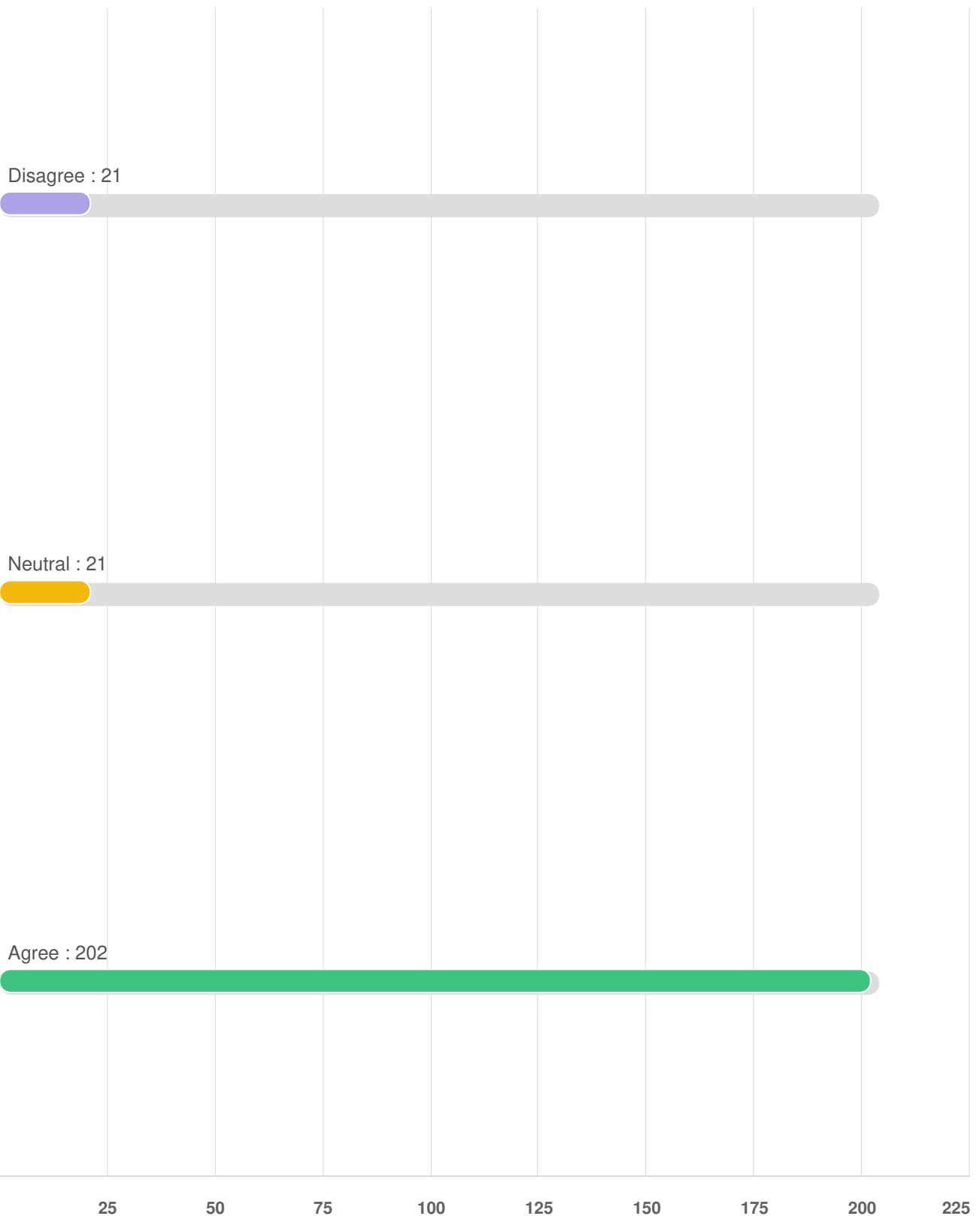
Optional question (244 response(s), 6 skipped)

Question type: Likert Question

Q5 | Please let us know whether you agree or disagree with the following key digital developments we proposed to focus on over the next four years as part of our Digital Council principle.

Review our business processes to improve the way services are delivered, reducing print and postage costs



Provide appropriate hand-held technology to frontline staff allowing real time updating of information leading to improved end-to-end services for citizens

Explore further automation opportunities to reduce repetitive administrative tasks

Disagree : 22



Neutral : 30



Agree : 190



25

50

75

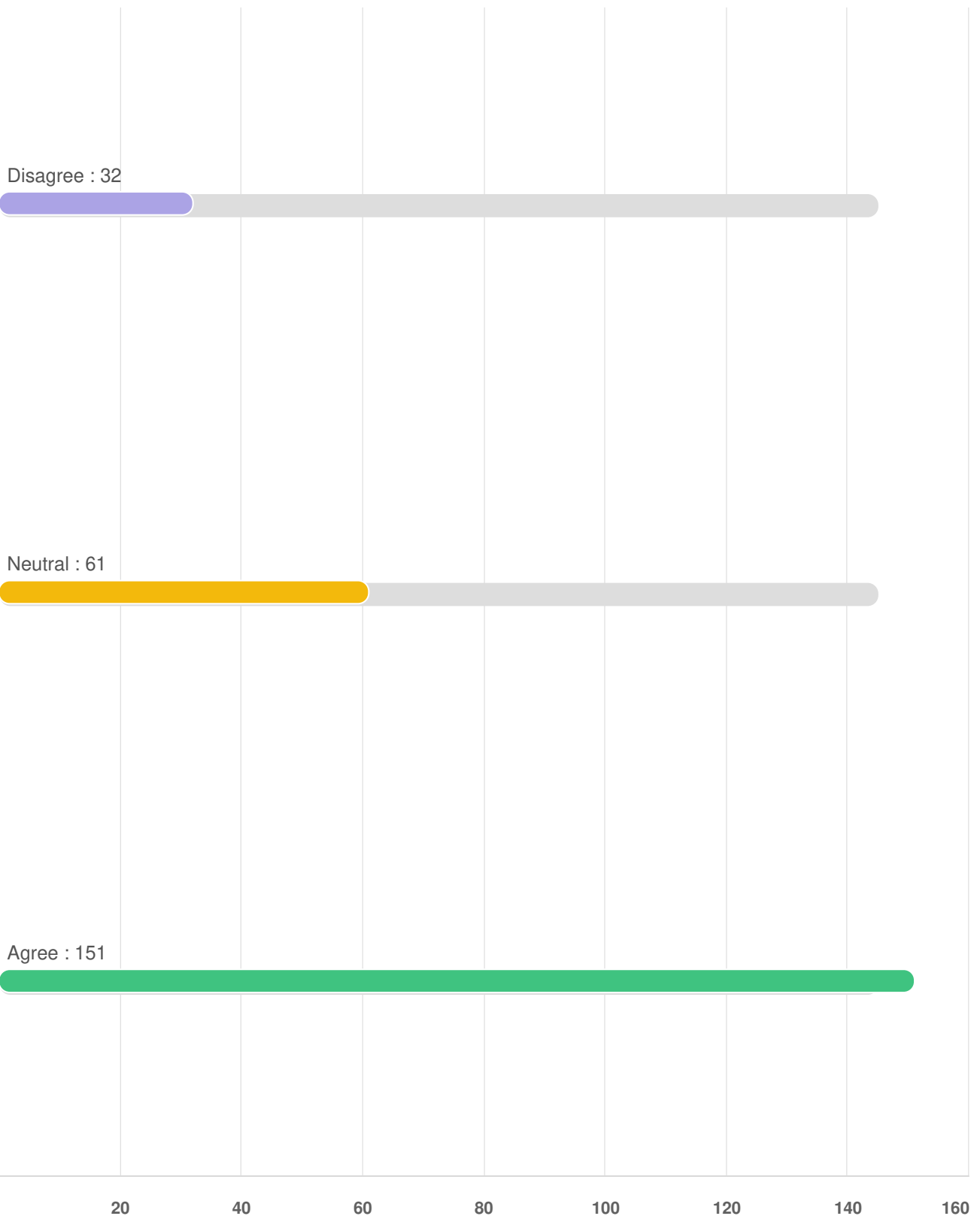
100

125

150

175

200

Roll out further internal self-serve functions to managers and employees in relation to HR and payroll

Upskill staff on digital tools and cybersecurity protocols

Disagree : 15



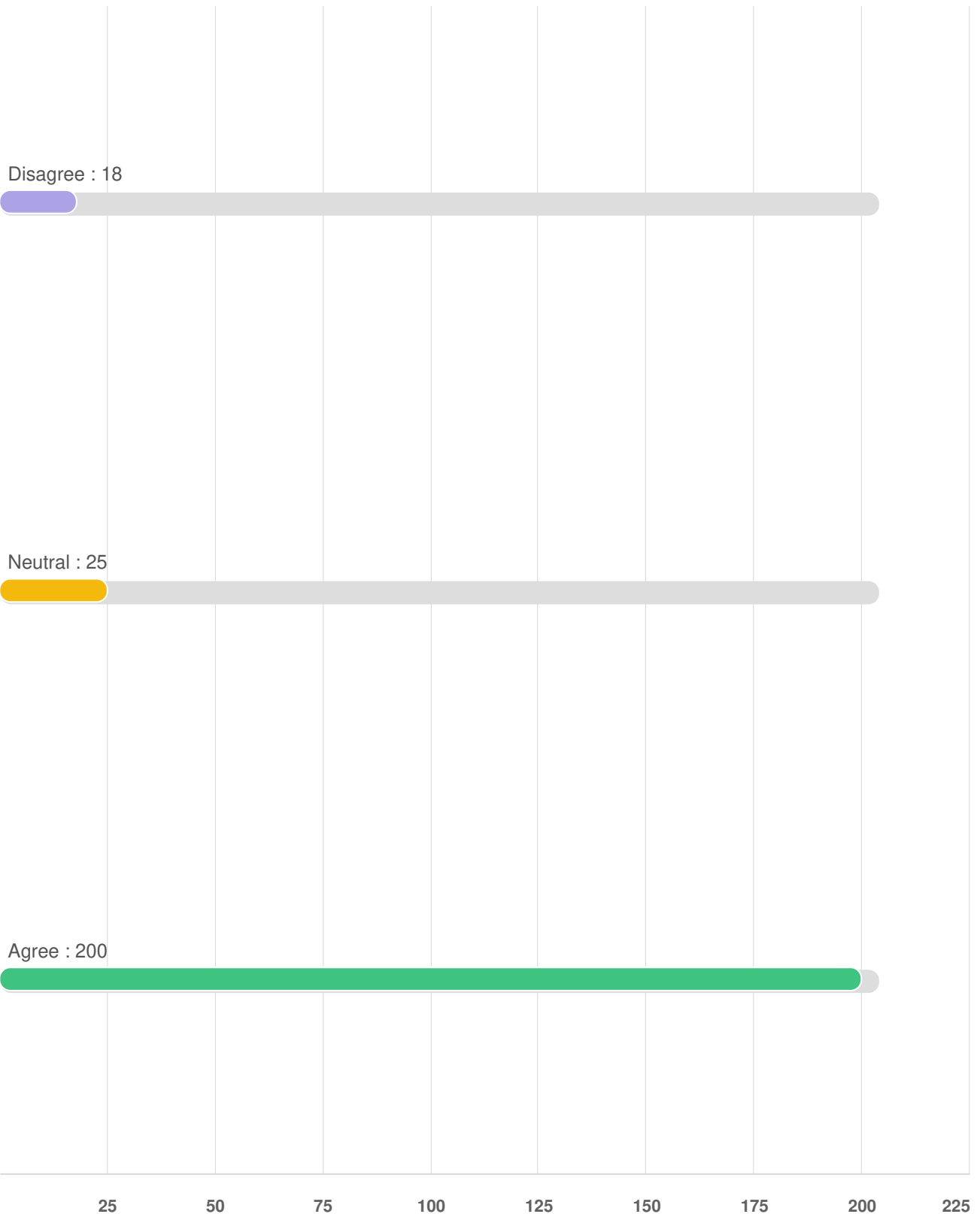
Neutral : 23

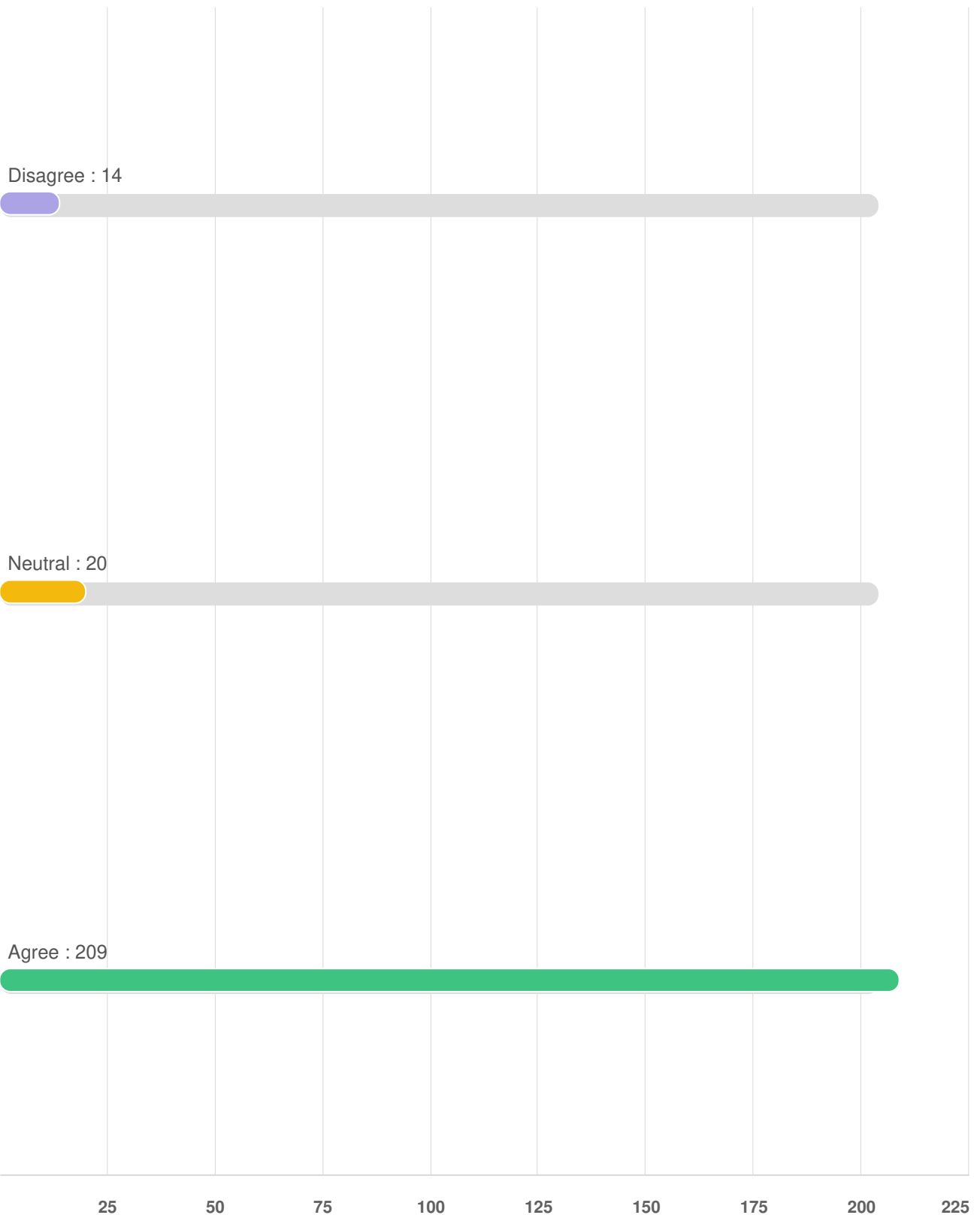


Agree : 205

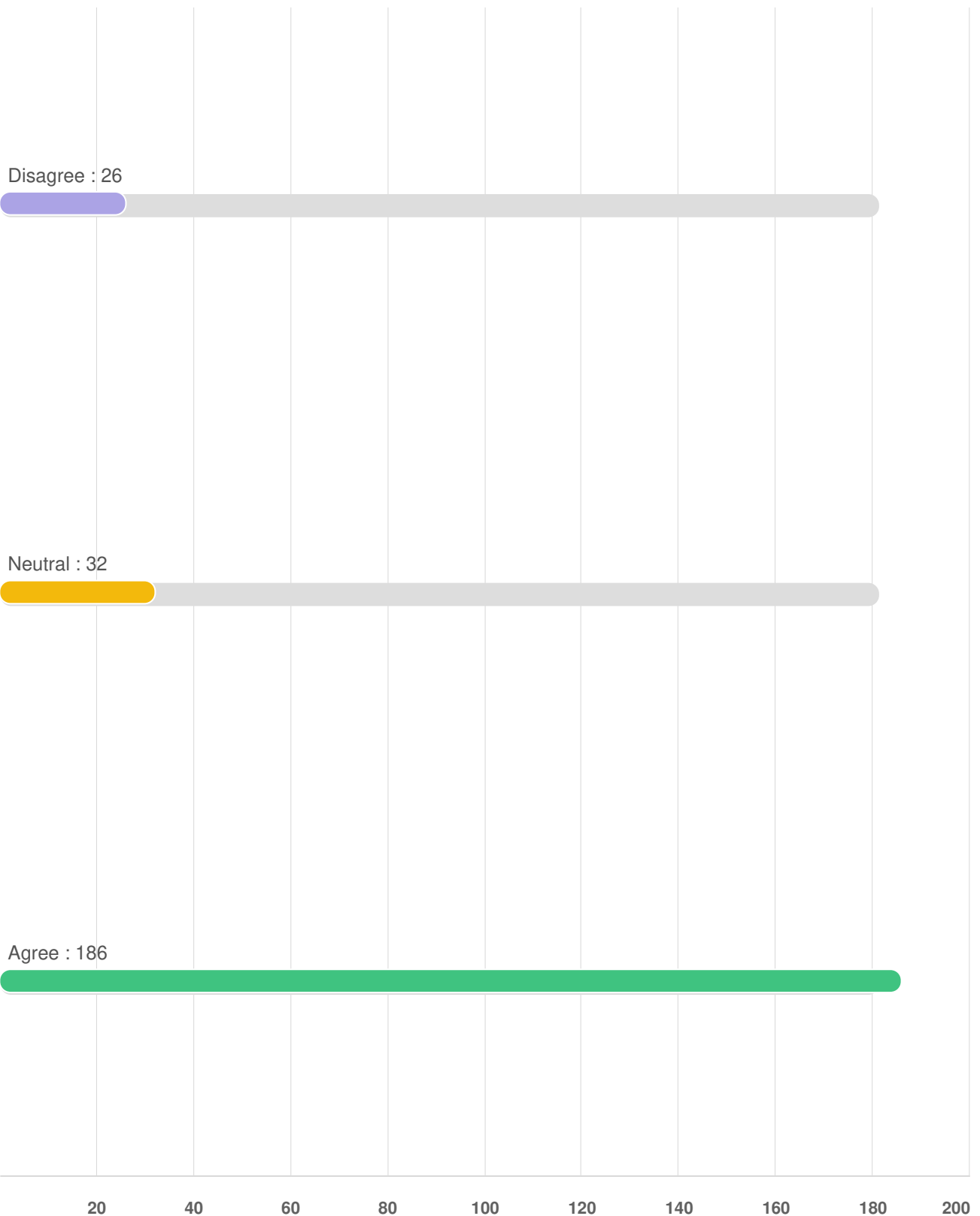


25 50 75 100 125 150 175 200 225

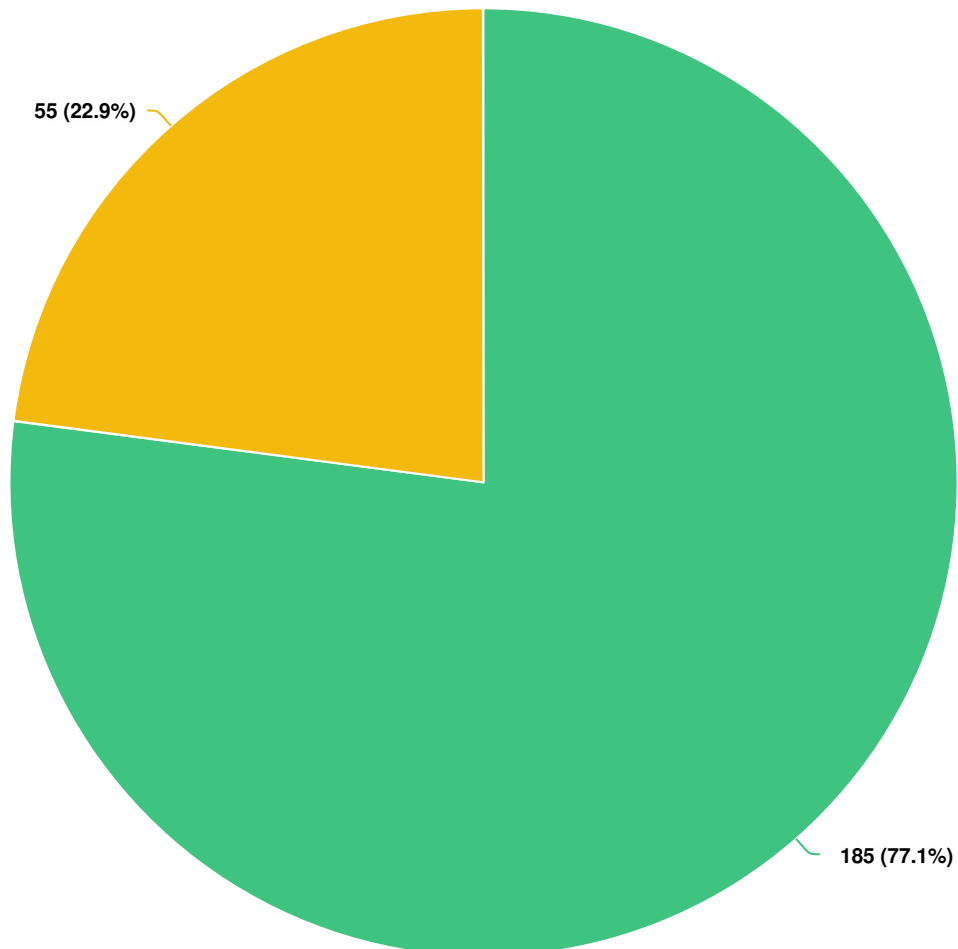
Investigate and develop full integration with back-office systems where possible, to help manage data more effectively across the council

Continue to work with schools to ensure technology is a tool for education and not a barrier

Investigate the integration of key social care and health systems to enhance integrated working with partnership health boards



Q6 | Are there any other key developments you think we should focus on as part of our Digital Council principle?

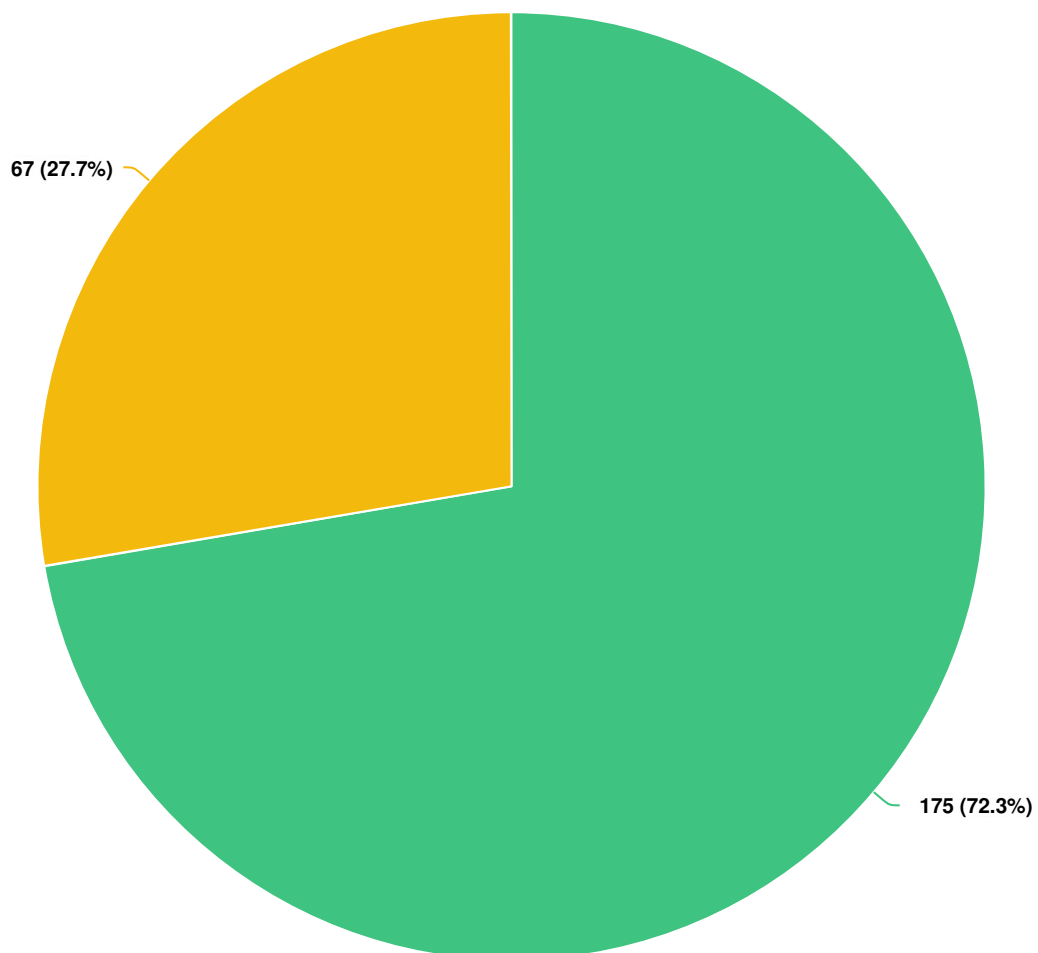


Question options

● Yes (please explain what): ● No

Optional question (240 response(s), 10 skipped)

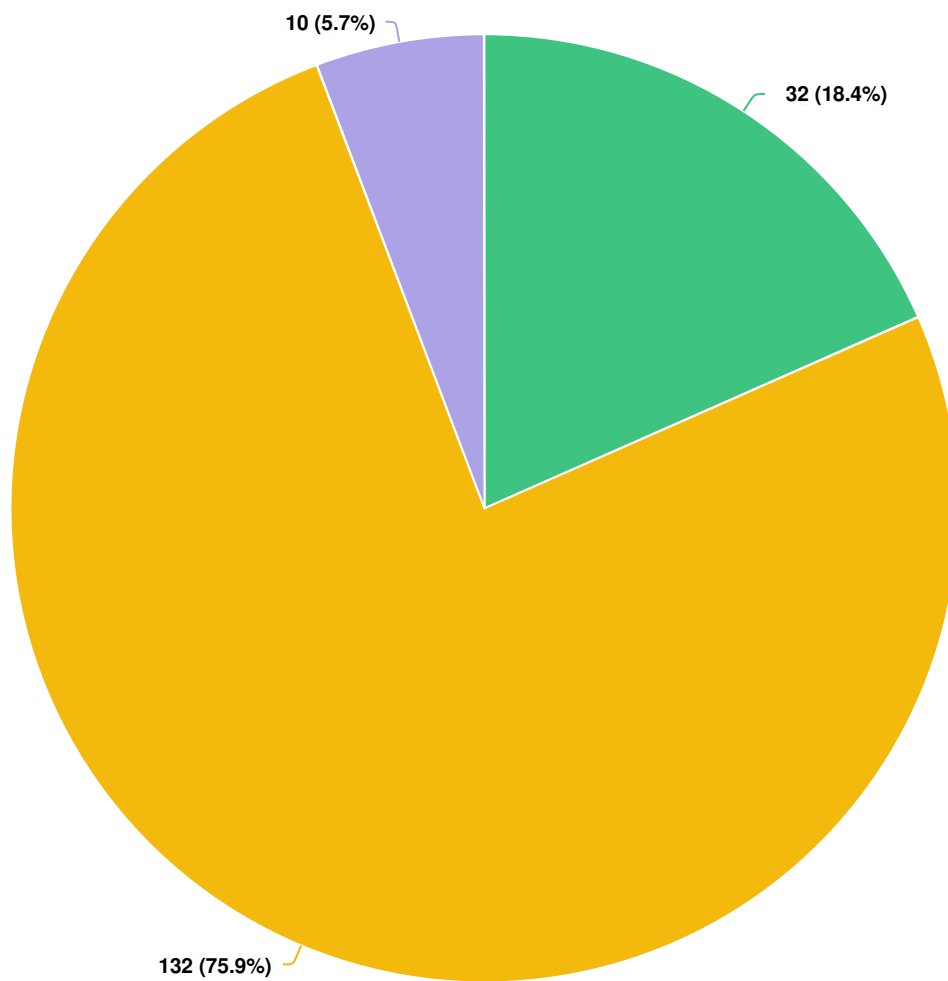
Question type: Radio Button Question

Q7 Are you happy to answer a few more questions about yourself?**Question options**

● No ● Yes

Optional question (242 response(s), 8 skipped)

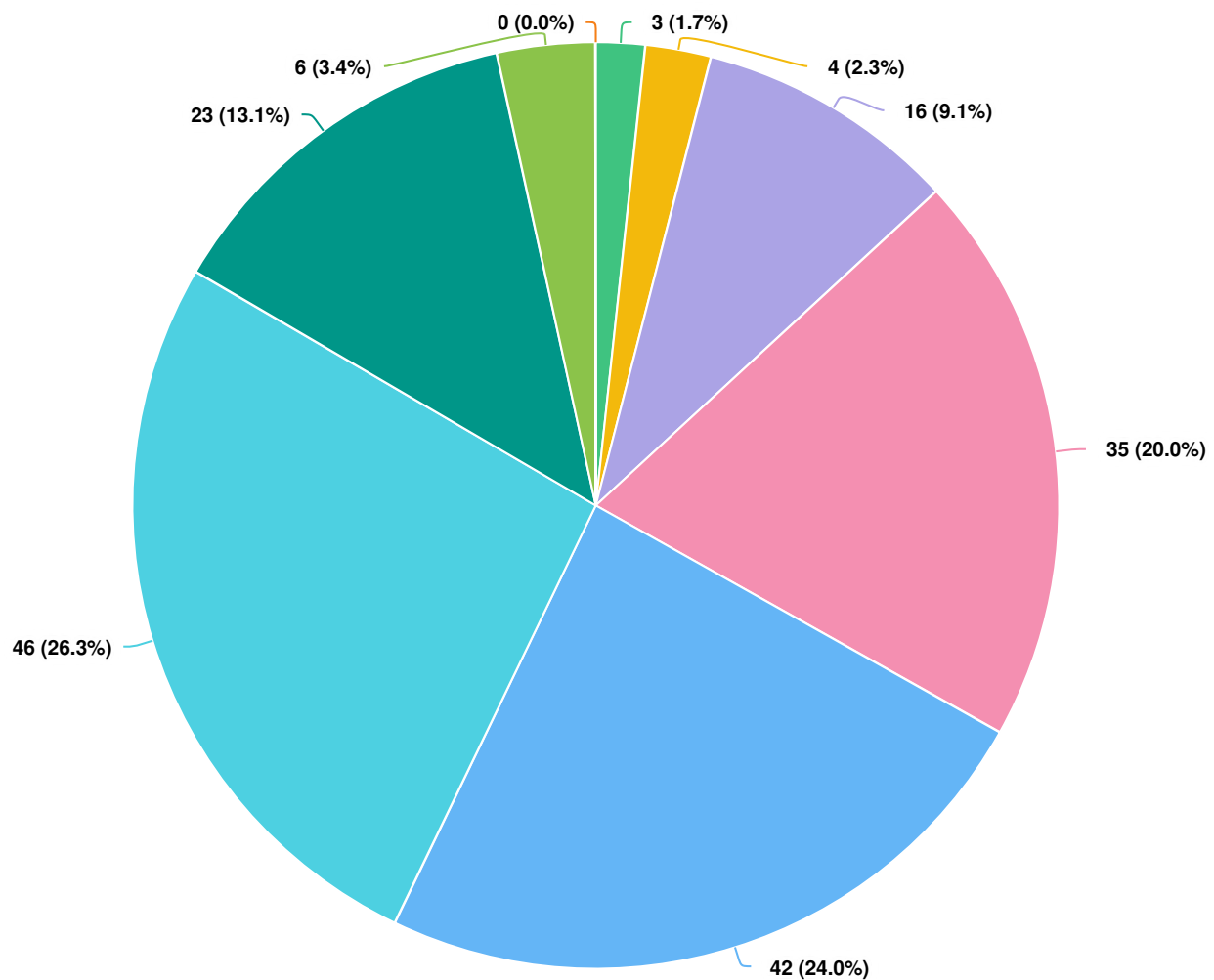
Question type: Radio Button Question

Q8 Do you consider yourself as disabled?**Question options**

☐ Prefer not to say ☐ No ☐ Yes

Optional question (174 response(s), 76 skipped)

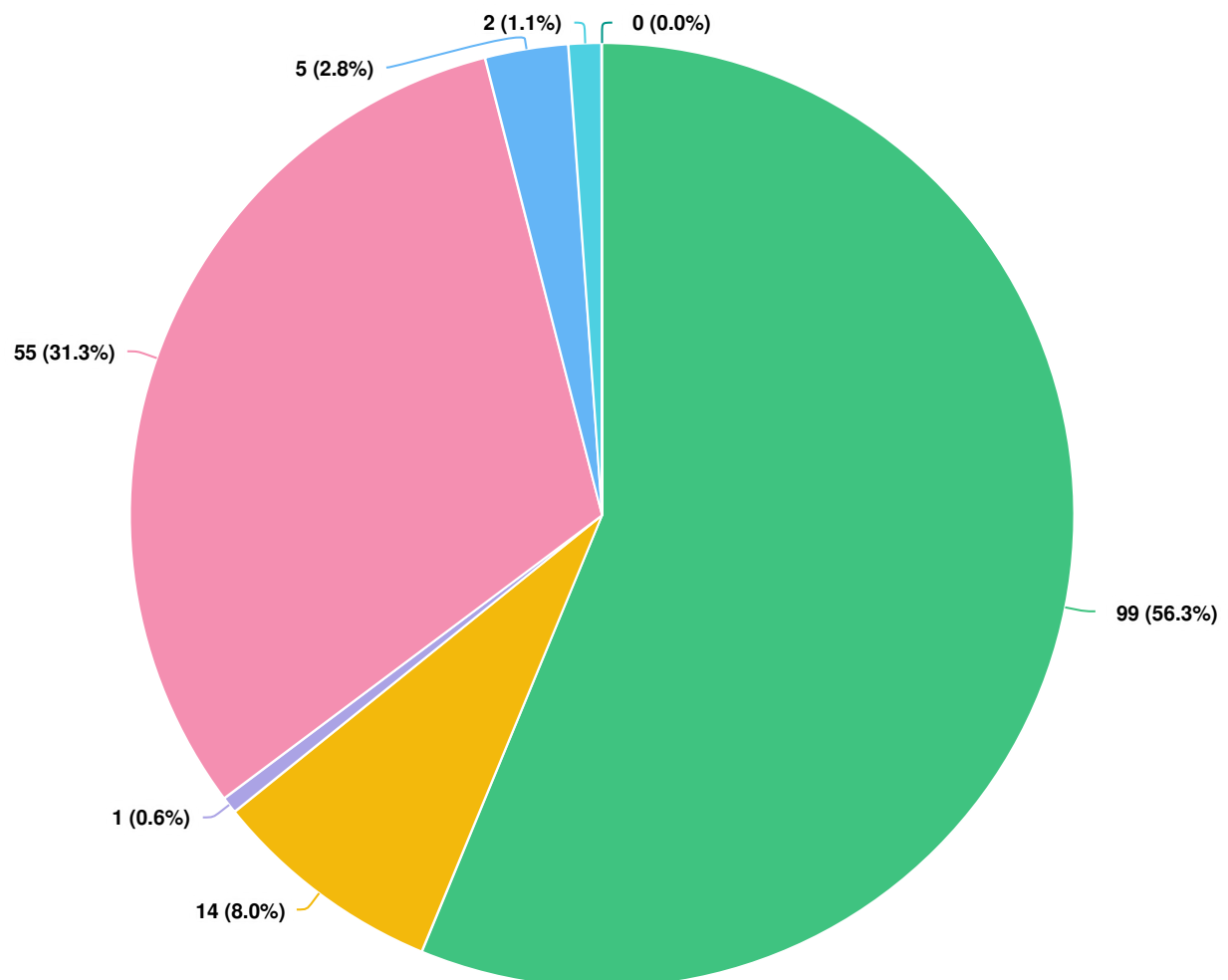
Question type: Radio Button Question

Q9 Please select your age category:**Question options**

Under 18 Prefer not to say 75+ 65-74 55-64 45-54 35-44 25-34 18-24

Optional question (175 response(s), 75 skipped)

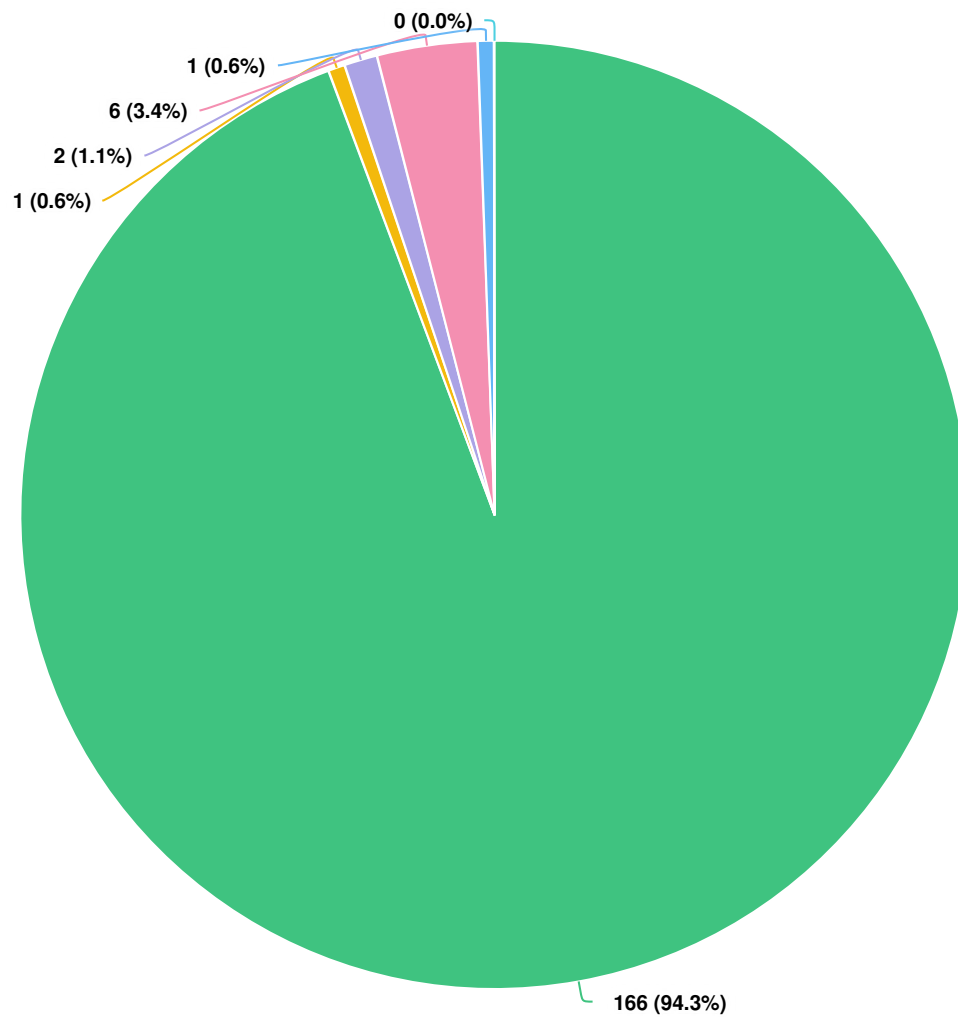
Question type: Radio Button Question

Q10 | How would you describe your nationality?**Question options**

● Northern Irish ● Other (please specify) ● Prefer not to say ● British ● Scottish ● English ● Welsh

Optional question (176 response(s), 74 skipped)

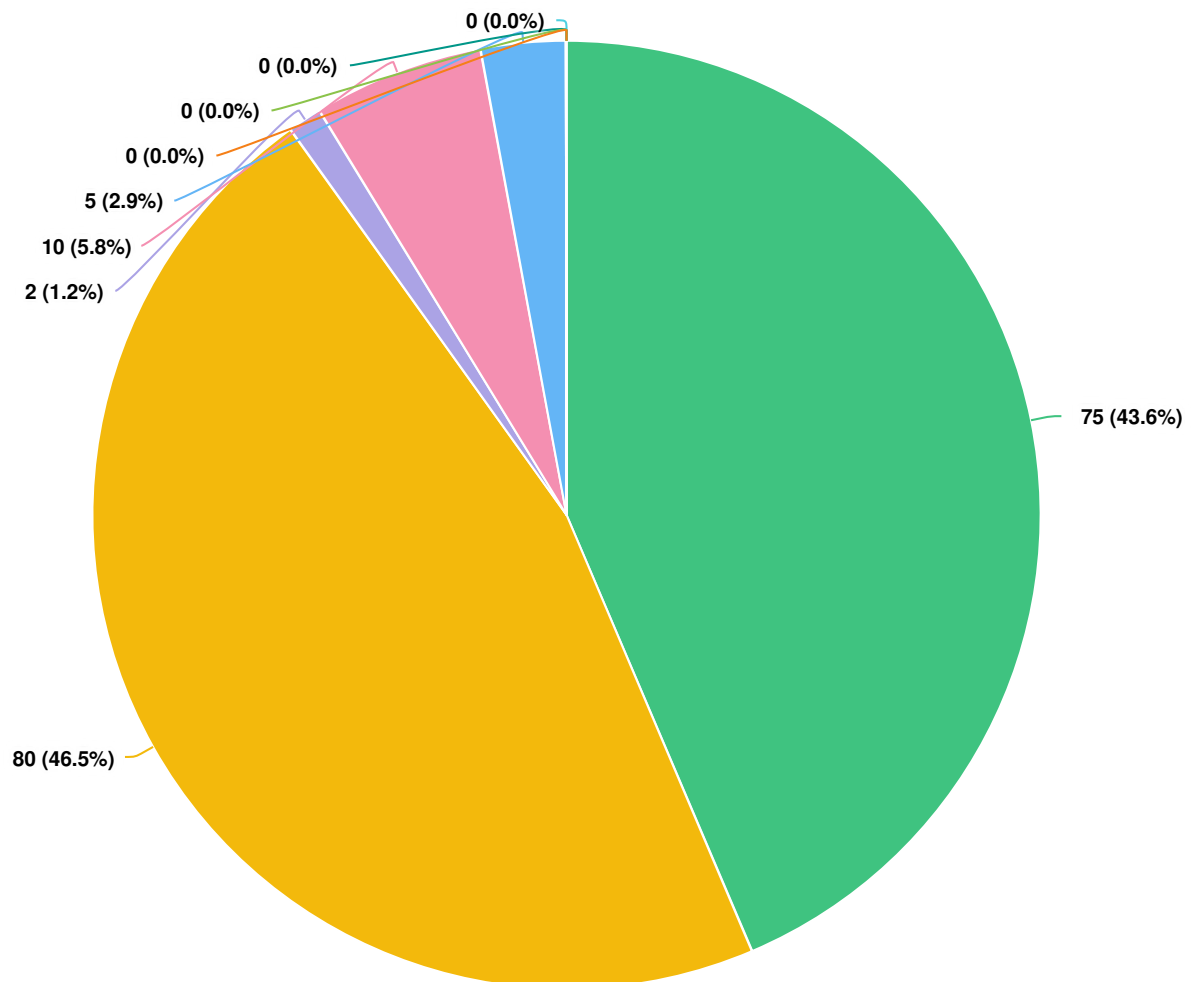
Question type: Radio Button Question

Q11 | What is your ethnic group?**Question options**

Black / African / Caribbean / Black British Other (please specify) Prefer not to say Asian or Asian British
Mixed / multiple ethnic groups White

Optional question (176 response(s), 74 skipped)

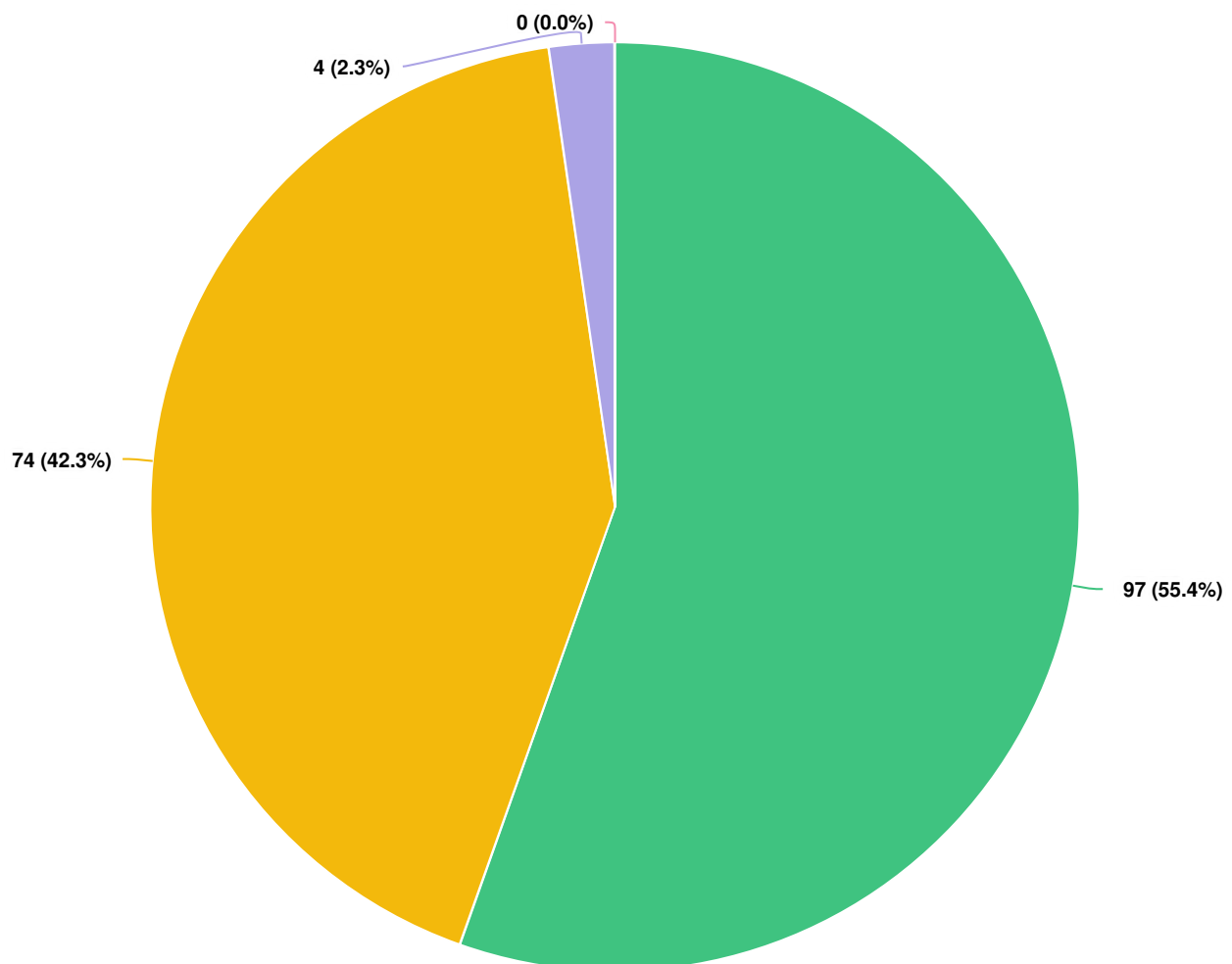
Question type: Radio Button Question

Q12 What is your religion or belief?**Question options**

Jewish Sikh Muslim Buddhist Other (please specify) Prefer not to say Hindu
Christian No religion

Optional question (172 response(s), 78 skipped)

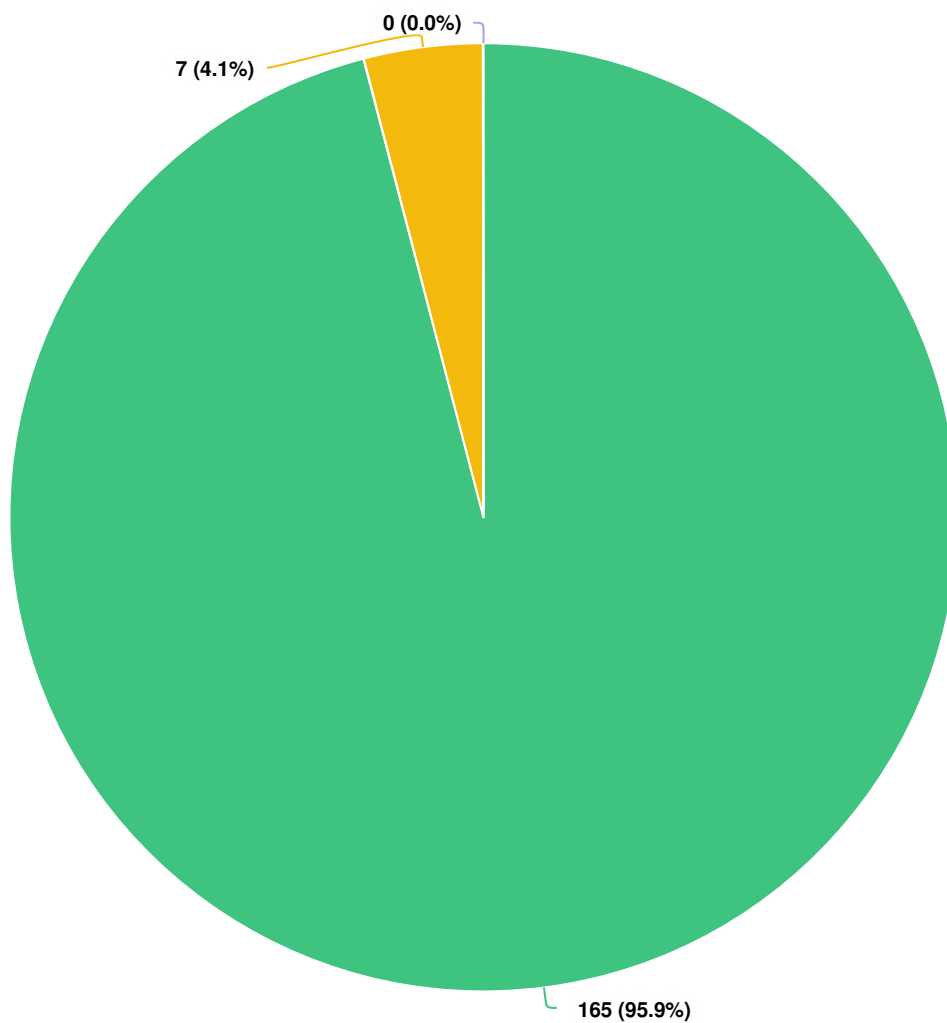
Question type: Radio Button Question

Q13 How do you describe your gender?**Question options**

● In another way (please specify) ● Prefer not to say ● Female ● Male

Optional question (175 response(s), 75 skipped)

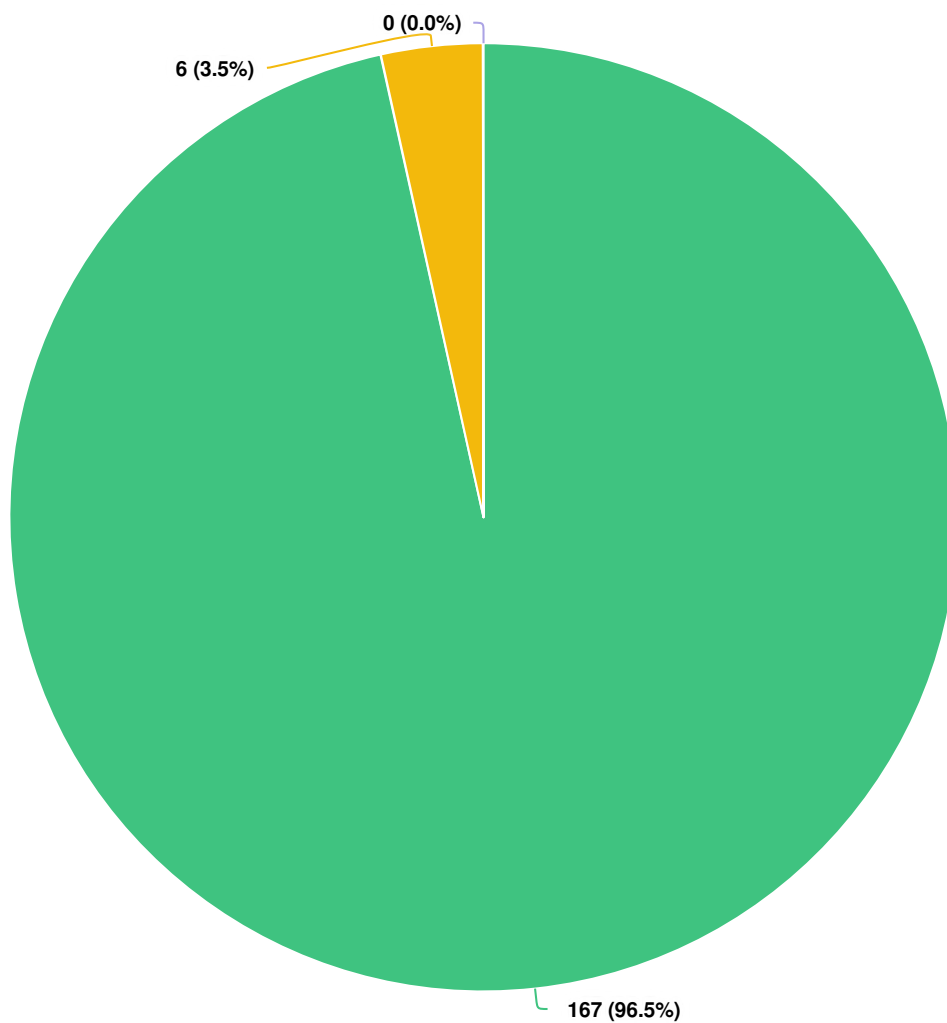
Question type: Radio Button Question

Q14 Are you pregnant?**Question options**

☐ Yes ☐ Prefer not to say ☐ No

Optional question (172 response(s), 78 skipped)

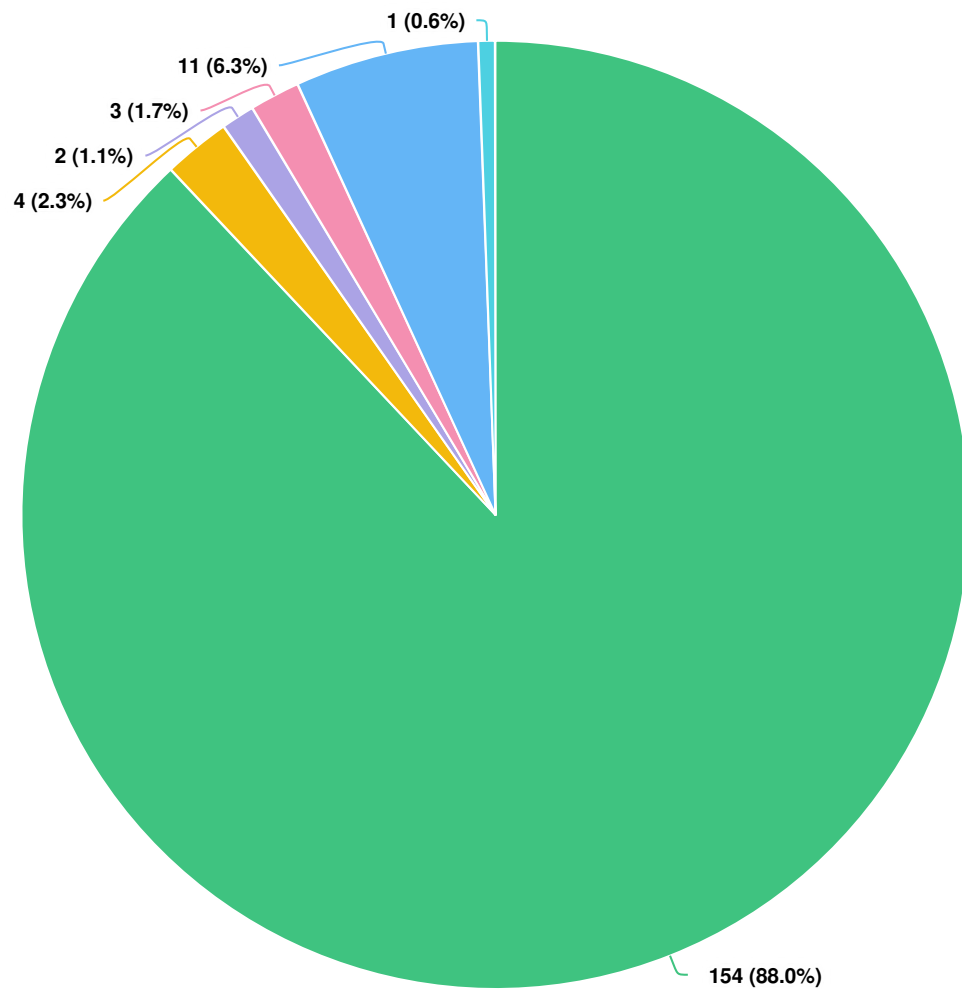
Question type: Radio Button Question

Q15 Have you given birth in past 26 weeks?**Question options**

☐ Yes ☐ Prefer not to say ☐ No

Optional question (173 response(s), 77 skipped)

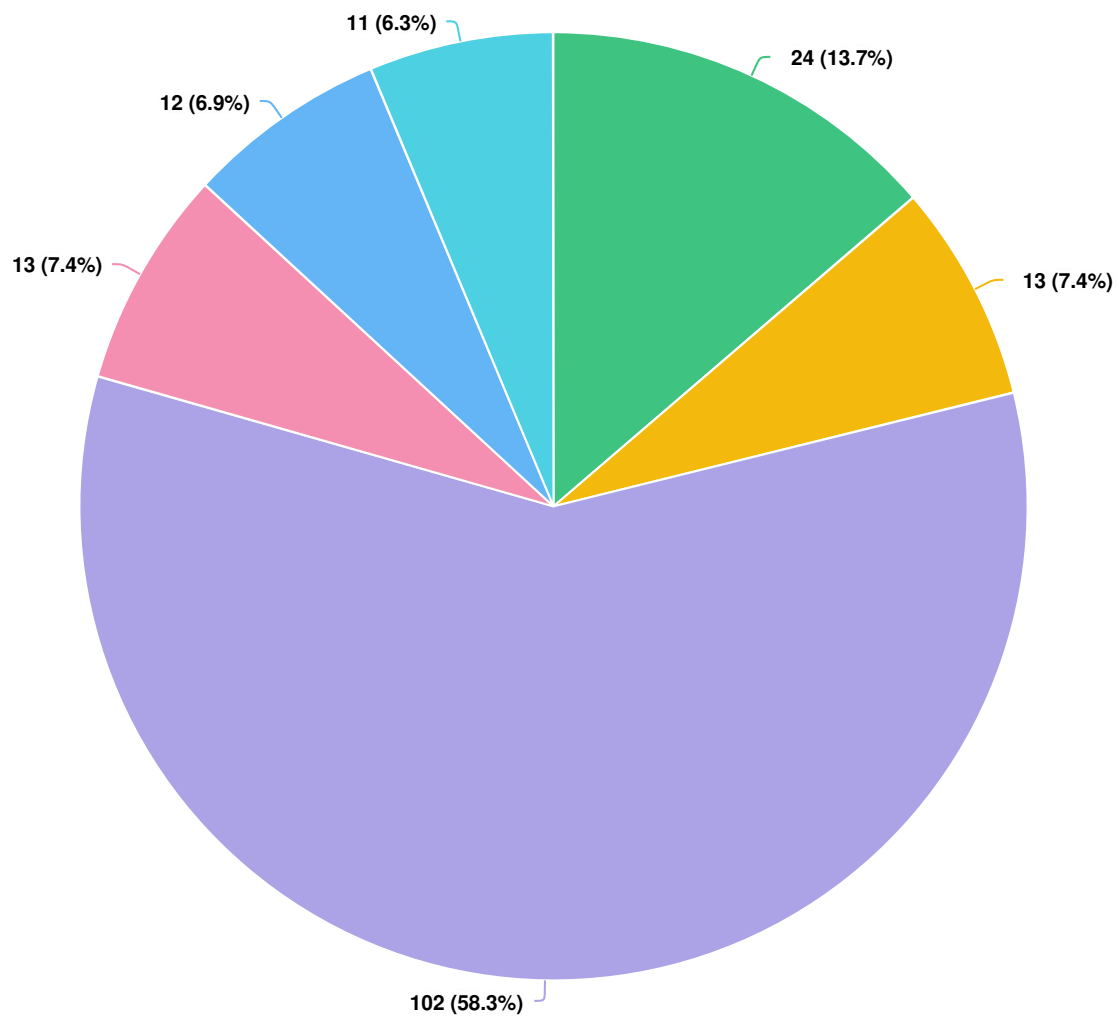
Question type: Radio Button Question

Q16 What is your sexual orientation?**Question options**

- Other (please specify)
- Prefer not to say
- Bisexual
- Gay women / Lesbian
- Gay man
- Heterosexual / Straight

Optional question (175 response(s), 75 skipped)

Question type: Radio Button Question

Q17 | What is your marital status?**Question options**

☐ Prefer not to say ☐ Widowed ☐ Divorced ☐ Married / Civil Partnered ☐ Partnered ☐ Single

Optional question (175 response(s), 75 skipped)

Question type: Radio Button Question

Q18 Are you able to to...

Optional question (176 response(s), 74 skipped)

Question type: Likert Question

Q18 | Are you able to to...**Speak Welsh**

Prefer not to say : 6



Fluently : 4



Fairly well : 17



A little : 79



Not at all : 70



10

20

30

40

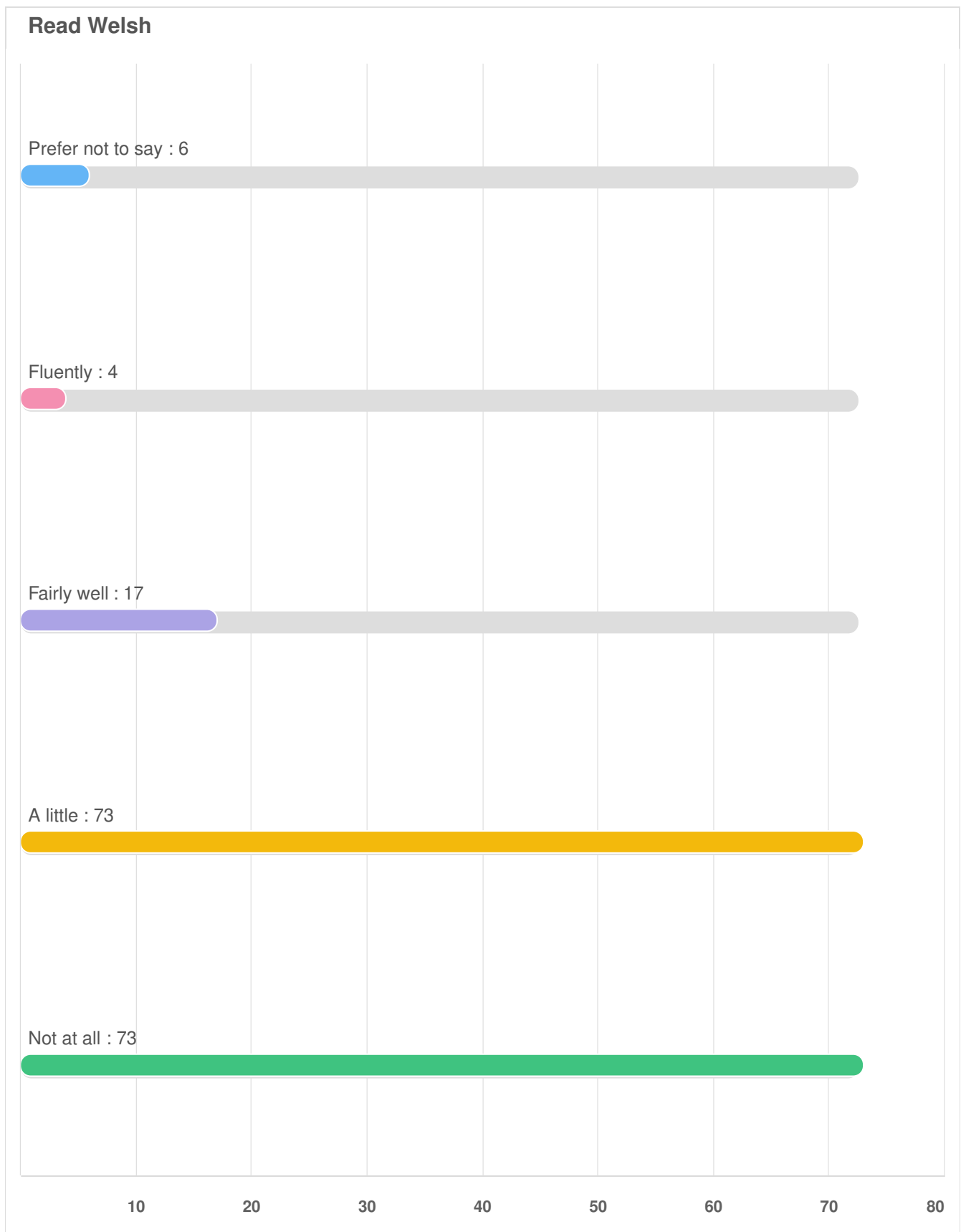
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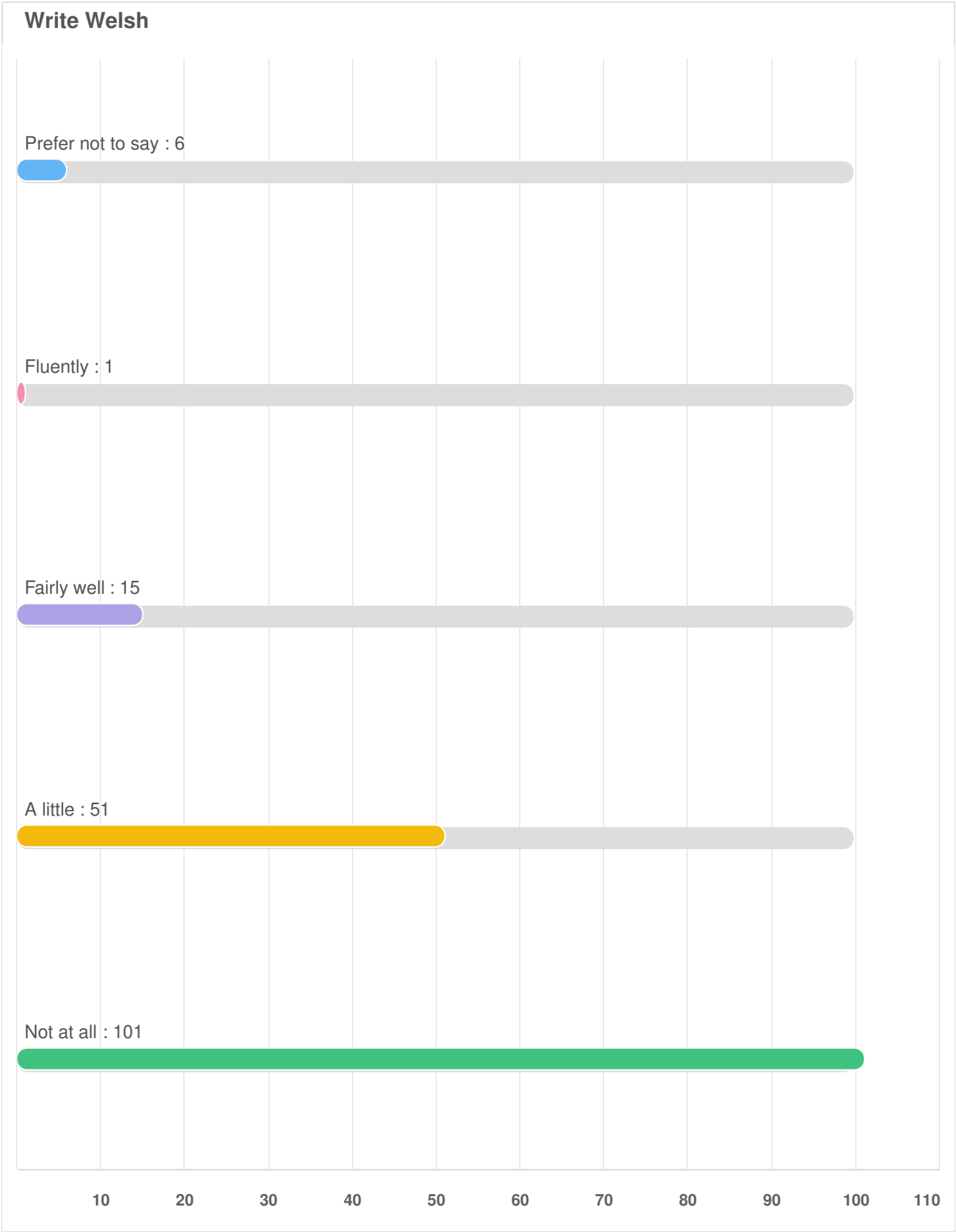
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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	SCRUTINY BUDGET WORKING GROUP
Report Owner / Corporate Director:	CHIEF OFFICER, LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	RACHEL KEEPINS DEMOCRATIC SERVICES MANAGER
Policy Framework and Procedure Rules:	The Committee considered a Review of Scrutiny on 17 March 2025 and, subsequent to this, on 9 April 2025, Council agreed changes to the structure, names and remit of Scrutiny Committees and the setting up of a Budget Working Group. Accordingly, as required by the Council's Constitution, Council approved the related amendments to the Overview and Scrutiny Procedure rules within the Constitution and the size and Terms of Reference for the Overview and Scrutiny Committees at its Annual Meeting held on 14 May 2025.
Executive Summary:	The Committee considered a report on the Scrutiny Review and the options for scrutiny arrangements going forward on 17 March 2025. Subsequently, on 9 April 2025, Council agreed changes to the structure, names and remit of Scrutiny Committees and the setting up of a Budget Working Group. The Committee considered a report on 30 June 2025 which presented details of the work being undertaken in consultation with Scrutiny Chairs on the proposed arrangements for the Budget Working Group. The Committee agreed to proceed with the scheduling of the first Steering Group in July but recommended that the remainder of the proposed structure be considered by the Committee at its July meeting after Group Leaders had taken the report to their Groups for discussion. The report is therefore presented for reconsideration by the Committee along with any comments arising from this consultation with Groups and individual Independent Members.

1. Purpose of Report

- 1.1 To present the Committee with the proposed arrangements for the Budget Working Group for consideration, including:
- a. Size, composition and nominations process for the Working Group;
 - b. Draft Terms of Reference;
 - c. Proposed Structure of Scrutiny Budget Working Group and Draft outline of schedule of meetings.

2. Background

- 2.1 At its meeting held on 17 March 2025 the Committee considered a report on the Scrutiny Review and the options for scrutiny arrangements going forward and made the following recommendation and request:

“Of the options presented within the report, the Committee unanimously favoured and **recommended** option 2; to retain 4 Scrutiny Committees with the Corporate Overview and Scrutiny Committee and three formally themed Committees: ‘Education, Social Services and Communities’ or similar. This was on the condition that the caveats contained in the report were included in that the names and remits of the Committees would not preclude a Committee from scrutinising an item in its entirety should any aspect stray slightly into the remit of another.

- 2.2 Members may recall that previous scrutiny of the Budget process included a dedicated Budget Research and Evaluation Panel (BREP), plus detailed scrutiny of the draft budget by each individual Overview and Scrutiny Committee (OVSC) who feed back to the Corporate Overview and Scrutiny Committee (COSC) to provide recommendations to Cabinet. This process resulted in an intense period of scrutiny in early January, which was resource intensive for officers and Members and there has been cross party feedback that the sessions are repetitive and overlap in subject matters.
- 2.3 On 9 April 2025, as part of its consideration of the Scrutiny Review, Council took the decision to allocate budget scrutiny exclusively to COSC and agreed that a working group be established with representatives from all scrutiny committees and chaired by the Chair of COSC to feed back to COSC. This would reduce duplication and allow for in-depth scrutiny to be undertaken throughout the budget setting process with meaningful engagement between Cabinet and Scrutiny.
- 2.5 In light of these decisions taken, work has been ongoing in consultation with Scrutiny Chairs regarding proposed arrangements for the Budget Working Group.

3. Current situation / proposal

- 3.1 Meetings have been held with the four Scrutiny Chairs to discuss arrangements for the setting up of the Working Group, its composition, frequency of meetings, role and purpose.

The following arrangements are therefore proposed with a plan to embed the process for 2025-26, with the potential to review and update in the future, evaluating its benefits, impact and outcomes and any improvements that could be made.

Size, Composition and Nominations to the Working Group

- 3.2 On 9 April 2025 Council agreed that the working group be established with representatives from all scrutiny committees and chaired by the Chair of COSC, to feed back to COSC. It is proposed that all Scrutiny Chairs sit on the Working Group.
- 3.3 It is proposed that the Scrutiny Budget Working Group be comprised of a total of 24 Members from across all Overview and Scrutiny Committees (OVSC), with Group Leaders being asked to seek expressions of interest for nominations from their Members. The Scrutiny Chairs agreed that whilst there would be an aim for political balance as far as possible, it was important that membership focused on Members who express a real interest in sitting on the Group and could commit their time, rather than meeting an allocated number. A membership of 24 was felt appropriate as it would allow for wide participation from Members with knowledge and experience from across all four Overview and Scrutiny Committee remits.

Draft Terms of Reference

- 3.4 Draft Terms of reference for the Scrutiny Budget Working Group (SBWG) are attached as **Appendix A** for Members' consideration.

Proposed Structure of Scrutiny Budget Working Group

- 3.5 A proposed structure for the Scrutiny Budget Working Group is attached as **Appendix B** which maps out the suggested meetings for this year to feed into the draft MTFs Budget process for 2026-30 Budget. The structure incorporates the following proposals from the Scrutiny Chairs:

a. Budget Steering Group meeting in July

Comprising: Chief Executive, Chief Officer - Finance, Housing and Change, Leader, Cabinet Member for Finance and Performance, Cabinet Members for Resources, Scrutiny Chairs and Group Leaders. Steering Group to consider and discuss previous year's recommendations and 2025-26 indicative proposals, main priorities going forward and areas of concern. This to then inform where Scrutiny can add value, proposing potential areas of focus for the Scrutiny Budget Working Group and Deep Dive Groups to consider.

b. **Scrutiny Budget Working Group in early September**

To discuss areas of focus following outcome from the Steering Group and allocate up to 6 SBWG Members to each of the four proposed Deep Dive Groups. Membership of Deep Dive Groups should be based on Member knowledge, expertise or preference expressed to contribute to a specific Deep Dive Group. Chief Officer - Finance, Housing and Change to be invited to answer any overarching questions.

c. **Four Deep Dive Groups meet once each from mid September to mid October and present findings to Scrutiny Budget Working Group mid-end October**

These Deep Dive Groups would be chaired by the corresponding Chair of the related OVSC and include up to 5 other Members.

Scrutiny will support the meetings and draft outline actions arising, however it will be for the Chair of each Deep Dive Group to present the key findings to all Members of SBWG, to discuss their merits and agree any resulting Recommendations.

This will enable there to be one clear overarching set of recommendations from the SBWG rather than four sets of recommendations that may potentially overlap, conflict or risk too much duplication.

The Chair of Corporate Overview and Scrutiny Committee would observe all Deep Dive Groups discussions and conclusions as well as chairing the relevant one to their OVSC.

d. **Budget Steering Group Meeting in early November**

To present the Conclusions and Recommendations of the Scrutiny Budget Working Group to feed into and potentially impact the development of Cabinet's draft budget proposals and Medium Term Financial Strategy (MTFS).

e. **COSC 11 December 2025**

To receive the conclusions from the Scrutiny Budget Working group for endorsing and formal onward reporting to Cabinet (as COSC is the Scrutiny Committee with overall responsibility for budget scrutiny).

f. **Cabinet 16 December 2025**

To formally receive the conclusions and Recommendations of the Budget Working Group from COSC in advance of final budget proposals and formal response to be provided by Cabinet on 17 Feb 2026.

g. **COSC 15 and 27 January 2026**

COSC consider draft MTFS and budget proposals and make Conclusions and Recommendations to Cabinet.

- h. **Cabinet 3 February 2026**
To present COSC Conclusions and Recommendations on the draft MTFS and Budget proposals
 - i. **Cabinet 17 February 2026**
Cabinet considers recommendations and agrees final MTFS / budget.
 - j. **Council 25 February 2026**
Council considers budget and votes on it.
- 3.6 Members are asked to note that as well as the ongoing budget work of the COSC and SBWG, the Chief Officer – Finance, Housing and Change has agreed to provide regular budget briefing sessions to all Members and to individual Political Groups should they wish.
- 3.7 The Committee considered a report on the proposed Scrutiny Budget Working Group at its previous meeting on 30 June 2025 at which the Committee made the following recommendations and requests:
- a. The Committee recommended that the first Steering Group set out at Step 2 of Appendix B to the report be scheduled in July but that the remainder of the proposed structure be reconsidered by the Committee at the July meeting after Group Leaders have taken the report to their Groups for discussion.
 - b. The Committee recommended that the Deep Dive Group for the Social Services and Wellbeing Directorate explore the financial contributions from the Health Board as a possible area to offset some of the costs.
 - c. The Committee highlighted the importance of preserving early intervention and preventative services recognising their impact on better outcomes for people and their importance on long term financial stability and recommended that the Scrutiny Budget Deep Dive Groups remain mindful of such.
 - d. The Committee requested that Directors bring all budget options being explored to the Deep Dive Groups.
- 3.8 As recommended, the report was circulated to all Group Leaders for discussion in their Groups with an invitation from the Chief Officer – Finance, Housing and Change and the Democratic Services Manager to attend any Group Meetings to provide any further information as required. The report was also circulated to individual Independent Members not part of any Group.
- 3.9 In order to ensure that Members nominated to the proposed Scrutiny Budget Working Group and allocated to the relevant Deep Dive Groups are able to commit their time to the Groups, and due to the number of Cabinet Members and Senior Officers who would be required to attend each of the Groups, it was felt prudent to hold proposed dates in diaries as follows:

- Tuesday 29 July - 1.30-3.30pm – Steering Group
- Monday 1 Sept - 10am -12noon – Scrutiny Budget Working Group
- Monday 22 Sept at 1pm-4pm – Deep Dive Group – Chief Executive Directorate
- Monday 6 Oct - 10am-4pm – Deep Dive Group – Education Directorate
- Thursday 16 Oct - 10am-4pm – Deep Dive Group – Social Services Directorate
- Monday 20 Oct - 10am-4pm – Deep Dive Group – Communities Directorate
- Tuesday 4 Nov – 10am-4pm – Scrutiny Budget Working Group (to consolidate Recommendations)
- Monday 17 Nov – 10am-12 noon – Steering Group (to receive the SBWG Recommendations)

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 well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.
- 5.2 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 scrutiny function contributes to the 5 Ways of Working set out in the Well-being of Future Generations (Wales) Act 2015 and how they contribute to the Council developing its own five ways of working, driving and measuring those ways of working.
- 5.3 The scrutiny arrangements assists in the achievement of the Council's 4 Well-being Objectives under the Well-being of Future Generations (Wales) Act 2015, listed below:
1. A prosperous place with thriving communities
 2. Creating modern, seamless public services
 3. Enabling people to meet their potential
 4. Supporting our most vulnerable

6. Climate Change and Nature Implications

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

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is requested to consider the report on the work undertaken in consultation with Scrutiny Chairs on the proposed arrangements for the Scrutiny Budget Working Group and, any comments received following consultation with Groups and individual Independent Members.

9.2 The Committee is requested to subsequently agree the:

- a. Size, composition and nominations process for the Working Group;
- b. Draft Terms of Reference;
- c. Proposed Structure of Scrutiny Budget Working Group and Draft outline of schedule of meetings.

Background documents

None.

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Scrutiny Budget Working Group
Draft Terms of Reference

Aims:

- a. Achieve consensus on the direction of the budget over the life of the medium-term financial strategy.
- b. Assist the Council to develop a budget for the forthcoming year that aims to meet the needs of the communities of Bridgend County Borough;
- c. Facilitate firmer understanding of the budget setting process and to assist COSC in making informed comments, constructive challenge and recommendations to Cabinet as part of the budget consultation process.

Terms of Reference:

1. Identify and explore potential budget areas for budget reductions / investment and agree Recommendations to Cabinet for consideration and development prior to finalisation of the Council's draft MTFS and budget proposals,
 2. Areas of focus should consider the impact of proposals on:
 - a. Council's corporate plan and wellbeing objectives
 - b. The needs of individuals and communities
 - c. Service performance and outcomes
 - d. Affordability, achievability, sustainability, and value for money
 3. Work with Cabinet Members and Corporate Directors to understand the need for change in the context of the Council's emerging corporate priorities and MTFS;
 4. To treat any budget information received as part of the budget planning process as confidential until such time that it is formally placed in the public domain.
 5. To focus on non-political, Council wide issues and priorities;
 6. To have innovation at the centre of its work to identify effective proposals and solutions and take a consistent challenging approach to achieve the aims as set out above;
 7. To ensure that the SBWG process assists and is central to the scrutiny of the MTFS and adds value, avoiding duplication with the Scrutiny Committee budget process.
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STEP 1 - Scrutiny to seek nominations of up to 24 Members (politically balanced as far as possible) to sit on the Scrutiny Budget Working Group – Early July 2025

STEP 2 - STEERING GROUP MEET – 29 JULY 2025

Comprising: Group Leaders, Scrutiny Chairs, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources and Chief Executive and Chief Officer- Finance, Housing and Change

Role: To propose areas of focus for Scrutiny Budget Working Group and Deep Dive Groups to consider the previous year’s recommendations and 2025-26 MTFS indicative proposals, the main priorities going forward, areas of concern and areas of focus where can Scrutiny add value

STEP 3 - SCRUTINY BUDGET WORKING GROUP MEET – 1 SEPTEMBER 2025

Comprising: Total up to 24 Members and Chaired by Chair of Corporate Overview and Scrutiny Committee

Invitees: Chief Executive, Chief Officer- Finance, Housing and Change, Head of Finance, Cabinet Member Finance and Performance, Cabinet Member(s) for Resources

Role/Purpose: Discuss areas of focus following outcome from Steering Group and allocate up to 6 SBWG Members to each of the Deep Dive Groups based on their knowledge, expertise or preference expressed to contribute to a specific deep dive.
(Members will need to ensure they are able to commit to attending the Deep Dive Groups on the identified dates)

STEP 4– DEEP DIVE GROUPS MEET ONCE EACH FROM MID SEPTEMBER TO MID OCTOBER 2025

Chief Executive – 22 September 2025 <u>Chaired by Chair of Corporate Overview and Scrutiny Committee</u> <u>Comprising:</u> up to 6 SBWG Members to be agreed by SWBG. Leader, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources, Chief Executive, Chief Officer- Finance, Housing and Change, Chief Officer, Legal and Regulatory Services, HR and Corporate Policy, Head of Finance, Finance Manager - Chief Executive’s Directorate and any other relevant Officers <u>Role:</u> To undertake a deep dive into areas of focus in the Chief Executive’s Directorate as directed by the SBWG.	Education and Youth Services – 6 October 2025 <u>Chaired by Chair of Education and Youth Service Overview and Scrutiny Committee</u> <u>Comprising:</u> 6 SBWG Members to be agreed by SBWG, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources, Cabinet Member for Education and Youth Services, Corporate Director for Education, Early Years and Young People, Chief Officer- Finance, Housing and Change, Head of Finance, Finance Manager - Communities, Education and Family Support, and any other relevant Officers <u>Role:</u> To undertake a deep dive into areas of focus in the Education and Youth Services Directorate as directed by the SBWG.	Social Services and Wellbeing – 16 October 2025 <u>Chaired by Chair of Social Services, Health and Wellbeing Overview and Scrutiny Committee</u> <u>Comprising:</u> 6 SBWG Members to be agreed by SBWG, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources, Cabinet Member for Social Services, Health and Wellbeing, Corporate Director for Social Services and Wellbeing, Chief Officer- Finance, Housing and Change, Head of Finance, Finance Manager – Social Services and Wellbeing, and any other relevant Officers <u>Role:</u> To undertake a deep dive into areas of focus in the Social Services and Wellbeing Directorate as directed by the SBWG.	Communities – 20 October 2025 <u>Chaired by Chair of Communities, Environment and Housing Overview and Scrutiny Committee</u> <u>Comprising:</u> 6 SBWG Members to be agreed by SBWG, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources, Cabinet Member for Climate Change and the Environment, Cabinet Member for Regeneration, Economic Development and Housing, Corporate Director for Communities, Chief Officer- Finance, Housing and Change, Head of Finance, Finance Manager – Communities, Education and Family Support and any other relevant Officers <u>Role:</u> To undertake a deep dive into areas of focus in the Communities Directorate as directed by the SBWG.
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Scrutiny will support the meetings and draft outline actions arising, however it will be for the Chair of each Deep Dive Group to present the key findings from their Group and Members of each Group to discuss their merits at the SBWG for the agreement of any resulting overall Recommendations

STEP 5 - SCRUTINY BUDGET WORKING GROUP – 4 NOVEMBER 2025

Comprising: up to 6 Members from each of the Deep Dive Groups – total up to 24 Members and Chaired by Chair of COSC
Role/Purpose: Chairs of the Deep Dive Groups present the Key Findings from their Group. SBWG to discuss findings and reach an agreement on overall conclusions and recommendations from the Working Group.

STEP 6 – STEERING GROUP – 17 NOVEMBER 2025

Comprising: Group Leaders, Scrutiny Chairs, Cabinet Member for Finance and Performance, Cabinet Member(s) for Resources and Chief Executive and Chief Officer- Finance, Housing and Change
Purpose: To present the Recommendations from the Scrutiny Budget Working Group to feed into the development of the draft budget proposals and MTFS.

STEP 7 – CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – 11 DECEMBER 2025

Purpose: To receive the Conclusions and Recommendations from the Working Group for endorsing and official onward reporting to Cabinet (as Scrutiny Committee with overall responsibility for budget scrutiny)

STEP 8 - CABINET – 16 DECEMBER 2025

Purpose: To formally receive the Conclusions and Recommendations from COSC to be considered by Cabinet/CMB in advance of final budget proposals published after the RSG is finalised and formal response to be provided by Cabinet on 17 Feb 2026

STEP 9 - CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – 15 and 27 January 2026

COSC consider draft MTFS and budget proposals in the public domain and make any conclusions/recommendations.

STEP 10 - CABINET – 3 FEBRUARY 2026

To formally present the Conclusions and Recommendations from COSC on the draft MTFS and Budget proposals to Cabinet.

STEP 11 - CABINET – 17 FEBRUARY 2026

Cabinet considers final recommendations and agree final budget/MTFS and provides formal response to Recommendations.

STEP 12 - COUNCIL - 25 FEBRUARY 2026

Council considers budget and votes on it.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 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.
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 Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, note the Recommendations Monitoring Action Sheet for this Committee and the Forward Work Programmes for each of the Subject Overview and Scrutiny Committees attached for information

1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme attached as **Appendix A** for consideration and approval;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;

- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.5 of this report;
- d) Present the Recommendations Monitoring Action Sheet for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at previous meetings;
- e) Present the Forward Work Programmes for the other Overview and Scrutiny Committees attached as **Appendices C, D and E** for information, following consideration in their respective 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 of the other Overview and Scrutiny Committees to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework. Where a matter for consideration by an Overview and Scrutiny Committee also falls within the remit of one or more other Committees, the decision as to which Committee will consider it will be resolved by the respective Chairs or, if they fail to agree, the Chair of the Corporate Overview and Scrutiny Committee.

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 maximise the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 2.5 The CfGS's guide to effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

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

3. Current situation / proposal

Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 14 May 2025, the standing statutory reports to this Scrutiny Committee of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each of the other Overview and Scrutiny Committees have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
 - Directorate Business Plans;
 - Previous Scrutiny Committee Forward Work Programme report topics / Minutes;
 - Committee / Member proposed topics;
 - Policy Framework;
 - Cabinet Work Programme;
 - Discussions with Corporate Directors;
 - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals scheduled for consideration in January 2026, following which the Committee will make conclusions and recommendations in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2026.
- 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 and any updated information gathered from Forward Work Programme Planning meetings with Corporate Directors.

Identification of Further Items

- 3.5 The Committee are reminded that the Scrutiny selection criteria used by Scrutiny Committee Members to consider, select and prioritise items emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation to maximise the impact scrutiny can have on a topic and the outcomes for people. The 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

- 3.6 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.
- 3.7 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.
- 3.8 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.

- 3.9 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.
- 3.10 The Recommendations Monitoring Action Sheet to track outstanding responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.
- 3.11 The Forward Work Programmes for the other Overview and Scrutiny Committees are attached as **Appendices C, D and E** for information.
- 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 4 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows:

1. A prosperous place with thriving communities
2. Creating modern, seamless public services
3. Enabling people to meet their potential
4. Supporting our most vulnerable

6. Climate Change and Nature 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 or Nature Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

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

8. Financial Implications

- 8.1 There are no financial implications arising from this report.

9. Recommendation

- 9.1 The Committee is recommended to:
- a) Consider and approve the Forward Work Programme for this Committee in **Appendix A**.
 - b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend.
 - c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.5 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 the Forward Work Programmes for the other Subject Overview and Scrutiny Committees attached as **Appendices C, D and E for information**, following consideration in their respective Committee meetings.

Background documents

None.

Corporate Overview and Scrutiny Committee
2025-26 Forward Work Programme

Monday 30 June 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Revenue Budget Outturn 2024-25		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy.
Scrutiny Budget Working Group		N/A
Corporate Parenting Champion Nomination		N/A
Nominations to the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg		N/A
Forward Work Programme Update		N/A

Thursday 24 July 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2025-26 – Quarter 1 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy.

APPENDIX A

Quarter 4 / Year End Performance 2024-25		As above plus: Corporate Policy and Public Affairs Manager; Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
Self-Assessment 2024-25		As above.
Digital Strategy		<u>Cabinet Members</u> Cabinet Member(s) for Resources <u>Officers</u> Chief Executive; and Chief Officer - Finance, Housing and Change
Scrutiny Budget Working Group		<u>N/A</u>

Thursday 23 October 2025 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2025-26 – Quarter 2 Revenue Forecast		<u>All Cabinet Members</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy.
Scrutiny Annual Report 2024/25		N/A

Thursday 11 December 2025 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Quarter 2 Performance Report 2025-26		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy;

APPENDIX A

		Corporate Policy and Public Affairs Manager; Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
Corporate Plan Delivery Plan 2025-26		As above.

Thursday 15 January 2026 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Draft Medium Term Financial Strategy 2026-27 to 2029-30 and Budget Proposals		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Corporate Policy and Public Affairs Manager; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate; and Finance Manager – Education, Early Years and Young People / Communities Directorate.

Tuesday 27 January 2026 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Scrutiny Recommendations on Medium Term Financial Strategy 2026-27 to 2029-30 and Draft Budget Consultation Process		<u>Cabinet Member</u> Cabinet Member for Finance and Performance; Cabinet Member(s) for Resources; and <u>Officer</u> Chief Officer - Finance, Housing and Change
Capital Strategy 2026-27 onwards		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance;

APPENDIX A

		<u>Officers</u> Chief Officer Finance, Housing and Change; and Group Manager – Chief Accountant
Budget Monitoring 2025-26 – Quarter 3 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer – Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy.

Thursday 26 March 2026 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Quarter 3 Performance Report 2025-26		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director - Education and Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Corporate Policy and Public Affairs Manager Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
Corporate Plan Delivery Plan Review 2025-26		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Chief Officer Finance, Housing and Change; Corporate Policy and Public Affairs Manager.

Reports to be Scheduled		
Report Topics	Any Specific Information Requested	Invitees
Staff Survey	Including responses, outcome of staff focus groups and future staff surveys.	<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Group Manager – Communications and Public Affairs
Engagement and Participation Strategy Action Plan	Update to be provided within 12 months	TBC
Workforce Strategy Monitoring Action Plans	To monitor progress / implementation of Action Plans	<u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Group Manager – Human Resources Organisational Development
Whole-Council response to Climate Change and the Environment	Information on how the Council manages contingencies for emergency responses, e.g. the impact on the Highways budget due to recent storm damage.	<u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment; <u>Officers</u> Chief Executive; Chief Officer – Finance, Housing and Change; Corporate Director – Communities; Corporate Director – Social Services and Wellbeing; and Corporate Director – Education, Early Years and Young People.

Recommendation from the Committee formerly known as SOSC 1 – 8 May 2025

The Committee discussed the financial challenges for the local authority, the number of schools with deficit budgets and the impact these are having on the reduction of therapeutic and other support staff.

a. Members expressed concern regarding the impact the complex budgetary situation was having on counselling and early intervention services and **recommended** that a referral be made to the Corporate Overview and Scrutiny Committee (COSC) to ensure that these matters are prioritised for funding in the next budget round and that if budgetary savings are required that these are found elsewhere.

b. In addition, given the adoption of a minimum operating model across all projects funded

by the Shared Prosperity Fund, the directorate's Inspire+ projects, which provide vital support to vulnerable pupils and young people, many of whom face behavioural challenges and/or attendance issues in both school and community settings, Members **requested** the figures on how the fund is split between directorates be shared with COSC / Scrutiny Budget Working Group.

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2025-26

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
30 June 2025	Revenue Budget Outturn 2024-25	The Committee expressed concern regarding the shortfall for teachers' pay and pensions from the Revenue Support Grant and the impact of late settlements and grant funding and recommended that conversations needed to be boosted on a political level to support additional allocation and multi-year settlements.	Chief Officer – Finance, Housing and Change / CCMB	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee expressed concern regarding the unexpected storm damage costs arising from Storm Bert and Storm Darragh and recommended that consideration be given to establishing an earmarked reserve/contingency fund for use in the event of an emergency arising from adverse weather events.	Corporate Director – Communities	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee requested copies of the information regarding the work undertaken around the Special Educational Needs and Disabilities (SEND) agenda in England and the 2014 Estyn report	Corporate Director - Education, Early Years and Young People	Circulated for response.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		referred to by the Corporate Director.			
30 June 2025	Revenue Budget Outturn 2024-25	The Committee discussed the impact of redundancies in schools and requested the number of voluntary redundancies for the period reported.	Corporate Director - Education, Early Years and Young People	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee requested information regarding the sum of money funding hospital education referred to in Budget Reduction Proposal EDF515.	Corporate Director - Education, Early Years and Young People	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee requested an all Member Briefing be provided detailing the specialist hospital provision for learners referred to above.	Corporate Director – Education, Early Years and Young People	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee requested a Briefing paper outlining the Council's earmarked reserves, their purpose and up to date position as of 31 March 2025.	Chief Officer – Finance, Housing and Change	Circulated for response.	
30 June 2025	Revenue Budget Outturn 2024-25	The Committee discussed the impact of late grant funding on the overall financial position of the Council and requested clarity on whether the realignment of base budgets had been sufficient to meet the pressures from 2024-25.	Chief Officer – Finance, Housing and Change	Circulated for response.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		The Committee also requested information regarding which grants were one-offs and which were ongoing.			
30 June 2025	Revenue Budget Outturn 2024-25	The Committee discussed the shortfall against Bridgend Market due to the identification of Reinforced Autoclaved Aerated Concrete (RAAC) and the subsequent closure of the market and loss of rental income and requested a confidential Briefing be provided to Members regarding the Council's future plans for the Market.	Corporate Director – Communities	Circulated for response.	
30 June 2025	Scrutiny Budget Working Group	The Committee recommended that the first Steering Group set out at Step 2 of Appendix B to the report be scheduled in July but that the remainder of the proposed structure be considered by the Committee at the July meeting after Group Leaders have taken the report to their Groups for discussion.	Scrutiny Team	Steering Group has been scheduled for 29 July 2025.	Complete
30 June 2025	Scrutiny Budget Working Group	The Committee recommended that the Deep Dive Group for the Social Services and Wellbeing Directorate explore the financial	Scrutiny Team / Chair of SSWB Deep Dive Group	Scrutiny to Action with Chair of Deep Dive Group	SSWB Deep Dive Group Provisionally Scheduled for 16 October 2025.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		contributions from the Health Board as a possible area to offset some of the costs.			
30 June 2025	Scrutiny Budget Working Group	The Committee highlighted the importance of preserving early intervention and preventative services recognising their impact on better outcomes for people and their importance on long term financial stability and recommended that the Scrutiny Budget Deep Dive Groups remain mindful of such.	Scrutiny / Chairs of Deep Dive Groups	Scrutiny to Action with Chairs of Deep Dive Groups	Deep Dive Groups Provisionally Scheduled for dates in September and October as per the proposed Structure.
30 June 2025	Scrutiny Budget Working Group	The Committee requested that Directors bring all budget options being explored to the Deep Dive Groups.	Scrutiny / CMB	Scrutiny to action with relevant Corporate Directors and Chairs of the Deep Dive Groups.	Deep Dive Groups Provisionally Scheduled for dates in September and October as per the proposed Structure.
30 June 2025	Forward Work Programme	The Committee requested that a report be added to their FWP regarding the whole-Council response to climate change and the environment and that the scope of the report include information on how the Council manages contingencies for emergency responses, e.g. the	Scrutiny / Chair of COSC	To be actioned by Scrutiny in work planning meeting with the Chair.	Item added to 'Reports to be Scheduled' part of the Committee's Forward Work Programme

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		impact on the Highways budget due to recent storm damage.			
30 June 2025	Forward Work Programme	Members referred to the independent review commissioned in Social Services which led to the early intervention and preventative function being transferred from the Education Directorate to the Social Services Directorate and requested a report reviewing the change in structure, highlighting that the importance was to move towards more early intervention and prevention.	Scrutiny / Chair of SSHWB OSC	To be actioned by Scrutiny in work planning meeting with the Chair / See Response.	SSHWB OSC (formerly known as SOSC 2) received a report: Early Help, Prevention and Edge of Care on 1 May 2025.

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2024-25

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
9 September 2024	Director of Social Services Annual Report 2023/24	The Committee requested that the Recovery Plan considered by the Social Services Improvement Board be circulated to Members of the Committee.	Corporate Director - Social Services and Wellbeing/ Scrutiny.	Circulated for response. Chased.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee expressed concern regarding the risk that next year, many schools could have deficit budgets of over 5% which require a deficit recovery plan, as schools' budgets are being based on this year's figures and not taking account of further indicative budget reduction proposals for 2025-26. The Committee therefore recommended that future reports relating to the budget include projected deficit figures for schools accordingly.	Chief Officer – Finance, Performance and Change / Corporate Director - Education, Early Years and Young People	Circulated for response. Chased.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee recommended that the next quarterly report include details of the actions taken by Cabinet and the Corporate Management Board, to find the full required savings in respect of non-	Corporate Management Board	This information has been provided as far as possible in verbal updates at subsequent meetings. A further analysis of the 5	Complete

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		essential recruitment and expenditure.		point plan will be undertaken as part of the MTFS process and decisions will be made on whether to maintain or amend the actions.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee requested additional information on the funding arrangements with, and the steps being undertaken to ensure fair contributions from, partner organisations, including the Health Board, for the provision of residential placements and the delivery of social care.	Corporate Director – Social Services and Wellbeing	Circulated for response. Chased.	
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee recommended that a letter be sent on behalf of the Committee to Welsh Government and the UK Government regarding the following: a. expressing that national policy commitments resulting from legislative changes should be fully funded both in terms of capital funding and ongoing revenue funding including a commitment to	Chair/ Scrutiny	Letter sent to Welsh Government. Response chased.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		fund employer national insurance payments for individuals employed by agencies who provide services to the Council which currently results in a £1.5m cost pressure; and b. expressing concern regarding the repeated lateness of the settlement and requesting a commitment to bring forward the settlement date and to request that consideration be given to providing indicative multi-year settlements.			
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee expressed concern regarding the perceived discrepancy between the Welsh Government promoting a 4% investment in education and Bridgend proposing a 1% cut to school budgets. The Committee were advised that Bridgend's allocation from the additional Welsh Government funding for education in Wales equated to around £10.8m. The Committee requested a copy of the letter from the Cabinet Secretary for Education detailing the breakdown of this allocation referred to by the	Corporate Director – Education, Early Years and Young People	Circulated for response. Chased.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Corporate Director – Education, Early Years and Young People.			
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee expressed concern regarding the impact of falling pupil roll numbers on funding for schools and requested the pupil numbers on roll for past years and a projection of future numbers including the Pupil Admission Number (PAN) for each school.	Corporate Director – Education, Early Years and Young People	Circulated for response. Chased.	
28 January 2025	Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast	The Committee expressed concern that the White Paper from Welsh Government regarding home to school transport is still awaited and the impact being a significant recurring overspend on service provision. The Committee recommended that transformation of the service was required and that there needed to be work and education around the public bus network. The Committee also expressed concern, that a Welsh Government review of bus network services and franchising will commence in North Wales so that a review of Bridgend is not scheduled for at least two years.	Corporate Director – Education, Early Years and Young People	Circulated for response. Chased.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
28 January 2025	Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast	The Committee expressed concern regarding the significant increase in demand for learners with additional learning needs (ALN) driving the overspend position in this area and queried whether the reasons for the increase in demand and the projected likely demand for ALN services were sufficiently understood. The Committee requested a copy of the Estyn review report referred to by the Corporate Director – Education, Early Years and Young People regarding the Additional Learning Needs and Education Tribunal (Wales) Act 2018 which considered some areas of learning needs and support required for learners and which provided a helpful summary of themes from a number of schools across Wales.	Corporate Director – Education, Early Years and Young People	Circulated for response. Chased.	

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Education and Youth Services Overview and Scrutiny Committee
2025-26 Forward Work Programme

Thursday, 3 July 2025 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Bridgend Youth Justice Service and Bridgend Youth Support Service		<u>Cabinet Member</u> Cabinet Member for Finance and Performance <u>Officers</u> Corporate Director – Education, Early Years and Young People; Strategic Manager – Youth Justice Service; Operational Managers - Youth Justice Service; Group Manager (Early Years and Young People); and Youth Support Services Manager (BYS) Youth Council Representative

Monday,15 September 2025 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Teaching and Learning in Schools in Bridgend	Teacher and Learner Feedback Progress Update - Implementation Curriculum for Wales	<u>Cabinet Member</u> Cabinet Member for Education and Youth Services <u>Officers</u> Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – (Schools); and <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed

Monday, 13 October 2025 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Online Safety	Overview of the issues regarding online safety and key challenges. To include: Safeguarding/online safety Digital Learning Use of mobile phones/devices	<u>Cabinet Member</u> Cabinet Member for Education and Youth Services <u>Officers</u> Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – (Schools); Digital Lead Officer; Lead Officer – Strategic Development (Primary Sector) Lead Officer – Strategic Development (Secondary Sector) <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed

Monday, 24 November 2025 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Mental Health and Wellbeing Support for Learners TBC Physical Health, Healthy Living and Wellbeing	To include a holistic focus on the mental health and wellbeing support provided to learners to assist them to attend education, and information regarding any support regarding any support available from Social Services, General Practitioners, the Health Board and third sector. To include an Update on the Universal Primary Free School Meals Implementation.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Education and Youth Services; <u>Officers</u> Corporate Director – Education, Early Years and Young People; Corporate Director – Social Services and Wellbeing; Head of Learning; Group Manager – Prevention and Wellbeing <u>External</u> Representatives from Health Representatives from CAMHS <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed

Monday, 9 February 2026 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Future School Modernisation	An audit of the condition of all schools in Bridgend County.	<u>Cabinet Member</u> Cabinet Member for Education and Youth Services; Cabinet Member for Finance & Performance;
School Maintenance	An analysis of the lessons learned from the school modernisation projects that have happened or in the process of being planned and built, including the impact of wider political and economic forces. The report would need to consider such issues as the role and value of price caps; risk management and mitigation, including the impact of ecological ones on project timing and costs; procurement; land acquisition; the impact of design changes to projects; and project management and oversight, especially in terms of the contribution made by Cabinet and the Corporate Management Board. The future demography of the County Borough, and the impact of new and proposed housing developments, and the potential knock-on impact on school catchment areas and pupil numbers. The future of school modernisation and project finance in Wales. To include an on the progress of increasing specialist provision.	<u>Officers</u> Corporate Director – Education, Early Years and Young People; Corporate Director - Communities; Head of Learning; Deputy Head of Finance; Accountant – Capital and Grants; Interim Head of Operations - Community Services; Manager (Sustainable Communities for Learning); Group Manager – Corporate Landlord; Senior Portfolio Surveyor, Education and Wellbeing; <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed

Monday, 16 March 2026 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Early Review of School Improvement Arrangements into the Local Authority		<u>Cabinet Member</u> Cabinet Member for Education and Youth Services <u>Officers</u> Corporate Director – Education, Early Years and Young People;

		Head of Learning; Group Manager – (Schools); and <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed
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Briefings and Workshops:

Topic	Information Required / Committee's Role	Invitees and Date
New Estyn Inspection Framework / Local Government Education Services (LGES)	To include	
Update on Effective School Governing Bodies – Appointment, Support and Funding	Invitation to be extended to Governors Association	
School Safeguarding Audits Summary		Autumn 2025
Pupil and Learner Attainment Outcomes	To include Validated Exam Results	January 2026

Items to be Scheduled to the Committee's 2026-2027 Forward Work Programme

- May/June 2026 – Close Current 3 year Strategic Plan and Open New 3 Year Strategic Plan (possibly to include Review of Post Inspection Plan)
- September 2026 – Future School Improvement Arrangements
Home to School Transport Update Report

Information Report to be provided:

- Autumn 2025/Spring 2026 – English Language School Catchment Areas / Capacity

Research and Evaluation Panel

- From Autumn 2025 - School Improvement Research and Evaluation Panel (REP)

Social Services, Health and Wellbeing Overview and Scrutiny Committee
2025-26 Forward Work Programme

Wednesday, 9 July 2025 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
Regional Partnership Agreement	Pre-Decision	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care; Group Manager – Integrated Community Services Manager; and <u>External</u> Regional Integrated Services Director for Cwm Taf Morgannwg; and Director, Primary Care, Community & Mental Health – Cwm Taf Morgannwg University Health Board

Thursday 11 September 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Director of Social Services Annual Report 2024/25	Pre-Decision	<u>Cabinet Member</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director - Social Services and Wellbeing; Head of Adult Social Care; Head of Children and Family Services. Group Manager - Prevention and Wellbeing; Group Manager – Commissioning; and Group Manager - Business Strategy, Performance & Improvement.
Social Services Complaints and Representations	Pre-Decision	<u>Cabinet Member</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director - Social Services and Wellbeing.

APPENDIX D**Thursday, 25 September 2025 at 10.00am**

Report Topic	Information Required / Committee's Role	Invitees
Community Hubs Strategy	Including Libraries post consultation.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Group Manager – Prevention and Wellbeing; <u>External</u> Chief Executive – Awen
Care Inspectorate Wales Improvement Check to Children's Social Care Services	CIW to present the Improvement Check report to the Committee.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Children and Family Services; Deputy Head of Children and Family Services; <u>External</u> Representative from Care Inspectorate Wales

Thursday, 6 November 2025 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Annual Corporate Safeguarding Report 2024-25		<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care; Head of Children and Family Services; Group Manager – Information, Advice and Assistance and Safeguarding; Team Manager – Older People Mental Health; and Education and Community Safety Leads

APPENDIX D**Thursday, 4 December 2025 at 10.00am**

Report Topic	Information Required / Committee's Role	Invitees
Halo, Leisure Arrangements and Wellbeing	Including plans and various programmes provided e.g. carer's offer.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Group Manager – Prevention and Wellbeing; <u>External</u> Active Communities Manager – Halo Leisure

Thursday, 12 March 2026 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Assisted Transport Policy Implementation Progress	Post implementation progress report	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care; Policy Officer – Social Care; <u>External</u> Representatives from People First
Learning Disability Transformation Programme Progress	Post implementation progress report	

Monday, 27 April 2026 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Provision of Accommodation Based Regulated Support Services in Bridgend	Post implementation progress report To include information setting out the provision of accommodation based regulated support services in Bridgend to include the following: - whether they are private, public or charity sector; - how staff are contracted; and - the ownership of the buildings.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care.

Briefings and Workshops:

Topic	Information Required / Committee's Role	Invitees
Overview – Social Services & Wellbeing Directorate / Social Services and Wellbeing (Wales) Act	Attendance from: Corporate Director – Social Services and Wellbeing Head of Adult Social Care Head of Children and Family Services Group Manager – Prevention and Wellbeing	To be scheduled.
The Replacement System for CareDirector (WCCIS)	The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to procure and implement major ICT systems which support critical services such as a replacement system for CareDirector (WCCIS). <i>CareDirector</i> is a Cloud-based case management solution for social care organisations that supports integrated working across health and social care.	Members and officers for the Briefing and Workshop – TBD. To be scheduled in early 2026 in partnership with IT.
Use of Artificial Intelligence within Social Services and Wellbeing Directorate	The Committee recommended that there be an all Member briefing on the use of artificial intelligence within the Social Services and Wellbeing Directorate and how it is envisaged it could safely aid a reduction in staff numbers.	This will form part of the Digital Strategy which will be reported to the Corporate Overview and Scrutiny Committee Pre-Decision. To be scheduled after the Digital Strategy has been considered at COSC.

Items to be Scheduled to the Committee's Forward Work Programme

- Support for Care Leavers (including input from Employability and Housing)

(Will be a joint report between Social Services, Health and Wellbeing and the Communities and Housing Directorates)
- Regional Partnership Agreement Progress Update (12 months from July 2025)

Communities, Environment and Housing Overview and Scrutiny Committee
2025-26 Forward Work Programme

Monday, 14 July 2025 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Community Asset Transfers	Position Update 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	<u>Cabinet Member</u> Cabinet Member for Climate Change and the Environment; <u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; and Community Asset Transfer Officer.
Porthcawl Regeneration Masterplan	Public Consultation Feedback from Feb/March 2025 and Pre-Planning Consultation	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Corporate Director – Communities; Group Manager – Strategic Regeneration; and Porthcawl Regeneration Programme Manager.

Monday, 29 September 2025 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
United Kingdom Shared Prosperity Fund Update	- What we did - Lessons Learned - Progress Update - How the system has changed - A look back and a look forward. Detailed Financial Information including: - Funds received by which groups/organisations - Their purpose - How much	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; and Group Manager – Economy, Natural Resources & Sustainability.
Social Housing Allocation Policy	Pre-Decision	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Chief Officer – Finance, Housing and Change; Strategic Housing Commissioning Manager; and Housing Solutions Team Manager.

Monday, 3 November 2025 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Net Zero Strategy Review	Pre-Decision	<u>Cabinet Member</u> Cabinet Member for Climate Change and Environment; <u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; Group Manager – Economy, Natural Resources & Sustainability; Decarbonisation Programme Manager; and <u>External</u> Representatives from Carbon Trust.
Electric Vehicle Charging Strategy	Pre-Decision	<u>Cabinet Member</u> Cabinet Member for Climate Change and Environment; <u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; and

		Group Manager – Economy, Natural Resources & Sustainability.
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Monday, 8 December 2025 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
Porthcawl Grand Pavilion	To include a walkaround before the meeting.	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Corporate Director – Communities; Group Manager – Strategic Regeneration; and Porthcawl Regeneration Programme Manager. <u>External</u> Director of Development and Partnerships – Awen

Monday, 23 February 2026 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
Maesteg Town Hall TBC	To include a walkaround before the meeting. Lessons learned To include: - Reasons for the overall project cost; - Detail of what led to the increased cost and challenges encountered; and - An appraisal of what could have changed or been done differently.	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Corporate Director – Communities; Group Manager – Strategic Regeneration.

Monday, 20 April 2026 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
Condition of the Highways and Status	Including: - Repairs, maintenance and prioritisation process;	<u>Cabinet Member</u> Cabinet Member for Climate Change and the Environment;

of Road Resurfacing Programme	- Road resurfacing and potholes; - Network management of utilities; and - The development of internal metrics for repairs and closing referrals.	<u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; Group Manager – Highways and Green Spaces; and Highways Network Manager.
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Briefings and Workshops:

Topic	Information Required / Committee's Role	Invitees
Future Waste Services		All Member Briefing To be scheduled Early 2026
Corporate Joint Committees Regional Responsibilities		All Member Briefing Date to be confirmed

**Items to be Scheduled to the Committee's Forward Work Programme -
To be discussed in next Scrutiny Forward Work Programme Planning Meeting**

- Communities Directorate Target Operating Model (TOM) – Autumn 2025 TBC
- Bridgend Town Centre Masterplan and Regeneration
- Council's Preparedness to Respond to Storms and Adverse Weather
To Include:
 - Preventative measures against foreseeable damage;
 - Impact of adverse weather and any fallout (e.g. loss of power) on vulnerable residents;
 - Invitees from Communities and Social Services; and
 - Information shared during internal and Local Resilience Forum debrief sessions held following Storm Darragh and any other inclement weather events.
- Car Parking Charging Review
To Include:
 - Outcome of the review;
 - Free parking offers; and
 - The difference in revenue between the free parking period and a full charging model.
- Major Parks in the Borough
- Valleys to Coast

Information reports to be provided

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