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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council

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



Rydym yn croesawu gohebiaeth yn Gymraeg. Rhowch wybod i ni os mai Cymraeg yw eich dewis iaith.

We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.



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

Dyddiad/Date: Monday, 9 March 2026

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 **Monday, 16 March 2026 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 27/01/2026

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By receiving this Agenda Pack electronically you will save the Authority approx. £2.84 in printing costs

4 Corporate Performance Quarter 3 2025-2026-27

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Invitees:

Councillor John Spanswick - Leader
Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing
Councillor Hywel Williams - Cabinet Member for Finance and Performance
Councillor Martyn Jones - Cabinet Member for Education and Youth Services
Councillor Eugene Caparros - Cabinet Member for Climate Change and the Environment (Job Share)
Councillor Gary Haines - Cabinet Member for Climate Change and the Environment (Job Share)
Councillor Melanie Evans - Cabinet Member for Resources
Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing

Jake Morgan - Chief Executive
Carys Lord - Chief Officer - Corporate Director – Finance and Transformation
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

Kate Pask - Corporate Performance Manager

5 Budget Monitoring 2025-26 - Quarter 3 Revenue Forecast

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Invitees:

Councillor John Spanswick - Leader
Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing
Councillor Hywel Williams - Cabinet Member for Finance and Performance
Councillor Martyn Jones - Cabinet Member for Education and Youth Services
Councillor Eugene Caparros - Cabinet Member for Climate Change and the Environment (Job Share)
Councillor Gary Haines - Cabinet Member for Climate Change and the Environment (Job Share)
Councillor Melanie Evans - Cabinet Member for Resources
Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing

Jake Morgan - Chief Executive
Carys Lord - Chief Officer - Corporate Director – Finance and Transformation
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

6 Conclusions and Recommendations

7 Cwm Taf Morgannwg Public Service Board (PSB) Joint Overview and Scrutiny Committee (JOSC) Nomination

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8 Forward Work Programme Update

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9 Urgent Items

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

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

Yours faithfully

K Watson

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

Councillors:

F D Bletsoe

JPD Blundell

N Clarke

HJ David

H Griffiths

S J Griffiths

M L Hughes

J Llewellyn-Hopkins

RL Penhale-Thomas

T Thomas

A Ulberini-Williams

AJ Williams

MJ Williams

E D Winstanley

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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 TUESDAY, 27 JANUARY 2026 AT 10:00

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Present

Councillor A Ulberini-Williams – Chairperson

F D Bletsoe
H Griffiths

JPD Blundell
AJ Williams

N Clarke
MJ Williams

HJ David

Present Virtually

S J Griffiths

J Llewellyn-Hopkins

RL Penhale-Thomas

T Thomas

Apologies for Absence

M L Hughes
Councillor John Spanswick, Leader and
Kelly Watson – Chief Officer, Legal and Regulatory, HR and Corporate Policy

Invitees:

Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Martyn Jones
Councillor Eugene Caparros
Councillor Gary Haines
Councillor Neelo Farr
Councillor Melanie Evans

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 (Job Share)
Cabinet Member for Climate Change and the Environment (Job Share)
Cabinet Member for Regeneration, Economic Development and Housing
Cabinet Member for Resources

Jake Morgan
Carys Lord
Lindsay Harvey
Claire Marchant
Janine Nightingale

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

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Deborah Exton
Joanne Norman
Nigel Smith

Deputy Head of Finance
Group Manager – Financial Planning and Budget Management
Group Manager – Chief Accountant

Officers:

Meryl Lawrence
Jessica Mclellan

Senior Democratic Services Officer - Scrutiny
Scrutiny Officer

Declarations of Interest

Councillor A Ulberini-Williams – Item 4 - Personal - Current Post-holder - Chair, Corporate Overview and Scrutiny Committee regarding the Scrutiny Budget Working Group regarding discretionary salaries and husband works as a classroom teacher at Pencoed Comprehensive School.
Councillor AJ Williams – Item 5 - Personal - Community Governor at Coety Primary School.

181. Approval of Minutes

Decision Made	<u>RESOLVED:</u> That the minutes of meeting of the Corporate Overview and Scrutiny Committee dated 11 December 2025 be approved as a true and accurate record.
Date Decision Made	27 January 2026

182. Medium Term Financial Strategy 2026-27 To 2029-30

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 and agreed to submit the Recommendations to Cabinet on 3 February 2026:
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	Recommendations 1. <u>Council Tax</u> The Committee expressed concern regarding the proposed above inflation increase to Council Tax and the pressure many residents are facing in balancing their household budgets to meet the cost of Council Tax. The Committee therefore strongly recommended that Cabinet considers reviewing its final budget settlement including the current reduction proposals and using the unallocated funding from the uplift to 4.6% to ensure the lowest possible Council Tax. 2. <u>Narrative re: Demographic</u> With reference to paragraph 3.1.3 of the Cabinet report, the Committee recommended that further narrative be included regarding the changing demographic of the County Borough and that there be a greater breakdown of age ranges, e.g. young people, adults and older people, etc. to further understand the future impact on pupil numbers in schools and the provision of social care for service provision planning. 3. <u>Fully Funding National Policy Commitments</u> The Committee recommended that all new policy commitments resulting from legislative pressures from UK or Welsh Government (WG) should be fully funded and that the Committee fully support Cabinet in lobbying Westminster and WG to provide adequate funding. 4. <u>Transformation in Schools and Education</u> The Committee discussed the need for transformation across the whole Council, specifically the schools and education function to see what can be done better and the impact that the funding formula applied to schools budget allocations has on the variances between schools' budget balances and recommended: a. that work be undertaken to provide better understanding of the reasons for the variances between schools' budget balances; b. that the funding formula applied to schools' budget allocations be reviewed; and that the above be fed back into next year's budget setting together with an update regarding what transformation has taken place in schools and education. 5. <u>Flood Prevention and Public Realm</u> The Committee discussed Cabinet's response to Recommendation 17 from the Scrutiny Budget Working Group which stated, 'the Directorate will look to prioritise spend on flood prevention measures', but highlighted that it is vital reference is made to funding for flood prevention in the
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	MTFS and recommended that Cabinet consider including flood prevention measures within the narrative in <i>NEW 4, Public Realm</i>, in the Additional Final Settlement Budget Pressures, £1.5m. 6. <u>Council's Approach to Flood Prevention and Engineering Services</u> Members referred to the link between the Scrutiny Budget Working Group Recommendations 17 (Flood Prevention) and 18 (Engineering Services) and highlighted the opportunity to utilise engineering and nature-based solutions to flood prevention. The Committee recommended that consideration be given to looking at flood prevention with an engineering focus, e.g. planting trees to create wetlands to slow water flow away from housing to prevent flooding, replacing verges with sustainable drainage systems, etc. and being bolder and more proactive in the attraction and use of available grants and funding. Requests for Additional Information 7. <u>Council Tax – Second Homes</u> The Committee discussed the Council's Policy for second-home Council Tax charges and requested: a. the comparative information from other Local Authorities regarding their level of charges; b. whether they have reduced their rates; c. the impact on the number of second homes in their local authority area; and d. the impact that the increase in Bridgend's charges has achieved. 8. <u>Energy Rates for Schools</u> The Committee requested information regarding the projected cost of electric, gas and water for schools in the upcoming financial year and how it is envisaged that this will impact on schools' budgets. 9. <u>Budget Pressure – Additional Learning Needs (ALN)</u> The Committee referred to the announcement from Welsh Government in December regarding a further £8.2m funding this year for ALN and requested the quantum of that funding allocated for Bridgend, when the funding was expected to be received and whether further grant funding was expected in year which could be offset against the recurring Budget Pressure. 10. <u>School Improvement</u> The Committee referred to EDNEW 2, School Improvement, in the Emerging Directorate Pressures of £225k and that there was previously a £500k contribution towards Central South Consortium and
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	requested that when the funding for disaggregating from the service is finalised, details of whether the difference has resulted in a revenue saving. 11. <u>School Maintenance</u> The Committee referred to <i>SCHNEW 1, Building Maintenance</i> and the recent announcement from Welsh Government regarding an additional £20m funding for school maintenance and requested the quantum of that funding allocated for Bridgend, when the funding was expected to be received and the impact on this Emerging Directorate Budget Pressure. 12. <u>In-House Residential Provision – Children’s Services</u> The Committee referred to SSW 1 in the Emerging Directorate Pressures and requested a breakdown of the shortfall on Homes 1, 2 and three months of Home 3. 13. <u>Community Chest Sports Fund</u> The Committee referred to <i>NEW 3, Sports Development</i>, in the Additional Final Settlement Budget Pressures and requested a breakdown of how much will be available for the Community Chest sports fund for match funding for Clubs, Community grants and awards. 14. <u>Transport – Bus Route Pilot Schemes</u> Members referred to COM 2 – Emerging Directorate Pressures and <i>NEW 6, Transport</i>, in the Additional Final Settlement Budget Pressures which both relate to the pilot schemes for new bus routes and the Committee requested details of the new proposed routes and the likely costs of the proposed schemes.
Date Decision Made	27 January 2026

183. Capital Strategy 2026-27

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:
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	Recommendations 15. The Committee discussed the accuracy and timeliness of data in the Quarterly Capital Programme reports to Council and recommended that consideration be given to the use and inclusion of real time data and the timeliness of reporting. In particular, that any approved key projects, delays or additional spend on projects are included. 16. The Committee recommended that visual infographics are included, e.g. flowcharts, diagrams, etc. demonstrating how projects are instigated, the approvals process for a project to be accepted for the Capital Programme and how return on investment or the revenue impact of a project is assessed. 17. The Committee expressed concern regarding foreseeable delays or slippage in the delivery of Capital Programmes and recommended that all projects receive robust sign-off and that project management is standardised across all projects and programmes to ensure the correct escalation points take place at the right times. 18. The Committee referred to Cabinet's response to Recommendation 3 from the Scrutiny Budget Working Group which was accepted but the narrative response did not indicate any further action would be taken and recommended that as part of the proposed transformation growth, consideration be given to how Capital Programmes in other Local Authorities and organisations are managed to explore best practice and to evaluate, inform and improve Bridgend's approach. Requests for Additional Information 19. The Committee requested how much of the total of the Capital Programme of £303m, is allocated to the achievement of the Net Zero 2030 Commitment. 20. The Committee requested sight of the risk registers and other illustrative examples of risk management of Capital Projects.
Date Decision Made	27 January 2026

184. Cwm Taf Morgannwg Public Service Board (PSB) Joint Overview and Scrutiny Committee (JOSC) Nomination

Decision Made	<u>RESOLVED:</u> The Committee agreed to defer the report to its meeting on 26 March 2026.
Date Decision Made	27 January 2026

185. Forward Work Programme Update

Decision Made	<u>RESOLVED:</u> The Committee approved its draft Forward Work Programme in Appendix A subject to the following additions, noted the Recommendations Monitoring Action Sheet to track responses to the Committees' Recommendations made at previous meetings in Appendix B and noted the Forward Work Programmes for the other Overview and Scrutiny Committees in Appendices C, D and E. 1. Council's Preparedness to Respond to Storms and Adverse Weather to include the Council's Strategy regarding Flood Response and Prevention; and 2. Quarterly Updates from the Transformation Programme Board once established.
Date Decision Made	27 January 2026

186. Urgent Items

Decision Made	None
Date Decision Made	27 January 2026

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

The meeting closed at 15:58.

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	16 MARCH 2026
Report Title:	CORPORATE PERFORMANCE QUARTER 3 2025-26
Report Owner: Responsible Chief Officer / Cabinet Member	CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION CABINET MEMBER FOR FINANCE & PERFORMANCE
Responsible Officer:	KATE PASK POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	Monitoring performance against the Corporate Plan forms part of the Council’s Performance Management Framework.
Executive Summary:	This report provides – • an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at quarter 3 2025-26. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2025-26. • an update on the performance against our current regulator recommendations (Regulatory Tracker).

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of Council performance against the Corporate Plan at quarter 3 (Q3) of 2025-26. This is the third year of the 5-year Corporate Plan 2023-28 and the second monitoring report on the 2025-26 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against regulator recommendations.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2025 Council agreed the Corporate Plan Delivery Plan 2025-26 which set out aims, commitments, and performance indicators to help measure the Council’s progress on its priorities. The new delivery plan is more focussed than in the previous two years following a robust review, aligning with the current corporate priorities and resources. The key changes made were:
- Wellbeing Objectives (WBOs) were reduced from seven to four with some merged / subsumed into others. The four that remain focus on –
 - A prosperous place with thriving communities
 - Creating modern, seamless public services
 - Enabling people to meet their potential
 - Supporting our most vulnerable
 - Aims reduced from 41 to 21.

- Performance Indicators (PIs) (that measure the 'business as usual') reduced from 108 to 65.
- The Ways of Working measures, previously a standalone part of the Corporate Plan, have now been integrated into the WBOs.
- Commitments (that measure our initiatives or projects) reduced from 80 to 61.

2.2 Each Directorate produced a business plan, adding milestones against each commitment. These plans can be viewed via the staff intranet.

2.3 Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring and scope of data included/excluded, calculation/verification methods, and responsible officers.

2.4 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through four directorate performance dashboards which are scrutinised by Directorate Management Teams. A single performance dashboard is reported quarterly to both Cabinet and Corporate Management Team (CCMT) and Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

2.5 The regulatory tracker, established in 2023 has been integrated into the quarterly performance monitoring process.

3. Current situation / proposal

3.1 The Q3 performance dashboard (**Appendix 1**) provides BRAYG (Blue, Red, Amber, Yellow, Green) judgements on progress against the CPDP 2025-26 for our 61 commitments and outlines key activities and achievements during Q3, and next steps where appropriate. It also provides verified Q3 values where available and supporting comments for the 65 PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in Tables 1 and 2 below.

3.2 Summary of progress on Corporate Commitments

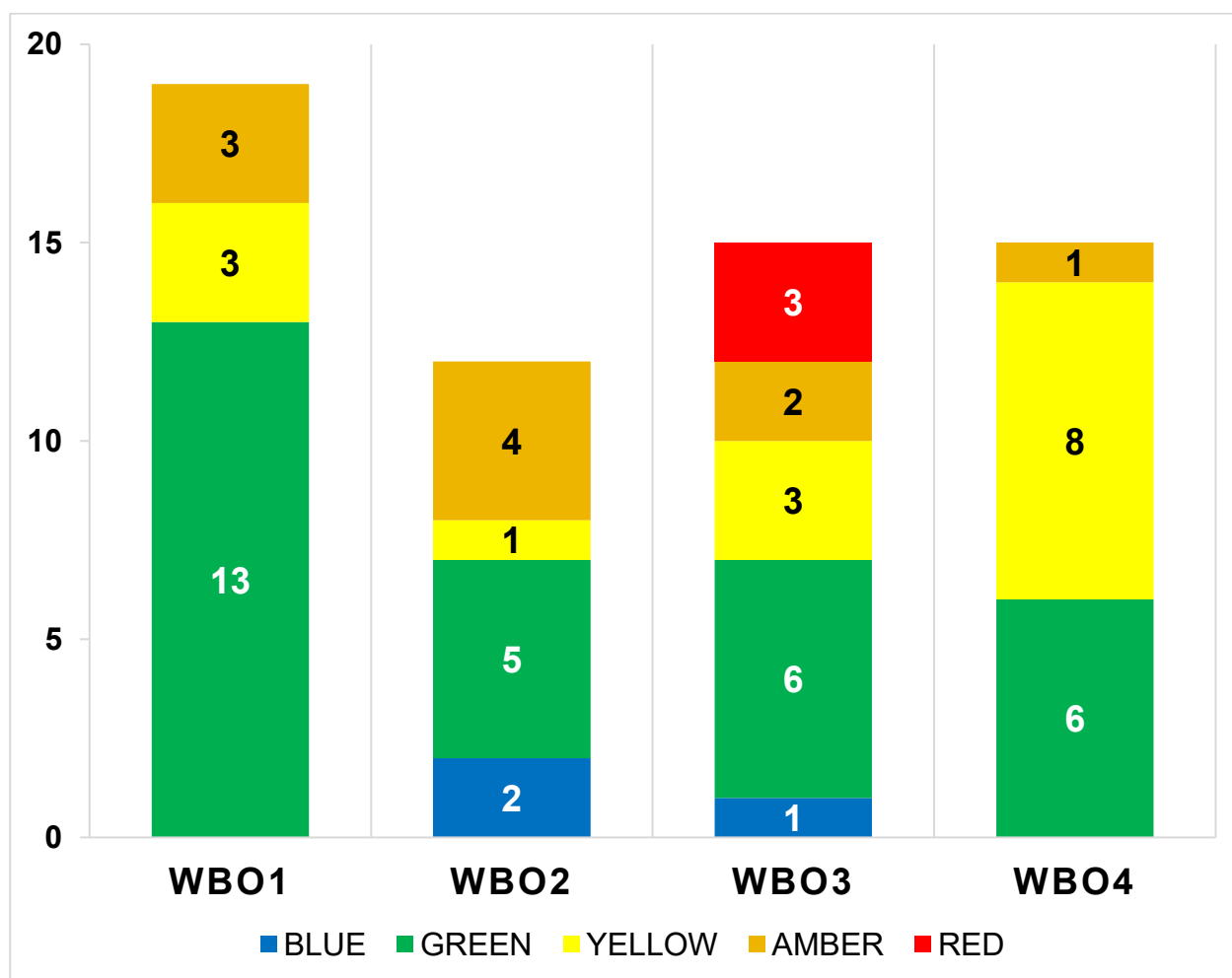
Table 1 shows the performance judgements for the 61 commitments at Q3 2025-26, with Chart 1 on the next page breaking this down further to show performance for each WBO.

Table 1

Status	Meaning of this status	Performance at Q2		Performance at Q3	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	0	-	3	4.92
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	23	37.70%	30	49.18
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	19	31.15%	15	24.59
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines	14	22.95%	10	16.39

	show slippage, project is going over budget or risk score increases				
UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	8.20%	3	4.92
	Total	61	100%	61	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 Summary of Performance Indicators

At Q3 we can evaluate performance on 36 quarterly PIs, the remaining 29 are annual and will be reported at Q4 only.

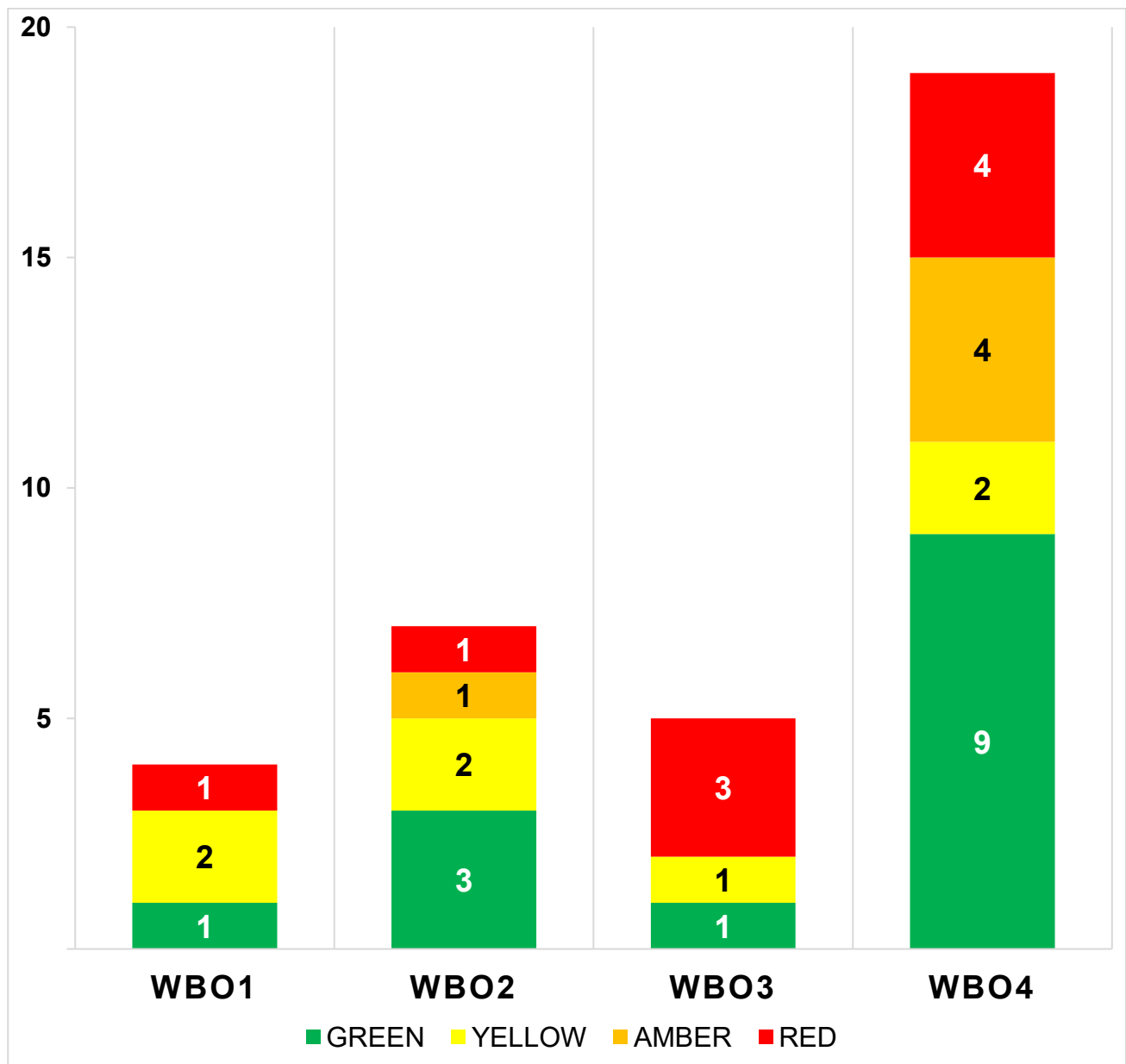
3.4 All of the 36 quarterly PIs have verified Q3 values, however only 35 could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status. One PI has not been provided with a target for 2025-26 and the data is monitoring trend progress only. Further details of this PI (sickness absence) are provided in paragraphs 3.7 and 3.8.

3.5 Table 2 below shows overall performance for PIs at Q3, and Chart 2 on the next page shows performance for each WBO.

Table 2

Status	Meaning of this status	Performance at Q2		Performance Q3	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	19	54.3%	14	40%
GOOD (YELLOW)	On target	4	11.4%	7	20%
ADEQUATE (AMBER)	Off target (within 10% of target)	4	11.4%	5	14.29%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	8	22.9%	9	25.71%
	Total	35	100%	35	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

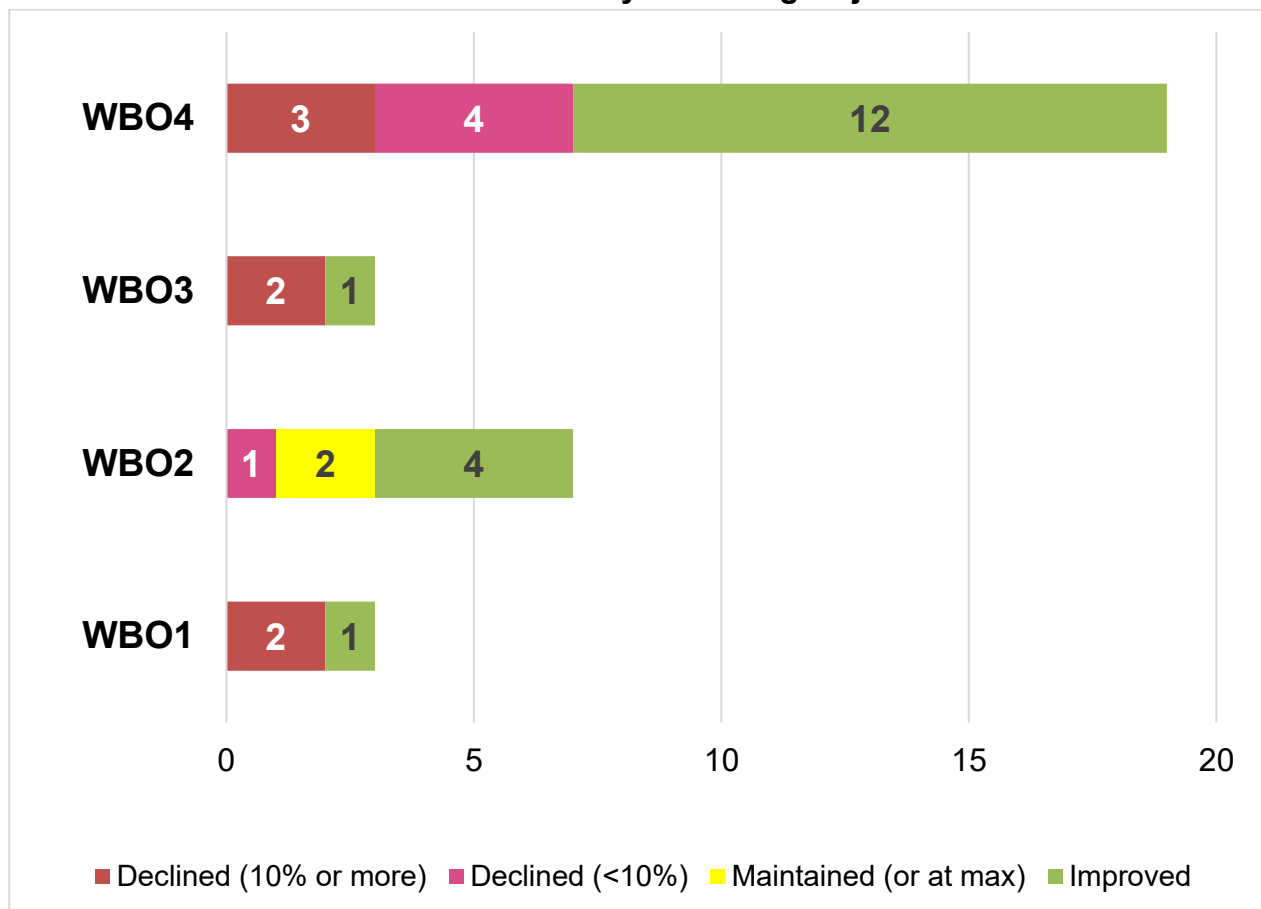


3.6 Trend data allows us to compare our Q3 values with the same period last year (Q3 2024-25). Comparable data for Q3 is available for 32 of the 36 quarterly PIs. Of the remaining four, two indicators do not have comparable verified data for Q3 last year because they are new, and two PIs are “trend not applicable” due to the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 below, and Chart 3 on the next page, the trend analysis for each WBO.

Table 3

Performance Indicators Trend Definition		Trend at Q2		Trend at Q3	
		Number	%	Number	%
↑	Performance has improved	20	62.5%	18	56.25%
↔	Performance maintained (includes those at maximum)	3	9.375%	2	6.25%
↙	Declined performance (by less than 10%)	6	18.75%	5	15.6%
↓	Declined performance (by 10% or more)	3	9.375%	7	21.9%
Total		32	100%	32	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Summary of Sickness Absence Performance

- 3.7 There is no target set for sickness absence for 2025-26, 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.
- 3.8 The cumulative days lost per full time equivalent (FTE) employee at Q3 2025-26 is 9.82 days, a 2.96% decrease compared to the 10.12 days reported at Q3 last year. This demonstrates an improving trend that is mirrored within directorate and schools' data with the exception of the Chief Executive's Directorate and 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 23% in 2024-25 to 21% in 2025-26. The most common reason for absence continues to be Stress/Anxiety/Depression (not work related).

3.9 Summary of Performance against MTFS Savings Targets

At Q3 £6.468 million (77%) of the £8.379 million proposed budget reductions set out in the MTFS for 2025-26 have been achieved, with £7.473 million (89%) forecast as likely to be achieved by year end. A breakdown of the most significant budget reduction proposals unlikely to be achieved in full is included in **Appendix 1**, and additional financial information is provided in the Budget Monitoring 2025-26 Quarter 3 Revenue Forecast report presented to Cabinet on 3 February 2026.

3.10 Summary of Performance against Regulator Recommendations

Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2025-26 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 4. A more detailed analysis will be provided to the Governance and Audit Committee in a report on 21 May 2026.

Table 4

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Arrangements for Commissioning Services (June 2025)	3	-	-	3	-	-
Care Inspectorate Wales (CIW) Improvement Check Children's Social Care Services (June 2025)	16	2	8	4	2	-
CIW Inspection Report on Foster Wales Bridgend (June 2025)	5	-	-	5	-	-
Audit Wales, Setting of Well-being Objectives	3	2	1	-	-	-
CIW Inspection of Golygfa'r Dolydd (September 2024)	5	4	-	1	-	-
Audit Wales, Digital Strategy Review	3	1	-	-	2	-
CIW Improvement Check Visit to Children's Social Care Services (Nov 2022)	10	8	2	-	-	-
Transformational Leadership Programme Board, Baseline Governance Review CTM RPB	7	4	-	3	-	-
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Total	55	23	11	16	5	0

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

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

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

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

- THRIVING - A prosperous place with thriving communities
- EMPOWERING - Supporting our most vulnerable
- ACHIEVING - Enabling people to meet their potential
- MODERNISING - Creating modern, seamless public services

- 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also been considered in the development of the Council's wellbeing objectives. The ways of driving and measuring them is also contained in the Corporate Plan Delivery Plan 2025-26.

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 2025-26 have been developed to help assess the Council's performance in areas including climate change and nature.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications from this report on safeguarding or corporate parenting. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2025-26 have been developed to help assess the Council's performance in areas including safeguarding and corporate parenting.

8. Financial Implications

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

9. Recommendations

- 9.1 The Committee is recommended to note the Council's performance at quarter 3 2025-26.

Background documents

None

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Corporate Performance Dashboard

Quarter 3 2025-26



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

	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



WBO1: A prosperous place with thriving communities

WBO1.1: Moving towards net zero carbon, and improving our energy efficiency

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED57 CP WBO1.1	Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred	43.60	40	Annual Indicator - To be reported at Q4					
DCO20.01 CP WBO1.1	Annual Gas Consumption across the Authority – kWh (COMM) Lower Preferred	21,122,938 kwh	20,000,000 kwh	Annual Indicator - To be reported at Q4					
DCO20.02 CP WBO1.1	Annual Electricity Consumption across the Authority – kWh (COMM) Lower Preferred	15,019,064 kwh	14,000,000 kwh	Annual Indicator - To be reported at Q4					
DCO23.05 CP WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) Higher Preferred	1%	5%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.1.1	Invest in energy efficiency improvements to the Council's estate and assets. (COMM)	GREEN (Excellent)	Quarter 3: Work has continued on established programmes of work to install energy efficiency measures across the Council's estate including LED lighting, building insulation, solar PV systems, and electric vehicle charging infrastructure. The Energy Manager has an ongoing programme of work in relation to monitoring and responding to key opportunities. The Decarbonisation Programme team is writing a business case for an invest to save programme of energy efficiency works via Salix loan finance. This will consider Refit as a potential contracting mechanism. BCBC has been awarded £109k of grant funding to purchase electric vans (as replacements for diesel vehicles) and to install more electric vehicle charging infrastructure at Waterton and Bryncethin Depots.	
WBO1.1.2	Implement our Air Quality Action Plan and monitor its effectiveness in improving air quality along Park Street (CEX SRS)	GREEN (Excellent)	Quarter 3: Action Plan has been implemented with Measure 18 still retained and will be reviewed in 2026, dependent on 2025 results. We are continuing to monitor the air quality in Park Street but still awaiting results for November and December to assess full results for 2025. Shared Regulatory Services successfully obtained Welsh Government (WG) Funding for two indicative Realtime monitors which were installed as of November 2025. Data will be reviewed accordingly following stabilisation and QA assurances. The Air Quality Annual Progress Report was approved by Cabinet in November 2025.	

WBO1.2: Protect landscapes and open spaces

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.06 CP WBO1.2	Number of blue flag beaches (COMM) Higher Preferred	3	3	Annual Indicator - To be reported at Q4					
DCO23.07 CP WBO1.2	Number of green flag parks and green spaces (COMM) Higher Preferred	2	2	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.2.1	Deliver projects such as woodland enhancement, develop and protect our natural environment in partnership with our communities and key stakeholders as part of our Bridgend Biodiversity Plan (COMM)	GREEN (Excellent)	Quarter 3: Following the success of Bridgend's Nature Fest in 2025, planning has started for the 2026 Nature Fest, with an internal workshop held to discuss lessons learnt and improve the event. The One Common Connection Project is up and running; landowner agreements have been signed and submitted, and approval in place for works to be undertaken. A successful community engagement event was held for residents to find out more about the project. There continues to be challenges with some landowner agreements, and other sites are also being considered for mitigation activities to support the project. The Duty plan is being reviewed and contract awarded for the 2025-2028 plan which is due for completion before year-end. Internal review meetings have been held to ensure departments recognise their contribution, and a larger internal stakeholder group was facilitated by Nature Positive. The Climate Change Response Team has continued with increasing tree cover across the County Borough with new tree planting scheme due for completion by the end of March 2026. Discussion have taken place to explore funding options to improve pathways at Craig y Parcau.	

WBO1.3: Promote the conditions for economic growth and prosperity

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.03 CP WBO1.3	Number of businesses receiving support through Shared Prosperity Funding (COMM) Higher Preferred	37	15	25	11	28	33	↓	Quarterly Indicator Target Setting: This is the final year of the funding so will attempt to maximise the benefits locally where possible with reduced funding available. Performance: The annual target has already been achieved in Q3 but is lower than the same period last year as we have allocated all of the current available SPF funding.
DCO23.04 CP WBO1.3	Number of business start-ups assisted (COMM) Higher Preferred	94	30	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.3.1	Develop funding bids enhance the economy and stimulate new job opportunities (COMM)	GREEN (Excellent)	Quarter 3: Following announcement of Local Growth Fund, work has been completed to strategically align current UKSPF activity to LGF activity, where suitable. A working estimate of funding allocation is £5,979,651 (70% capital and 30% revenue). In addition, work has been completed on proposed delivery of the DWP Connect to Work project, with Cardiff Council proposed as the regional lead. A working estimate of funding allocation is £4,055,200. All deadlines have been met to date in preparation for delivery in April 2026. Liaison with Industrial Communities Alliance, UK Government, WG and WLGA was undertaken to lobby the proposed way forward for the Local Growth Fund. An alignment exercise, led by RCT as regional lead, was undertaken and Bridgend County information was supplied within the deadlines set.	A response from UK Government and WG is expected in Q4.
WBO1.3.2	Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy (COMM)	GREEN (Excellent)	Quarter 3: By the end of Q3 a total of 38 start up grants have been awarded, and the team had delivered a total of 27 business development grants and 3 business feasibility grants. The pop-up shop operating in Maesteg Market has now ended. The initiative attracted 86 expressions of interest and has accommodated twelve start-ups, bringing vibrancy and footfall to Maesteg Market. We have procured a further update to the Social Enterprise work carried out in the last financial year. An additional pop-up space has been developed in partnership with the Ospreys in Bridgend Town centre.	
WBO1.3.3	Invest an additional £7.75m of Shared Prosperity Funding in projects in the County Borough by 2026, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place (COMM)	GREEN (Excellent)	Quarter 3: As at the end of quarter 3, all projects are reporting full projected spend for the year. The team has delivered total of 27 business development grants and 3 business feasibility grants.	
WBO1.3.4	Improve sustainable and active travel choices, to increase connectivity and	YELLOW (Good)	Quarter 3: Work has commenced on the A48 Active Travel scheme, due for completion March 2026. Develop funding Bids submitted to Cardiff Capital Region (CCR) for progression to WG in December 2025. Funding bids	A report will be brought to Cabinet early in the

	greener travel choices in line with our strategic transport projects (COMM)		for active travel projects for financial year 2026-27 have been developed and submitted to CCR in December 2025 ready for agreement with WG later in the year. Strategic Transport priorities for 2026-27 are being developed in preparation for agreement with Cabinet in March 2026.	spring outlining the work on current projects and agreeing objectives
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WBO1.4: Regenerate our town centres and Valleys

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.01 CP WBO1.4	Number of commercial properties assisted through the enhancement grant scheme (COMM) <i>Higher Preferred</i>	7	4	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.4.1	Deliver a Transforming Towns programme of investment across our town centres in partnership with Welsh Government over the next two years to improve the economic sustainability of our town centres (COMM)	GREEN (Excellent)	Quarter 3: The Transforming Towns Placemaking Programme has been fully allocated for this financial year in order to ensure the grant is used to its full capacity. The grants encompass private developers and external partners and BCBC led projects. Conversations will continue with new applicants in order to ensure that there is a strong pipeline of projects to take up any financial capacity which is created, this has been done in consultation with Welsh Government. The Placemaking strategies for Maesteg and Porthcawl are being utilised to ensure that grant and funding opportunities are being directed to support potential projects where possible.	
WBO1.4.2	Continue to deliver a commercial property enhancement grant for all valley high streets, to bring vacant properties back into use and improve local centres. (COMM)	GREEN (Excellent)	Quarter 3: Commercial property grant is supported by the Shared Prosperity Funding (SPF) and will run until March 2026. 8 Grants have been awarded for 2025-26 and applicants are worked with on a 1:1 basis. The availability of commercial property grants continues to be marketed, with some feasibility finance available for projects in the Valley areas, each applicant and project provided with officer support to develop and deliver. A Local Member Forum has been established to ensure closer dialogue and ensure all opportunities are considered at a local level.	
WBO1.4.3	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)	GREEN (Excellent)	Quarter 3: The development of the Ewenny Road Site is continuing. A sale to a housing developer has been agreed and planning application for the site is currently being considered. Remediation works at the Ewenny Road Site is due to be completed in January 2026. A sale has been agreed for the land - sales will be completed by March 2026. A reserved matters application has been made as is being considered by the planning authority.	

WBO1.5: Reduce, reuse or recycle as much waste as possible

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/010 CP WBO1.5	Percentage of streets that are clean (COMM) Higher Preferred	99.35%	99%	89.68%	99%	86.51%	99.35%	↓	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: A restructure of the department and significant absence of staff has resulted in incomplete surveys for several months. Some sickness within teams has also resulted in resources in some areas being reduced. These factors, along with a new team carrying out inspections of streets have resulted in lower figures, further monitoring of areas inspected to take place in coming months.
PAM/030 CP WBO1.5	Percentage of waste reused, recycled or composted (COMM) Higher Preferred	70.93%	70%	65.91%	70%	72.73%	68.33%	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Provisional data

DCO20.05 CP WBO1.5	Percentage of Street cleansing waste prepared for recycling. (COMM) Higher Preferred	41.22%	40%	Annual Indicator - To be reported at Q4
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Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.5.1	Bring our Waste Service in-house (COMM)	GREEN (Excellent)	Quarter 3: Good progress being made to bring the services in-house by revised transfer date of 4th July 2027. Monthly, workstream leads are providing updates to SLR who in turn along with project lead officers provide updates to the transition board. RAG status for individual task areas and milestones being monitored. Transition Board meetings underway, recent change of Chair to Communities Cabinet Member Councillor Haines.	

WBO1.6: Provide opportunities for culture, leisure, and play

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB83 CP WBO1.6	Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) Higher Preferred	New 25-26	700	1,013	525	1,632	New 25-26	No Trend	Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded in order to set future target. Performance: The participants supported are above the target of 700, Further work to ensure accuracy of data collected will be undertaken in Q4 The higher-than-anticipated uptake suggests that the provision is accessible and meeting local need, providing a solid basis for maintaining participation.
DCO23.10 CP WBO1.6	Number of play areas that have been refurbished (COMM) Higher Preferred	22	40	Annual Indicator - To be reported at Q4					
SSWB67 CP WBO1.6	Participation in the national free swimming initiative for 16 and under (SSWB) Higher Preferred	23,208	20,000	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.1	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)	GREEN (Excellent)	Quarter 3: The Grand Pavilion Project is making good progress, with a main contractor on site and delivering over the next 18 months. The construction contract commenced in September 2025. A Programme Board has been established for some time to oversee the project. This is complemented by monthly contractor meetings and client-side project team meetings. Monitoring returns and claims are submitted in accordance with the funding requirements. Additional funding for this project continues to be sought. An Additional £650k was secured against the project from the Arts Council in January 2026.	
WBO1.6.2	Continue the children's play areas refurbishment programme and make sure inclusive play equipment is provided to allow opportunities for all. (COMM)	YELLOW (Good)	Quarter 3: The children's play areas are progressing well. On site meetings are scheduled with respective ward members to ensure visibility of worked for phase 6A and 6B, which is the last two phases and the expected timeframe. Additional capital will be required to complete these phases and Cabinet have proposed to add £1.8m to the capital budget to complete this programme, subject to full Council approval.	
WBO1.6.3	Enlarge the Food and Fun Programme for summer 2025 (EEYYP)	AMBER (Adequate)	Quarter 3: The Food and Fun 10-Year Celebratory Awards were held on Thursday 6 November. Bridgend County Borough Council achieved three awards. All schools have been approached around participation in the scheme for 2026. Four schools have confirmed participation and a further eleven have expressed an interest.	The Healthy Child Co-ordinator will continue to meet with interested schools to promote the benefits of the programme. The deadline for confirming participation to run a scheme in summer 2026 will be January 2026. The Agored Cymru Food and Nutrition training course will take place in January 2026 for all schools participating in Food and Fun.

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.4	Develop whole Council action plan and networks to support the submission of the Play Sufficiency Assessment to Welsh Government. (SSWB)	YELLOW (Good)	Quarter 3: Play Sufficiency action plan code designed with the development of clear action points. Action Plan awaiting sign-off from Cabinet. Draft Plan shared with Welsh Government in line with requested submission date.	Play Sufficiency Plan to be approved by cabinet. Engagement with key partners and people with lived experience will commence in Q4.
WBO1.6.5	Develop active wellbeing offer for targeted groups (SSWB)	GREEN (Excellent)	Quarter 3: This quarter, the active wellbeing offer continued to engage a wide range of targeted groups across the borough. The Super Agers programme supported 206 older adults through 77 wellbeing sessions, generating 1,092 attendances, with participation remaining strong despite staffing changes and minor timetable adjustments, highlighting ongoing demand for accessible local activities for those aged 50 and over. Over-60s swimming sessions welcomed 3,632 participants, while 746 children and young people aged 16 and under attended free swimming sessions, with both showing a seasonal dip over the Christmas period. Health referral pathways remained a key focus, with 491 new Halo referrals, 241 first appointments and 86 participants completing the 16-week programme, alongside strong completion rates for pulmonary rehabilitation and joint carer support. Targeted work with foster families, care leavers, young people involved in youth justice, residential settings and those with disabilities continued, with families encouraged to access wider Halo wellbeing opportunities to support more active, healthier lifestyles together.	The next phase will focus on making parts of the active wellbeing offer more sustainable and responsive to local need. Super Agers sessions at Aberkenfig and William Trigg will be supported to become community-led, creating capacity to expand provision into the west of Bridgend from April 2026, while work continues to develop an affordable and accessible swimming offer for those aged 60 and over. Follow-up of joint carer referrals will be improved to increase uptake, with pulmonary rehabilitation maintained across all Halo venues where demand allows. Alongside this, the free and low-cost swimming offer for children and young people will be refined to better support families, those with disabilities and others facing barriers to participation.
WBO1.6.6	Develop the Healthy Living Partnership Strategy (SSWB)	AMBER (Adequate)	Quarter 3: The service is continuing to work towards developing an overarching leisure strategy for Bridgend. Draft themes have been agreed with Sport Wales and Central South Partnership focusing on Bridgend priorities which will inform the overall strategy. Feasibility finding has been applied for to support a leisure capital programme to support long-term, evidence-based investment in the Council's leisure and wellbeing estate, including indoor and outdoor facilities. The development of the strategy will continue into 2026/27.	Secure feasibility funding to support a review of current assets and the development of a long-term leisure strategy for the county borough which will drive investment priorities.
WBO1.6.7	Develop the Libraries, Culture and Community hub Strategy (SSWB)	AMBER (Adequate)	Quarter 3: The service is continuing to work towards developing an overarching strategy for Libraries, and Culture services in Bridgend as well as a Community Hub Strategy. Initial public engagement has been undertaken, and data will be used to shape draft libraries, culture and community hub strategy. The development of the strategies will continue into 2026/27.	First Community Hub Strategic Board to take place in Q4. The meeting will bring together partners and provide strategic oversight and ensure alignment with organisational and regional priorities and support partnership development across sectors.
WBO1.6.8	Maintain performance against Welsh public library standards (SSWB)	GREEN (Excellent)	Quarter 3: Bridgend Library Service is performing very well. Activities, events and formal training provisions are important strengths of the service. Bridgend meets all of the 13 core entitlements in full. Of the 5 quality indicators which have targets, Bridgend is achieving 4 in full and 1 in part. Bridgend has the highest per capita event attendance nationally and attendances have increased by 24% compared to 2023-24, and by 38% compared to 2022-23. The service is in the top quartile nationally for attendance at formal training per capita. Reported attendances have risen more than fourfold compared to 2023- 24. Bridgend performs strongly with regard to young people, being above the median for positive survey responses from this customer group.	Reprofile quarterly reporting timeline to align with corporate reporting timeline and expand to capture outreach books on wheels service.

WBO2: Creating modern, seamless public services

WBO2.1: Improving how we engage with people, listening to views & acting on them

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED70 CP WBO2.1	Percentage of Complaints closed within timescales (CEX) Higher Preferred	31.83%	80%	27.87%	80%	35.98%	25.66%	↑	Quarterly Indicator Target Setting: Baseline target. To be reviewed during the lifecycle of the Corporate Plan to reflect the corporate customer function. Performance: Target not met due to service areas not meeting deadlines. The Corporate Complaints team will continue their current process of sending reminders to service areas. A full report analysing current performance and barriers to meeting the target will be reviewed by Corporate Management Team in Q4.
CED59(a) CP WBO2.1	Level of engagement (Welsh / English) a) across consultations Higher Preferred	8,050	8,800	Annual Indicator - To be reported at Q4					
CED59(b) CP WBO2.1	b) with corporate communications to residents, using the digital communications platform (CEX) Higher Preferred	1,203,706	1,000,000	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.1.1	Improve how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive. (CEX)	GREEN (Excellent)	Quarter 3: During this period the focus has been on promoting the council's budget to encourage engagement when the budget survey goes live in January 2026. The team has run a multi channelled campaign that has also included a toolkit for Councillors to use at their surgeries. The media protocol has been agreed with Cabinet and has been publicised to staff and members. The members' bulletin has been established and is subject to ongoing improvement with feedback from Cabinet Members. The approach for tackling inaccurate information has been agreed by Corporate Management Team (CMT), new assets are being developed. Launch of the new approach is proposed prior to March 2026. The team restructure has been effective since October 2025. The social media platform Orla has been procured, and onboarding is underway.	
WBO2.1.2	Improve the way we gather and use resident views (CEX)	GREEN (Excellent)	Quarter 3: Following refresh of Citizens Panel, members of panel were invited to join focus groups on setting the council's budget. This is the first time we will have used the panel to help inform budget deliberations. The data from the residents' survey has been reviewed and considered by Cabinet and Corporate Management Team (CCMT). The final report from the residents' survey will be available on the website in January on the new feedback page for consultation. The team is continuing to engage with Data Cymru on approach to the second survey which is scheduled for Autumn 2026.	
WBO2.1.3	Improve the way we gather and use staff views (CEX)	GREEN (Excellent)	Quarter 3: Corporate narrative was agreed and publicised to staff and members. New approach to staff survey agreed with CMT in October 2025. Preparations are underway to run the new staff survey which will start in March 2026 and run until May 2026. Video communications for staff commenced with a message from the Chief Executive at Christmas. Further videos have been scheduled for the first quarter of 2026. We are working towards the target the preparation of the new and improved bilingual intranet. This will be in place by July 2026.	
WBO2.1.4	Improve the way we handle and learn from corporate complaints and compliments (CEX)	AMBER (Adequate)	Quarter 3: The form and process is currently being tested by the project team following the development of the training documents. ICT have completed the reporting requirements for the dashboard, and it is currently being tested. Training is scheduled for the individual services with the go-live scheduled for April 2026.	Complete user testing, with training being rolled out to individual service users ahead of go-live
WBO2.1.5	Implement the strategic equality plan action plan (CEX)	GREEN (Excellent)	Quarter 3: Implementation underway and annual progress report to be presented to Equalities Cabinet Committee in February 2026. We are continuing to attend bi-monthly Corporate Equalities focus groups. We have provided regular updates to Cabinet Committee Equalities.	Following Cabinet Committee approval in February 2026, progress report will be published on the website.

WBO2.2: Offer more information and services online, and in local areas**Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED5 CP WBO2.2	Percentage of first call resolutions Higher Preferred	72.67%	75.92%	73.92%	75.92%	75.61%	69.40%	↑	Quarterly Indicator Target Setting: Target retained, to increase the number of calls resolved at the first point of contact Performance: Whilst this PI is slightly off target again for Q3, the customer service team continues to review performance with the relevant service area to identify areas where the Customer Advisors could be upskilled to deal with and resolve the calls at the first point of contact.
CED51 CP WBO2.2	Number of online transactions using the digital platform Higher Preferred	81,034	81,034	42,862	60,776	61,974	61,995	↓	Quarterly Indicator Target Setting: To increase online transactions by customers to promote channel shift Performance: There are a number of online services and different target groups across multiple council departments feeding into this value. The slight decline in performance equates to a less than 1% decrease compared to the same period last year and cannot be attributed to any particular factor or service area underperforming. We continue to promote and monitor our online services and there are currently discussions to improve the options within citizen access to increase online usage

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.2.1	Continue to review the corporate front door to streamline, standardise, and enhance entry points into the council whilst improving the resolution at the first point of contact. (CEX)	YELLOW (Good)	Quarter 3: The new online self-referral form for Adult Social Care continues to be developed. Work is also underway to explore the development of a digital front door specifically for Social Services to help provide online information, advice and assistance to customers 24/7/365. The corporate Interactive Voice Response message (IVR) has been updated and is working in line with current service set ups.	

WBO2.3: Modernise and become a more efficient council**Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CHR002 (PAM/001) CP WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (ALL/CEX) Lower Preferred	13.76 days	No target	5.89 days	No target	9.82 days	10.12 days	↑	Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Continued commitment to support the health and wellbeing of the workforce. Managers are encouraged to support members of staff when they are absent in line with the absence management policy and continue to promote the council's wellbeing services to all. (See page 25 for additional information by directorate and absence reason)
CORPB5 CP WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL/CEX) Higher Preferred	68.42%	80%	Annual Indicator - To be reported at Q4					
DCO16.8 CP WBO2.3	Number of Council owned assets transferred to the community for running (CATs) or transferred from a short-term agreement to a long-term agreement for running during the year (COMM) Higher Preferred	2	10	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.3.1	Approve and implement the new digital strategy (CEX)	AMBER (Adequate)	Quarter 3: The public consultation was undertaken between 2nd June and 13th July 2025. Following the Corporate Overview and Scrutiny Committee meeting in July 2025, a decision has been made to review the Strategy further to ensure our vision and aspirations around transformation are reflected.	Once the corporate vision has been agreed, the Digital Strategy will be reviewed and plan put in place to progress and implement.
WBO2.3.2	Continue to rationalise the corporate estate (COMM)	AMBER (Adequate)	Quarter 3: All opportunities to maximise use of the current corporate estate are constantly under review and challenge, driven by service and stakeholder engagement. Focus on maximising use, co-habitation, mixed uses and community type uses now that the majority of true rationalisation and disposals complete. All portfolio's under constant review, with service engagement and close working relationships. All service areas focused on maximising asset usage. Number of underutilised assets is at a minimum with new and innovative ways of working exploring all opportunities to sweat each asset. Formal formation of the strategy set back due to Group Manager period of long-term sickness during 2025 and ongoing senior vacancies in the Corporate Landlord team. Third party consultant engaged to assist with the strategy with further resourcing issues under review. Strategy to be finalised and aligned to corporate and other strategies early in 2026/27.	The introduction of the new Integrated Works Management System (IWMS) will transform the way in which our assets managed and provide a landscape for strategic asset management planning. This IWMS is currently being procured and will embed in 2026/27.
WBO2.3.3	Invest in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)	GREEN (Excellent)	Quarter 3: An allocation was made in Q3 of £49.6k. The total of funding allocated to community groups undertaking CATs (as at end Q3) stands at £498k; £49.5k in committed funding was paid to community groups in Q3 2025/26 and a further £167k of grant monies received from Sport Wales. The total available CAT Capital fund at the end of Q3 stands at £310.7k.	

WBO2.4: Improve partnership working with partners, the third sector and Town and Community Councils

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED62 CP WBO2.4	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (CEX) Higher Preferred	99.12%	100%	100%	100%	100%	98%	↑	Quarterly Indicator Target Setting: Safety planning, targeting hardening and safety measures carried out with all service users throughout support and before exiting the service Performance: On target, 1156 service user responses recorded Q1 to Q3
CED63 CP WBO2.4	Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours (CEX) Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) Performance: On target – 655 received during Q1 to Q3.
CED64 CP WBO2.4	Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours (CEX) Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) Performance: On target - 485 received during Q1 to Q3.
SSWB84 CP WBO2.4	Number of active referrals supported by Local Community Coordinators (SSWB) Higher Preferred	New 25-26	600	571	450	726	New 25-26	No Trend	Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded in order to set future target. Performance: On target. Q1 values have now been verified improving the Q2 accumulative value previously reported.
SSWB85 CP WBO2.4	Number of children and young adults supported during school holidays (SSWB) Higher Preferred	New 25-26	950	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.4.1	Develop a new regional agreement for working with frail older people between health boards and councils (SSWB)	BLUE (Completed)	Quarter 3: Agreement sealed by BCBC and returned to Regional Partnership Board in December 2025.	
WBO2.4.2	Complete the town and community council arrangements review (CEX)	BLUE (Completed)	Quarter 3: The Community Review was completed and submitted to Full Council. The recommendations were not approved by Full Council and therefore the Local Boundary Commission will now undertake a review when their timetable allows.	
WBO2.4.3	Work co-productively with our communities to develop their own solutions and become more resilient. (SSWB)	AMBER (Adequate)	Quarter 3: The current children and family provision is over prescribed with 57 (1 x 37hrs + 1 x 20 hrs) hour post per week not able to cope with demand of referrals. Closer partnership working with Early Help within Children & Families Services and local community organisations to step up and step down to reduce/curtail the child and families waiting list (which is currently 1-3 months). Recruitment of additional Local Community Co-ordinator's to support the volume of demand in turn reducing the adults waiting list (which is 3-6 months depending on geographical area).	Exploring additional grant funding from the Central Grant team to support investment needed into local community coordination. Work productively with BAVO (community navigators), third sector partners, statutory services to align governance of referrals to ensure best use of resources. Ensuring the community prevention referral pathway is fit for purpose.

WBO3: Enabling people to meet their potential

WBO3.1: Provide an effective Childcare and Early Years Offer

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 2024-2025	Target 2025-2026	Q2 position 2025-2026 & RYAG	Q3 2025-2026 RYAG vs Target		Q3 2024-2025 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS160 CP WBO3.1	Number of two-year-olds accessing childcare through the Flying Start programme (EEYYP) Higher Preferred	542	620	624	610	624	555	↑	Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme. Performance: The first capital project team meeting relating to the three proposed new early years settings was held in December 2025 and will take place monthly going forward. Feasibility work on the three projects is now underway. The expansion has already taken in Lower Super Output Areas that weren't intended to be reached until 2026-2027, and further expansion is planned for January 2026. By April 2026, we expect to be a year ahead of schedule on our Flying Start Expansion delivery plan. It is hoped that childminders in underserved areas of Bridgend will tender to provide Flying Start funded places and, after onboarding, this may allow up to expand into some areas where there is currently insufficient childcare. An analysis of low uptake of Flying Start places will take place, along with a renewed awareness campaign to ensure that parents in eligible areas know of their child's entitlement.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.1.1	Provide effective leadership and management of maintained Early Years settings ensuring that outcomes in Care Inspectorate Wales inspections are at least 'good'. (EEYYP)	GREEN (Excellent)	Quarter 3: A five-phase plan has been written and agreed, with the aim to re-establish consistent, sector-leading practice across all settings, over a two-year period. Implementation of this plan started on 19 December 2025. A partnership with Early Years Wales is currently being developed to support all maintained settings to achieve the Welsh Promise. Three of the maintained settings are working towards Llwybr Iaitth with the aim of offering a bilingual service. The leadership toolkit was used in all maintained early years settings in the autumn term. This exercise confirmed all settings are compliant with the National Minimum Standards and helped to identify training needs. A range of professional learning has taken place including leadership sessions for senior staff. Every setting benefitted from a joint support visit from their link Childcare Development Officer and Advisory Teacher, and individual feedback was provided outlining strengths and areas for development. The visits also informed a five-phase service improvement strategy, due to begin in January 2026.	
WBO3.1.2	Offer effective support and challenge to funded non-maintained Early Years settings ensuring that outcomes in joint inspections are at least 'good'. (EEYYP)	GREEN (Excellent)	Quarter 3: One additional setting received a joint inspection during this period and received judgements of 'good' across all areas. Pre-market engagement took place in October and November 2025, with the tender opportunity going live on 31 December 2025, and is due to close on 9 January 2026. The 23 practitioners studying the year-long Froebelian Approach project have completed their third module. Many professional learning opportunities have been delivered, including sessions delivered by sector-leading consultant Kym Scott.	The quality framework will be published as part of the tender process.

WBO3.2: Provide safe, supportive schools with high quality teaching

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
DEFS155 CP WBO3.2	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP) Higher Preferred	93%	100%	Annual Indicator - To be reported at Q4				
EDU010a CP WBO3.2	The percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools (EEYYP) Lower Preferred	0.031%	0.030%	Annual Indicator - To be reported at Q4				

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
EDU010b CP WBO3.2	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools (EEYYP) Lower Preferred	0.152%	0.150%	Annual Indicator - To be reported at Q4				
EDU016a (PAM/007) CP WBO3.2	Percentage of pupil attendance in primary schools (EEYYP) Higher Preferred	92.49%	94.0%	Annual Indicator - To be reported at Q4				
EDU016b (PAM/008) CP WBO3.2	Percentage of pupil attendance in secondary schools (EEYYP) Higher Preferred	87.31%	92.0%	Annual Indicator - To be reported at Q4				
PAM032 CP WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) Higher Preferred	357.40	360.00	Annual Indicator - To be reported at Q4				

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.2.1	Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as 'not requiring any follow-up' (EEYYP)	YELLOW (Good)	Quarter 3: Following the national middle tier review there has been significant changes to the professional learning provision for schools. The national professional learning and leadership body, Dysgu has the remit for providing professional learning for national priorities. As this national body is being established, there have been no programmes of professional learning shared currently. Central South Consortium continue to offer an extensive programme of professional learning and bespoke support according to their revised remit for schools. Educate Against Islamophobia (EAI) provided an online professional learning session to schools on November 28, 2025. The session provided startling statistics and common Islamophobic narratives that permeate through society and concluded with an overview of practical strategies for addressing Islamophobia through both the formal and hidden curriculum within Welsh settings. Bryntirion Comprehensive School and Pencoed Comprehensive School presented a good practice session at Team Bridgend on December 15, 2025. A total of 83 governors attended the topical training sessions that were provided by the local authority on mandatory training modules.	It is hoped to receive a timeline for professional learning and support from the new national body, Dysgu in the near future confirming their support and professional learning for leadership and self-evaluation. The organisation is currently going through a transition year. Once a professional learning programme has been devised by Dysgu it will be shared with schools. Further mandatory professional learning for governors is scheduled for the spring and summer terms.
WBO3.2.2	Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP)	GREEN (Excellent)	Quarter 3: The Lead Officer for Digital Learning has actively supported Pencoed Primary School in the trial integration of Artificial Intelligence (AI) tools to support staff professional development. This initiative is looking into specifically leveraging AI in supporting the school's implementation of the new professional standards. School digital readiness information was presented to Welsh Government on November 13, 2025, to aid in the planning and preparedness for the start of the digital examination rollout in summer 2026. Following an initial visit by the Lead Officer for Digital Learning to Mary Immaculate High School, Cardiff, to see their pilot gaming room (a Welsh Government-Esports-local authority pilot), subsequent positive discussions were held with Pencoed Comprehensive School and Yoyotech to scope out the first stages of an appropriate path for Esports development in secondary schools. A comprehensive report reviewing 'Digital Learning and Online Safety' was presented to the Education and Youth Services Overview and Scrutiny Committee on November 24, 2025. The report outlined the current challenges surrounding online safety and detailed the collaborative mechanisms schools and the local authority use to support children and young people to navigate the digital world. The report was well received by the Committee, who showed particular interest in the strategic landscape of digital learning across Bridgend County Borough Council.	The Lead Officer for Digital Learning will be running a dedicated Artificial Intelligence (AI) INSET day for Pencoed Comprehensive School. The training will cover essential aspects of AI policy and promote safe, responsible use of the technology. Briefings will be held with all secondary and special schools to finalise arrangements for the Safer Internet Day (SID) 2026 at the Principality Stadium, Cardiff in February 2026. The event will feature professional learning sessions delivered by partners including Internet Matters, UK Safer Internet Centre, Common Sense Media, and Estyn.
WBO3.2.3	Improve the digital offer to young people, including youth led interactive website (EEYYP)	BLUE (Completed)	Quarter 3: We are continuing to use TikTok to promote our services, highlight what's available to young people, and share success stories from across the community. We are currently supporting the promotion of Brackla Skatepark, which has recently opened, have showcased our centres, and are encouraging friendly challenges with other Youth Services in Cardiff and RCT. We have developed and launched an online interactive bulletin board (that is, a 'Padlet') with the inclusion of an interactive map showcasing all statutory and third sector provision, and a meet the team page.	Moving forward, we will continue creating engaging content with young people and staff, ensuring our platform remains youth-led, creative, and inclusive.

WBO3.3: Provide Welsh medium education opportunities**Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
DEFS138 CP WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) Higher Preferred	8.83%	8.85%	Annual Indicator - To be reported at Q4				
DEFS157 CP WBO3.3	Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EEYYP) Higher Preferred	7.23%	7.20%	Annual Indicator - To be reported at Q4				
DEFS158 CP WBO3.3	Number of learners studying for Welsh as a second language at AS Level and A Level (EEYYP) Higher Preferred	21	17	Annual Indicator - To be reported at Q4				

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)	YELLOW (Good)	Quarter 3: The new late immersion provision at Ysgol y Ferch o'r Sger, named Pont laith, has been established. As at January 2026, nine pupils are in the late immersion provision and three pupils are transitioning to their registered school and are progressing well. An experienced teacher is on secondment as Leader of Pont laith. Pont laith's location at Ysgol y Ferch o'r Sgêr brings implications to school transport and costs as most pupils attend Ysgol Calon y Cymoedd. A Capital Grant application to Welsh Government has been made to re-locate Pont laith to Ysgol Calon y Cymoedd. There has been an increase in the number of pupils studying Welsh AS and A Level from 16 in 2024-2025 to 29 in 2025-2026. An increase in part-time Nursery applications has been seen for Ysgol Cynwyd Sant with 16 applications refused as the Nursery was at capacity with full-time. An options paper is being presented to CMT to look at options to ensure that that children stay within Welsh-medium provisions. Three practitioners are on the two-term primary sabbatical course with the National Centre for Learning Welsh. The five teachers that attended the sabbatical course in 2024-2025 are receiving post-sabbatical support. Due to lack of Geographical Information System (GIS) support and current staffing constraints, there has been no further progress on reviewing Welsh-medium catchment areas.	

WBO3.4: Modernise school buildings**Commitments**

Code	Commitment	Status	Progress this period	Next Steps
WBO3.4.1	Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: An active travel route around the perimeter of the Ffordd Cadfan site has now been agreed with the adjacent developer (that is, Aldi) and Highways Department. The site layout drawings have been amended to reflect the change. Work is continuing finalising the technical assessments to inform the planning process. Delays on the pre-application consultation process have had a significant impact on the project timeline.	Informal consultation with Planning Department will be undertaken. Site clearance of vegetation under the supervision of the ecologist will begin in January 2026, and site investigation is planned for February 2026. Technical assessments will be completed, and we will begin pre-application consultation (PAC) ahead of submitting the planning application.
WBO3.4.2	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	AMBER (Adequate)	Quarter 3: A tender process to appoint a quantity surveyor has concluded. A quantity surveyor will now be appointed and will begin work on the Bill of Quantities. The detailed design development has continued, and site clearance has been undertaken of the former Pwllgath allotment site. A further bat survey has been undertaken and a dormouse mitigation strategy developed.	The Development Control Committee will determine the outcome of the planning application. Ecology works will be undertaken once the necessary approvals are in place, and at the appropriate time.
WBO3.4.3	Enlarge Ysgol Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Valleys to Coast's Board agreed to proceed with the land swap agreement. However, the formal agreement is not yet in place. This is having a detrimental impact on the contract award and programme.	Corporate Landlord Department is working on this aspect of the scheme and understand the urgency. They are aiming to resolve this issue by the end of January 2026, so that the construction contract can be awarded.

Code	Commitment	Status	Progress this period	Next Steps
WBO3.4.4	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Valleys to Coast's Board agreed to proceed with the land swap agreement. However, the formal agreement is not yet in place. This is having a detrimental impact of the contract award and programme.	Corporate Landlord Department is working on this aspect of the scheme and understand the urgency. They are aiming to resolve this issue by the end of January 2026, so that the construction contract can be awarded.
WBO3.4.5	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	AMBER (Adequate)	Quarter 3: Access to the Island Farm site to undertake a ground investigation has impacted on the design development programme. The design has been developed in consultation with key stakeholders. The layout of the school building has been finalised. Ecology surveys have concluded, and a scoping meeting has been held with Planning Department. Due to prior delays on the project, the request to Cabinet to modify the school opening date is now scheduled for January 2026.	The ground investigation will begin in January 2026. Informal consultation will be undertaken with Planning Department and the School Transport Advisory Group. The pre-application consultation ahead of submitting a planning application will begin. Cabinet approval will be sought to modify the school opening date to the beginning of the autumn term 2028, and subject to Cabinet's approval stakeholders will be advised accordingly.

WBO3.5: Be good parents to our care experienced children

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/052 CP WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) Lower Preferred	9.96%	10%	7.94%	7.5%	10.69%	6.44%	↓	Quarterly Indicator Target Setting: To maintain performance Performance: The work in Q3 has focussed on workshops between Housing and Children and Family Services to develop common understanding of roles and responsibilities. This work will continue for the foreseeable future as the Joint Protocol between the two services is embedded with the intention of reducing the number of homeless presentations by care leavers. The WG guidance has been revised to exclude those not engaged and over the age of 21. Therefore, the number of care leavers has decreased when we compare this to previous years, as we were previously including care leavers up to the age of 25.
SSWB86 CP WBO3.5	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 24 months since leaving care (SSWB) Higher Preferred	70%	65%	65.71%	65%	67.86%	68.75%	↓	Quarterly Indicator Target Setting: To continue to improve performance Performance: Performance has been sustained and continues to be above target. There has however been a decrease as compared to Q1. Work remains ongoing to target support as part of Pathway Planning and supporting young people with their career/education goals. Even though performance is very slightly reduced in comparison to last year, we continue to be on track to hit our target at year end.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.5.1	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)	GREEN (Excellent)	Quarter 3: The Summit took place in Q3 with a children and young people aged 12+ joining us for some time to talk about their voice, education, future and wellbeing. The outcome of this will be shared with corporate parenting board in Q4. The aim of this will be to help shape 2026/27 work plan and service priorities for the LA and its partners. The authority continues to work with Tros Gynnal Plant to meet the advocacy needs of our care experienced young people and to promote their right to access advocacy services. Corporate parenting board will continue to meet Bi-monthly with a focus on aligning priorities with the voice of care experienced individuals. Work continues on improving our offer to care experienced young people and whether this fits in with the local authority strategy and we are offering what we espouse.	Finalise baseline data for Corporate Parenting board partners - agree workplan for 2026/27.
WBO3.5.2	Support the implementation of the Corporate Parenting Strategy in schools. (EFEYYP)	YELLOW (Good)	Quarter 3: Welsh Government have commissioned Estyn to undertake a thematic review into the effectiveness of education provision for care-experienced learners in 2026. The findings will be used to identify and share effective practice across the sector. In order to review the effectiveness of the Pupil Development Grant (PDG), an evaluation has been sent to schools for response by the end of February 2026. Welsh Government have worked with the National Delivery Group for care experienced children and also a PDG for Children Looked After (CLA)	A response to the consultation will be published ahead of a final version of the guidance being published. Welsh Government are funding Adoption UK Cymru in this

			Task and Finish Group to develop guidance specifically for the PDG CLA. The guidance went out for informal consultation to our National Delivery Group and has been updated. We anticipate a final draft of the guidance will be completed early 2026. Welsh Government are producing guidance to support local authorities to maximise the PDG CLA funding. The formal consultation for the Personal Education Plan guidance has now closed and we are analysing the responses before making any appropriate changes to the guidance.	financial year to provide training for education practitioners to help them respond effectively to the social and emotional needs of care experienced learners.
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WBO3.6: Help people get the skills they need for work

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS80 CP WBO3.6	Number of participants in the Employability Bridgend programme supported into education or training (COMM) Higher Preferred	678	219	41	164	96	554	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 and there has been a significant change in funding for 25/26 Performance: During Q1 we moved to a new case management system and were embedding a new staff structure in the team therefore no claims for outcomes were made, and the number reported is for Q2 and Q3 only. We are confident that with pipeline performance (that is outcomes we know we have achieved but, as the participant is still receiving support, they are not counted in claim) that we are able to meet the annual target by end of Q4.
DEFS82 CP WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) Higher Preferred	453	290	70	217	135	334	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 and there has been a significant change in funding for 25/26 Performance: See DEFS80 comment above. This is a challenging target, and we have regular meetings to monitor performance and put in place mitigations to ensure that we will be able to meet the target by end of Q4.
PAM/046 CP WBO3.6	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	1.9%	2.0%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.6.1	Increase employment and training opportunities in the County Borough. (COMM)	GREEN (Excellent)	Quarter 3: Residents have continued to access basic skills, essential skills and vocational training as appropriate to the individual.	
WBO3.6.2	Employability Bridgend will work with funders and partners to deliver a comprehensive employability and skills programme (COMM)	GREEN (Excellent)	Quarter 3: We have enrolled 235 residents of the county borough on to our programme this quarter and provided mentoring, training and support to both find work and sustain employment.	

WBO4: Supporting our most vulnerable

WBO4.1: Provide high-quality children's & adults social services / early help services

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/026 CP WBO4.1	Number of children on the child protection register (SSWB) Lower Preferred	75	120	77	120	81	94	↑	Quarterly Indicator Target Setting: Sustain safe reduction in the Child Protection Register Performance: Child Protection registrations between 70 and 90 are considered safe and appropriate, any fluctuation outside of the range, audit activity will be undertaken to ensure threshold and decision making.
DEFS29 CP WBO4.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (SSWB) Higher Preferred	82%	87%	88%	87%	83%	80%	↑	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Performance continues to be of a satisfactory standard and the slight dip in performance impacted upon by a small number of more complex cases. Ongoing management oversight will continue to be in place to prevent any further reductions.
SSWB39 (CH/039) CP WBO4.1	Number of Care Experienced Children (SSWB) Lower Preferred	333	325	337	332	320	340	↑	Quarterly Indicator Target Setting: Continue to safely reduce the number of Care Experienced Children Performance: The number of children care-experienced continues to reduce in line with our reduction strategy. This is linked to better preventative support, improved use of S.76 and reduced applications for care orders. We anticipate that this trajectory will continue for the foreseeable future.
SSWB57 CP WBO4.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) Higher Preferred	84.58%	83%	82.51%	83%	79.66%	85.19%	↙	Quarterly Indicator Target Setting: The model is being embedded and we will seek to continue to improve performance. Performance: During Q3 a new Service Manager and Consultant Social Worker have commenced in post. They have begun undertaking a review of practice at the Front Door which will seek to improve performance against this measure in Q4.
SSWB75 CP WBO4.1	Number of people recorded as delayed on the national pathway of care (SSWB) Lower Preferred	70	90	68	90	79	74	↙	Quarterly Indicator Target Setting: This reflects the current population needs, taking in to account seasonal fluctuations in people's health. Performance: Performance in this area whilst below target continues to fluctuate, reflecting that there is only 48 hours from the point that a person is 'clinically optimised' to arrange discharges which are often complex in nature. There continues to be a strong focus on performance in this area with an improvement board in place.
SSWB78a CP WBO4.1	Timeliness of visits to a) children who are care experienced Higher Preferred	88.28%	87%	90.17%	87%	90.16%	87.99%	↑	Quarterly Indicator Target Setting: To continue to maintain performance Performance: Continued strong performance. This is positive as there have been some staffing challenges within the care-experienced children's team during this quarter.
SSWB78b CP WBO4.1	b) children on the child protection register (SSWB) Higher Preferred	89.27%	87%	91.63%	87%	90.91%	88.95%	↑	Quarterly Indicator Target Setting: To continue to maintain performance Performance: Excellent performance continues in this area.
SSWB87 CP WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) Higher Preferred	73.48%	69%	71.53%	69%	68.14%	71.97%	↓	Quarterly Indicator Target Setting: This reflects the current population needs, taking in to account seasonal fluctuations in people's health. Performance: The service is seeking to maximise the number of people who benefit from reablement which means there are more people with a complexity of need which reduces the percentage who benefit from a positive outcome in terms of reduction of hours or mitigation entirely of the need for support. The service will continue to be reviewed to ensure that it is operating as efficiently and effectively as possible and that staff have the right learning and development.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.1	Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring through delivery of the carer's action plan. (SSWB)	GREEN (Excellent)	Quarter 3: The strategic group supporting unpaid carers held three successful meetings and continues to strengthen wellbeing support across the Social Services Directorate. Tuvida has assisted 376 new adult carers, providing 4,458 with advice, signposting, and access to assessments. Young carers have also benefited, with 757 issued ID cards, Halo Memberships provided to 357 young carers and 847 family members, and engagement in schools and community initiatives. Partner organisations and Young Carer Ambassadors have worked together to provide volunteering, events, and opportunities that enhance support, helping carers and their families maintain wellbeing and access the services they need.	Three Listening Events across the borough in February will gather feedback to shape and ensure BCBC has fit for purpose support in place for unpaid carers. Improve the governance and oversight of the TuVida contract. Promotion of Young Carer ID Cards will continue in schools, alongside the Bear Who Cares book launch, Young Carers Action Day, and network events for secondary schools.
WBO4.1.2	Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)	GREEN (Excellent)	Quarter 3: Continued progress has been made in relation to the 3-year plan these include investment into internal residential provision, recruitment and retention, preventative services and our care experienced children for example.	As we move into a new business cycle. A new 3-year plan will be developed for launch in September.
WBO4.1.3	Improve adult social care by delivering the actions in our three-year strategic plan (SSWB)	GREEN (Excellent)	Quarter 3: We continue to monitor performance against the key objectives within our 3-year plan. We have commissioned an independent evaluation of our operating model for Adult Social Care. We have developed a focussed improvement plan for Learning Disability and in relation to delayed pathways of care. Placement Tracker is live and operational enabling Adult Social Care to forecast, project spend, and accurately monitor current spend. The programme for remodelling our day opportunities is established with four key workstreams.	Independent evaluation of the operating model to be undertaken. Focussed work to improve learning disability and delayed pathways of care to be concluded.
WBO4.1.4	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 3: In Q3 Children's teams gathered a number of individual stories from families and children in the service. A panel will be held January 2026 with leaders and decision makers to hear these stories and in turn reflect on our service delivery. In Q3 Adult Social Care QA activity continued across the service, with learning and themes cascaded within the Continuous Improvement Group. Group Managers reported on QA compliance within quarterly performance meetings. Alongside this Q4 will begin the Adult Social Care journey of Most Significant Change (MSC). Looking at implementing a framework and work towards holding an adult services MSC panel. First MSC panel will be held in Q4. Session for managers in relation to unpaid carers held in Q3 MSC stories will also be triangulated with casefile QAs to evidence a holistic view of cases and individual experiences.	MSC panel Q4. Begin implementing the MSC framework in ASC. Sharing outcome of the MSC panel with wider workforce and those who shared their stories. Continue with the oversight of the implementation model of the Signs Of Safety (SoS) model in Children and Family Services (CFS). Request further Regional Integrated Fund funding to support the Consultant Social Worker for SOS post in CFS. Hold series of Listening Events for Unpaid Carers and review QA programme for Adult Social Care
WBO4.1.5	Address the gaps in Adult Social Care provider services by implementing the priority commissioning areas identified in our commissioning strategies and detailed service reviews (SSWB)	YELLOW (Good)	Quarter 3: Planning Groups meet bi-monthly to oversee the progress against the priority areas identified in the relevant strategic plans. Following the development of an Accommodation-Based Service delivery plan, an independent consultant has been commissioned to undertake a sufficiency assessment and provide a direction of travel and 15-year capital programme for our internal and commissioned care home services.	Report going to Cabinet in February 2026, seeking approval to start consultation on proposed changes to the Shared Lives service, to grow and expand the service. Care home analysis and feasibility work being undertaken in Q4 with an independent specialist consultancy. Care at Home tender to be finalised, with a report to go to Cabinet in March 2026
WBO4.1.6	Address the gaps in Childrens and Family Services provider services and respond to the Eliminating Profit/Health & Social Care Bill by implementing the priority commissioning areas identified in the Placement Commissioning strategy (SSWB)	YELLOW (Good)	Quarter 3: Financial modelling has concluded and will form part of a Placement Commissioning Strategy to be considered by Cabinet in Q4. A business case to secure an additional residential home is in development. The Placements Commissioning Strategy is due to go to Cabinet March 2026, after which a Market Position Statement will be developed to engage the external market on gaps identified in the strategy and support further inhouse developments.	Present financial modelling to CMT for review and endorsement. Progress business case for additional residential home. Seek Cabinet approval of the Placements Commissioning Strategy. Develop and publish the Market Position Statement to engage the external market on identified gaps.
WBO4.1.7	Ensure that children and families can access support from the right service at the right time with the aim of preventing their needs from escalating. (SSWB)	YELLOW (Good)	Quarter 3: Work has been undertaken to explore an IT platform that would assist and improve access into Children and Family Services and Adult services. A proposal has been developed to secure funding for this platform and will need to be agreed corporately as an Invest to Save approach.	To submit invest to save proposal on IT portal to improve access to information and advice in Bridgend.

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.8	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)	YELLOW (Good)	Quarter 3: There is robust leadership of workforce in social care through the Social Services and Wellbeing (SSWB) Workforce Board. There is a significantly improved position in children's social work, however, agency numbers are higher than is optimal for social workers in adult services. An adult services workforce task and finish group has therefore been established, and a number of actions progressed including improving adult access to grow your own and review of skill mix.	The focus in Q4 will be to address high vacancy levels in the community learning disabilities service through reviewing the structure and reviewing skill mix.

WBO4.2: Support people in poverty

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED43 CP WBO4.2	Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) Higher Preferred	96%	85%	100%	85%	100%	96%	↑	Quarterly Indicator Target Setting: Target retained. The 2024/25 target was increased in line with the re-commissioning of the service to improve outcomes for recipients of the service. The service will maintain these outcomes throughout the next year. Performance: The service held an open day during the period, where partner organisations attended to give clients the opportunity to meet all local support networks. Although this did not directly impact the increase of income, it did ensure clients were aware of all the support available to them.
CED44 CP WBO4.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) Higher Preferred	94%	85%	100%	85%	100%	90%	↑	Quarterly Indicator Target Setting: Target retained. The 2024/25 target was increased in line with the re-commissioning of the service to improve outcomes for recipients of the service. The service will maintain these outcomes throughout the next year. Performance: 3 new team members who are also energy providers who will be able to strengthen support offered to clients facing fuel poverty. The service is expecting an increase in clients presenting with Council Tax debt and debt relating to the Christmas period in the coming weeks but are prepared to support these clients.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.2.1	Support eligible residents to receive the financial help available to them. (CEX)	GREEN (Excellent)	Quarter 3: Various take-up campaigns are being undertaken. Pension credit: out of 107 households contacted in October 2025, 16 have now claimed (15%), with a combined award of over £61k per annum. Free School Meals (FSM): a small campaign was undertaken in November 2025 and targeted 143 household with comprehensive age children. From this campaign, 20 children are now receiving FSM bringing the total number of FSM awards from the 3 campaigns to 171. All campaigns also promoted the School Essentials Grant. It is still early for an evaluation of the NEST campaign, however, they have to date provided 193 households with either advice or signposting to other services, for example Care and Repair.	

WBO4.3: Support people with housing needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DOPS39 CP WBO4.3	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	26.4%	20%	23%	20%	23.6%	25.9%	↑	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: We are still seeing the impact of legislative changes to the Housing (Wales) Act and impact of Renting Homes Act. The demands on the service are not reducing, the numbers in temporary accommodation are the highest in recent times. There isn't enough housing to meet the demands of the service via social housing, and the private sector provides very limited options for our customers. The service is seeing more complex individuals present requiring specialist accommodation which is also in short supply. We're also seeing more people being made homeless from hospital requiring specially adapted accommodation which is in high demand and limited supply. Exit outcomes from Q1 to Q3 are 852 applications received for homelessness 201 final duties accepted.
PAM/012 (DOPS15) CP WBO4.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) Higher Preferred	31.2%	20%	42.9%	20%	36.3%	24.7%	↑	Quarterly Indicator Target Setting: Target set at realistic level considering the legislative changes in terms of priority need which has a significant impact on number of households included in this measure Performance: Homeless prevention remains a challenge as there isn't enough available social housing or affordable privately rented accommodation to be able to prevent homelessness. The highest presenting need is being asked to leave by family/friends. These are most likely on the day emergency homeless presentations which have little chance of being prevented or, the timescale in which they are being asked to leave is very short. Complex support needs impact on the ability to prevent homelessness as this accommodation is in high demand. Exit outcomes from Q1 to Q3 are 182 threatened with homelessness 66 prevented.
PAM/015 (PSR002) CP WBO4.3	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)(CEX) Lower Preferred	799 days	542 days	1,336 days	542 days	1,121 days	794 days	↓	Quarterly Indicator Target Setting: Target includes six months to approve grant award and a further twelve months to complete the DFG, this is based on the exponential demand on the service which has significantly increased the waiting time against the available capital to deliver the adaptations on an annual basis. Performance: A further 57 cases have been certified in Q3 with the oldest referral being from 2022/23. Average days have increased compared to same period last year, however legacy cases have come down significantly. Total cases certified during Q1 to Q3 is 167.
DOPS41 CP WBO4.3	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	99.3%	98%	100%	98%	98%	97%	↑	Quarterly Indicator Target Setting: Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. Performance: 1 client reported dissatisfaction. Upon investigation, this was due to communication with the contractors. The service is making further enquiries.
CED60 CP WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred	77	110	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (CEX)	YELLOW (Good)	Quarter 3: Progress continues to be made towards the actions set out in our current Housing Support Programme Strategy. A key action is to finalise an updated Social Housing Allocation Policy, work on which is nearly complete. A final version will be brought before Cabinet in March 2026. Progress also continues to be made in relation to further additions to our own stock of accommodation – a fourth House in Multiple Occupation (HMO) purchase is currently being progressed, whilst a fifth and sixth are being explored. In coming months work will commence on developing a new Housing Support Programme Strategy, which will set out strategic priorities and key actions for the next four years.	
WBO4.3.2	Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CEX)	GREEN (Excellent)	Quarter 3: Q3: We are continuing to target long term empty properties, focusing on the top 20. A further property has become occupied, making this two properties in the 20 properties now occupied this financial year. Four properties are being advertised for sale (two of these are now sold STC). Six properties remain under renovation. We are continuing with one enforced sale and one compulsory purchase order. The remainder are subject to ongoing informal action in line with our Strategy. Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. In Q3, BCBC submitted its 1st Compulsory Purchase Order under the Empty Homes Strategy to WG and is awaiting confirmation of the Order. The two WG funding applications submitted to WG in Q2 have been approved and received. These will support work in default and other enforcement action. The Bridgend CBC Empty Homes Strategy 2025-2030 was approved by Cabinet in Q3. The empty homes working group continues to meet on a quarterly basis to discuss long term empty properties and agree a coordinated approach to address priority empty properties.	

WBO4.4: Support children with additional learning needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 2024-2025	Target 2025-2026	Q2 position 2025-2026 & RYAG	Q3 2025-2026 RYAG vs Target		Q3 2024-2025 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS170 CP WBO4.4	Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system (EEYYP) Higher Preferred	0%	100%	3%	75%	18%	0%	↑	Quarterly Indicator Target Setting: While there have been some issues getting the online IDP system operating we are committed to transferring all IDPs to the new online system as soon as possible to comply with the Additional Learning Needs and Education Tribunal (Wales) Act. Performance: This is a non-statutory requirement and due to ongoing staffing pressures, we are unlikely to achieve the 100% target in the short term and will work towards a more structured approach to delivery over the next year. There are now 114 school maintained IDPs on the online system and 45 local authority maintained IDPs. However, while 8% of all local authority IDPs (most pre-date the online system) are using the online system, in Q3, 6 of 32 new local authority IDPs are online (18%) and all new local authority IDPs for early years children use the online system (100%).
DEFS171 CP WBO4.4	Number of pupils on the waiting lists for specialist provision (EEYYP) Lower Preferred	55	10	27	20	51	30	↓	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 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 is the end-of-year target. Performance: Following a reduction in Q2, with provisions at capacity at the start of the new academic year, waiting lists have increased with 23 pupils awaiting placement at Ysgol Bryn Castell and 28 learners waiting to access the portfolio provision at The Bridge. This includes 12 learners waiting for a revolving door pupil referral unit (PRU) placement and 7 for the specialist Mental and Physical Health Recovery provision. Proposals have been submitted for consideration through an 'Invest to Save' model to build capacity within all Bridgend secondary schools to develop provision and intervention to maintain their learners with emotional, behaviour and social development difficulties.

DEFS172 CP WBO4.4	Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, that have had an annual review by 31 March of each current school year (EEYYP) Higher Preferred	74.3%	100%	Annual Indicator - To be reported at Q4	
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Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.4.1	Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs. (EEYYP)	YELLOW (Good)	Quarter 3: Schools are slowly implementing the IDP system with a small number now using it fully. All local authority IDPs created by local authority officers will be in the IDP system. There are currently 45 local authority IDPs and 114 school IDPs delivered via the online IDP system. The system is only accessible to officers, schools and some settings, but currently not parents.	We will continue working alongside Gwynedd to resolve issues within the system.
WBO4.4.2	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	AMBER (Adequate)	Quarter 3: There is still no clarity on Post-16 funding going forward. We are continuing with current processes until we receive confirmation from Welsh Government. Two further schools have offered capacity to host additional Communication Autism Resource Education (CARE) provisions to meet capacity needs, and this is being considered through senior management via a proposal. This reduces staffing costs and provides more appropriate settings to meet pupil needs while working through the statutory process of establishing new learning resource centres.	Welsh Government to provide an update on future responsibilities for Post-16 funding.

WBO4.5: Safeguard and protect people at risk of harm

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/003 CP WBO4.5	Children's safeguarding referrals – decision making in 24 hours (SSWB) Higher Preferred	99.97%	99.5%	99.92%	99.5%	99.93%	99.95%	↙	Quarterly Indicator Target Setting: To sustain high performance and ensure children are protected from harm and target takes account of occasional system glitches. Performance: Positive performance which is being sustained and we continue to meet our statutory safeguarding responsibilities.
SSWB63 CP WBO4.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) Lower Preferred	10 days	24 days	24 days	24 days	26 days	24 days	↙	Quarterly Indicator Target Setting: 2023/24 was not a typical year due to additional commissioned resources to reduce the backlog. Current performance stands at 24 days- so we would recommend that for this year. Performance: There has been a further increase in wait times due to a number of independent Best Interest Assessors not taking on work over Christmas and also some putting a hold on allocations. We have secured some further independent BIAs and allocations have now been made. The wait times will be monitored closely. We have also had a new starter in the team this week which will support allocations.
SSWB77 CP WBO4.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	83.08%	85%	92.39%	85%	89.85%	77.09%	↑	Quarterly Indicator Target Setting: The 7 days response relates to the Local Authority and other key partners. We will continue to improve our own performance and those of our partners. Performance: There has been a slight decrease in the performance compared to Q2 due to sickness in the team and having to absorb the additional work. We will be looking for agency support due to a leaver in the team.
SSWB62 CP WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	84.40%	80%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)	YELLOW (Good)	SSWB Quarter 3: New corporate safeguarding policy approved by Cabinet in October 2025. Task and Finish Group established to review the North Wales Child Practice Review and report on Bridgend position to Regional Safeguarding Board. EEYYP Quarter 3: The safeguarding audits have been completed, and an analysis will be completed by Q4. A review of the current core accountability and governance arrangements for safeguarding in Wales has commenced. There is an ongoing safeguarding in education review. This will serve as the second phase of the of the Safeguarding Governance Review, focusing specifically on education. Welsh Government has commissioned two stakeholder engagement projects to consider the policy and practice regarding children who go missing to consider whether any changes to the current Missing Children Practice Guide (a part of the Wales Safeguarding Procedures) would be beneficial. Delivery of training on the exploitation strategy and toolkit will take place in the January 2026 Designated Safeguarding Person Forum.	Report from Task and Finish Group into North Wales Child Practice Review to be Corporate Management Team.
WBO4.5.2	Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EEYYP)	YELLOW (Good)	Quarter 3: The referral pathway via MASH or Early Help is established and proving successful at bringing representatives from various departments, including Children's Services, the EEYYP Directorate, ASB Team, Exploitation Team and the Trauma Service, so that staff can discuss referrals from other sectors and provide support at the earliest opportunity. Our Q2 position remains with regard to establishing an early notification process to identify those children at risk of harm related or offending behaviour at the earliest point. Police restructure has delayed commencement of this work, but it is expected to resume in early 2026. The service submitted the three-year growth proposal earlier this year and is still awaiting feedback from the Cabinet Member for Education and Youth Services.	

Performance against MTFS Targets

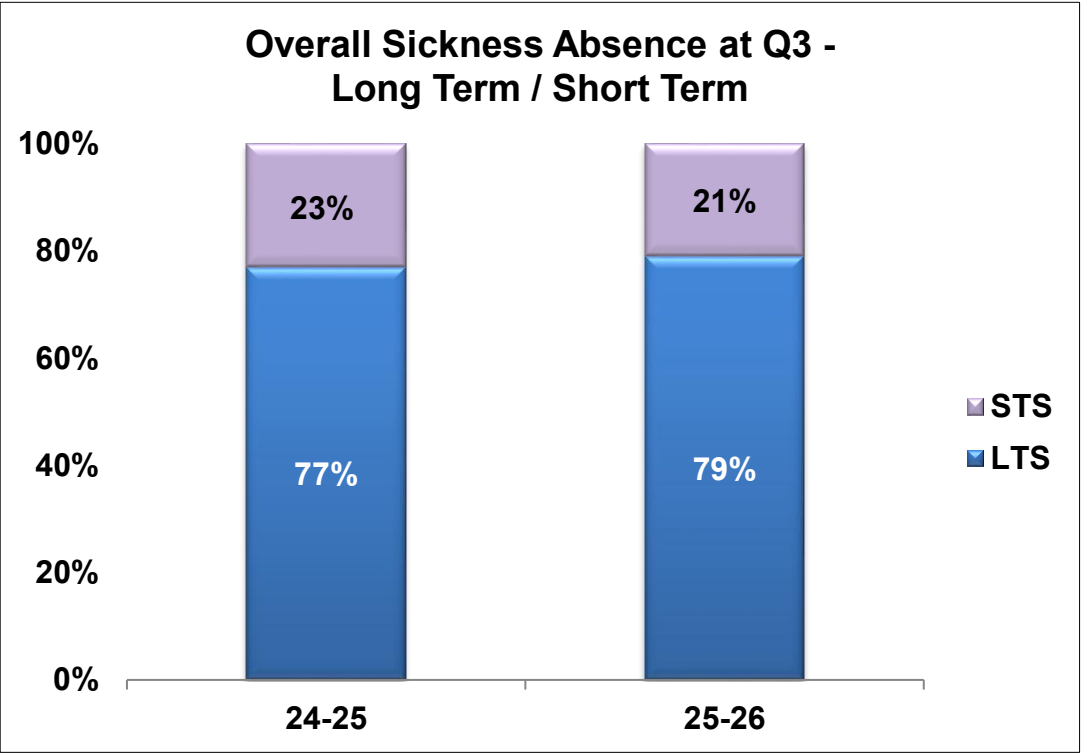
PI Ref &Type	PI Description	Annual target 25-26 £'000	Performance at Q3						Performance this period
			Achieved Q3		Likely to be achieved by year end		Variance year end		
			£'000	%	£'000	%	£'000	%	
DRE6.1.1	Percentage budget reductions achieved (Overall BCBC budget) Higher Preferred	8,379	6,468	77%	7,473	89%	906	11%	Target Setting: To achieve all reductions outlined in the MTFS Performance: The most significant budget reduction proposals unlikely to be achieved in full are (> £100,000 shortfall):- • EEYYP5 – Reduction in Strategy, Performance and Support Group (£121,000 shortfall). The consultation with staff on the restructure has now concluded with the new structure being implemented from the 5 January 2026. 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), as referenced in paragraph 3.3.1, the reduced budgets have resulted in total projected deficit balances for schools at year end of £5.593 million. Officers are working with schools to bring this overall deficit down. • SSW8 – Reduction in the provision of number of Supported Living Accommodation units (£190,000 shortfall). It has been determined that this savings proposal is no longer deliverable, and work is underway by the service to identify alternative budgets for this to be offset against.

Additional Sickness Information

Directorate	FTE 31.12.2025	QTR3 2024/25			QTR3 2025/26			Cumulative Days per FTE 2024/25	Cumulative Days per FTE 2025/26
		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	415.69	1555.08	125	3.77	1488.88	126	3.58	8.48	10.64
Communities Directorate	470.19	2167.33	180	4.46	1526.33	185	3.25	12.62	10.36
Education, Early Years and Young People Directorate	456.36	1643.83	316	3.52	1751.21	308	3.84	9.00	9.23
Schools	2131.84	7733.70	1475	3.59	8132.09	1355	3.81	8.73	8.50
Social Services and Wellbeing Directorate	1023.48	4548.16	422	4.49	4781.30	486	4.67	13.08	12.23
BCBC TOTAL	4497.55	17648.10	2518	3.89	17679.82	2460	3.93	10.12	9.82

Sickness Absence by Reason

BCBC Overall	Number of FTE days lost				
Absence Reason	Q1	Q2	Q3	Total	% of Cumulative days lost
Bereavement Related	1154.75	845.28	1057.88	3057.91	6.90%
Cancer	433.44	369.14	421.99	1224.57	2.77%
Chest & Respiratory	577.15	474.25	1352.00	2403.40	5.43%
Eye/Ear/Throat/Nose/Mouth/Dental	656.39	538.63	1162.50	2357.52	5.32%
Genitourinary / Gynaecological	257.35	249.24	668.09	1174.68	2.65%
Heart / Blood Pressure / Circulation	461.68	556.56	422.49	1440.72	3.25%
Infections	1006.44	711.25	1653.37	3371.06	7.61%
MSD including Back & Neck	2289.36	2462.66	2310.53	7062.54	15.95%
Neurological	720.16	543.61	577.84	1841.61	4.16%
Other Mental illness	62.38	94.96	166.35	323.69	0.73%
Pregnancy related	113.10	124.30	306.96	544.36	1.23%
Stomach / Liver / Kidney / Digestion	1317.15	1023.00	2036.45	4376.60	9.88%
Stress/Anxiety/Depression not work related	3163.10	2928.12	3685.07	9776.29	22.08%
Stress/Anxiety/Depression work related	1723.23	1749.42	1858.31	5330.97	12.04%
TOTALS	13935.67	12670.44	17679.82	44285.93	



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Page 4 Audit Wales, Arrangements for Commissioning Services (June 2025)	Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
		R1 Establish commissioning arrangements The Council should strengthen and formalise current practice, to assure itself that the decisions it makes to commission services are consistently shaped by: • an understanding of the service to be commissioned and its intended outcomes (para 17); • setting out how it will assess and monitor the value for money of commissioned services over the short to longer term (para 18); • an appraisal of all the options to deliver the service from the perspective of economy, efficiency and effectiveness over the short to longer term (para 19); • planning over an appropriate timescale (para 20); • an understanding of long-term resource implications (para 21); • ensuring that wider impacts of the service are maximised (para 22); • working with the right people and partners to design and deliver the service (para 23); and • sharing lessons across the organisation (para 25)	Chief Executive/CMB	Dec 2025	We have liaised with Audit Wales and they have not yet set a timetable for producing the National Report. Commissioning will play a pivotal role in the Transformation agenda and therefore processes will be reviewed and adapted as the Transformation Strategy develops. This will be an iterative process.	March 2027	YELLOW
		R2 Strengthen compliance with its commissioning arrangements To ensure that the Council's corporate approach to commissioning is consistently used across service areas, the Council should introduce arrangements to monitor compliance with its corporate approach to commissioning (para 25).	Chief Executive/CMB	Dec 2025	As above	March 2027	YELLOW
		R3 Introduce regular review of the Council's commissioning arrangements To ensure the Council identifies opportunities to improve value for money, it should routinely evaluate the effectiveness of its corporate commissioning arrangements across the organisation (para 25).	Chief Executive/CMB	March 2026	As above	March 2027	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 14 Improvement Check Children's Social Care Services (June 2025)	PE1 - Retain focus on implementing Signs of Safety model of practice, achieving consistent ways of working across all staff and teams: *Workforce Transformation workstream meets 6-weekly and governs SofS implementation including QA activity ensure that SofS is embedded across teams. *Consultant Social Worker will support specific teams to ensure SofS is embedded across all teams.(RIF funded). *SofS Champion event to be held to ensure full understanding of role and responsibility for each team *CIG to continue to be used as a practice forum to celebrate good practice and areas for development *Reflective Sessions involving partners to continue to be held.	Principal Officer Social Work Transformation	March 2026	The service plan for Signs of Safety embedding is fully underway. This plan is routinely reviewed with Group Managers and Principal Officers with each service area feeding into what is working well, any worries and the next steps.	n/a	GREEN
	Pr1 - Continue to develop services in line with the Family Support Commissioning Strategy; review the communication strategy to ensure staff and partners are clear about available services and referral pathways: *Implement the recommendations and actions contained within the Family Support Commissioning strategy. *Multi-Agency board to monitor implementation of the strategy	PO Family Support	March 2027	The Family Support Commissioning Strategy was taken to Corporate Management Board in July, with an agreed action to establish a multi-agency strategic board to oversee implementation of the recommendations. The first meeting of this board has now taken place, with representation from key statutory partners and the third sector, and focused on strengthening shared ownership and system-wide buy-in. The board will monitor delivery of the agreed action plan and act as a platform for developing more coordinated and centralised commissioning approaches across partners and the third sector. The next meeting is scheduled for February.	n/a	GREEN
	Pr2 - Continue to implement plans in the local authority commissioning strategy, to support timely improvements: *Implement the Eliminate Profit action plan to develop services to prevent children from becoming looked-after and those that need to exit care.	Commissioning and Sufficiency Lead	March 2027	The directorate is actively implementing the Removal of Profit action plan to support timely improvements in line with the local authority commissioning strategy. This includes mobilising services funded by the removal of profit, such as the Adolescent Crisis Team and enhanced foster carer support, scheduled to commence at the end of February 2026. Work is underway to develop and mobilise in-house residential homes (2 of 4 currently in progress) to increase placement sufficiency, alongside strengthening market oversight and sufficiency support to identify provider risks early. Foster carer incentives have been reviewed and rolled out, and invest-to-save proposals are being progressed to improve recruitment, retention, and overall capacity in foster care and residential provision.	n/a	AMBER

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
	Pr3 - Ensure that children are not placed in unregistered services and continue efforts to identify suitable, registered placements: *To increase foster carer availability and capacity. *Increase internal residential provision capacity. *Ensure there are clear and timely plans for children's move on from care. *Use the re-modelling fostering board to monitor progress linked to the above actions	Commissioning and Sufficiency Lead	June 2026	Processes are in place to utilise the emergency bed more effectively and to increase internal residential care capacity, ensuring timely access to safe placements. The implementation of new services, including the Adolescent Crisis Team and enhanced foster carer support, is progressing as planned, and currently no children are placed in unregistered services. Sufficiency, particularly in fostering, remains challenging, and ongoing work is focused on recruitment and retention of foster carers and the development of different fostering models to increase capacity.	n/a	AMBER
	Pr4- Ensure the fostering service and CECT retain priority focus, to ensure improvements are made in a timely way: *To continue to monitor performance, compliance, staff surveys, outcomes, staffing to prevent any impact on service delivery *IRO service to continue to monitor quality of care planning and escalate issues to TM's and GMs when required to do so. *PO Case Management and Transition to improve practice across CECT and Care leaving teams ensuring that SofS and care planning is evident in all teams	Group Manager Placement and Provider Services	June 2026	The Group Managers for case management and transition and provider services continue to monitor the performance of teams and follow up on practice issues. Joint workshops have been held to ensure positive working relationships which appear to be having an impact. This will continue to be monitored in coming months given the scrutiny around foster placements and high-cost residential placements.	n/a	YELLOW
	W1 - Continue to embed consistent approaches to safeguarding children from exploitation. This should include continuing to explore opportunities for multi-agency training, reflection, and shared learning: *To implement the exploitation strategy and develop our exploitation service and then monitor the impact of the service on outcomes for children. *Multi-agency training to be delivered to teams via Regional Safeguarding board. *Exploitation Champions to continue to meet and promote the exploitation strategy and approaches to working with children and families.	Group Manager Locality Hubs	June 2026	The regional exploitation strategy has been launched and an exploitation team is being developed within Edge of Care services. Training has been delivered to teams on the strategy. Next steps will involve the recruitment to the exploitation team and development of the practice model once staff are in post.	n/a	GREEN
	W2 - Work with practitioners to develop and embed agreed standards for record keeping: *Refresh record keeping guidance and ensure teams are implementing consistently via QA activity. *Training to be developed and delivered to teams to ensure consistency in recording.	Principal Officer Social Work Transformation	June 2026	Understanding of the QA model has also supported managers to assess quality rather than just that of compliance. There is ongoing work to be done in relation to the reviewing of the recording guidance and policy. This will be in partnership with SCDWP and the Policy Officer.	n/a	YELLOW

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
	W3 - Continue to review the quality of assessments and plans and share learning to support practice improvements: *Continue to implement the QA framework, MSC and service based audits to identify good practice and areas for development. *Reflective sessions to continue to be held across teams and partners. *CIG to continue to be a forum to promote good practice *Action learning sets to continue to be held across teams	Principal Officer Social Work Transformation	June 2026	The QA framework is now well embedded into the local authority. Themes being identified are being fed back to teams and via training on areas for improvement. The most significant change model will continue to support this area.	n/a	BLUE
	W4 - Subject to their age and level of understanding, children must be invited and supported to take part in meetings held in line with the WSP; and all meetings held in line with child protection processes should start with the child's story: *To record and reflect that children are being invited to CP conferences and that SofS is being implemented consistently with the voice of the child evident throughout. *Implement SofS conferences for all CP conferences. *IRO team development to ensure child's story commences a CP conference	Principal Officer Social Work Transformation	June 2026	Through the development of Signs of Safety Conferences, children are now always invited to meetings. However, up take on this from children is low at this moment. Ongoing work to encourage children's attendance will be undertaken via teams and the Independent Reviewing Officer (IRO) service. This will also include partners promoting children's rights at their reviews from Tros Gynnal Plant.	n/a	GREEN
	W5 - Ensure case conference record keeping is in line with the requirements of the WSP: *To review the approach to minute taking and that notes are proportionate and reflect the strengths, risks and needs within families clearly. *Training to be provided to business support staff on expectations on minute taking.	Group Manager Business Strategy, Performance and Improvement	June 2026	Training has been provided to Business Support to ensure minutes are of the expected standard and meet the requirements of the Wales Safeguarding procedures. Business Support staff have also received training on how to support the meetings via the Signs of Safety model. We have a process in place to ensure all minutes are authorised and agreed by the meeting chair to ensure they are an accurate record and any issues regarding the standard of minutes is fed back to the Business Support Team Manager by either the meeting chair or IRO Team Manager, so that additional training and support can be targeted as required.	n/a	BLUE
	W6 - Continue to ensure improvements to the conference process are co-produced with people: *To continue implement SofS conferences consistently and ensure that the voice of children and families are at the centre. *Increase the number of children participating in their CP conference through the child's social worker having early discussions with families regarding attendance.	Group Manager IAA and Safeguarding	June 2026	The IRO Service has developed a feedback portal, and this will assist us in exploring the reasons why children and Young People aren't attending their conferences, we can then undertake targeted work to increase participation.	n/a	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 51	Pa1 - Continue to work with education partners to develop a shared understanding of roles and responsibilities: *To continue with attendance at Team Bridgend, Primary Federation and BASSH. *Continue with interface with EEYP directorate *SofS multi-agency training to commence with Education services by end of 2025	Group Manager IAA and Safeguarding	June 2026	This work has continued and the next training for Signs of Safety for partner agencies is taking place in Q4.	n/a	GREEN
	Pa2 - Continue to work with partners to implement threshold guidance in a timely and robust way: *To launch local threshold guidance and hold raising awareness sessions of the guidance with relevant partners. *Reflective sessions continue to be held with partners to develop shared understanding of thresholds. *SofS multi-agency training to delivered to all partners.	Group Manager IAA and Safeguarding	June 2026	The threshold guidance was agreed at Policy Procedures Group this quarter a go live date is yet to be agreed. No date at this stage but expect it to be presented in Q4.	n/a	YELLOW
	Pa3 - Continue to work with partners and seek feedback on specific areas of practice - exploitation, professional concerns, and the operational response to the Children (Abolition of Defence of Reasonable Punishment) (Wales) Act 2020 - to ensure improvements are made in a timely way: *To review with partners in our multi-agency forums such as JOG progress related to exploitation, professional concern and any other areas of multi-agency practice. *Reflective sessions continue to be held with partners to develop shared understanding of thresholds. *SofS multi-agency training to delivered to all partners	Deputy Head of Service	March 2026	We continue to meet regularly with partners via Joint Operational Group (JOG) and other interface meetings to discuss operational or strategic issues.	n/a	GREEN
	Pa4 - Continue to work with partners to develop an agreed approach to multi-agency training and practice: *To review what multi-agency training is currently delivered and where opportunities present to enhance multi-agency sessions. *Develop joint training with Health, Education and SWP on best practice linked to children and family support	Workforce Development Manager	March 2026	Safeguarding Group B training is offered to partners. An annual regional safeguarding board training programme is available to Safeguarding board partners. Principal Officer Social Work Transformation delivers Signs of Safety statutory agency briefings. Signs of Safety training for Designated Safeguarding Persons (Education) is scheduled during Q4	n/a	GREEN
	Pa5- Work with regional partners to review EDT arrangements and promote improvements in a timely way: *To attend EDT management board and feed into service development. *Create an interface with EDT with the GM IAA/Safeguarding to discuss any operational issues.	Group Manager Locality Hubs/ Group Manager IAA and Safeguarding	March 2026	Children's and Family services are represented at the Emergency Duty Team (EDT) management board and a monthly interface meeting has been created to discuss any potential working issues in a timely way. Additional investment has been agreed to provide more resilience into the service. The EDT management board is overseeing an improvement plan responding to the CIW finding (as referenced in Pa5).	n/a	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 5 IW Inspection Report on Foster Wales Bridgend June 2025	R1 - Matching processes do not always fully assess risks to children's emotional well-being or placement stability: * Revise and embed updated matching documentation and guidance; include rationale, risk matrix, and voices of children and carers in matching decisions.	Group Manager Placement and Provider Services	Nov 2025	The action plan following the June inspection continues to be implemented. Further progress has been made to strengthen matching processes, including more consistent management oversight of placement decisions and improved quality of risk documentation. The new recording tools are now being used more routinely, and early quality assurance activity is beginning to inform learning and consistency. Further time is required to evidence sustained impact across all placements. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R2 -Inconsistent foster carer annual reviews — delays, missing feedback, lack of quality oversight: * Recruitment of deputy manager posts and other posts within both teams will enable more consistency of annual reviews. QA processes around annual reviews to be improved	Group Manager Placement and Provider Services	Nov 2025	The plan to ensure all annual reviews are completed within required timescales continues to be implemented. The deputy manager role is now providing more regular oversight, with improved tracking and monitoring of review completion. There is evidence of improved grip on timeliness; however, further work is required to fully address historic delays and to demonstrate sustained compliance. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R3 - Carers not consistently provided with accessible, timely or planned training opportunities: Develop and roll out learning and development plans for all foster carers; improve communication and confirmation of training dates	Group Manager Placement and Provider Services	Oct 2025	Progress has been made in finalising the refreshed training offer as part of the service remodelling. The framework linking core and advanced learning to carer development pathways is nearing completion, and planning is underway for phased implementation. Interim arrangements continue to ensure access to mandatory training while the new programme is embedded. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R4 - Training delivery does not promote reflection or relationship-building among carers: Ensure carer supervision and review templates prompt reflective discussion of learning, and embed opportunities to link training to real-life care experiences	Group Manager Placement and Provider Services	Oct 2025	Trauma-informed training commissioned through Eliminate funding has commenced, with early delivery of both one-to-one and group sessions for carers. Initial feedback has been positive and supports the service's shift toward more reflective and therapeutic practice. Delivery will continue throughout Q4, and further evaluation is required to evidence impact on practice. New Delivery Date - 30/09/2026	Sept 2026	YELLOW
	R5 - Exemptions not always meet legislative criteria or have clearly recorded rationale: Implement a revised exemptions decision-making template and embed a monthly audit of all exemptions to ensure compliance with legal criteria and robust rationale	Group Manager Placement and Provider Services	Oct 2025	Reviewed processes for managing exemptions are now being applied more consistently in practice. The deputy manager role continues to strengthen oversight, with improved monitoring and more timely review of exemptions. Further assurance work is underway to confirm consistency and compliance across all cases. New Delivery Date - 30/06/2026	June 2026	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	Corporate Policy and Performance Manager	Jun-25	Complete	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	Corporate Policy and Performance Manager	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

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 53	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	Corporate Policy and Performance Manager	Apr-25	Complete	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.	n/a	n/a	Complete	n/a	BLUE
	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.	n/a	n/a	Complete	n/a	BLUE
	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	This was identified as an area for improvement during the inspection carried out in November 2025. CIW provided clear guidance on the required improvements, which relate to the overall structure and layout of the building rather than safety or decorative matters. The key issue identified was the extent to which the environment feels like a home. While the building was designed for a specific purpose, the service now has clear direction on the changes required to meet this regulation, and work is progressing to address this. New delivery date 30/09/2026	Sept 2026	YELLOW
	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	Sept 2025	This is no longer an area for improvement as it has been met at the inspection carried out on 03/11/2025	n/a	BLUE
	AFI 58- The service provider must have arrangements in place to ensure medicines are stored and administered safely.	Group Manager Placement and Provider Services	Sept 2025	This is no longer an area for improvement as it has been met at the inspection carried out on 03/11/2025	n/a	BLUE
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.	n/a	n/a	Complete	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 54	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.	Head of Service	Aug-25	Development of the new Digital Strategy has paused whilst work is completed to determine the corporate vision and aspirations around transformation. This recommendation though will be picked up and considered at the future point when the delivery plan that will underpin the new Strategy is developed.	March 2027	AMBER
	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.	Head of Service	Aug-25	A complete review will need to be undertaken to establish robust governance arrangements around the transformation agenda. This will address this recommendation to ensure an improved process is in place to monitor progress and impact over the short, medium and long term	March 2027	AMBER
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	n/a	n/a	Complete	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	n/a	n/a	Complete	n/a	BLUE
	Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	Head of Service	Sept 2023	Signs of Safety is becoming more embedded into practice, and the adoption of the most significant change (MSC) model is assisting us in gaining feedback from families in regards to their experiences of working with us. TGP Cymru continue to develop advocacy work and there continues to be plans to develop a parent advocacy network. Most Significant Change is progressing well across teams and we will be holding our first MSC panel to look at themes from families in regards to their experience of working with us.	March 2026	GREEN
	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	n/a	n/a	Complete	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	Group Manager Commissioning	Continuous	We presently have no children placed in Operating Without Registration placements. This is a real success as there continues to be real challenges linked to placement sufficiency. We will be opening one of our new provisions in Spring 2027. This will assist in providing additional accommodation for our most vulnerable children.	March 2030	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 55	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	n/a	n/a	Complete	n/a	BLUE
	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
	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	n/a	n/a	Complete	n/a	BLUE
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	Close - action complete. The Integrated Leadership Board is in place. The Partnership Leadership Team is also acting as the programme board for the Integrated Community Care Services Programme.	March 2026	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 56	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	A risk and impact assessment will be undertaken in early–mid 2026/27, which will consider both the service user and financial impacts any funding changes, alongside ongoing risks to the sustainability of commissioned services. It will also assess workforce and capacity impacts, supporting the identification of current and emerging gaps and inform targeted mitigation actions to support service continuity and resilience.	March 2026	YELLOW
	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	A Regional Partnership Agreement has been signed by the four statutory organisations in the region. It includes the pooled budgeting arrangement for the Community Resource Team in Bridgend and is the basis for explaining this approach to other services and geographical areas.	March 2026	YELLOW
	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	Workforce is an active consideration within each of the regional programme areas. For example there is a dedicated workforce group supporting the Children's Board and a demand and capacity model is being put in place to support workforce planning for services supporting older people and people living with frailty. There are separate workforce planning arrangements outside of the RPB structures.	March 2026	YELLOW
Audit Wales, Review of Arrangements to Become a 'Digital Council' (June 2021)	P1 The Council could improve its digital strategy	Head of Service	Dec 2024	Draft Strategy was completed and the public consultation carried out during June/July 2025. An authority wide review has since started to determine corporate vision and aspirations around transformation with a view of developing the new digital strategy	Dec 2026	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

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	16 MARCH 2026
Report Title:	BUDGET MONITORING 2025-26 – QUARTER 3 REVENUE FORECAST
Report Owner/ Responsible Chief Officer / Cabinet Member:	CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION
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 year end position at 31st December 2025 is a net under spend of £9.256 million (2.4% of the net revenue budget). • There is a projected under spend of £8.652 million on Council wide budgets. This primarily relates to additional interest anticipated from current investments (£1.599 million) and savings on Minimum Revenue Provision (MRP) charges following the change in policy on the calculation of MRP (£1.004 million), additional grant from Welsh Government towards the teachers' pay award 2025-26 along with the confirmed National Joint Council (NJC) pay awards being lower than provided for. • There continues to be an underlying pressures on directorate budgets primarily within Inclusion Services, Children's Services and the Chief Executive's Directorate. • 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 £973,000, or 10.81% of the overall reduction target.
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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 31st December 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 2025, 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 31st December 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 31st December 2025

Directorate/Budget Area	Original Budget 2025-26 £'000	Revised Budget 2025-26 £'000	Projected Outturn Q3 2025-26 £'000	Projected Over / (Under) Spend 2025-26 £'000	Projected Over / (Under) Spend Qtr 2 2025-26 £'000
Directorate					
Education, Early Years and Young People	154,862	158,786	158,281	(505)	(289)
Social Services and Wellbeing Communities	115,909	119,585	119,026	(559)	(117)
Chief Executive's	33,754	34,429	34,548	119	77
	24,815	25,762	26,103	341	782
Total Directorate Budgets	329,340	338,562	337,958	(604)	453
Council Wide Budgets					
Capital Financing	5,958	5,907	3,303	(2,604)	(1,227)
Levies	10,209	10,209	10,209	0	0
Apprenticeship Levy	750	869	874	5	0
Council Tax Reduction Scheme	17,054	17,054	17,221	167	214
Insurance Premiums	1,363	1,363	1,507	144	12
Repairs & Maintenance	670	670	600	(70)	0
Pension Related Costs	430	430	462	32	32
Other Council Wide Budgets	17,452	8,162	1,836	(6,326)	(5,381)
Total Council Wide Budgets	53,886	44,664	36,012	(8,652)	(6,350)
Total	383,226	383,226	373,970	(9,256)	(5,897)

3.1.2 The overall projected position at 31st December 2025 is a net under spend of £9.256 million comprising a £604,000 net under spend on directorate budgets and a net under spend of £8.652 million on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 3.3.

3.1.3 The projected under spend has improved from the £5.897 million reported at quarter 2 primarily due to savings on Minimum Revenue Provision (MRP) charges following the change in policy on the calculation of MRP (£1.004 million).

3.1.4 The main financial pressures remain in the Chief Executive's Directorate, Inclusion Services within the Education, Early Years and Young People Directorate and Children's Services in the Social Services and Wellbeing (SSWB) Directorate.

3.1.5 The underlying pressures for the Chief Executive's directorate is mainly due to delays in implementing Medium Term Financial Strategy (MTFS) budget reduction proposals and projected shortfalls on Court Cost income.

3.1.6 There continues to be pressure in learning disabilities and physical disability/sensory impairment services driven by the complexity of need and demand across these services. There is also significant pressure in children's residential placements. The Social Services Improvement Board is overseeing a

number of actions to address the pressures in line with the 3 year Plans for Sustainable Care and Support for Adults and for Children and Family services.

- 3.1.7 There continues to be significant demand for additional learning needs (ALN) support at schools. The demand is high in particular for pupils requiring neurodevelopmental, behavioural, communication and complex medical support.

Budget virements/technical adjustments

- 3.1.8 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
- 3.1.9 The main virements and technical adjustments since quarter 2 are outlined below:

Budget Virements

Service vired from / to	Amount
Transfer of budget for a Directorate Support Officer from the Chief Executive's Directorate to the Social Service and Wellbeing Directorate to reflect line management responsibilities following a restructure of Business Support.	£37,073
Transfer of budget approved by Council in February 2024 (SSWB5 – Direct Payments Reimbursements) from the Social Services and Wellbeing Directorate to the Chief Executive's Directorate to fund a Direct Payments Assistant post.	£37,073
Transfer of funding from Directorate print budgets to ICT to reflect reduced print activity due to hybrid working and ICT being unable to recover the fixed costs of printers and photocopiers through the re-charge to service departments.	£140,000
Transfer of funding from Directorate mobile phone budgets to ICT to reflect reduced costs following a procurement exercise being undertaken on telephony contracts with MTFS savings achieved of £285,000 achieved from 1 April 2024.	£90,793
Transfer of funding from the centrally held MTFS pressure budget to ICT to mitigate the shortfall in directorate budgets available to be transferred to ICT to reflect the full achievement of the £285,000 MTFS target from the telephony procurement exercise.	£194,207
Allocation of funding retained centrally in respect of Youth Worker pay award September 2025 – confirmed December	£9,882

Technical Adjustments

Service vired from / to	Amount
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 3.1.10).	£769,375

Price Inflation

- 3.1.10 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 price provision was retained centrally within Council wide budgets, to be allocated as further information was known about specific contractual price increases. The technical adjustments table above outlines the amount released from these budgets during quarter 3, based upon evidenced price inflationary uplifts and include £509,070 for Waste Collection and Disposal contracts, £133,306 for Fostering Allowances and £107,729 for Home to School Transport contracts.
- 3.1.11 Inflation rates have fluctuated since the budget was set – CPI was 2.8% when the budget was set in February 2025, increasing to 4.1% in September 2025, then falling to 3.2% in November 2025. There is ongoing uncertainty on energy cost increases in 2026-27 and the general trajectory of CPI, therefore it is likely that the provision set aside in the MTFS for 2026-27 will need to be supplemented by any funding not committed from the price inflation budget this year.

Budget Reduction Proposals

- 3.1.12 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.
- 3.1.13 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.
- 3.1.14 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 outlined 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	149	142
Social Services and Wellbeing	501	206	295
Communities	464	314	150
Chief Executives	1,567	1,341	226
TOTAL	2,823	2,010	813

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, £2.010 million is likely to be achieved in 2025-26 leaving a shortfall of £813,000. Proposals still not likely to be achieved include:

- EDFS19 – Communication and Relationships Team (£142,000 shortfall). A new Team Lead started on 1st September 2025, however due to staff absences the review has been delayed. It is anticipated to commence in quarter 4 and further updates to Cabinet will be provided as the review progresses.
- SSW13 – Reduction in investment into cultural services (£295,000 shortfall). Cabinet report in May 2024 approved reductions of £65,000. The shortfall will be covered by maximising grant funding opportunities in 2025-26. However, a long term plan to achieve the shortfall needs to be explored for the saving to be met in 2026-27.

- COM 2 2021-22 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000 shortfall). The new site in Pyle opened in quarter 4 of 2023-24. As the exit terms of the lease in Tythegston are still being worked through the saving has not been achieved. The service have met the shortfall through alternative one-off efficiencies in 2025-26 to deliver a balanced budget position, in particular it has utilised part of the £3.9 million for the Extended Producer Responsibility for Packaging Scheme.
- COM2 2023-24 – Charging Blue Badge Holders for parking (£40,000 shortfall). The Traffic and Transport Team are progressing with the order making process and have carried out an initial engagement on the proposal which is currently being evaluated prior to progressing. Savings have been made elsewhere within Transportation Services to deliver a balanced budget, in particular Car Parking Services.
- CEX22 – Review of ICT Services (£103,000 shortfall). Saving was not met in full due to the timing of the re-procurement exercise on telephony budgets across the Council. The service will still look to find efficiencies in the current year. In the longer term work is being done to look at options for funding and supporting the digital transformation in the Authority.
- 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 draft MTFS 2026-27 to 2029-30 includes a budget pressure of £70,000 to reinstate this budget reduction proposal as the restructure was consulted on but it did not proceed.

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 £6.468 million has been achieved to date with an additional £1.005 million to be achieved by year end, leading to an overall projected shortfall on the savings target by year end of £906,000, or 10.81% 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	740	1,049	379
Schools	1,186	1,186	1,186	0
Social Services and Wellbeing	1,817	1,132	1,560	257
Communities	717	356	556	161
Chief Executive's	688	511	579	109
Corporate/Council Wide	2,543	2,543	2,543	0
TOTAL	8,379	6,468	7,473	906

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 (£121,000 shortfall). The consultation with staff on the restructure has now concluded with the new structure being implemented from the 5th January 2026. 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), as referenced in paragraph 3.3.1, the reduced budgets have resulted in total projected deficit balances for schools at year end of £5.593 million. Officers are working with schools to bring this overall deficit down.
- SSW8 – Reduction in the provision of number of Supported Living Accommodation units (£190,000 shortfall). It has been determined that this savings proposal is no longer deliverable and work is underway by the service to identify alternative budgets for this to be offset against.

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.

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 31st December 2025

Financial position at 31st December 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 (EEYYP) Directorate, including school delegated budgets, for 2025-26 is £158.786 million. Current projections indicate an under spend of £505,000 compared to the quarter 2 projected under spend of £289,000 at year end. The main variances are:

EDUCATION, EARLY YEARS AND YOUNG PEOPLE DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Inclusion Group	8,816	9,119	303	3.4%
Home-to-School Transport	10,892	10,728	(164)	-1.5%
Catering Services	1,863	1,198	(665)	-35.7%

Schools' delegated budgets

Total funding delegated to schools in 2025-26 is £126.541 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'.

At the start of 2025-26, projections indicated an overall deficit balance for school delegated budgets of £5.206 million at year end. At quarter 2 this had slightly reduced to a projected deficit of £5.087 million. At quarter 3 the projected deficit balance has increased to £5.593 million. There are 37 primary schools, 5 secondary schools and 2 special schools (75% of all schools) projecting a deficit balance at year end.

The Financial Scheme for Schools requires 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. All schools projecting a deficit budget position have completed recovery plans which have been approved in line with the Financial Scheme for Schools. Schools with budget 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.

Central Education, Early Years and Young People Directorate budgets

Inclusion Group

- There is a projected net over spend of £303,000 in quarter 3 compared to £740,000 in quarter 2 across Inclusion Group budgets. The main reason for the improvement is additional grant funding for additional learning needs (ALN) (£650,000) without which the net over spend would be £953,000.
- The main reason for the underlying projected over spend is that there continues to be significant demand for ALN support at schools resulting in a projected over spend of £303,000 at quarter 3, down from £536,000 at quarter 2. The improved position is due to an allocation of £290,000 from the ALN grant. The demand is high in particular for pupils requiring neurodevelopmental, behavioural, communication and complex medical support. The number of pupils supported during the spring term was 303, increasing to 345 during the summer term, and 348 during the autumn term.
- Recoupment budgets had a projected over spend of £102,000 at quarter 2 which has improved to a projected over spend of £35,000 at quarter 3. The improved position is due to an allocation of £360,000 from the ALN grant. Numbers have remained stable in inter-county recoupment placements, with 20 during summer term 2025, down to 18 during autumn term 2025. The underlying pressure is due to additional support being provided at Heronsbridge School and Ysgol Bryn Castell to mitigate further external placements. The projected costs for the support provided by the special schools alone are currently £658,000, however this approach prevents higher costs that would have been incurred with external providers.
- The draft MTFS 2026-27 to 2029-30 includes a £250,000 budget pressure for ALN services, primarily for the additional support being provided at Heronsbridge School and Ysgol Bryn Castell to mitigate further external recoupment places. It also includes an ALN budget pressure of £800,000 which includes additional resource bases in schools, particularly for communication and autism, due to the significant increase in the number of pupils with emotional, social and behavioural needs, and pupils with complex medical needs and physical disabilities.

Home-to-school transport (HtST)

- There is a projected under spend of £164,000 on HtST at quarter 3, compared to the projected under spend of £393,000 at quarter 2. The underlying projected under spend is as a result of achieving efficiencies in contracts throughout 2025-26, however the projected under spend has reduced from quarter 2 as there have been an increase in costs for college and special school transport.
- The projected under spend reflects that the MTFS budget reduction proposal in this service area for 2025-26 of £675,000 will be met in full – EYYP 2 – review of HtST. However, given the reduction in projected under spend contracts will continue to be reviewed in order to meet the 2026-27 MTFS budget reduction proposal of £417,000.

Catering Services

- Catering Services is projecting an under spend of £665,000 in quarter 3 compared to the projected under spend of £494,000 in quarter 2.
- The projected under spend continues to be based on the full implementation of the Universal Primary Free School Meals (UPFSM) by Welsh Government and the accompanying grant funding to support the initiative.

- The increase in the projected under spend is due to the uplift to the recoverable amount from £3.20 to £3.40 per meal from Welsh Government, which has been backdated to September 2025.
- The draft MTFS for 2026-27 to 2029-30 includes a £300,000 budget reduction proposal for efficiencies in the Catering Services budget.
- The projected under spend takes into account the delay in the implementation of MTFS budget reduction EYYP1 – Cessation of the meals at home service which is currently reporting a shortfall of £56,000. The service has now ceased so no further costs should be incurred with the saving being made in full from 2026-27.

3.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2025-26 is £119.585 million. Current projections indicate an under spend of £559,000 at year end compared to the quarter 2 projected under spend of £117,000. The improved position is due to additional grant funding and, as the narrative sets out, there are still underlying budget pressures in a number of areas, most significantly children's placements. The detailed narrative below sets out the main service areas where projections have improved, including, older people homecare, assessment and care management, and Children's Social Care Early Help and Edge of Care services.

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 quarter 2 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. There is also significant pressure in children's residential placements. 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	79,142	78,028	(1,114)	1.41%
Prevention and Wellbeing	6,380	6,188	(192)	-3.01%
Childrens Social Care	34,063	34,810	747	2.19%

Adult Social Care

There is a projected net under spend of £1.114 million on the Adult Social Care budget, an improvement of £558,000 from the £756,000 projected under spend at quarter 2.

The most significant variances contributing to the under spend are:

ADULT SOCIAL CARE	Projected Variance Over/(under) budget £'000
Learning Disabilities Residential Care	241
Physical Disability/Sensory Impairment Home Care	216
Physical Disability/Sensory Impairment Residential Care	111
Mental Health Residential Care	(106)
Mental Health Home Care	(110)
Older People Direct Payments	(141)
Homes for Older People	(154)
Learning Disabilities Direct Payment	(222)
Mental Health Supported Accommodation	(242)
Older People Homecare	(289)
Assessment & Care Management	(320)

- Learning Disabilities Residential Care – there is a projected over spend of £241,000 which has increased slightly from the projected over spend of £203,000 at quarter 2. While there has been an increase in projected spend for residential/nursing placements of £286,500 (placements have increased from 38 at quarter 2 to 40 at quarter 3 with two new unavoidable placements taking place) the confirmed joint financing income has increased by £335,000 and there has also been an increase in client contributions of £131,000. Given the improved income projections there has been a reduction in the allocation of Social Care Workforce Grant to this area of £200,000.
- Physical Disability/Sensory Impairment Home Care - there is a projected over spend of £216,000 which is comparable to the projected over spend of £225,000 at quarter 2. The projected over spend is based on the current demand for the service which is 99 packages of support (no change since quarter 2), and increased costs for existing placements, due to changing needs.
- Physical Disability/Sensory Impairment Residential Care – there is a projected over spend of £111,000 which is comparable to the £110,000 projected over spend at quarter 2. The projected over spend is due to higher placement numbers than budgeted for.
- The draft MTFs for 2026-27 to 2029-30 includes a £250,000 budget pressure for adult social care pressures, including physical disabilities homecare, learning

disabilities and physical disabilities residential care, as a result of increased placements and increased costs due to changing needs.

- Mental Health Residential Care – there is a projected under spend of £106,000 compared to a projected under spend of £87,000 at quarter 2. Whilst there has been an increase in placement numbers from 48 at quarter 2 to 50 at quarter 3 the projected under spend has improved due to less complex levels of support being provided.
- Mental Health Home care- there is a projected under spend of £111,000 compared to a projected over spend of £85,000 at quarter 2. Since quarter 2, two high cost packages of care have ended and £42,305 of additional joint financing income has been confirmed.
- Older People Direct Payments - there is a projected under spend of £141,000 compared to a projected under spend of £108,000 at quarter 2. This is due to a small net reduction in the current packages of care.
- Homes for Older People – there is a projected under spend of £154,000 compared to a projected under spend of £770,000 at quarter 2. Since quarter 2 there has been an increase in projected staffing, agency and running costs, of £118,000 as well as a decrease in projected client contributions for internal residential homes of £52,000. There has also been an increase in projected costs for externally provided residential and nursing care of £153,000, as well as a decrease in projected client contributions of £294,000. All contributions towards residential care are financially assessed in accordance with the Social Services and Well-being (Wales) Act 2014 but the average income received each year will vary in total depending on the financial position of the people needing care during the financial year – e.g. if there are a large number of people who have savings or assets and are therefore not reliant on the local authority paying their contribution in full, then this will increase the overall average income received per person.
- Learning Disabilities Direct Payments – there is a projected under spend of £222,000 across the Direct Payments budgets in this area compared to a projected under spend of £266,000 at quarter 2. This is based on the current demand for packages of support of 138 (137 at quarter 2).
- Mental Health Supported Accommodation – there is a projected under spend of £242,000 compared to a projected under spend of £256,000 at quarter 2. This continues to be as a result of staffing vacancies with the service.
- Older People Home Care – there is a projected under spend of £290,000 compared to a £151,000 over spend at quarter 2. The number of commissioned Independent Domiciliary care packages across the service area (628) has reduced since quarter 2 (644).
- Assessment & Care Management – there is a projected under spend across Adult Social Care of £320,127 compared to a projected under spend of £109,560 at quarter 2. This is mainly due to this area benefitting from an additional £266,166 of Pathways of Care grant income to maximise the grant while recruitment is being undertaken to core posts.

Prevention and Wellbeing

- There is a projected under spend of £192,000 at quarter 3 which is comparable to the projected under spend of £193,000 at quarter 2.
- The underlying reason for the projected under spend is mainly due to maximisation of grant funding from the Shared Prosperity Fund (£643,000). This is also mitigating the following MTFS saving, £295,000 of which has not been achieved:-
 - SSW13 (2024-25) – £360,000 - Council to reduce its investment into cultural services. This MTFS proposal will be considered as part of the budget setting process for 2026-27.

Children's Social Care

There is a projected net over spend of £747,000 on the Children's Social Care budget compared with the projected net over spend of £832,000 at quarter 2. The most significant variances contributing to this over spend are:-

CHILDREN'S SOCIAL CARE	Projected Variance Over/(under) budget £'000
Care Experienced Children	1,010
Early Help & Edge of Care	(234)

- The projected over spend of £1.010 million for Care Experienced Children has decreased slightly from the £1.050 million projected over spend reported at quarter 2. The underlying over spend is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £935,511 (quarter 2 - £880,000).
 - The quarter 2 projections were based on 28 care experienced children in independent residential care – this has decreased to 27 placements at quarter 3. Three placements ended during quarter 3 reducing projections by £364,000, offset by two new placements at a projected cost of £300,000 and amendments to existing placements at an additional £117,000. However, it is understood additional placements are anticipated in quarter 4 which means overall numbers and costs will increase unless there are corresponding step downs from residential.
 - 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 £226,000 compared to £280,000 in quarter 2. This is mainly due to continued use of agency workers to address operational pressures across the service.

Recruitment is being progressed for vacancies and it is anticipated that agency usage will reduce once the recruitment process is complete.

- Fostering - There is a projected under spend in this area of £625,000. This is primarily due to a projected under spend of £296,000 on the Independent Fostering Agency (IFA) budget based on 34 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 £526,000 which is the same as the projected over spend reported at quarter 2. This is currently mitigated by the projected under spend in Fostering noted above. The pressure is due to increases in the number of placements (21 in quarter 3 of 2024-25 compared to 27 currently). The draft MTFS 2026-27 to 2029-30 includes a £250,000 budget pressure towards the projected over spend for children's supported accommodation.
- Early Help & Edge of Care – There is a projected under spend of £234,000 compared with the projected under spend of £143,000 at quarter 2. The projected under spend has increased firstly due to £41,000 of Regional Integration Funding being confirmed for Edge of Care services in quarter 3, and secondly continuing staffing under spends due to ongoing vacancies across the team.

3.3.3 **Communities Directorate**

The net budget for the Directorate for 2025-26 is £34.429 million. The current projection is an anticipated over spend of £119,000 compared with the projected over spend of £77,000 at quarter 2.

As set out in the Draft Medium Term Financial Strategy 2026-27 to 2029-30 report to Cabinet on 13 January 2026, a UK Packaging Extended Producer Responsibility (pEPR) scheme has been introduced in 2025-26 as a means of shifting the full financial cost of managing household packaging waste from taxpayers (local authorities) to the businesses that place it on the UK market. These payments, funded by producers of packaging, are calculated based on the net efficient disposal costs for each material type and for BCBC in 2025-26 equates to £3.922 million. The scheme will enable the directorate to support pressures in their service areas from the waste budget it releases, and consideration is being given to how this is used towards additional waste collection and disposal requirements, both capital and revenue, and in respect of the circular economy. Further details will be provided in the 2025-26 outturn report to Cabinet in June 2026.

The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Highway Services	9,168	9,507	339	3.70%
Fleet Services	204	731	527	258.33%
Traffic & Transport	1,341	893	(448)	-33.41%
Parks, Playing Fields & Bereavement	2,807	2,824	17	0.61%
Corporate Landlord	3,646	3,227	(419)	-11.49%

Highway Services

- There is a projected over spend of £339,000 at quarter 3 compared with the projected over spend of £233,000 at quarter 2. The underlying reason for the projected over spend is that the service area is not anticipated to meet its vacancy management MTFS saving of £93,000 and a projected over spend on hire charges for vehicles and equipment. The draft MTFS for 2026-27 to 2029-30 includes a budget pressure of £40,000 for Highways Services to support staffing and hire charges for vehicles and equipment.

Fleet Services

- There is a projected over spend of £527,000 at quarter 3 compared to the projected over spend of £592,000 at quarter 2. 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. The underlying projected over spend before the budget virement from waste budgets is due to productivity levels continuing 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 was delayed due to officer availability but an external review is now proceeding. The scope, timelines, workstreams and outcomes sought for the evaluation are being finalised with workstreams due to commence in the final quarter of 2025-26. The current forecast is for the review to run into Summer 2026 due to the scope of the work encompassing the waste management element.

Traffic and Transport

- There is a projected under spend of £448,000 at quarter 3 compared with a projected under spend of £504,000 at quarter 2. 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. The projected under spend has reduced by £56,000 from quarter 2 which is mainly due to reduced projections for car park income across the County Borough.

Parks, Playing Fields & Bereavement Services

- There is a projected over spend of £17,000 at quarter 3 compared to a projected over spend of £184,000 at quarter 2 on Parks, Playing Fields & Bereavement services. The projected over spend on maintenance budgets on Pavilions have improved since quarter 2. The draft MTFS 2026-27 to 2029-30 includes a budget pressure of £50,000 to support maintenance on cemeteries.

Corporate Landlord

- There is a projected under spend of £419,000 at quarter 3 compared with the £368,000 projected under spend at quarter 2. This is primarily due to staff vacancies as the service continues to experience recruitment difficulties. The improved position from quarter 2 is due to the closure of the Innovation Centre and the consequential reduction in running costs.

3.3.4 Chief Executive's

The net budget for the Directorate for 2025-26 is £25.762 million. There is currently a projected over spend of £341,000 at year end compared to the quarter 2 projected over spend of £782,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget £'000	Projected outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
ICT	4,323	4,666	343	7.9%
Partnerships	2,305	2,394	89	3.9%
Housing & Homelessness	4,855	4,515	(340)	-7.0%
Finance	4,436	4,786	350	7.9%

ICT

- There is a projected net over spend of £343,000 across ICT budgets compared to a projected net over spend of £230,000 at quarter 2.
- As noted in the quarter 2 report, the 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 £103,000 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 of 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 (£177,000).
- As noted in paragraph 3.1.9, during quarter 3 there were three budget virements to ICT budgets. Firstly, the transfer of funding from Directorate Print budgets to ICT to reflect the reduced print activity due to the hybrid working model and ICT being unable to recover the fixed costs of printers and photocopiers through the re-charge to service departments (£140,000). In addition, a procurement exercise was undertaken on telephony contracts with savings of £285,000 achieved from 1 April 2024. However, the current mobile phone budget across all directorates is now only

£128,344 as service areas have vired savings from their mobile phone budgets having seen the reduction in costs to fund over spends in other non-pay areas. The projected under spend on the remaining mobile phone budgets of £90,793 has been vired from individual service area budgets to ICT, with the balance of the MTFS saving (£194,207) being vired from the centrally held budget for MTFS pressures.

Partnerships

- There is a net projected over spend of £89,000 across the Partnerships budgets compared to a projected net over spend of £192,000 at quarter 2.
- There continues to be a projected over-spend against the CCTV budget (£73,000) which is mainly due to a reduction in projected income as a result of the contract with the Vale of Glamorgan ending (£71,000).
- There is a projected over spend in Communications and Marketing of £48,000 which is mainly due to increased staffing costs while the service underwent a restructure. The restructure became effective from the 1st October 2025 so the over spend will not be recurring in 2026-27.
- There is a projected over-spend against Pest Control services of £25,000 – which is due to the shortfall in the 2024-25 MTFS budget reduction proposal, CEX 8 - Charging for PEST control services. Due to the continued reduced uptake of the service, the decision was taken to cease the provision of this service by BCBC from 31st October 2025. The Partnerships service will be identifying alternative budgets as part of the 2026-27 budget setting process to mitigate the underlying net budget of £3,950 for the service.
- These projected over spends have been mitigated by a projected under spend on staff budgets within the grant administration team (£60,000) due to the maximisation of grant income.

Housing & Homelessness

- There is a projected net under spend of £340,000 on Housing & Homelessness compared to a net projected under spend of £25,000 at quarter 2.
- 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 million (£4.2 million at quarter 2). 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 (£499,000 at quarter 3 compared with £460,000 at quarter 2). The net impact is a projected over spend on accommodation of £227,000 (projected over spend of £466,000 at quarter 2).
- This has been offset by projected under spends on the Brynmenyn Homeless Centre (£138,000) and the four new Houses in Multiple Occupation (HMO) properties (£203,000) due to projected increases in Housing Benefit income. Further projected under spends include maximisation of Supporting People grant (£118,000) and grant funding received for Asylum Seeker Dispersal (£99,000).

Finance

- There is a projected over spend of £350,000 on Finance budgets which has increased from the quarter 2 projected over spend of £301,000.
- There is a shortfall of £133,000 on Department for Work and Pension (DWP) subsidy contributions towards housing benefit payments in Bridgend compared to the projected shortfall of £91,000 at quarter 2. Any Housing Benefit award paid over the subsidy level is borne by the Council as the DWP does not fully fund all Housing Benefit expenditure – for example, there are a number of tenancy arrangements whereby the subsidy is limited to historic local housing allowance rates or restricted by rent officer determinations. The draft MTFS for 2026-27 to 2029-30 includes a budget pressure of £91,000 to mitigate this shortfall.
- There is also a projected shortfall of £74,000 on Court Cost income. The draft MTFS for 2026-27 to 2029-30 includes a £75,000 budget pressure to mitigate the shortfall in Court Cost Income collected from council tax and Non Domestic Rates.
- There is also the failure to implement an historic MTFS proposal - (CEX25 (2024-25) – Staff savings from Finance senior management team - £70,000. The draft MTFS for 2026-27 to 2029-30 includes funding of £70,000 to reinstate this budget reduction following a full restructure being proposed and consulted on but which did not proceed.
- The balance is mainly due to a shortfall against the historic vacancy management factor target of £103,000 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 £44.664 million. Current projections anticipate an under spend against this budget of £8.652 million which has improved from the projected under spend at quarter 2 of £6.350 million. The main variances are:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	5,907	3,303	(2,604)	-44.08%
Council Tax Reduction Scheme	17,054	17,221	167	0.98%
Other Council Wide budgets	8,162	1,836	(6,326)	-77.51%

Capital Financing

- The projected under spend of £2.604 million relates to additional interest anticipated from current investments (£1.599 million) and savings on Minimum Revenue Provision (MRP) charges following the change in policy on the calculation of MRP in October 2024 (£1.004 million). Interest rates started to fall from the high of 5% in November 2024, with further reductions to the current rate of 3.75%. Further interest rate reductions are expected, however the timing of these are uncertain and are subject to economic factors and in particular the position of inflation against the Bank of England's 2% target.
- It should also be noted that this will not be a recurring under spend. As noted in the Treasury Management Quarter 2 Report 2025-26 to Cabinet and Council in November 2025, the Council has loans from the Public Works Loan Board (PWLb)

maturing within the next 3 financial years that it will need to repay and, given the anticipated level of expenditure within the capital programme over the current and coming financial years, including the new rolling fleet replacement programme for waste service vehicles, it is highly likely that new borrowing will be required to replace these maturing loans as well as a need to take out new borrowing to support the Capital Programme over the next few years. It is therefore expected that interest received will reduce, and interest paid will increase.

Council Tax Reduction Scheme

- There is currently a projected over spend of £167,000 on the Council Tax Reduction Scheme which has reduced slightly from the £214,000 projected over spend at quarter 1. 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.

Other Council wide budgets

- The projected under spend of £6.326 million has improved from the £5.381 projected under spend at quarter 2. The main areas contributing to this projected under spend are:-
 - During quarter 2 Welsh Government provided a grant of £521,736 towards the teachers' pay award 2025-26 that was not anticipated at budget setting.
 - During quarter 2 allocation of funding retained centrally in respect of National Joint Council (NJC) pay awards was vired to directorate and school budgets. The confirmed pay award was lower than provided for. The ongoing uncertainty over future pay awards means that it is likely that the provision set aside in the MTFS for 2026-27 will need to be supplemented by any funding not committed from the central pay budget this financial year.
 - Inflation rates have fluctuated since the budget was set – CPI was 2.8% when the budget was set in February 2025, increasing to 4.1% in September 2025, then falling to 3.2% in November 2025. The majority of the budget estimated for price inflation is retained centrally within council wide budgets and allocated to directorates/schools as further information is known about specific contractual price increases – CPI allocations during quarter 3 can be found in paragraph 3.1.10. There is ongoing uncertainty on energy cost increases in 2026-27 and the general trajectory of CPI, therefore it is likely that the provision set aside in the MTFS for 2026-27 will need to be supplemented by any funding not committed from the price inflation budget this year.
 - There is also a projected reduction in corporate support required to fund redundancy costs as there are fewer staffing-related MTFS proposals for 2025-26.

3.4 Earmarked Reserves

- 3.4.1 The cumulative revenue draw down by directorates to date is £1.206 million as shown in **Table 4** below. The majority of the draw down from earmarked reserves takes place in the later stages of the financial year, especially on capital and grant funded schemes. In addition, school balances are not adjusted until the year end – an overall draw down in-year of £4.974 million from school balances is currently projected, which would continue to leave a negative balance to be managed by the Council.

Table 4 –Revenue Earmarked Reserves (Excluding Council Fund) – Quarter 3

Opening Balance 01 Apr 25	Reserve	Net Additions/ Reclassification	Draw- down	Unwound	Closing Balance 31 Dec 25
£'000		£'000	£'000	£'000	£'000
	Corporate Reserves:				
2,290	Asset Management Reserves	-	(209)	-	2,081
1,830	Major Claims & Insurance Reserves	-	-	-	1,830
1,892	Service Reconfiguration	-	-	-	1,892
2,294	Change Management/Digital Transformation	(264)	(184)	-	1,846
500	Economic and Future Resilience Fund	-	-	-	500
3,179	Other Corporate Reserves	-	-	-	3,179
11,985	Total Corporate Reserves	(264)	(393)	-	11,328
	Directorate Reserves:				
1,919	Education & Family Support	-	(38)	-	1,881
1,856	Social Services & Wellbeing	-	(389)	-	1,467
1,835	Communities	-	(182)	(51)	1,602
1,966	Chief Executives	347	(123)	-	2,190
7,576	Total Directorate Reserves	347	(732)	(51)	7,140
	Equalisation & Grant Reserves:				
316	Education & Family Support	-	-	-	316
47	Social Services & Wellbeing	-	-	-	47
2,478	Communities	(355)	(81)	-	2,042
47	Chief Executives	310	-	-	357
2,888	Equalisation & Grant Reserves:	(45)	(81)	-	2,762
(619)	School Balances	-	-	-	(619)
21,830	TOTAL RESERVES	38	(1,206)	(51)	20,611

3.4.2 In addition to the revenue reserves in **Table 4**, there are currently £46.083 million of other earmarked reserves funding schemes within the capital programme.

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 report upon 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	0	Saving not met in 2024-25 due to the overall increase in pupils needing the service	A new Team Lead started on 1 September 2025, however due to staff absences the review has been delayed. It is anticipated to commence in quarter 4 and further updates to Cabinet will be provided as the review progresses.
Total Education, Early Years and Young People		291	149		

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	65	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 for the saving to be met in 2026-27. Public engagement will be undertaken 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	206		

COMMUNITIES

COM2 (2021-22)	Re-location of Community Recycling Centre from Tythegstons to Pyle resulting in cessation of lease payments at existing site	60	0	The new site opened during quarter 4 of 2023-24. As the exit terms of the lease are still being worked through the saving has not been achieved. Once these have been finalised, the full saving will be made.	The service have met the shortfall in the saving through alternative one off efficiencies in 2025-26 to deliver a balanced budget position on Waste Services.
COM4 (2022-23)	Remove Business in Focus from running Enterprise Centres in Bridgend	20	5	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.	Savings have been made elsewhere in Corporate Landlord, mainly due to staff vacancies.
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 and Transport Team are progressing with the order making process and have carried out an initial engagement on the proposal which is currently being evaluated prior to progressing.	Savings have been made elsewhere within Transportation Services to deliver a balanced budget position, in particular Car Parking Services.
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
COM10 (2024-25)	Review of Porthcawl Marina berthing fees with a view to it operating on a full cost recovery basis	32	23	The shortfall against the savings target is due to one-off costs incurred to cover sickness within the service.	Staff vacancies across the wider service for Economy, Natural Resources & Sustainability department have resulted in a break even service.

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
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	9	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. Savings have been made elsewhere in Corporate Landlord, mainly due to staff vacancies, to mitigate the shortfall.
Total Communities Directorate		464	314		

Chief Executives

CEX8 (2024-25)	Charging the public for Pest Control Services	67	43	Due to reduced uptake of the service, the saving was only partly achieved in 2024-25.	Due to the continued reduced uptake of the domestic pest control service, the decision was taken to cease the provision of this service by BCBC from 31st October 2025 therefore this saving will not be achieved in full in 2025-26. Partnership budgets will be identifying alternative budgets as part of the 2026-27 budget setting process to mitigate the underlying net budget of £3,950 for the service.
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 first half of the 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	The Draft Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £58,000 to mitigate the shortfall in income generated from legal fees from property transactions, S106 Agreements and Highway Agreements.
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.	Service area will be identifying alternative budgets as part of the 2026-27 budget setting process to mitigate the shortfall on this budget reduction proposal.
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	295	Saving not met in full due to the timing of re-procurement exercise on telephony budgets across the Council	The service will still look to find efficiencies in the current year. In the longer term work is being done to look at options for funding and supporting the digital transformation in the Authority.
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.	The Draft Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £70,000 to reinstate this budget reduction proposal as the restructure was consulted on but it did not proceed.
Total Chief Executives Directorate		1,567	1,341		

GRAND TOTAL OUTSTANDING REDUCTIONS	2,823	2,010	
REDUCTIONS SHORTFALL		813	

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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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
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	0	The service has now terminated. There are some residual costs in 2025-26 but full saving should be achieved in 2026-27.
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	490	675	The new Home-to-School Transport Policy was implemented on 1 September 2025. The efficiency savings are ongoing and contracts have been adjusted to take into account the change of eligibility for pupils.
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	68	90	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
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	25	The consultation with staff on the restructure of the Strategy, Performance and Support Group has now concluded and the new structure will be implemented from 5 January 2026. Full savings will be achieved from 2026-2027
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	6	The consultation with staff on the restructure of the Strategy, Performance and Support Group has now concluded and the new structure will be implemented from 5 January 2026. Full savings will be achieved from 2026-2027
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	13	The consultation with staff on the restructure of the Strategy, Performance and Support Group has now concluded and the new structure will be implemented from 5 January 2026. Full savings will be achieved from 2026-2027

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
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	15	The consultation with staff on the restructure of the Strategy, Performance and Support Group has now concluded and the new structure will be implemented from 5 January 2026. Full savings will be achieved from 2026-2027
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	43	Shortfall in savings due to the timing of the restructure. Saving will be made in full in 2026-27.

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
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	88	88	Full saving should be achieved in 2025-26
Total Education, Early Years and Young People			1,428	740	1,049	

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 quarter 3 total projected deficit balances for schools at year end in excess of £5.593m.
Total Schools			1,186	1,186	1,186	

Total Education, Early Years and Young People Directorate			2,614	1,926	2,235	
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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	The feasibility study and capital works linked to external funding are expected to be completed in quarter 4. The savings will therefore not be delivered in 2025-26 and updates will be provided in the 2026-27 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 support 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	53	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	147	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	75	100	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
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	It has been determined that this saving proposal is no longer deliverable and work is underway by the service to identify alternative budgets for this to be offset against.
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	523	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	37	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	129	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	0	Whilst it was considered at quarter 2 that this saving would be made in full, recent reviews across Wales have demonstrated the need to strengthen corporate safeguarding responsibilities rather than reducing them. A further review of the post will be undertaken and the savings identified will need to be made elsewhere within the service.
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

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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	50	50	Full saving should be achieved in 2025-26
Total Social Services and Wellbeing			1,817	1,132	1,560	

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. However, savings from staff vacancies in Corporate Landlord have supported the shortfall against this specific proposal.
COM4	Increase income across the commercial property portfolio	Change will take time to implement and require additional surveyor resource over time.	15	0	0	Due to staff vacancies the additional income target will not be met in 2025-26. However savings from the staff vacancies in Corporate Landlord have supported the shortfall against this specific proposal.
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

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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
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
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	100	Full saving should be achieved in 2025-26
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	38	119	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 3. Savings on staff vacancies across Corporate Landlord have mitigated the shortfall on this proposal.
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	356	556	

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	63	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	0	Shortfall in savings target due to timing of implementation of restructure. Options being considered with further updates to be provided to Cabinet in future monitoring reports.
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	50	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	90	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	0	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	511	579	

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	6,468	7,473	
	REDUCTION SHORTFALL		906			

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

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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	149,988	(23,447)	126,541	126,541	-	0.0%
Inclusion Group	9,963	(1,147)	8,816	9,119	303	3.4%
Early Years and Young People	3,479	(545)	2,934	2,845	(89)	-3.0%
Strategic Performance and Support	18,029	(4,265)	13,764	13,020	(744)	-5.4%
Schools Support	1,710	(830)	880	913	33	3.8%
Sustainable Communities For Learning	4,039	(3)	4,036	4,029	(7)	-0.2%
Other Education, Early Years and Young People	1,879	(64)	1,815	1,814	(1)	-0.1%
TOTAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE	189,087	(30,301)	158,786	158,281	(505)	-0.3%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	105,753	(26,611)	79,142	78,028	(1,114)	-1.41%
Prevention and Wellbeing	7,323	(943)	6,380	6,188	(192)	-3.01%
Childrens Social Care	35,310	(1,247)	34,063	34,810	747	2.19%
TOTAL SOCIAL SERVICES AND WELLBEING	148,386	(28,801)	119,585	119,026	(559)	-0.5%
COMMUNITIES DIRECTORATE						
Planning & Development Services	2,544	(1,663)	881	881	-	0.0%
Strategic Regeneration	1,910	(969)	941	933	(8)	-0.9%
Economy, Natural Resources and Sustainability	7,847	(6,231)	1,616	1,612	(4)	-0.2%
Cleaner Streets and Waste Management	15,787	(2,430)	13,357	13,494	137	1.0%
Highways and Green Spaces	27,797	(14,106)	13,691	14,116	425	3.1%
Director and Head of Operations - Communities	300	(4)	296	284	(12)	-4.1%
Corporate Landlord	14,783	(11,136)	3,647	3,228	(419)	-11.5%
TOTAL COMMUNITIES	70,968	(36,539)	34,429	34,548	119	0.3%
CHIEF EXECUTIVE'S						
Chief Executive Unit	525	(2)	523	522	(1)	-0.2%
Finance	39,853	(35,417)	4,436	4,786	350	7.9%
HR/OD	2,346	(441)	1,905	1,876	(29)	-1.5%
Partnerships	3,893	(1,588)	2,305	2,394	89	3.9%
Legal, Democratic & Regulatory	7,343	(1,116)	6,227	6,166	(61)	-1.0%
Elections	190	(3)	187	235	48	25.7%
ICT	5,584	(1,261)	4,323	4,666	343	7.9%
Housing & Homelessness	12,682	(7,827)	4,855	4,515	(340)	-7.0%
Business Support	1,138	(137)	1,001	943	(58)	-5.8%
TOTAL CHIEF EXECUTIVE'S	73,554	(47,792)	25,762	26,103	341	1.3%
TOTAL DIRECTORATE BUDGETS	481,995	(143,433)	338,562	337,958	(604)	-0.2%
Council Wide Budgets	46,065	(1,401)	44,664	36,012	(8,652)	-19.4%
NET BRIDGEND CBC	528,060	(144,834)	383,226	373,970	(9,256)	-2.4%

NB: Differences due to rounding of £000's

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	16 MARCH 2026
Report Title:	CWM TAF MORGANNWG PUBLIC SERVICES BOARD (PSB) JOINT OVERVIEW AND SCRUTINY COMMITTEE (JOSC) NOMINATION
Report Owner: Responsible Chief Officer / Cabinet Member	CHIEF OFFICER - LEGAL AND REGULATORY HR AND CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY
Policy Framework and Procedure Rules:	The work of Overview and Scrutiny Committees relate to the review and monitoring of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.
Executive Summary:	Joint scrutiny arrangements and Terms of Reference for Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee (JOSC) were agreed by Council on 19 July 2023, to ensure effective scrutiny arrangements are in place to scrutinise the newly established single Public Services Board (PSB) for Cwm Taf Morgannwg. The Corporate Overview and Scrutiny Committee (COSC) as the Scrutiny Committee designated to scrutinise the work of the Public Service Board as required by the Well-being of Future Generations (Wales) Act, 2015 and based on the political balance of this Committee as far as practical, nominates 5 Members to the Cwm Taf Morgannwg PSB JOSC and one substitute Member from the Committee to attend the JOSC when one of the core Members are not available.

	Due to a change in the Committee Membership, a vacancy has arisen and this report seeks nomination of <i>one Labour Group Member</i> from the Committee to the Cwm Taf Morgannwg PSB JOSC for the remainder of the 2025-26 municipal year.
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1. Purpose of Report

- 1.1 The purpose of the report is to request the Committee to nominate for the remainder of the 2025-26 municipal year, one Labour Group Member to fill a vacancy to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee, based on the political balance of the Committee, as follows:
- - 3 Members from Labour (currently Cllrs Huw David, Simon Griffiths and a Vacancy)
 - - 1 Member and 1 Substitute Member from Bridgend County Independents (currently Cllrs Tim Thomas and Freya Bletsoe)
and
 - 1 Member from Democratic Alliance (currently Cllr Ross Penhale-Thomas)

2. Background

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

3. Current situation / proposal

- 3.1 Due to a change in the Committee Membership, a vacancy has arisen and consequently, a nomination of *one Labour Group Member* is requested to the Cwm Taf Morgannwg PSB JOSC for the remainder of the 2025-26 municipal year as follows:

- - 3 Members from Labour (currently Cllrs Huw David, Simon Griffiths and a Vacancy)
- - 1 Member and 1 Substitute Member from Bridgend County Independents (currently Cllrs Tim Thomas and Freya Bletsoe) and
- 1 Member from Democratic Alliance (currently Cllr Ross Penhale-Thomas)

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

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

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

- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:
- Long Term – The establishment of the Joint Scrutiny Arrangements will enable the Authority’s long-term commitment to effective scrutiny of the Cwm Taf Morgannwg PSB.
 - Prevention – The PSB Wellbeing Assessment and Plan will be preventative in nature and progress will be scrutinised effectively.
 - Integration – The proposed arrangements are for integrated joint scrutiny by three Local Authorities of the integrated partnership arrangements of the Cwm Taf Morgannwg Public Service Board.
 - Collaboration – This report supports collaborative working with other Local Authorities and partners to effectively scrutinise the PSB.
 - Involvement – The joint arrangements will enable effective scrutiny of the wellbeing assessment, plan and progress and promote the involvement of stakeholders, partners in scrutiny activity.

5.2 The proposed arrangements will assist in the achievement of the Council's 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 nominate for the remainder of the 2025-26 municipal year, one Labour Group Member to fill a vacancy to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee based on the political balance of the Committee.

Background documents

None.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	16 MARCH 2026
Report Title:	FORWARD WORK PROGRAMME UPDATE
Report Owner/ Responsible Chief Officer / Cabinet Member:	CHIEF OFFICER - LEGAL AND REGULATORY HR AND 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. The Committee is also asked to receive any recent Regulatory reports as recently reported to Governance and Audit Committee (GAC) and to consider and identify any areas of concerns that the Committee want to add to their Forward Work Programme.

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;
- f) To receive any recent Regulatory reports as recently reported to Governance and Audit Committee (GAC) and to consider and identify any areas of concerns that the Committee want to add to their Forward Work Programme.

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.
- 3.12 The Committee is asked to acknowledge receipt of the following Regulatory reports as reported to GAC and to consider and identify any areas of concern that the Committee want to add to their FWP:
 - a. [Audit Wales Review of Risk Management – Bridgend County Borough Council](#) dated 17 December 2025.
 - b. [Audit Wales Planning and Development Service – Bridgend County Borough Council](#) dated 15 December 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. 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;
- f) Receive the recent Regulatory reports as recently reported to GAC and to consider and identify any areas of concern that the Committee want to add to their Forward Work Programme.

Background documents

None.

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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 & Electoral.
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 & Electoral.

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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 & Electoral.
Arrangements for Commissioning Services		<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; and Chief Officer Legal and Regulatory Services, HR & Electoral.

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;

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		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 & Electoral; Corporate Policy and Public Affairs Manager; Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
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~~Thursday 15 January 2026 at 10.00am~~
CANCELLED

Tuesday 27 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 & Electoral; 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.
Capital Strategy 2026-27		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Officer Finance, Housing and Change; and Group Manager – Chief Accountant

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 & Electoral; Corporate Policy and Public Affairs Manager Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
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 & Electoral.

2026-27 Draft Forward Work Programme

Monday 29 June 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Revenue Budget Outturn 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 & Electoral.
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

Referral from Social Services, Health and Wellbeing Overview and Scrutiny Committee – 23 January 2026

With reference to Performance Indicator CED70, the Committee expressed concern that while the percentage of complaints closed within timescales had improved from the same period last year, it had declined from the year end position and is far from the target of 80% and **recommended** that the issue be referred to the Corporate Overview and Scrutiny Committee for further consideration.

Reports to be Scheduled		
Report Topics	Any Specific Information Requested	Invitees
Corporate Plan Delivery Plan Review		
Scrutiny Annual Report 2024/25 & 2025/26		N/A
Corporate Arrangements for Commissioning Services (once the		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance

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National report is available or internal thematic analysis report is complete)		<u>Officers</u> Chief Executive; and Chief Officer - Finance, Housing and Change.
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 & Electoral; Group Manager – Human Resources Organisational Development
Whole-Council response to Climate Change and the Environment / Council's Preparedness to Respond to Storms and Adverse Weather to include the Council's Strategy regarding Flood Response and Prevention	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.
Independent review and transfer of Early Help service from the Education, Early Years and Young People Directorate to the Social Services and Wellbeing Directorate	Recommendation from COSC 30 June 2025	To be discussed in work planning meeting.
Quarterly Updates from the Transformation Programme Board once established.	Recommendation from COSC 27 January 2025	

Briefings and Workshops:

<u>Topic</u>	<u>Information Required / Committee's Role</u>	<u>Invitees</u>
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.	Recommendation from COSC on 24 October 2024.	<u>Cabinet Members</u> Cabinet Member for Social Services, Helah and Wellbeing; <u>Officers</u> Corporate Director – Social Services and Wellbeing

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

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
24 July 2025	Digital Strategy	The Committee requested the number of Hwb devices apportioned per School and further detail of the investment in the replacement programme.	Interim Head of Operations – Community Services	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
23 Oct 2025	Budget Monitoring 2025-26 – Quarter 2 Revenue Forecast	The Committee requested feedback from the upcoming meeting of the School Deficit Budget Management Group which has been established to consider best practice across schools and explore how some schools have managed to reduce their deficit be shared with Members of COSC and EYS OSC.	Corporate Director – Education, Early Years and Young People	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
23 Oct 2025	Budget Monitoring 2025-26 – Quarter 2 Revenue Forecast	The Committee requested the number of community and parent governor vacancies at each Bridgend school.	Corporate Director – Education, Early Years and Young People	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
23 Oct 2025	Arrangements for Commissioning Services	The Committee requested a copy of internal audit plan 2025-26 which includes detail of the commissioning arrangements for services in the Social	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Services and Wellbeing Directorate.			
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee recommended that consideration be given to the establishment of a Transformation and Change Working Group and that regular updates be provided to the Committee but that there be a separation of powers between the Group and the Committee to allow clear scrutiny of the process.	Chief Executive / Chief Officer – Legal and Regulatory, HR and Corporate Policy	Circulated for response. Chased.	
11 Dec 2025	Corporate Performance Quarter 2 2025-26	With reference to Commitment WBO1.2.1 relating to woodland enhancement, the Committee discussed large parcels of common land in the County Borough and pieces of land transferred from the Coal Board and recommended that: a. there be greater collaboration with groups such as the Coity Wallia Board of Conservators who manage them and that consideration be given to whether there are any external funding routes that can be utilised to assist them; and	Corporate Director - Communities	ACTIONED – response and information circulated on 26 January 2026.	Follow link here

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		b. consideration be given to including the in this performance indicator, the performance of any pieces of land which have been transferred from the Coal Board into the Council's ownership.			
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee discussed the responses provided to their Recommendations 1 and 2 made at their previous meeting on 23 October 2023 and requested a written note explaining the reasons why they had only been partially accepted given the responses provided.	Chief Officer – Finance, Housing and Change and Corporate Director - Communities	ACTIONED – response and information circulated on 26 January 2026.	Follow link here
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee expressed concern regarding the performance against WBO2.1.4 relating to the handling of corporate complaints and that delays or failure to receive requested information from service areas appeared to be impacting on the ability to respond to complaints in a timely manner and requested a corporate response from the Chief Executive explaining how this will be addressed.	Chief Executive	Circulated for response. Chased.	

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee expressed concern regarding the time taken to deliver Disabled Facilities Grants and requested: a. that consideration be given to including median data instead of an average which was presenting an inflated figure skewed by legacy cases; and b. a presentation on the process being used, prioritisation and spend.	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 26 January 2026.	Follow link here
11 Dec 2025	Recommendations from Scrutiny Budget Working Group	The Committee made recommendations and requested additional information.	Scrutiny / Chair of COSC	ACTIONED - Recommendations formally reported to Cabinet on 16 December 2025 for consideration and response.	Follow link here
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee made recommendations.	Scrutiny / Chair of COSC	ACTIONED - Recommendations formally reported to Cabinet on 3 February 2026 for consideration and response.	Follow link here
27 Jan 2026	Medium Term Financial	The Committee discussed the Council's Policy for second-	Chief Officer - Finance,	ACTIONED – response and	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	Strategy 2026-27 to 2029-2030	home Council Tax charges and requested: a. the comparative information from other Local Authorities regarding their level of charges; b. whether they have reduced their rates; c. the impact on the number of second homes in their local authority area; and d. the impact that the increase in Bridgend's charges has achieved.	Housing and Change	information circulated on 9 March 2026.	
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee requested information regarding the projected cost of electric, gas and water for schools in the upcoming financial year and how it is envisaged that this will impact on schools' budgets.	Corporate Director – Education, Early Years and Young People / Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee referred to the announcement from Welsh Government in December regarding a further £8.2m funding this year for ALN and requested the quantum of that	Corporate Director – Education, Early Years and Young People / Chief Officer –	ACTIONED – response and information circulated on 9 March 2026.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		funding allocated for Bridgend, when the funding was expected to be received and whether further grant funding was expected in year which could be offset against the recurring Budget Pressure.	Finance, Housing and Change		
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee referred to EDNEW 2, School Improvement, in the Emerging Directorate Pressures of £225k and that there was previously a £500k contribution towards Central South Consortium and requested that when the funding for disaggregating from the service is finalised, details of whether the difference has resulted in a revenue saving.	Education, Early Years and Young People / Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee referred to <i>SCHNEW 1, Building Maintenance</i> and the recent announcement from Welsh Government regarding an additional £20m funding for school maintenance and requested the quantum of that funding allocated for Bridgend, when the funding was expected to be received and the impact	Education, Early Years and Young People / Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		on this Emerging Directorate Budget Pressure.			
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee referred to SSW 1 in the Emerging Directorate Pressures and requested a breakdown of the shortfall on Homes 1, 2 and three months of Home 3.	Corporate Director – Social Services and Wellbeing	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	The Committee referred to <i>NEW 3, Sports Development</i> , in the Additional Final Settlement Budget Pressures and requested a breakdown of how much will be available for the Community Chest sports fund for match funding for Clubs, Community grants and awards.	Corporate Director – Social Services and Wellbeing	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Medium Term Financial Strategy 2026-27 to 2029-2030	Members referred to COM 2 – Emerging Directorate Pressures and <i>NEW 6, Transport</i> , in the Additional Final Settlement Budget Pressures which both relate to the pilot schemes for new bus routes and the Committee requested details of the new proposed routes and the likely costs of the proposed schemes.	Corporate Director – Communities / Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
27 Jan 2026	Capital Strategy 2026-27	The Committee discussed the accuracy and timeliness of data in the Quarterly Capital Programme reports to Council and recommended that consideration be given to the use and inclusion of real time data and the timeliness of reporting. In particular, that any approved key projects, delays or additional spend on projects are included.	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Capital Strategy 2026-27	The Committee recommended that visual infographics are included, e.g. flowcharts, diagrams, etc. demonstrating how projects are instigated, the approvals process for a project to be accepted for the Capital Programme and how return on investment or the revenue impact of a project is assessed.	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Capital Strategy 2026-27	The Committee expressed concern regarding foreseeable delays or slippage in the delivery of Capital Programmes and recommended that all projects receive robust sign-off and that project management is standardised across all projects	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		and programmes to ensure the correct escalation points take place at the right times.			
27 Jan 2026	Capital Strategy 2026-27	The Committee referred to Cabinet's response to Recommendation 3 from the Scrutiny Budget Working Group which was accepted but the narrative response did not indicate any further action would be taken and recommended that as part of the proposed transformation growth, consideration be given to how Capital Programmes in other Local Authorities and organisations are managed to explore best practice and to evaluate, inform and improve Bridgend's approach.	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Capital Strategy 2026-27	The Committee requested how much of the total of the Capital Programme of £303m, is allocated to the achievement of the Net Zero 2030 Commitment.	Chief Officer – Finance, Housing and Change	ACTIONED – response and information circulated on 9 March 2026.	Follow link here
27 Jan 2026	Capital Strategy 2026-27	The Committee requested sight of the risk registers and other illustrative examples of risk	Chief Officer – Finance, Housing and Change	ACTIONED – response and information	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		management of Capital Projects.		circulated on 9 March 2026.	
27 Jan 2026	Forward Work Programme Update	The Committee requested that the following items be added to their Forward Work Programme: a. Council's Preparedness to Respond to Storms and Adverse Weather to include the Council's Strategy regarding Flood Response and Prevention; and b. Quarterly Updates from the Transformation Programme Board once established.	Scrutiny / Chair of Committee	Scrutiny to action in Work Planning Meetings with the Chair and Corporate Director. Item added to the Committee's Forward Work Programme.	Item added to 'Reports to be Scheduled' part of the Committee's Forward Work Programme.

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

Thursday, 3 July 2025 at 11am		
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 11am		
Report Topic	Information Required / Committee's Role	Invitees
Mental Health and Wellbeing Support for Learners	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.	<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 Youth Council Representative Representatives from Health Representatives from CAMHS Headteacher Nominees

Monday, 13 October 2025 at 11.00am – CANCELLED Monday, 24 November 2025 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
Online Safety and Digital Learning -	Overview of the issues regarding online safety and key priorities and 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) Youth Council Representative Headteacher Nominees

Monday, 9 February 2026 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
Teaching and Learning	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 – School Improvement Headteacher / Learner Representatives

Meeting Postponed – Date and Scheduling of Items to be discussed in Work Planning Meeting Monday, 16 March 2026 at 11am		
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 – School Improvement Headteacher Nominees Youth Council Representative

Date to be arranged		
Report Topic	Information Required / Committee's Role	Invitees
Future School Modernisation	An audit of the condition of all schools in Bridgend County. 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	<u>Cabinet Member</u> Cabinet Member for Education and Youth Services; Cabinet Member for Finance & Performance; <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; Youth Council Representative Headteacher Nominees

School Maintenance TBC (Communities)	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.	
Physical Health, Healthy Living and Wellbeing	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> <u>Headteacher Nominees</u> Invitees to be confirmed <u>Youth Council Representative</u> Invitee to be confirmed

Referral from Corporate Overview and Scrutiny Committee – 23 October 2025 – Reported on 9 February 2026

The Committee expressed concern regarding the number of schools projecting a deficit budget and the extent of the deficits and requested that Education and Youth Services Overview and Scrutiny Committee (EYS OSC) consider requesting a report to monitor the situation.

Referral from Social Service, Health and Wellbeing Overview and Scrutiny Committee – 6 November 2025 – Reported on 9 February 2026

Members expressed concern that home-educated learners may not have adequate contact with the Local Authority and the Committee were advised that the level is set by National Guidance. The Committee **recommended** that legal advice be sought as to whether the Guidance can tailored to have increased contact with the learners and ensure they are appropriately safeguarded.

The Committee further **recommended** to refer the matter to Education and Youth Services

Overview and Scrutiny Committee to consider adding the matter to their Forward Work Programme to monitor the situation.

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:

- Spring 2026 – English Language School Catchment Areas / Capacity

Research and Evaluation Panel

- TBC in 2026 - School Improvement Research and Evaluation Panel (REP)

Briefings and Workshops

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

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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
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 Representations and Complaints 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.

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

Report Topic	Information Required / Committee's Role	Invitees
Care Inspectorate Wales Improvement Check of Children and Family Services - June 2025 and Care Inspectorate Wales Fostering Service Inspection - June 2025	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> Representatives 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
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; and Group Manager – Prevention and Wellbeing.

Thursday, 4 December 2025 at 10.00am
POSTPONED

APPENDIX D

Friday, 23 January 2026 at 10.00am (Postponed from 4 December 2025)		
Report Topic	Information Required / Committee's Role	Invitees
Healthy Living Partnership – Agency Model	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 Head of Development and Partnerships – Greenwich Leisure Limited

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	

Cancelled for Pre-Election Period – Scheduling of Items to be discussed in Work Planning Meeting Monday, 27 April 2026 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
Western Bay Adoption Service Inspection 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 Children and Family Services; Deputy Head of Children and Family Services.

2026-27 Draft Forward Work Programme

Thursday, 9 July 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	This will form part of the Digital Strategy which will be reported to the Corporate Overview and Scrutiny Committee Pre-Decision.

	Services and Wellbeing Directorate and how it is envisaged it could safely aid a reduction in staff numbers.	To be scheduled after the Digital Strategy has been considered at COSC.
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Items to be Scheduled to the Committee's Forward Work Programme

- Support for Care Leavers (including input from Employability and Housing). The Committee have requested that Care Experienced young people be invited for this item.

(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)
- Future Arrangements for Advocacy for Adults and Children
- A closed session detailing confidential information presented to Social Services Improvement Board (including live case studies)
- Review of the Regional Operating Model of the Emergency Duty Team
- Review of the Fostering Service (9-12 months from October 2025)
- External Review of Strength Based Outcome Focused Practice Model being embedded into Adult Social Care
- Further Report regarding the Community Hubs Strategy (at the appropriate time early in 2026)

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Communities, Environment and Housing Overview and Scrutiny Committee
2025-26 Forward Work Programme
and draft 2026-27 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; Housing Solutions Team Manager.
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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
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; Group Manager – Economy, Natural Resources & Sustainability.

Monday, 8 December 2025 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Porthcawl Regeneration		<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u>

		Corporate Director – Communities; Group Manager – Strategic Regeneration; Porthcawl Regeneration Programme Manager.
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Meeting Repurposed to an All-Member Briefing on the Item shown below Monday, 23 February 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Pride in Place Impact Fund (PIPIF)		<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; <u>Officers</u> Corporate Director – Communities; Group Manager – Strategic Regeneration; and Regeneration Funding and Regional Engagement Team Leader

Cancelled for Pre-Election Period – Scheduling of Items to be discussed in Work Planning Meeting Monday, 20 April 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Bridgend Town Centre Masterplan & Regeneration	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.
Condition of the Highways and Status of Road Resurfacing Programme	Including: - Repairs and maintenance; - Road resurfacing and potholes; - Network management of utilities; and - The development of internal metrics for repairs and closing referrals.	<u>Cabinet Member</u> Cabinet Member for Climate Change and the Environment; <u>Officers</u> Corporate Director – Communities; Interim Head of Operations – Communities; Group Manager – Highways and Green Spaces; Highways Network Manager.

Monday, 13 July 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Maesteg Town Hall TBC	To include a walkaround before the meeting (week 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.
Grand Pavillion TBC	To include a walkaround before the meeting (subject to building works at that time).	

Monday, 28 September 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Local Lettings Policy – Porthcawl	Joint report with Communities and Housing	<u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing; Cabinet Member for Climate Change and the Environment <u>Officers</u> Corporate Director – Communities;
Cemeteries Review TBC		

Monday, 2 November 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Fleet Services Review TBC		<u>Cabinet Member</u> Cabinet Member for Climate Change and the Environment; <u>Officers</u> Corporate Director – Communities;

Monday, 4 December 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
TBC		

Briefings:

Topic	Information Required / Committee's Role	Invitees
Highway Infrastructure	Including: - Repairs, maintenance and prioritisation process.	Spring 2026 (Before 20 April 2026 Committee Meeting)
Future Waste Services		All Member Briefing pre-Council - July 2026
Corporate Joint Committees Regional Responsibilities		All Member Briefing Date to be confirmed
Revised Social Housing Allocation Policy	The changes especially in respect of the bands and how properties will be allocated.	All Member Briefing Date to be arranged in line with final adoption of Policy

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

- 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.
- Water quality and pollution and the capacity of the Penybont Wastewater Treatment Works to include plans to meet future demand from significant increases in the number of properties planned from a number of new developments and that Welsh Water and Natural Resources Wales be invited to attend.
- Street / Utility work including charges
- 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
- Housing (with Registered Social Landlord Invitees)
- A report on the CAT Programme to be added to the Forward Work Programme in 12-18 months to evaluate progress, including an update on the recommendations of an internal audit which took place in April 2025, set out in paragraph 2.1.6 of the report.
- Final UKSPF monitoring report, including a complete analysis of the successes and the lessons learned for future projects and to include:
 - details of how the public, businesses and community organisations were informed and supported to make full use of available funding, including how the Bridgend County Prosperity Co-Production Framework had informed decision-making about the UKSPF.
 - detailed information regarding the feasibility studies funded by the UKSPF and how many have or will become viable projects.

- detailed evaluation of the sustainability of jobs created across the three themes as a result of UKSPF funding, to include the monitoring processes and the support offered by BCBC; and
- detailed information about the impact the cut in funding during the transition year had on projects in the community

Information reports to be provided

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

Referral from Corporate Overview and Scrutiny Committee – 11 December 2025

The Committee discussed the Corporate Complaints report presented to the previous meeting of the Governance and Audit Committee (GAC) on 27 November 2025 where concerns were raised regarding the number of complaints regarding waste contract, the majority of which were upheld. The Committee were given some reassurance by the Corporate Director and advised that GAC have requested further information but **requested** that the issue be referred to the Communities, Environment and Housing Overview and Scrutiny Committee for information in the meantime.