

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	30 JANUARY 2024
Report Title:	CORPORATE PLAN / DELIVERY PLAN REVIEW FOR 2024 / 25
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Council’s priorities in the Corporate Plan / Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.
Executive Summary:	This report sets out a proposed process for review of the Council’s Corporate Plan / Delivery Plan for 2024/25 to reflect budgets. It asks that Corporate Overview and Scrutiny Committee consider – <ul style="list-style-type: none"> • The review process and timeline • Their previous list of additional performance indicators • Additional areas of focus on service user perspectives.

1. Purpose of Report

- 1.1 The purpose of this report is to outline to the Committee a proposed process for the review of the Corporate Plan / Delivery Plan for 2024/25.

2. Background

- 2.1 Bridgend County Borough Council (BCBC) currently has a high level, five-year Corporate Plan 2023-28. The Council took a new approach for 2023 and did not include commitments or performance indicators in the Corporate Plan. Instead, the Council developed a one-year delivery plan so it could be more agile and flexible to the changing operating environment.
- 2.2 Since late 2023, work has been underway to develop financial plans and scenarios on the basis that there are likely to be severe budget pressures in the coming year. Councils received their provisional budget settlements for 2024-25 from Welsh Government on 20 December 2023. The headline figure was an overall increase of 3.1% across Wales, and for Bridgend, a reported increase of 3.0% in Aggregate External Finance (AEF). The proposed budget for 2024-25 is £359.725 million, and this includes pay and price pressures of £21.5 million, service budget pressures of £11.856 million and budget

reductions of £16.039 million. This means the Council will need to look at a new operating model. The issues will also need to be carefully communicated to local residents in coming months.

3. Current situation / proposal

- 3.1 Now that the Council has received its provisional budget settlement for 2024-25 it is in a good position to consider how best to proceed with the development of the one-year 2024/25 Corporate Plan Delivery Plan. Corporate Management Board (CMB) have agreed that the Council will use the existing Delivery Plan for the basis of these discussions, and Directorate Management Teams (DMTs) are currently reprioritising the commitments and performance indicators in this document, to be discussed at a Head of Service / CMB event on 31 January 2024. The process that will be followed is set out in the following table:-

What	Who	When
<p>Review the 2023/24 Corporate Plan Delivery Plan (CPDP) to identify –</p> <ul style="list-style-type: none"> • Unfunded commitments for removal • Partly funded commitments for updating • Unfunded / unstaffed areas of business as usual where performance indicators should be removed • Unfunded / unstaffed areas of business as usual where performance indicators' targets will need to be changed <p>Make recommendations to CMB / Heads of Service for changes to the CPDP.</p>	Directorate DMTs (with support from Performance Team)	By Wed 24 Jan
Pull together recommendations from each directorate and write report for CMB / HoS	Performance Team	By Fri 26 Jan
Review the recommendations from Directorates and assess the level of change	CMB / Heads of Service	31 Jan
Consider the broader picture – any additional information from Corporate Overview and Scrutiny Committee (COSC), and if changes are significant, do we want to review	CMB / Heads of Service	31 Jan

or update whole Wellbeing Objectives		
Update the document and write covering report for Cabinet CMB / COSC	Performance Team	Early Feb
Consider changes	CCMB	Late Feb / Early March
Consider changes	COSC	March
Political sign-off of CPDP 2024/25	Council	March / April

- 3.2 In addition to the review of priorities in light of financial pressures, there are two further areas for review -
- COSC proposals for additional indicators
 - Service User perspectives
- 3.3 During the target setting process and the review of performance at quarter 2 of 2023, members raised a number of areas they would like to see better represented by performance indicators in the future. These are included at **Appendix 1**. Corporate Overview and Scrutiny members are asked to update and refine this list for consideration at the Head of Service / CMB session on 31 January. It would be helpful if the Committee would consider in doing this the cost / benefit of adding indicators in this time of unprecedented financial pressures, adding the minimum possible. This is due to the extra staff and administrative burden both in the performance team, and directorate teams of broadening our performance management framework at this stage.
- 3.4 The performance team has received feedback from Audit Wales that states, *'The Council's performance information does not enable senior leaders to understand the service user perspective and progress towards intended outcomes, restricting their ability to understand the impact of the Council's services and policies.'* It also said this performance information should be:-
- relevant to the objectives the Council has set itself.
 - sufficient to enable an understanding of the service user perspective.
 - sufficient to provide an understanding of progress towards the outcomes the Council is planning to achieve.
 - drawn from the diversity of service users including groups who share protected characteristics; and
 - used to inform comparisons with the performance of similar bodies.
 - demonstrate that the Council has involved service users in determining which information to collect.
- 3.5 The performance team has undertaken a review of service user perspectives data currently collected in the Council (though not necessarily as part of the Corporate Plan), and split this into categories looking at different ways we can capture service user perspective data in order to get a full picture of how services are perceived by the public, which services are they using most, how

responsive we are to service demand, and has there been a genuine outcome for the service user. These are categorised as –

- Service user feedback/satisfaction
- Service user outcome
- Responsiveness to service user need
- Service usage/participation levels

This has been mapped against our wellbeing objectives in **Appendix 2**.

3.6 The Performance Team has also looked at examples of data collected by other Councils across Wales, and the information that can be used from National Survey data and Self-Assessment Data Tool provided by Data Cymru. It should be noted that use of this data can come with risk of time lags in availability of data, and lack of control over the scope of the data. Corporate Overview and Scrutiny members are asked to consider the review and highlight any areas of interest for consideration at the Head of Service / CMB session on 31 January. Again, it would be helpful if the Committee would consider in doing this the cost / benefit of adding indicators in this time of unprecedented financial pressures. This is due to the extra staff and administrative burden both in the performance team, and directorate teams of broadening our performance management framework at this stage.

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

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

5. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives

5.1 This report proposes an approach to reviewing the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

1. A county borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency

6. A County Borough where people feel valued, heard and part of their community
 7. A County Borough where we support people to live healthy and happy lives
- 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6. Climate Change Implications

- 6.1 There are no specific implications of this report on climate change. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including safeguarding and corporate parenting.

8. Financial Implications

- 8.1 Review of the Corporate Priorities will be undertaken in line with the development of budgets for 2024/25.

9. Recommendations

- 9.1 It is recommended that Corporate Overview and Scrutiny Committee:-
- Considers the proposed way forward for the review of the Corporate Plan Delivery Plan
 - Considers the list of additional performance indicators Committee members proposed throughout 2023 as set out in **Appendix 1**
 - Considers how best to measure service user perspectives as part of the Council's performance management framework, as set out in **Appendix 2**

Background documents

None

Appendix 1 – Member requests for additional PIs

WBO1	Better homelessness PIs
WBO2	More measures relating to how we support businesses Better wording for employability PIs
WBO3	Addition of a flying start PI More measures relating to leisure / sports participation in Valleys
WBO4	None
WBO5	More planning PIs Addition of PIs for <ul style="list-style-type: none"> • Heat pumps • Electric charging points • Waste enforcement • Tree planting
WBO6	Addition of measures relating to culture (adults)
WBO7	None

Appendix 2 – Examples of Service User Perspectives data

Service User Perspectives data relating to BCBC’s 7 Wellbeing Objectives

Objective	Existing BCBC data	Other Council’s PIs	National information
<p>WBO 1 – Protect our most vulnerable</p>	<p>Service User Outcome</p> <ul style="list-style-type: none"> • % of completed TAF support plans that close with a successful outcome • % of reablement packages completed that mitigated need for support • % of eligible carers who were offered a carer’s assessment • Number of people who access independent advocacy to support their rights • % 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 <p>Service demand/participation levels</p> <ul style="list-style-type: none"> • Number of reablement packages completed. <p>Responsiveness to Service User Need</p> <ul style="list-style-type: none"> • % of Adult safeguarding inquiries which receive initial response within 7 working days • % of Childrens referrals where decision is made within 24 hours • Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list • Timeliness of visits to children who are care experienced or on the child protection register 	<ul style="list-style-type: none"> • % of service users who confirm that the support they have received has assisted them to maintain independence • % of children supported to remain living with their family • % of assessments completed for children within statutory timescales • % of child assessments completed in time • % of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home • % of domestic abuse victims that report they feel safer as a result of target hardening • % of clients accessing substance misuse services who reported an improvement in their quality of life • % of supporting people clients satisfied with the support received • % of people reporting that they can do what matters to them 	<ul style="list-style-type: none"> • % of people who feel safe • Number of dwellings improved with a Disabled Facilities Grant (DFG) per 10,000 households • Number of DFGs completed • % of completed DFGs where the full cost of the eligible works was covered

Objective	Existing BCBC data	Other Council's PIs	National information
	<p>Service User Feedback/satisfaction</p> <ul style="list-style-type: none"> • % of people who feel they can live more independently as a result of receiving a DFG in their home 	<ul style="list-style-type: none"> • % of children and young people reporting that they are happy with who they live with • % of carers reporting they feel supported to continue in their caring role • % of people reporting they felt involved in any decisions made about their care and support • % of people who have received a DFG who feel the assistance has made them safer and more independent in their own home 	
<p>WBO 2 - fair work, skilled, high-quality jobs and thriving towns</p>	<p>Service User Outcome</p> <ul style="list-style-type: none"> • Number of participants in the Employability Bridgend programme going into employment • Number of under-employed participants leaving Employability Bridgend with an improved labour market position • Number of participants in the Employability Bridgend programme supported into education or training • Number of businesses receiving support through Shared Prosperity Funding • Number of business start-ups assisted <p>Service demand/participation levels</p> <ul style="list-style-type: none"> • Number of referrals to the employment service in Assisting Recovery in the Community (ARC) 	<ul style="list-style-type: none"> • % of surveyed residents who consider our town centres to be attractive places to visit and shop 	<ul style="list-style-type: none"> • % of people moderately or very satisfied with their jobs • % of people in employment (Employment rate for 16-64 year olds) (FG21) • Jobs created or safeguarded with the help of the local authority

Objective	Existing BCBC data	Other Council's PIs	National information
WBO 3 – thriving valleys communities	<p>Service User Outcome</p> <ul style="list-style-type: none"> • Number of commercial properties assisted through the enhancement grant scheme <p>Service demand/participation levels</p> <ul style="list-style-type: none"> • Number of visits to venues for all purposes 	<ul style="list-style-type: none"> • % of residents satisfied with completed regeneration projects 	<ul style="list-style-type: none"> • % of people satisfied with their local area as a place to live • Life satisfaction rating • % of people satisfied with their ability to access the facilities and services they need
WBO 4 – help people meet their potential	<p>Service User Feedback/satisfaction</p> <ul style="list-style-type: none"> • Pupil / Adult Survey regarding Education and Family Support (EFS) Strategic Plan 2023-26 – questions aim to understand whether people understand the EFS Strategic Plan and if the themes in the plan are appropriate, what has been missed and whether self-assessment was accurate • Post Occupancy Evaluation – Pupils / Teachers – asks about whether wellbeing outcomes are being met, quality of learning environment, quality of leadership etc. • % of adults that think the library has helped them develop new skills (Awen) • % of children (7-16) that think the library helps them learn and find things out (Awen) <p>Service demand/participation levels</p> <ul style="list-style-type: none"> • Participation in targeted activities for people with additional or diverse needs (Social Services and Wellbeing (SSWB)) • Participation in the national free swimming initiative for 16 and under (SSWB) 	<ul style="list-style-type: none"> • % success rate on accredited courses for priority learners • % of supporting people service users who confirm that the support they received has assisted them to maintain their independence. 	<ul style="list-style-type: none"> • % of people living in households in material deprivation • % of people who are active global citizens

Objective	Existing BCBC data	Other Council's PIs	National information
	<ul style="list-style-type: none"> Participation in active for life and holiday playworks programmes % of learners enrolled in local authority community learning per 1,000 adult population 		
WBO 5 – responding to climate and nature emergency	<p>Responsiveness to Service User Need</p> <ul style="list-style-type: none"> % of all planning applications determined within 8 weeks % of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings <p>Service User Outcome</p> <ul style="list-style-type: none"> % of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness 	<ul style="list-style-type: none"> % of people satisfied with cleanliness standards % of people satisfied with waste collection services % of customers satisfied with country parks 	
WBO 6 – people feel valued, heard and part of their community	<p>Service User Outcome</p> <ul style="list-style-type: none"> Number of people supported to have their needs met in their communities by local community co-ordinators / community navigators <p>Service User Feedback/satisfaction</p> <ul style="list-style-type: none"> % of participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused in the last year? <p>Service demand/participation levels</p>	<ul style="list-style-type: none"> Citizen's satisfaction with Council services % of people that agree their local council provides high quality services % of residents satisfied with regeneration projects % of customers who are satisfied with access to services across all channels Average speed of answer for calls on the Welsh language line (seconds) 	<ul style="list-style-type: none"> % who feel able to influence decisions affecting their local areas % of people who agree that there is good community cohesion in their local areas % of people who are lonely

Objective	Existing BCBC data	Other Council's PIs	National information
	<ul style="list-style-type: none"> • Level of engagement across consultations, with corporate communications to residents, across all corporate social media accounts <p>Responsiveness to Service User Need</p> <ul style="list-style-type: none"> • % first call resolutions (via Customer Contact Centre) 	<ul style="list-style-type: none"> • % of people reporting they feel satisfied with their social networks 	
WBO7 – healthy and happy	<p>Service demand/participation levels</p> <ul style="list-style-type: none"> • BCBC Young People Lifestyle Survey – participation in sport and related lifestyle and wellbeing factors. • Number of visits by older adults to physical activity opportunities supported • Number of individuals who commence programmes and complete 16 weeks of activity • % of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) • Participation in the summer reading challenge in libraries • Participation in Childrens events in libraries • Number of two-year-olds accessing childcare through the Flying Start programme <p>Service User Outcome</p> <ul style="list-style-type: none"> • Awen Cultural Trust work with library users – range of quantitative / qualitative indicators • Rating of library on a scale of 0-100 • Strengths of Books on Wheels Service 		<ul style="list-style-type: none"> • Happiness/anxiety ratings • Mean mental wellbeing score • Life satisfaction rating • Sport and Active lifestyles report – asks about participation in sport/activity and demand for activity being met or not • Sport Wales school sport survey – asks about access to support etc (especially for those with Additional Learning Needs)

Objective	Existing BCBC data	Other Council's PIs	National information
	<ul style="list-style-type: none"> • Number of play areas that have been refurbished • % of nursery, reception, year 1 and year 2 learners offered a free school meal • % of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' • Number of people delayed in their transfer of care on the 'discharge to recover and assess' pathways • Number of completed affordable new build dwellings provided by Registered Social Landlord (RSLs) <p>Service User Feedback/satisfaction</p> <ul style="list-style-type: none"> • % of adults that think the library has made a (positive) difference to their lives (Awen) • % of adults that have found helpful information on health and wellbeing at the library (Awen) • What difference does using the library make to your life? • % of adults that think choice of books is 'very good' or 'good' • % of adults that think the standard of customer care is 'very good' or 'good' • % of adults that think the IT facilities are 'very good' or 'good' <li style="padding-left: 20px;">% of adults that think the library is 'very good' or 'good' overall 		

Service User Perspectives data relating to BCBC's 5 Ways of Working (WoW)

Way of Working	Existing BCBC Performance Indicators or data already collected	Other Council's PIs	National Survey Measures/Self-assessment Data Tool
WOW 1 – Better and more targeted use of resources	<ul style="list-style-type: none"> • Channel Shift data • Social media usage • Chatbot usage statistics • Website usage statistics 	<ul style="list-style-type: none"> • Demand reduction • Channel shift • Social media satisfaction • Chatbot satisfaction • Website satisfaction 	
WOW 2 – One Council, working well together and with partners	<ul style="list-style-type: none"> • Awen data 		
WOW 3 - Improving communication, engagement and responsiveness	<ul style="list-style-type: none"> • Bulletin statistics – engagement and open rates • Response to consultations • Use of different channels • Customer service measures (including resolution at first point of contact) 	<ul style="list-style-type: none"> • % Black and Minority Ethnic (BaME) respondents to corporate consultations and exercises • % people who have received support from the information, advice and assistance service and have not contacted the service again during the year • % people reporting they have received the right information or advice when they needed it • % people reporting they have received support in their language of choice • Satisfaction with engagement / bulletins 	<ul style="list-style-type: none"> • Complaints statistics (many examples – complaints received & per 1,000 residents, stages reached, closed by the council, % referred to ombudsman, upheld, closed by the ombudsman, early resolution by council etc) • Compliments statistics (compliments received, per 1,000 population, and by service)

Way of Working	Existing BCBC Performance Indicators or data already collected	Other Council's PIs	National Survey Measures/Self-assessment Data Tool
WOW 4 – Supporting and Empowering Communities	<ul style="list-style-type: none"> • Telephony statistics – queue waiting / handling times • Star ratings from customers completing online forms • Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators 		
WOW 5 – Protecting the services that matter to you the most	<ul style="list-style-type: none"> • Budget consultation and staff survey • Schools' consultation data 	<ul style="list-style-type: none"> • Satisfaction with Council working to improve services offered • Has the council responded well to needs of residents 	