

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



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

*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.*



Annwyl Cyngorydd,

### **PWYLLGOR TROSOLWG A CHRAFFU CORFFORAETHOL**

Cynhelir Cyfarfod Pwyllgor Trosolwg a Chraffu Corfforaethol yn o Bell Trwy Timau Microsoft ar  
**Dydd Mercher, 19 Ionawr 2022 am 09:30.**

### **AGENDA**

1. Ymddiheuriadau am absenoldeb  
Derbyn ymddiheuriadau am absenoldeb gan Aelodau.
2. Datganiadau o fuddiant  
Derbyn datganiadau o ddiddordeb personol a rhagfarnol (os o gwbl) gan Aelodau /  
Swyddogion yn unol â darpariaethau'r Cod Ymddygiad Aelodau a fabwysiadwyd gan y  
Cyngor o 1 Medi 2008.
3. Cymeradwyaeth Cofnodion 3 - 20  
I dderbyn am gymeradwyaeth y Cofnodion cyfarfod y 07 10 21
4. Strategaeth Ariannol Tymor Canolig 2022-23 i 2025-26 21 - 70

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Gwahoddwyr:

Cynghorydd Huw David - Arweinydd  
Cynghorydd Hywel Williams - Dirprwy Arweinydd  
Cynghorydd Dhanisha Patel - Aelod Cabinet - Lles a Chenedlaethau Dyfodol

Mark Shephard - Prif Weithredwr  
Carys Lord - Pennaeth Cyllid, Perfformiad a Newid  
Kelly Watson - Prif Swyddog, Gwasanaethau Cyfreithiol a Rheoleiddio, AD a Pholisi Corfforaethol

Deborah Exton - Dirprwy Bennaeth Cyllid  
Martin Morgans – Pennaeth Gwasanaeth - Perfformiad a Gwasanaethau Partneriaeth  
Christopher Morris - Rheolwr Cyllid - Rheoli Cyllidebau: Gwasanaethau cymdeithasol a Lles / Cyfarwyddiaeth y Prif Weithredwr

5. Materion Brys

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

Nodyn: Sylwch: Yn sgil yr angen i gadw pellter cymdeithasol, ni fydd y cyfarfod hwn yn cael ei gynnal yn ei leoliad arferol. Yn hytrach, bydd hwn yn gyfarfod rhithwir a bydd Aelodau a Swyddogion yn mynychu o bell. Bydd y cyfarfod yn cael ei recordio i'w ddarlledu ar wefan y Cyngor cyn gynted ag sy'n ymarferol ar ôl y cyfarfod. Os oes gennych unrhyw gwestiwn am hyn, cysylltwch â [cabinet\\_committee@bridgend.gov.uk](mailto:cabinet_committee@bridgend.gov.uk) neu ffoniwch 01656 643147 / 643148.

Yn ddiffuant

**K Watson**

Prif Swyddog, Gwasanaethau Cyfreithiol a Rheoleiddio, AD a Pholisi Corfforaethol

**Dosbarthiad:**

Cynghowrwyr

JPD Blundell  
DG Howells  
M Jones  
RL Penhale-Thomas

Cynghorwyr

KL Rowlands  
RMI Shaw  
JC Spanswick  
T Thomas

Cynghorwyr

MC Voisey  
A Williams  
AJ Williams

## Presennol

Y Cynghorydd KL Rowlands – Cadeirydd

J Gebbie  
JC Spanswick

M Jones  
T Thomas

RL Penhale-Thomas  
A Williams

RMI Shaw  
AJ Williams

### Ymddiheuriadau am Absenoldeb

JPD Blundell a/ac DG Howells

### Swyddogion:

Lucy Beard	Swyddog Cymorth Craffu
Debra Beeke	Rheolwr Grŵp – Adnoddau Dynol a Datblygu Trefniadaethol
David Holland	Pennaeth Gwasanaethau Rheoliadol a Rennir
Mark Shephard	Prif Weithredwr
Tracy Watson	Swyddog Cymorth Craffu
Kelly Watson	Prif Swyddog – Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio

### 40. DATGANIADAU O FUDDIANT

Dim

### 41. CADARNHAU COFNODION

#### PENDERFYNIAD:

Bod Cofnodion cyfarfod y Pwyllgor Trosolwg a Chraffu Corfforaethol ar 5 Gorffennaf 2021 yn cael eu cymeradwyo fel cofnod gwir a chywir, yn amodol ar yr uchod.

### 42. MODEL DARPARU GWASANAETHAU AR GYFER Y DYFODOL

Cyflwynwyd adroddiad gan y Prif Weithredwr a oedd yn cynnwys yr heriau yr oedd pob awdurdod lleol a sefydliad gwasanaethau cyhoeddus yn eu hwynebu wrth i'r cyfnod o adfer ddechrau yn sgil y pandemig. Ar nodyn mwy cadarnhaol, roedd hefyd yn cyfeirio at y cyfleoedd sy'n bodoli ac am groesawu rhai o'r newidiadau a oedd wedi digwydd dros y deunaw mis diwethaf, ac am geisio eu hymgorffori mewn model sy'n addas i'r diben ar gyfer yr Awdurdod wrth barhau, ac un sydd, yn bwysicaf oll, yn dal i ddarparu gwasanaethau effeithiol i'r cyhoedd yn ogystal â gwireddu rhai o'r manteision a nodwyd yn yr adroddiad ynghylch cydbwysedd rhwng bywyd a gwaith, lles staff, cynhyrchiant uwch ac ôl troed carbon is.

Teimlai ei bod yn bwysig cydnabod nad mater i Ben-y-bont ar Ogwr yn unig yw hyn, ond bod Prif Weithredwyr eraill yng Nghymru hefyd yn gwneud gwaith tebyg ac yn archwilio atebion. Roedd yr adroddiad yn fwy manwl na'r adroddiad i'r Cabinet, a hynny er mwyn rhoi sicrwydd a'r manylion diweddaraf i'r Aelodau am y math o waith a oedd yn cael ei wneud. Roedd yn rhestru'r egwyddorion strategol yr oeddent yn gweithio arnynt i ddatblygu'r model a'r manteision a'r heriau a fydd yn bodoli wrth symud ymlaen, gan arwain tuag at fodel sy'n fwy cyfunol a hybrid. Dywedodd ei bod yn annhebygol y byddai'r Awdurdod yn dychwelyd i'w ffyrdd o weithredu cyn y pandemig, lle'r oedd y rhan fwyaf o staff yn gweithio pum niwrnod yr wythnos, 8:30-5:00pm, mewn amgylchedd swyddfa. Byddai'n llawer mwy tebygol y byddent yn y pen draw yn defnyddio model lle byddai rhai staff yn parhau i weithio gartref neu o bell lle bo'n briodol, ond roeddent yn

awyddus i ychwanegu gwerth at hynny, ac yn wahanol i sut oedd pethau yn anterth y pandemig, maent am greu cyfleoedd i bobl weithio yn y swyddfa pan fo angen, a chreu gwell cyfleoedd i bobl weithio mewn timau pan fo angen, ac i archebu ystafelloedd i gyfarfod. Er bod llawer o bethau'n gweithredu'n effeithiol iawn dros Teams, mae rhai pethau'n gweithio yn well o lawer wyneb yn wyneb, ac roeddent yn ymdrechu i sicrhau'r cydbwysedd hwnnw rhwng cadw ac ymgorffori rhai o'r pethau sydd wedi gweithio'n dda, gan gynnwys darparu gwasanaethau a fu'n gweithredu'n rhithwir a'n ddigidol yn bennaf, ond gan gydnabod hefyd y bu rhai problemau a heriau gyda'u gweithrediad dros y deunaw mis diwethaf. Er enghraifft, maes o law, gallent greu canolfannau o gwmpas y fwrdeistref sirol, mewn llyfrgelloedd o bosibl, lle gallai pobl gael mynediad at wasanaethau'r Cyngor mewn ffyrdd gwahanol i'r rhai a ddefnyddiwyd yn y gorffennol. Roedd yn bwysig cydnabod bod ymatebion i'r arolwg wedi dangos bod llawer o'r boblogaeth yn hoffi cael mynediad at wasanaethau'n ddigidol ac ar y we, felly mae angen cadw hynny, ond gan ddeall hefyd fod rhai pobl angen cymorth â hyn. Rhoddodd sicrwydd i'r Aelodau fod llawer o waith yn mynd rhagddo, ond pwysleisiodd na fydd atebion yn cael eu canfod yn gyflym, er ei fod yn ddarn o waith enfawr a thyngedfennol i'n cenhadaeth. Dywedodd eu bod yn ymwybodol fod y gwaith cychwynol yn cael ei wneud mewn cyfnod interim a fydd yn parhau tan y gwanwyn nesaf o leiaf, er ei fod ef ei hun yn credu y byddai'n cymryd llawer mwy o amser na hynny i'r system gyfan gael ei hymgorffori, gan fod sôn am newidiadau posibl o ran telerau ac amodau staff, trafodaethau gydag undebau llafur a newidiadau sylfaenol yn eu buddsoddiad mewn TG i alluogi pobl i weithio'n fwy effeithiol yn barhaol, ac unwaith y byddent wedi'u hymgorffori efallai bydd modd rhesymoli am y swyddfeydd a chael gofod swyddfa llai. Eglurodd y Prif Weithredwr nad rhaglen arbedion ydoedd, a phe bai arbedion maes o law, gellid eu buddsoddi mewn mannau eraill. Roedd yn bwysig cydnabod bod tair mil o staff yn gweithio mewn ysgolion, felly ni fyddai llawer o'r adroddiad yn berthnasol iddynt, nac ychwaith i staff eraill a oedd yn gweithio mewn meysydd eraill fel gofal cymdeithasol neu mewn depos. Roedd yr adroddiad yn ymwneud yn bennaf â staff swyddfa, ond hyd yn oed wedyn roedd angen cydnabod bod gan bobl rolau gwahanol ag anghenion gwahanol o ran yr amser y maent eu hangen gyda'i gilydd mewn swyddfeydd. Daeth y Prif Weithredwr i'r casgliad bod y model yr oeddent yn ei ddatblygu wedi'i lunio gan ymatebion i'r arolwg staff ac adborth gan reolwyr ynglŷn â'r ffordd orau o'u galluogi i wneud eu gwaith wrth symud ymlaen.

Nododd y Cadeirydd fod yr adroddiad yn dweud eu bod wedi cael cyfarfodydd mentora i adolygu cynnydd, a holodd a fyddai'n bosibl i'r Aelodau gael adborth o'r cyfarfodydd hynny.

Dywedodd y Prif Weithredwr y gellid darparu crynodeb o'r camau sy'n deillio o bob cyfarfod. Eglurodd ei fod yn cael ei redeg fel Bwrdd Rhaglen, ac mai ef oedd yn ei gadeirio'n fisol, ac y gallai'r camau gweithredu fod o fwy o ddiddordeb i'r Pwyllgor gan fod llawer o'r gwaith wedi'i wneud yn y ffyrddiau gwaith yn hytrach na chan y Bwrdd. Eglurodd bod rhywfaint o ymchwil gan awdurdodau eraill wedi eu helpu i ddeall sut yr oedd eu modelau'n gweithio, e.e. roedd Sir Fynwy wedi gweithredu heb brif safle swyddfeydd am bump neu chwe blynedd, felly byddai modd dysgu rhywfaint ganddynt, ac yna roedd rhywfaint o waith manwl, mewn TG er enghraifft, i geisio deall lefel y buddsoddiad sydd ei angen i sicrhau, yn briodol ac yn barhaol, y gallai pobl weithio'n effeithiol o gartref, a byddai hynny'n berthnasol i Aelodau yn ogystal â swyddogion.

Diolchodd y Cadeirydd i'r Prif Weithredwr a dywedodd yr hoffai i'r Pwyllgor gael rhagor o wybodaeth mewn adroddiadau yn y dyfodol gan gynnwys achosion busnes, y broses sefydlu, yr arbedion cost posibl, yr amserlenni a'r risgiau.

Dywedodd y Prif Weithredwr y byddent yn cyrraedd maes o law, er nad oeddent yn barod ar hyn o bryd, ond sylfaen yr holl beth fyddai creu gwahanol achosion busnes a fyddai'n dangos gofyniad buddsoddi er enghraifft – ac na fyddent yn gwneud

penderfyniadau ar fuddsoddiadau heb ddeall yn iawn beth oedd yr achos busnes ac o bosibl beth oedd y costau a'r arbedion wrth symud tuag at fodel gwahanol.

Cyfeiriodd y Cadeirydd at ddatganiad y Prif Weithredwr bod yr adroddiad yn seiliedig ar staff ac ar yr adborth a roddwyd gan staff ynglŷn yr hyn yr oeddent ei eisiau, a'i fod yn cydnabod na fyddai gweithio gartref yn ymwneud â TG yn unig, byddai hefyd yn ymwneud â gweithleoedd staff yn y cartref, sef a oes ganddynt le cyfforddus i weithio ynddo, ac a yw costau cyfleustodau wedi'u hystyried.

Dywedodd y Prif Weithredwr mai'r hyn a amlygwyd oedd rhai o'r pryderon a'r materion amrywiol y bydd yn rhaid iddynt eu datrys, felly o ran staff sy'n gweithio gartref, nid offer TG yn unig fyddai hyn, byddai'n golygu sicrhau fod y rhai a ddynodir i weithio o'u cartrefi yn barhaol leoliadau â gofod desg priodol sydd yn cydymffurfio â deddfwriaeth iechyd a diogelwch. Fel y rhan fwyaf o sefydliadau, bu'n rhaid iddynt ymateb yn gyflym dros y deunaw mis diwethaf, ac mae'n debyg na chafwyd cyfle i sefydlu'r un dull a fyddai'n cael ei ddefnyddio pe bai'n barhaol. Unwaith y gwyddent pa staff fyddai'n gweithio gartref yn barhaol neu'n o'u cartrefi yn bennaf, wedyn byddai'n rhaid iddynt wneud yr asesiad hwnnw o ran eu meysydd gwaith a'u lle. O ran y mater arall, un o'r pethau y byddai Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol yn ei drafod gyda'r Undebau Llafur yw beth fydd gweithio gartref yn ei olygu i staff yn y dyfodol, a sut y mae mynd i'r afael â hynny yn eu telerau a'u hamodau er enghraifft, ond teimlai'r Prif Weithredwr fod ganddynt ddealltwriaeth o'r darlun llawn, ar y naill law byddai arbedion i staff o ran costau teithio, parcio ceir, costau dibrisiant ar eu ceir, ar y llaw arall gallai costau ychwanegol fodoli hefyd.

Eglurodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol y byddai'n ddarn enfawr o waith, ac er eu bod wedi trafod y trefniadau dros dro gyda'r Undebau Llafur drwy gydol y pandemig, nid oeddent wedi cael y cyfle i roi sylw priodol i'r dyfodol yn benodol. Roedd hi wedi cynnig iddynt gyfarfod yn fisol, ar wahân i'r eitem sydd ar yr agenda, gan fod angen iddynt weithio trwy agenda mor fawr, ac roedd y Prif Weithredwr wedi ymrwymo i fynychu'r cyfarfodydd hynny yn ôl yr angen.

Eglurodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol fod pecyn cyfan o bethau ar gael o ran gweithio gartref, ac mae'n rhaid rhoi blaenoriaeth i sicrhau fod staff yn gweithio'n ddiogel, ond dyma faes lle maent wedi cael cyfnod prawf hir, pan fu staff yn gweithio gartref ac yn rhoi adborth am yr hyn sydd wedi gweithio'n dda a beth sydd angen ei wella. Roedd yn credu fod rhai pobl yn teimlo mai dim ond mater o wneud y gorau o'r hyn oedd ganddynt oedd hi, tra bod eraill â'r holl offer yr oeddent ei angen. Fodd bynnag, bydd y ffenestr yn parhau i fod ar agor pe bai rhywun angen unrhyw beth er mwyn gweithio'n ddiogel gartref. Dywedodd mai dyma'r pethau sydd angen eu sylw, gyda chynlluniau clir ar gyfer y model gweithio yn y dyfodol. Cyfaddefodd nad oes ganddynt bolisi drafft ar waith ar hyn o bryd, ond maent wedi dysgu o'u profiadau a chan eraill, ac roedd angen iddynt ystyried telerau ac amodau presennol a deddfwriaeth cyflogaeth. Er na allai gynnig atebion, dywedodd fod hynny'n rhan fawr o'u cynllunio, o ran taliadau lwfans gwaith cartref, costau gweithio hyblyg a theithio, a bod angen arwain hyn oll mewn rhyw ffordd, ond eu bod am ystyried dymuniadau ac anghenion staff, ond byddai angen iddo ffitio'r model darparu gwasanaethau. Roedd yn cydnabod a'n credu fod yr adroddiad yn gwneud hyn, a bydd y modelau hynny'n amrywio o wasanaeth i wasanaeth hefyd.

Gofynnodd Aelod sut mae galwadau ffôn a'r targedau ateb yn cael eu monitro pan fo pobl yn gweithio gartref, a holodd a oedd system yn bodoli pan oeddent yn y swyddfa ac a ddefnyddiwyd yr un system pan oeddent nhw gartref? Eglurodd yr Aelod fod nifer o drigolion wedi cysylltu â hi i ddweud ei bod wedi cymryd cryn amser i'w galwadau gael eu hateb, felly bu pryder ynghylch nifer y bobl a oedd yn ateb y galwadau. Holodd hefyd am gofnodi amser y bobl hynny sy'n gweithio gartref.

Dywedodd y Prif Weithredwr ei fod wedi dosbarthu dadansoddiad o'r ymateb i alwadau ffôn, ac er bod modd iddynt fonitro'r galwadau i'r staff gofal cwsmeriaid, lle'r oedd y gyfradd ateb a'r cynhyrchiant wedi gwella o'i gymharu â phan oeddent yn y swyddfa, nid oedd modd monitro cyfraddau ateb unrhyw alwadau at rifau ffôn uniongyrchol y Swyddogion, boed hynny yn y swyddfa neu wrth weithio gartref. Credai mai'r ateb yn hyn o beth oedd cyraedd sefyllfa lle defnyddir 'drws ffrynt' i gael mynediad i'r Cyngor, yn hytrach na chysylltu â swyddog penodol. Eglurodd eu bod yn dweud wrth y staff y gallent weithio'n fwy hyblyg ac na fyddai unrhyw oriau swyddfa craidd, sef y cyfeiriad y maent yn ei ddilyn yn awr o bosibl, ac y byddai hyn yn golygu y gallai staff ddewis eu horiau gweithio, cyn belled bod canlyniadau i'w gwaith o ran cynhyrchiant, ac os ydynt yn gwneud y gwaith sy'n ofynnol efallai nad yw o bwys pryd fyddant yn gwneud hynny. Y broblem gyda hynny yw efallai na fydd y cyhoedd neu Aelodau etholedig yn gallu cael gafael arnynt wrth ffonio. Credai'r Prif Weithredwr bod rhaid iddynt gael system lle'r oedd galwadau ffôn i'r Cyngor yn mynd trwy'r ddesg flaen, fel bo modd ei reoli a'i fonitro. Eglurodd ei fod yn enghraifft o sut y gall newid model gweithredu'r Cyngor olygu bod angen newid y systemau sy'n bwydo i mewn i'r model hwnnw hefyd. O ran monitro'r oriau gwaith, dywedodd y Prif Weithredwr fod rheolwyr awdurdodau lleol fel arfer yn rheoli drwy fonitro presenoldeb, gyda'r rhan fwyaf o'r staff yn bresennol rhwng 8:30am a 5pm, ond teimlai eu bod yn symud fwyfwy tuag at system lle mai'r mesur yw cwblhau'r llwyth gwaith cywir ar gyfer yr oriau, a hynny yn effeithiol. Byddai hynny'n ffocws sy'n seiliedig ar ganlyniadau, rhywbeth heriol lle bydd angen hyfforddiant, ac a fyddai'n amrywio ar gyfer gwahanol swyddi. Dywedodd y Prif Weithredwr eu bod yn sôn am newid radical, ac mewn sgysiau â sefydliadau eraill a oedd eisoes wedi croesawu gweithio o bell a gweithio cyfunol, roedd angen seilio llawer mwy ar ganlyniadau ac allbwn. Mynegodd y byddai'n newid sylweddol o ran diwylliant, ond bod angen ei groesawu, a chydnabod nad presenoldeb yw popeth.

Cyfeiriodd yr Aelod at fenthyg staff i'r rhaglen frechu, a holodd faint o staff oedd yn dal i gael eu defnyddio gan y rhaglen, faint ohonynt oedd ar goll o'r swyddi o ddydd i ddydd, a hefyd a oedd y Cyngor yn gwneud unrhyw beth o ran brechu plant deuddeg i bymtheg oed. Holodd yr Aelod, ynghylch cyfraddau salwch, a oedd prinder staff yn y Cyngor ar hyn o bryd oherwydd Covid a'r angen i hunan-ynysu. Yn olaf, o ran lles staff, roedd gweld cymaint o bobl yn credu fod gweithio gartref yn ffordd bositif o weithio yn beth cadarnhaol, ond beth a oedd yn cael ei wneud o ran y rhai sydd wir angen ymgysylltiad ag eraill, os ydynt yn byw ar eu pennau eu hunain a'n mwynhau gweithio a bod gydag eraill yn y swyddfa er enghraifft.

Dywedodd y Prif Weithredwr nad oedd y ffigyrau ganddo o ran y staff sydd ar secondiad mewn manau eraill neu mewn swyddi eraill, ond un o'r heriau oedd bod cred ymysg y cyhoedd bod y pandemig wedi darford a phopeth yn ôl fel arfer, er bod nifer sylweddol o'r staff yn dal i wneud gwaith Profi ac Orlhain ac yn cynorthwyo gyda'r rhaglen frechu, yn ogystal â staff yn ynysu a rhai yn absennol gyda Covid hir. Bu'n rhaid symud nifer o staff i'r meysydd lle gwelwyd pwysau ychwanegol o fewn gwasanaethau yn sgil y pandemig, yn enwedig o fewn Gofal Cymdeithasol ond hefyd mewn Cymorth Cynnar, Digartrefedd ac mewn manau eraill, felly roedd nifer o bethau'n rhoi straen ar niferoedd staff. Dywedodd mai'r darlun ehangach oedd hwn, a'i fod yn ceisio cael argraff gyffredinol o'r pwysau a'r heriau yr oedd y sefydliad yn ei wynebu. Mynegodd fod hyn yn cael ei ddwysáu gan anawsterau recriwtio mewn nifer o feysydd, a bod gofal cymdeithasol yn un o'r rheini, ond bod materion penodol hefyd megis recriwtio gyrwyr a gyrwyr HGV, boed dan gyflogaeth uniongyrchol neu dan gontract, ac roedd 160 o swyddi gwag yn y Gwasanaeth Arlwygo hefyd. Eglurodd ei fod yn gyfuniad o'r holl bethau hynny.

Eglurodd y Prif Weithredwr, o ran brechu plant rhwng deuddeg a phymtheg oed, na allent orfodi pobl frechu eu plant, a'i bod yn amlwg o'r canllawiau ei fod yn wirfoddol, fel pob brechiad arall, ac nad oedd unrhyw un o'u gwasanaethau wedi dweud bod yn rhaid

brechu pobl. Dywedodd y Prif Weithredwr fod niferoedd da wedi derbyn brechlynnau, ond nad oedd y ffigurau ganddo ar gyfer y plant rhwng deuddeg a phymtheg oed. Cyfaddefodd y bydd hyn yn her wrth barhau, ac mai'r gwaith oedd cyfleu bod manteision brechiadau yn drech nag unrhyw risgiau.

Dywedodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol fod y nifer a secondiwyd i'r rhaglen frechu a Phrofi ac Orlhain yn isel o gymharu â'r lefelau blaenorol. Fodd bynnag, roedd llawer o ryngweithio rhwng eu sefydliad a'r sefydliadau eraill dan sylw i sicrhau bod adnoddau yn y lle iawn, a bod hynny wedi bod yn her. Oherwydd y brigiadau mewn achosion ers mis Mawrth y llynedd, o ran lefel y gweithgaredd bu adegau lle'r oeddent wedi llwyddo i berswadio staff a rheolwyr i ryddhau staff dim ond i ganfod wedyn nad oedd eu hangen. Ar y llaw arall, byddai brig arall yn digwydd gan olygu bod angen symud staff ar frys. Mynegodd eu bod wedi cael llawer o gefnogaeth ar draws y Cyngor i geisio ateb y galw, bu TGCh yn arwain y trefniadau Profi ac Orlhain gan sefydlu trefniadau gwahanol i sicrhau bod yr amrywiad mewn cyflenwad a galw yn cael ei reoli'n well.

Cyfeiriodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol at y canllawiau newydd a olygai fod yn rhaid i lai o bobl hunan-ynysu, ond â phobl yn gweithio gartref nid oedd hynny wedi cael llawer o effaith mewn gwirionedd. Pe bai aelod staff â symptomau ac yn cael diagnosis, yna byddai angen iddynt fod gartref, ac mewn rhai achosion ni allent weithio oherwydd salwch. Roedd hi'n falch o ddweud bod y nifer o staff sydd â Covid hir yn gymharol isel, ond wrth gwrs byddent yn hapusach pe na bai neb â Covid hir. O ran lles, gweithredwyd llawer o bethau drwy gydol y pandemig i ganiatáu i staff gael gafael ar adnoddau i'w hunain ac i fod yn ystyriol o'r sefyllfa waith. Un o'r cynlluniau peilot a sefydlwyd oedd dyrannu desgiau penodol y gellid eu harchebu trwy gysylltu â rheolwyr os oedd aelodau staff yn wynebu heriau wrth weithio gartref. Dywedodd fod angen iddynt gadw llygad ar hynny gan nad oeddent am i bawb ddychwelyd i'r swyddfa pan nad oedd angen, gan y gallai hynny fynd yn groes i'r modelau yr oeddent yn eu cynllunio, byddai angen trefnu, a rhan o hynny yw sicrhau bod staff sydd mewn swyddfeydd yn gallu gweithio'n ddiogel.

Rhoddodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol ffigurwr o ddeg aelod staff yn Ravens Court, a hynny am resymau lles, a'r adborth a gafwyd oedd bod y staff yn elwa o'r trefniadau hynny. Roedd dros 200 o leoedd desg wedi'u harchebu hyd at fis Medi hefyd. Y cynllun peilot nesaf yr oeddent am ei weithredu oedd un i greu mwy o gyfleoedd i gynnal rhagor o gyfarfodydd. Felly, er na ellid cynnal pob cyfarfod, byddai modd cynnal gweithdai angenrheidiol, neu hyfforddiant ynghylch lles sydd angen ei gynnal wyneb yn wyneb, felly bydd angen edrych ar gyfleoedd i bobl ddod ynghyd mewn ffordd ddiogel.

Cyfeiriodd yr Aelod at drawsnewid digidol a'i fod wedi cyflymu, ac roedd yn chwilio am ryw faint o eglurhad ynglŷn â'r henoed nad oeddent â sgiliau TG cystal, a'r hyn y gellid ei wneud i'w cefnogi, ac nid drwy eu helpu i fynd ar-lein yn unig. Holodd yr Aelod hefyd pa arbedion a oedd yn cael eu gwneud ar hyn o bryd yn y Swyddfeydd Dinesig, gan eu bod ar gau neu â mynediad cyfyngedig, a sut y bydd hynny'n cael ei wrthbwysu gan brynant offer i weithio gartref, gan ei bod yn tybio y byddai'n rhaid prynu offer. Er y dywedwyd bod hwn yn brosiect hirdymor, a nodwyd y gellid gwerthu unrhyw safle sy'n eiddo i'r Cyngor o ganlyniad i symud tua 30% o staff i weithio gartref.

Dywedodd y Prif Weithredwr, o ran y darn digidol, dros y dros y deunaw mis diwethaf wrth gwrs, fod y mwyafrif llethol o'u gwasanaeth wedi gorfod cael ei ddarparu mewn ffordd ddigidol, ac o ganlyniad bod y trawsnewidiad / symudiad tuag at gyflwyno pethau'n ddigidol wedi digwydd yn gynt nac y byddai pe bawn mewn sefyllfa wahanol. Dywedodd y Prif Weithredwr fod yr Aelod wedi gwneud pwynt priodol ynglŷn ag allgau digidol, a bod hynny'n rhywbeth yr oeddent wedi bod yn glir arno yn y prosiect, wrth

symud ymlaen roedd angen iddynt sicrhau bod y rhai yr oedd angen cymorth wedi derbyn y cymorth hwnnw. Roedd yn rhagweld y byddai'r rhai na allent gael mynediad at wasanaethau ar-lein yn parhau i allu archebu slot i rywun eu cynorthwyo. Byddai hynny'n debygol o ddigwydd yn y Swyddfeydd Dinesig yn y lle cyntaf, ond dyw hynny ddim yn wahanol i'r cyfnod cyn y pandemig. Mynegodd y Prif Weithredwr y byddai'n well, maes o law, pe na bai'n rhaid i bobl deithio i Ben-y-bont ar Ogwr i wneud hynny. Wrth symud ymlaen, hoffai weld canolfan leol lle gall pobl gael cymorth gan staff i lenwi ffurflenni neu i gael eu tywys trwy'r broses o'i wneud ar-lein. Eglurodd y Prif Weithredwr nad oedd am golli'r cynnydd a wnaed dros y deunaw mis diwethaf, ac iddo gael adborth o'r arolwg cyllideb a oedd yn dweud bod y mwyafrif helaeth o'r cyhoedd yn awyddus i gael mynediad i'r gwasanaethau ar-lein, ond byddai'n fater o gydnabod y bydd rhai ddim eisiau hynny neu ddim yn gallu, a bydd angen gwneud trefniadau amgen ar gyfer y bobl hynny, ac roeddent wedi ymrwymo i wneud hynny.

Eglurodd y Prif Weithredwr, o ran amserlenni ac arbedion, ar yr adeg honno, fod yr arbedion yn gymharol gyfyngedig gan fod angen Ravens Court a'r Swyddfeydd Dinesig o hyd, ac roedd rhai staff ynddynt o hyd. Hefyd, mae Ravens Court yn ganolfan frechu dorfol ac maent wedi derbyn taliad am hynny gan y Bwrdd Iechyd. Dywedodd eu bod yn dal i dalu cyfraddau ac yn gofalu am Ravens Court a bod yr arbedion yn ymylol hyd yn oed yn y Swyddfeydd Dinesig, er bod yr adeilad yn llawer gwacach roeddent yn dal i'w lanhau, a hynny yn fwy trylwyr nag o'r blaen, ac roedd llawer o'r costau sefydlog y byddent wedi'u dalu o'r blaen yn dal i fodoli. Gan edrych ymlaen at 2024 er enghraifft, gyda system wahanol o weithio wedi'i hymgorffori, roedd y Prif Weithredwr yn rhagweld y byddai'r Cyngor o bosibl yn gallu rhyddhau Ravens Court neu rai rhannau ohono, neu gellir ei ddefnyddio'n wahanol. Dywedodd eu bod wedi bod yn siarad â'u partneriaid yn y sector cyhoeddus, megis y Bwrdd Iechyd, yr Heddlu a rhai o'r Landlordiaid Cymdeithasol Cofrestredig ynghylch a oedd model gwahanol o ran rhannu gofod a allai fod yn effeithiol o safbwynt partneriaeth, neu a ellid rhyddhau rhywfaint o'r adeilad hwnnw ar gyfer y sector preifat gan y byddai'n safle swyddfa gwych yng nghanol y dref. Dywedodd eu bod wedi ymrwymo i gadw'r Swyddfeydd Dinesig, gan ddweud fod teimlad ymhlith yr Arweinwyr Grwpiau Aelodau etholedig yn enwedig bod angen i'r Cyngor gadw ei Swyddfa Ddinesig am y tro gan ei fod yn weladwy ac yn ganolfan amlwg iawn yn y dref. Dyma'r ganolfan ddemocrataidd, felly byddai'r Siambr dal yno a chyfarfodydd yn cael eu cynnal yno, efallai trwy ddulliau hybrid, a byddai pobl yn gallu gweld presenoldeb y Cyngor o hyd. Y tu hwnt i hynny, ychwanegodd ei fod yn credu y bydd cyfle i ystyried eu gofod swyddfa yn gyffredinol pan fydd y model wedi'i wreiddio, a phan fyddent yn deall pa staff fydd angen mynediad rheolaidd i swyddfa. Byddai hynny, maes o law, naill ai'n creu derbyniad cyfalaf neu incwm rhent, a diwedd y broses fyddai'r adeg pan fyddai modd gweld rhai arbedion. Daeth y Prif Weithredwr i'r casgliad bod costau ychwanegol posibl hefyd o ran buddsoddi mewn TG a newidiadau posibl mewn amodau.

Mynegodd Aelod ei fod yn adroddiad da, ac roedd yn cydnabod y gwaith enfawr sy'n mynd rhagddo, ac a fydd yn parhau am nifer o flynyddoedd i ddod. Mynegodd siom nad oedd yr adroddiad yn sôn bod Cynghorwyr ac Aelodau etholedig yn rhan o'r model wrth symud ymlaen, nac yn crybwyll y ffyrdd y gallent weithio ac addasu i newid. Teimlai'r Aelod y gallai Cynghorwyr fod yn awyddus i ddychwelyd i'r Siambr, neu efallai i lolfa'r Aelodau i drafod rhywbeth neu i gyfarfod ag aelod o'r cyhoedd. Teimlai y gallai rhai pethau ddigwydd yn gynt, efallai i Aelodau ddychwelyd ac arwain y ffordd, gan ddangos y gall normalrwydd ddychwelyd ar rhyw ffurf. Fodd bynnag, ychydig iawn o sôn a gafwyd am hynny yn yr adroddiad a theimlai y dylai hynny fod yn rhan ohono, gan fod aelodau etholedig yn rhan o'r Cyngor. Roedd hefyd eisiau crybwyll y perygl o greu gweithlu dwy haen ar ddamwain, gan y soniwyd na fyddai staff depo, gweithwyr gofal, a'r bobl allan yno sy'n gwneud gwaith ymarferol yn gallu gweithio gartref. Roedd posibilrwydd o greu dwy haen, ac er y gallai fod yn wych i'r rhai sydd â'r manteision hyblyg a'r rhai sydd â chyfrifoldebau gofalu a gofal plant, beth am y rhai na allant fanteisio ar weithio hyblyg, gallent deimlo dan anfantais. Yn olaf, holodd yr Aelod, er ei fod yn gobeithio ddim, a allai



hyn droi'n sgandal yn y dyfodol, tebyg i'r un YTD, lle'r oedd cwmnïau'n disgwyl i ddechrau creu hawliadau i'w cyflwyno gan staff am nad oes ganddynt y desgiau a'r offer cywir adref. Roedd yn meddwl tybed beth y gellid ei wneud ar hyn o bryd i gofnodi'r hyn a wnaed gan ei fod yn siŵr y gallai rhywun fynd ati i greu'r saga YTD nesaf.

Dywedodd y Prif Weithredwr fod yr Aelodau'n rhan bwysig iawn o'r model. Dywedodd yn gyntaf, pan soniodd am swyddogion yn defnyddio model cyfunol a hybrid, mai'r ddelfryd fyddai y byddai'r Aelodau hefyd yn dweud beth yr hoffent ei weld mewn blwyddyn neu ddwy, fel bo ganddynt ddewis i fynyachu cyfarfodydd yn bersonol neu ar-lein os na allent fod yn bresennol. Ar gyfer cyfarfodydd mwy, fel rhai'r Cyngor, byddai hynny'n gofyn am fuddsoddiad meddalwedd sylweddol nad oedd ar gael eto, ond yr oeddent eisoes yn cynnal rhai cynlluniau peilot cychwynnol, y Pwyllgor Safonau oedd y cyntaf i ddangos sut y gallai'r cyfan weithio, gyda rhai yn mynychu'r Ystafelloedd Pwyllgora a rhai yn cysylltu o bell. Roedd ar ddeall y gallent gyflwyno rhywbeth yn weddol gyflym ar gyfer rhai o'r cyfarfodydd llai. Byddai angen i'r Aelodau, yn yr un modd â'r Swyddogion, ddewis a fyddai'n well ganddynt ddod i'r cyfarfodydd hynny yn bersonol neu a fyddai'n well ganddynt beidio â gwneud hynny. Cynghorodd eu bod yn cael etholiadau lleol fis Mai nesaf, a'r tro diwethaf roedd yn credu y bu trosiant o tua 25-26 o ran Aelodau etholedig, a bydd cyfle am fodolau gweithio newydd ar ôl mis Mai. Aeth yn ei flaen i ddweud eu bod yn datblygu porth Aelodau, ac fel y soniwyd am y cyhoedd yn cael gafael ar lawer o wybodaeth ar-lein, hoffai feddwl y gallai Aelodau hefyd gael llawer mwy o wybodaeth ar-lein drwy'r porth hwn. Byddai'r newidiadau sylweddol yn y ffordd y maent yn gweithio yn berthnasol i Aelodau yn yr un modd â swyddogion. Ymddiheurodd i'r Aelod os nad oedd yr adroddiad yn trafod yr Aelodau cymaint ag yr hoffai, ac nad oedd hynny'n fwriadol.

Ymatebodd y Prif Weithredwr trwy ddweud nad oedd yn credu y byddai'r model yn arwain at weithlu dwy haen, a bod hynny ond yn gydnabyddiaeth bod staff yn gwneud gwahanol swyddi. Dywedodd na allech ddisgwyl i weithiwr gofal cartref gael yr un hyblygrwydd gan fod angen iddynt fod mewn lle penodol ac amser penodol, yn yr un modd ag y byddai arolygydd priffyrdd ac athro ysgol er enghraifft. Dywedodd y byddai angen ei reoli'n ofalus ac yn fedrus iawn, a byddai cyfathrebu'n bwysig iawn. Credai ei bod yn anochel i'r hyn a ddisgrifir fod yn berthnasol i rai swyddi ac nid eraill, ac nid oedd hynny'n wahanol i awdurdodau eraill a oedd ymhell ar y blaen. Eglurodd eu bod yn gyflogwr mawr iawn, gyda llawer o wahanol wasanaethau, a byddai angen cydnabod y bydd rhywfaint o'r hyn a weithredir yn berthnasol i rai swyddi ac nid i eraill.

Mynegodd y Prif Weithredwr fod y YTD yn bwynt diddorol, ac roedd lechyd a Diogelwch yn rhan bwysig o'r hyn yr oeddent yn ei wneud wrth symud ymlaen. Gydag amgylchedd diogel hefyd, o ran caniatáu i bobl ddychwelyd i'r swyddfa gyda Covid, mae angen sicrhau nad yw pobl yn dychwelyd i amgylchedd lle y byddant mewn perygl. Cytunodd â'r Aelod fod risgiau lechyd a Diogelwch eraill, a dyna pam y cydnabyddir yn gyffredinol i lawer o bethau fod yn amherffaith yn ystod y pandemig, gan fod yn rhaid iddynt ymateb yn gyflym. Mynegodd ei fod yn hynod falch o'r ffordd yr oedd y Cyngor a'i staff wedi ymateb i'r heriau. Unwaith y bydd staff yn uniaethu yn ffurfiol fel gweithiwr cartref, dywedodd, yn hytrach na theimlo eu bod mewn gweithle arall o anghenraid, ac unwaith y byddant yn gweithio gartref ar sail tymor hwy, byddai hynny'n newid y rheolau mae'n debyg, ac y byddai'n ei gwneud yn ofynnol iddynt wneud asesiadau o ergonomeg, y gweithle a'r holl bethau sy'n cyd-fynd â hynny. Roedd hwn yn waith sylweddol a hirfaith i ddeall a allent wneud hynny'n effeithiol, ac os na allent wneud hynny ym mannau gwaith rhai pobl, beth fyddai hynny'n ei olygu. A fyddent wedyn yn dweud bod rhaid iddynt fynd i'r swyddfa, neu a allent gofrestru eu dymuniad i weithio gartref gan gydnabod y risgiau, mae hyn oll yn rhan o'r her gan eu bod yn gwybod bod amgylchiadau gwaith pobl yn wahanol iawn, gan ddibynnu ar y math o dŷ/fflat y maent yn byw ynddo, gyda phwy y maent yn byw, a byddai angen ychwanegu'r holl bethau hynny hefyd, ac yna byddai nodi categorïau staff yn ddarn sylweddol o waith yn ei hun, gan fynd y tu hwnt i'w sgrin a'u

gliniadur, gan gynnwys y gadair, y ddesg, y goleuadau o bosibl a'r holl bethau eraill sy'n cael eu cymryd yn ganiataol o fewn y swyddfa hefyd. Dywedodd fod yr holl bwyntiau'n ddilys, a'u bod yn bethau a oedd ar eu hagenda a'n bethau yr oedd angen iddynt weithio iddynt yn ofalus iawn.

Dywedodd y Prif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio fod yr holl faterion yn cael eu hystyried. O ran yr Aelodau, roeddent wedi cynnal cyfarfod prawf yn ystafelloedd y Pwyllgorau. Nid oedd y system electronig yn y siambr ar hyn o bryd yn gweddu â Teams, ond fodd bynnag roeddent wedi ceisio cyfarfod Hybrid yn yr Ystafelloedd Pwyllgora. Nid oedd yn ddelfrydol ond roedd yn gweithio, yn anffodus dim ond nifer fach allai fynychu gan mai dim ond naw o bobl allai fod yno oherwydd y rheoliadau Covid a'r asesiadau iechyd a diogelwch. Byddai angen i fwy o swyddogion fod yn bresennol i wasanaethu'r cyfarfodydd i roi cymorth technegol, felly yn realistig dim ond pump neu chwe Aelod allai fod yn yr ystafell ar un adeg.

Eglurodd y Prif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio fod yr ystafelloedd yn cael eu defnyddio ar gyfer clinig fflw ym mis Hydref, ond unwaith y byddai hynny wedi darford byddent yn ceisio cynnal cyfarfod peilot arall ym mis Tachwedd, ar ôl penderfynu pa Bwyllgor byddent yn cysylltu â hwy i weld pwy fyddai'n cytuno i fynd i mewn. Eglurodd eu bod wedi gwneud arolwg anffurfiol ysgafn iawn ychydig fisoedd yn ôl i fesur barn yr Aelodau ar ddychwelyd, ac nad oeddent wedi cael llawer o ymateb cadarnhaol, a bod yr Aelodau'n teimlo bod gweithio o bell yn gweithio ac y byddai'n well ganddynt gael amser i sefydlu proses briodol. Roedd achos busnes i'r staff pe bai'r Aelodau'n dymuno mynd i mewn ar gyfer cyfarfodydd, a gallent gysylltu â hwy i ddweud os oes rheswm penodol iddynt fynd i mewn. Mae'n ofynnol i staff gynnal asesiad risg ac roedd hwnnw ar gael i Aelodau hefyd, roedd lechyd a Diogelwch yn edrych ar yr asesiad risg gan ystyried y newidiadau i'r rheoliadau. Fodd bynnag, pan ddsbarthwyd hwn i'r Aelodau, pe baent yn cael sgôr uwch na chwech y camau lliniaru roedd rhaid iddynt weithio gartref. Dywedodd fod y sefyllfa o ran achosion Covid yn y gymuned yn newid drwy'r amser, ac os oedd yr Aelodau'n teimlo bod ganddynt reswm busnes i fynd i mewn am gyfarfod anffurfiol gallent edrych ar hynny a'i wirio a chynnal asesiad risg.

O ran y YTD, dywedodd Prif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio eu bod yn ymwybodol bod cwmnïau yn ceisio cyflwyno hawlwr, a dyna pam yr oeddent yn bod yn ofalus ac yn sicrhau bod asesiadau risg yn cael eu cynnal, a bod lechyd a Diogelwch yn cymryd rhan a bod y rheoliadau a'r canllawiau presennol yn cael eu dilyn. Roedd yr holl staff wedi cael cyfle i wneud yr asesiadau DSE, ac roedd cryn dipyn wedi cael pecyn ychwanegol, fel cadeiriau a desgiau, roedd y cynnig yno ac roedd rhai pobl wedi derbyn, tra bod eraill wedi mynd i mewn i nôl eu hoffer eu hunain o'r swyddfa. Cadarnhaodd eu bod yn ymwybodol bod y cyfreithwyr YTD yn curio ar ddrysau pobl, ond roeddent yn gwneud popeth o fewn eu gallu i ddelio â hyn wrth i bethau newid, a pharhau i atgoffa pobl i wneud yr asesiad i gadw eu hunain yn ddiogel, a'u hatgoffa hefyd fod ganddynt ddyletswydd gofal i sicrhau bod eu staff a'u Haelodau yn ddiogel.

Mynegodd Aelod mai ei safbwynt ef, fel eiriolwr dros y cyhoedd, oedd y dylid edrych ar yr adroddiad ac ychwanegu llais a barn y cyhoedd. Nododd fod argymhellion yr adroddiad, ym mharagraff 9, yn dweud 'y wybodaeth a gynhwyswyd yn yr adroddiad ar y cynnydd a wnaed gan y Cyngor o ran y model gweithredu newydd', a tybed y gellid cynnwys rhywbeth yno i wahodd cyfraniad gan y Pwyllgor mewn perthynas ag adolygu'r model gweithredu newydd a fyddai wedyn yn dangos i'r cyhoedd fod Aelodau'n cymryd rhan yn y broses. Dywedodd yr Aelod fod llawer o'r materion yr oedd am eu codi eisoes wedi cael sylw ond roedd am ychwanegu, cyn iddynt symud ymlaen, y gallent edrych ar y presennol, ar yr hyn yr oeddent yn dda am ei wneud o ran eu gwasanaethau, a sut y gellir cynnal hynny, ac yna'r hyn nad oeddent yn ei wneud cystal.

Dyweddod fod nifer yr atgyfeiriadau gan Aelodau wedi cynyddu'n sylweddol, gan awgrymu bod cynnydd mewn anfodlonrwydd, felly sut y mae hynny'n cael ei nodi, a sut y maent yn sicrhau bod gwersi'n cael eu dysgu, ac efallai dylid edrych ar fodel darparu gwasanaethau a allai wella ar wasanaethau lle nodwyd bod anfodlonrwydd. Dywedodd yr Aelod ei fod yn cefnogi gweithio hyblyg, ond roedd am holi fodd bynnag pa gymorth oedd ar waith i staff, pa oruchwyliaeth fyddai ar waith a sut y byddent yn rheoli gweithio hyblyg. Aeth yn ei flaen i ddweud nad oeddent yn gweithio ar eu pennau eu hunain i ddarparu'r gwasanaethau hynny, a'u bod yn gweithio mewn partneriaeth â'r mudiad undebau llafur, gydag Aelodau a chymunedau a chyda phartneriaid statudol hefyd. Dywedodd ei fod eisiau sicrwydd mai'r rhain yw'r materion sy'n cael eu hystyried fel yr heriau i'r Awdurdod, a'u bod yn ceisio diwallu anghenion a disgwyliadau cwsmeriaid a chymunedau y tu hwnt i'r alwad ffôn gychwynnol, roedd ganddo enghreifftiau lle'r oedd yr alwad wedi'i gwneud ond ni chafwyd cefnogaeth bellach i roi'r sicrwydd a'r hyder hwnnw. Hoffai weld y cyhoedd wrth wraidd yr adolygiad o'r gwasanaethau a ddarperir.

Dyweddod y Cadeirydd fod un neu ddau o'r Cynghorwyr wedi sôn bod oedi gyda llawer o'r atgyfeiriadau, a'i bod yn cymryd cryn amser i ymateb, a bod yr Aelodau wedi bod ar y ffôn am amser hir cyn mynd drwodd.

Pwysleisiodd y Prif Weithredwr mai'r egwyddor bwysicaf mewn unrhyw fodel gweithredu oedd canolbwyntio ar gwsmeriaid, diwallu anghenion cwsmeriaid a bod yn arweinydd gwasanaeth. Er enghraifft, pe bai canlyniadau gwasanaeth gwael oherwydd bod pobl yn gweithio gartref, ni fyddent yn derbyn hynny, felly'r egwyddor gyntaf oedd bod hyn yn gweithio i'r cyhoedd, ac i holi a fyddai hyn yn caniatáu iddynt ddarparu gwasanaethau cyhoeddus effeithiol gan mai dyna'r egwyddor gyffredinol. O ran ymgysylltu â'r cyhoedd, credai fod gan yr Aelodau rôl eithriadol o bwysig gan eu bod yn agos at y cyhoedd yn cael adborth bob dydd. Dywedodd fod ganddynt fethodolegau eraill hefyd; roeddent wedi holi cwestiynau drwy gydol yr ymgynghoriad ar y gyllideb, a'r llynedd er enghraifft roeddent wedi'i holi am wasanaethau digidol ac roedd y mwyafrif helaeth o'r cyhoedd wedi cefnogi'r symudiad hwnnw, felly roedd yr ymatebion hyn yn gymorth wrth eu lunio ac yn darparu gwybodaeth. Wrth symud ymlaen, pan fo edrychiad y model yn eglur, byddai angen iddynt ymgysylltu â'r cyhoedd eto i fesur eu barn amdano. O'r adborth hwnnw, gallent ddiwygio a llunio'r model ymhellach, yn dibynnu ar yr adborth. Rhoddodd sicrwydd iddynt fod ymgysylltu â'r cyhoedd yn gwbl hanfodol. Dywedodd, o ran rheoli perfformiad, y byddai gofynion gwahanol o ran hyfforddiant ac y byddai angen i reolwyr feddu ar sgiliau gwahanol i sicrhau bod eu staff yn cael cefnogaeth ac i sicrhau bod eu perfformiad yn cael ei reoli. Roedd yn credu mai allbynnau a chanlyniadau oedd yn bwysig yma, yn hytrach na bod pobl yn weladwy trwy gydol eu horiau, mynegodd ei fod yn newid sylweddol ac roedd yn cydnabod fod y manylion y tu ôl i hynny'n gymhleth, ond roeddent yn gweithio gyda chydweithwyr Adnoddau Dynol ar gefnogi a hyfforddi rheolwyr yn well yn ogystal â chyflwyno staff i amgylchedd gwahanol iawn.

O ran partneriaid, dywedodd y Prif Weithredwr y byddai'n rhan bwysig o'r hyn yr oeddent yn ei wneud wrth symud ymlaen. Dywedodd fod llawer o'r adborth a gafwyd gan y cyhoedd yn y gorffennol yn ymwneud â hwyluso mynediad at amrywiaeth o wasanaethau, oll yn yr un lle neu trwy alw'r un llinell ffôn o bosibl. Mynegodd ei fod yn eithaf hoff o'r syniad o fannau cyhoeddus a rennir, gallai hynny weithio i'r cyhoedd gan nad ydynt wastad yn gallu gwahaniaethu rhwng ein cyfrifoldebau ni a chyfrifoldebau'r heddlu, er enghraifft. Dywedodd hefyd ei fod wedi cael sgysiau rhagarweiniol difyr gydag awdurdodau lleol eraill ynglŷn â sut allai weithio ar sail gyfatebol, er enghraifft os ydych yn byw yng Nghaerdydd ond yn gweithio ym Mhen-y-bont ar Ogwr neu'r ffordd arall. Felly yn hytrach na theithio i Ben-y-bont ar Ogwr bob dydd, gellid cael mynediad at wasanaethau o ganolfan yng Nghaerdydd. Dywedodd ei bod yn ddyddiau cynnar iawn ac nad oedd am greu lefel o gymhlethdod nad oedd yn flaenoriaeth uniongyrchol. Daeth y Prif Weithredwr i'r casgliad eu bod ond yn bodoli i ddarparu gwasanaethau i'r cyhoedd,

ac i wneud hynny'n effeithiol, ac ni fyddai am i neb feddwl nad yw'r newid hwn yn canolbwyntio ar y cwsmer, ac os yw cydbwysedd bywyd a gwaith a lles eu staff yn digwydd gwella o ganlyniad, yna byddai hynny'n wych. Ochr yn ochr â hynny, pe na baent yn gwneud hyn a bod llawer o'u cystadleuwyr yn gwneud, ni fyddent yn gallu bod yn gystadleuol yn y farchnad, pe bai pawb heblaw am y Cyngor â pholisïau hyblyg byddent dan anfantais, felly mae manteision i'r staff a llawer o fanteision amgylcheddol a chymdeithasol eraill, ond yn bennaf oll roeddent am ddarparu gwasanaeth cyhoeddus effeithiol.

Diolchodd yr Aelod i'r Prif Weithredwr a dywedodd ei fod wedi tawelu ei feddwl, ond roedd yn teimlo mai'r her fawr oedd y pellter rhwng ei safbwynt â'r gweithwyr sydd ar flaen y gad, a sut gellid sicrhau eu bod yn rhannu'r un gwerthoedd, yr un ffocws a'r un cymhelliant â'r Prif Weithredwr. Er nad oedd yn disgwyl ateb, teimlai y byddai'r cyhoedd yn ei weld yn esgeulus pe na allai ddweud eu bod yn gwrando ac yn cefnogi'r hyn y mae'n ei ddweud, ond yr her oedd sicrhau bod pawb sydd ar flaen y gad wrth ddarparu gwasanaethau cyhoeddus ar gyfer Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr yn rhannu'r un gwerthoedd, yr un weledigaeth a'r un ffocws, a gallai hynny fod yn rhywbeth y gallent ei fonitro.

Dywedodd y Prif Weithredwr, o ran atgyfeiriadau, ei bod yn enwedig o heriol pan fo rhai aelodau o'r cyhoedd, a rhai Aelodau etholedig o bosibl, yn credu eu bod wedi dychwelyd i'r drefn arferol yn barod, ond nid yw 'normal' yn golygu'r un peth ag yr oedd ym mis Mawrth 2020, ac ni fydd yr un peth ychwaith. Un o'r heriau i'r sefydliad oedd y galw cynyddol ar nifer enfawr o'u gwasanaethau, yn enwedig gofal cymdeithasol, digartrefedd ac amrywiaeth o wasanaethau eraill. Mae'n storm berffaith o ran etholiadau'r flwyddyn nesaf, mae'r Aelodau etholedig yn awyddus i gael eu hailhol, ac mae mwy o alw i ddatrys ystod eang o faterion cymunedol yn gyflym a chyn mis Mai nesaf. Dywedodd fod ganddynt broblem enfawr o ran recriwtio a chadw staff, nid ym mhobman ar draws y sefydliad, ond yn sicr yn y swyddi gradd is lle ceir cystadleuaeth enfawr. Roedd ganddynt hefyd lu o gyfrifoldebau newydd a oedd wedi dod drwy ddeddfwriaeth Llywodraeth Cymru. Eglurodd nad esgus yw hynny, gan fod angen iddynt ddod o hyd i ffyrdd gwahanol o drefnu eu hunain i sicrhau eu bod yn ymatebol a'n mynd i'r afael â'r pethau pwysig. Mynegodd eu bod yn sefydliad mawr i'w symud o safle A i B, ac i osod eu hadnoddau yn y lleoedd cywir, gyda'r rhan fwyaf o'u hadnoddau'n cael eu blaenoriaethu i'r gwasanaethau sy'n canolbwyntio ar iechyd y cyhoedd a phethau a oedd wedi'u blaenoriaethu yn ystod y pandemig, ac roedd hyn yn golygu bod rhywfaint o rwystredigaeth ynghylch rhai o'r gwasanaethau eraill, yn enwedig o fewn rhai o'r gwasanaethau gweladwy mewn cymunedau lle na chafwyd yr un lefel o fuddsoddiad a ffocws, a byddai'n sgwrs bwysig i'w chael gydag Aelodau wrth barhau gan y gall yr awdurdod lleol wneud y rhan fwyaf o bethau a'u gwneud yn dda, ond ni allai wneud popeth.

Roedd y Prif Weithredwr am sicrhau bod ymdrechion sylweddol yn cael eu gwneud i geisio datrys y materion yr oeddent wedi'u canfod, yn enwedig gyda'r system atgyfeirio. Dywedodd eu bod yn gweld dros fil yn fwy o atgyfeiriadau y flwyddyn, ac nad oedd ganddynt yr adnoddau i ddelio â'r atgyfeiriadau, dim ond i ymateb iddynt yn gyson, ac roeddent yn ceisio newid y broses o gwmpas hynny hefyd, gan y byddai angen rhywbeth yno i gynnig mwy o hunangymorth, lle byddai llawer o'r atebion ar gael i Aelodau mewn ffyrdd gwahanol, a swyddogion ddim yn gorfod treulio amser yn ymateb iddynt, ond pwynt y bwrdd oedd bod yn rhaid i'r awdurdod weithio mewn sawl ffordd wahanol a'u bod yn cael eu herio'n arbennig ar hyn o bryd, yn ogystal â gorfod delio â phethau yr oedd aelodau wedi'u dwyn i'w sylw a rhai o'u rhwystredigaethau wrth symud ymlaen, felly roeddent yn ceisio symud rhywfaint o adnoddau yn ôl i'r rhan honno o'r sefydliad yn ogystal ag ymateb i rai o'r materion o ddydd i ddydd.

Cyfeiriodd Aelod at y pwynt a wnaeth y Prif Weithredwr o ran gweithfannau a rennir, a holodd a oedd hyn yn rhywbeth y gallent ei gyflwyno i Craffu i edrych yn fanylach arno. Roedd o'r farn bod ymgorffori'r heddlu a gwasanaethau eraill yn gyfle gwych i newid y ffordd y mae gwasanaethau'n cael eu rhedeg ym Mhen-y-bont ar Ogwr. Holodd yr Aelod a oedd hynny'n rhywbeth a allai fynd ar y flaenraglen waith yn y dyfodol.

Cytunodd y Prif Weithredwr, pe bai'r amseru'n iawn, y byddai'n bwnc diddorol iawn ac roedd yn gwybod ei fod yn rhywbeth y byddai eu cydweithwyr yn Valleys to Coast a'r Heddlu â diddordeb ynddo. Nid oedd y syniad wedi'i ffurfio'n llawn ond gallai sesiwn gyda Craffu fod o gymorth.

Gofynnodd Aelod iddynt fod yn ymwybodol nad oedd rhai Aelodau'n gallu cyrraedd y cyn-gyfarfodydd, er bod ei gwestiynau wedi'u hateb, ond gyda hynny mewn golwg holodd a oedd y Prif Weithredwr yn credu y byddai'n gyfle defnyddiol i edrych ar gyfarfodydd Cynghorwyr hefyd. Er enghraifft, gallai cyfarfodydd gyda'r nos fod yn anodd i rai pobl, a gallai fod yn gyfle i symleiddio'r cyfarfodydd sydd ganddynt eisoes.

Dywedodd y Prif Weithredwr fod yr Arweinwyr y Grŵp wedi crybwyll mater yn ymwneud â'r Cyfansoddiad o bosibl, a'r pethau sydd wedi'u cynnwys mewn cyfarfod o'r Cyngor, megis cyhoeddiadau, y ddadl, a cheisio gwneud y cyfarfodydd hynny'n fwy ystyrlon a rhyngweithiol. Dywedodd fod adolygiad o'r Cyfansoddiad yn parhau a allai fod yn fwy perthnasol i'r weinyddiaeth nesaf ar ôl mis Mai.

Dywedodd y Prif Weithredwr fod rhai Aelodau yn rhannu'r un heriau â llawer o'r swyddogion o ran eu cyfrifoldebau eraill, boed hynny'n blant neu'n gyfrifoldebau gofal, felly teimlai mai'r nod fyddai cyrraedd sefyllfa lle gellid ymuno â'r rhan fwyaf o gyfarfodydd ar-lein neu'n bersonol, yn ôl eu dewis. Fodd bynnag nid oeddent wedi cyrraedd y sefyllfa honno eto gyda'r cyfarfodydd mwy, a byddai hynny'n gofyn am fuddsoddiad yn y Siambr, ond roedd o'r farn y byddai'n ddatrysiad modern, datrysiad lle byddai modd ymuno â chyfarfod o'ch cartref pe bai'n anghyfleus i wneud yn bersonol, er ei fod yn deall na fyddai hynny'n addas i bob Aelod, ac yn yr achos hwnnw gallent ymuno yn bersonol fel yr oeddent wedi'i wneud o'r blaen. Nid oedd ganddo unrhyw reolaeth dros hyd y cyfarfodydd, gan y byddai'n dibynnu ar lefel a hyd y ddadl.

Cadarnhaodd y Prif Swyddog, y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio eu bod yn gweithio tuag at ateb hybrid ac yna byddai'n fater o adael i'r Aelodau wneud eu penderfyniad eu hunain. Roedd hi'n gwerthfawrogi bod cyfarfod y Cyngor fis diwethaf wedi bod yn hir ac yn anodd i'r holl bobl ar yr alwad. Dywedodd y byddai e-bost yn cael ei anfon at bob Aelod pan gyhoeddir Agenda nesaf y Cyngor i geisio gwneud y broses yn fwy llyfn o ran pryd y caniateir iddynt ymuno â'r cyfarfod, i ymddiheuro, i gyrraedd y cyfarfod, ac o ran peidio â dweud wrth y Cadeirydd neu'r Gwasanaethau Democrataidd eu bod wedi cyrraedd neu yn gadael. O ran hyd y cyfarfod, cytunodd â'r Prif Weithredwr y byddai hynny yn nwylo'r Aelodau, roeddent yn ceisio bod yn sefydliad agored a thryloyw ac yn awyddus i'r cyhoedd gymryd diddordeb yn yr hyn y maent yn ei wneud, ac os oes gan Aelodau eitem sy'n bwysig iddynt hwy a'r cyhoedd, yna ni fyddai'r swyddogion am roi diwedd ar y ddadl honno, roedd angen treulio amser priodol yn ei thrafod. Wrth symud ymlaen byddai Prif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddiol yn eistedd ar grŵp cenedlaethol lle byddent yn ceisio adolygu'r Cyfansoddiad, ac roedd rhai gofynion yn y ddeddfwriaeth newydd a oedd yn golygu bod yn rhaid iddynt gael Cyfansoddiad a oedd yn addas i'r diben ac a fyddai'n cael ei adolygu'n genedlaethol, ond roedd yn rhaid iddynt hefyd gael canllaw i'r Cyfansoddiad sy'n hawdd ei ddeall, felly roedd gwaith yn mynd rhagddo i ddatblygu'r ddwy ddogfen, gyda'r bwriad o'u sefydlu erbyn mis Mai. Ar gyfer y weinyddiaeth newydd ym mis Mai a'r Aelodau newydd, byddent yn ystyried creu amserlen o gyfarfodydd ac unwaith eto byddent yn rhoi'r dewis i'r Aelodau ar gyfer

cyfarfodydd cynnar neu hwyr, y byddent yn gweithredu'r hyn y mae'r rhan fwyaf o'r Aelodau'n cytuno arno.

Mynegodd yr Aelod ei fod yn falch eu bod yn ystyried yr amrywiaeth sy'n bodoli ymhlith yr Aelodau. Cyfeiriodd yr Aelod at y drafodaeth gynharach ynghylch rhannu manau gwaith ac i swyddogion ddefnyddio swyddfeydd Cyngor arall, ac roedd yn credu ei fod yn ddifyr a'n meddwl tybed a fu unrhyw sgysiau gyda Chymdeithas Llywodraeth Leol Cymru, er enghraifft, am y maes gwaith hwnnw. Gwnaeth y pwynt hefyd y gallai leihau'r nifer o bobl sy'n teithio o Sir arall i'r gwaith, gan arbed allyriadau carbon ar eu cefnffyrdd a'u prif ffyrdd. Holodd yr Aelod am broffil eu swyddogion, ac os oedd darlun tebyg i'w gael yno, lle'r oedd llawer o bobl yn cymudo o awdurdodau cyfagos.

Dywedodd y Prif Weithredwr, er nad oedd yr ystadegau hynny ganddo wrth law, fod y rhan fwyaf o weithwyr yn byw'n lleol ym Mhen-y-bont ar Ogwr, ond roedd llawer o bobl o awdurdodau cyfagos yn dod i mewn a llawer yn mynd i awdurdodau eraill. Pwysleisiodd mai delfryd oedd yr awgrym hwnnw, ac nid oedd yn credu eu bod wedi cyrraedd sefyllfa lle gallent agor manau a rennir a chael mynediad i systemau TG ei gilydd, a byddai angen rhywfaint o waith rhwng yr adrannau TG perthnasol. Fodd bynnag, yn yr un modd, ni ddylid ei osod ar y silff o ran ceisio cynnig ateb a fyddai'n gweithio yn y ffordd honno, ond nid oeddent yn y sefyllfa iawn eto.

Dywedodd Rheolwr y Grŵp Adnoddau Dynol a Datblygu Sefydliadol ei bod yn deg dweud fod llinell ar ganolbwynt eu graddfeydd cyflog lle mae'r rhan fwyaf o bobl sy'n teithio ar y lefelau uchaf, ac y gallai gyflwyno'r wybodaeth honno yn y dyfodol. Er nad oedd ganddi'r wybodaeth wrth law, byddai'n rhywbeth y byddent yn edrych arno o ran treuliau a'r costau, y dadansoddiad, y manteision a'r arbedion posibl pan fyddant yn mynd i waith manylach o amgylch y prosiect.

Cyfeiriodd Aelod at ddatganiad y Prif Weithredwr nad hwy oedd yr unig awdurdod lleol, ond pob un o'r ddau ar hugain ledled Cymru, ar draws y sector cyhoeddus ac i raddau amrywiol, yn wahanol i'r sector preifat er bod galwad yn ôl i'r swyddfa mewn rhai achosion. Cytunodd y byddai newid diwylliant ar y raddfa hon yn cymryd amser i'w gyflwyno a byddai'n rhaid iddynt weld beth sy'n digwydd ochr yn ochr â monitro a gwerthuso parhaus. Credai mai dyma gyfeiriad eu taith o ran model hybrid o weithio, ac yn ei swydd ddydd ei hun roeddent wedi rhoi'r gorau i wyllo'r cloc ac yn defnyddio dull sy'n seiliedig ar ganlyniadau, ac roedd yn credu fod hynny wedi cynyddu cynhyrchiant a morâl yn gyffredinol, ond yn amlwg roedd anfanteision i hynny hefyd. Holodd yr Aelod am gydbwysedd iechyd meddwl eu gweithwyr ac am eu gallu i arloesi, gall edrych ar sgrin am gyfnodau hir fod yn flinedig yn gorfforol ac yn seicolegol, ac yn ôl pob tebyg roedd nifer o swyddogion ledled yr awdurdod yn teimlo'r un fath. Holodd beth oedd yn cael ei wneud i ystyried iechyd meddwl swyddogion, ac yn yr un modd, roedd yn meddwl am ddyfeisgarwch ac arloesedd. Aeth yn ei flaen i ddweud na allech gynllunio ar gyfer arloesedd, ac os nad ydych yn y swyddfa, ni fydd sgysiau'n digwydd yn y coridorau, ac roedd yn poeni y gallai hynny gael ei golli pe baent yn cynllunio cyfarfodydd. Roedd yr Aelod yn falch bod yr adroddiad wedi ystyried yr effaith ar ganol trefi yn ehangach, arferai cannoedd o staff weithio yn y Swyddfeydd Dinesig, gan brynu bwyd gan fanwerthwyr annibynnol a rhoi hwb mawr i'r economi. Roedd yn pryderu am ganol tref Pen-y-bont ar Ogwr a'r effaith negyddol arno, byddai'r manwerthwyr annibynnol angen pob cymorth ar ôl deunaw mis ofnadwy.

Cyfeiriodd y Prif Weithredwr at yr Aelod yn crybwyll newid diwylliant, ac o ran y model gweithredu gallent osod paramedrau a thermâu bras o ran y ffordd y maent yn disgwyl i'r sefydliad weithio, ond credai y byddai rhai o'r pethau eraill yn digwydd yn fwy organig. Er enghraifft, eglurodd fod rhai timau neu grwpiau o unigolion eisoes (dau neu dri ohonynt) wedi mynd ati eu hunain i gyfarfod am goffi, nid yn y Swyddfeydd Dinesig ond mewn gwahanol leoedd o amgylch Pen-y-bont ar Ogwr neu fannau eraill. Y rhain wedyn

fyddai'r manau creadigol lle mae pobl yn cael y sgysiau hynny a ddisgrifiwyd gan yr Aelod. Credai mai dyna'r pethau y mae'r sefydliad yn hiraethu fwyaf amdanynt, nid y cyfarfodydd ffurfiol ond y rhai anffurfiol lle byddent wedi cael y cyfle i roi cefnogaeth, i siarad â rhywun yn sydyn i dynnu sylw at rywbeth, i sicrhau eu bod yn barod am eitem ar Agenda'r cyfarfod ffurfiol. Credai y byddai hyn yn rhywbeth na fyddent yn gallu ei roi ar waith, byddai'n digwydd yn organig a byddai timau neu reolwyr yn dod o hyd i'w ffyrdd eu hunain o geisio llenwi'r bylchau.

Dywedodd y Prif Weithredwr fod ail bwynt yr Aelod yn un hollbwysig, ac y byddai angen rhywfaint o ymyrraeth yn y mater, ac er nad oeddent yn y sefyllfa honno eto eto, roedd pobl yn blino o fod ar-lein mewn cyfres o gyfarfodydd rhithwir trwy'r dydd. Unwaith eto, byddai pa mor aml y mae hyn yn digwydd hyn yn dibynnu ar eich swydd, ond gwyddai'r Prif Weithredwr o brofiad y bod yn rhaid bod yn ofalus i beidio gadael i un cyfarfod arwain yn syth i mewn i un arall, ac nid yw'r seibiant hwnnw a geir wrth gerdded i'r cyfarfod nesaf yn y Swyddfeydd Dinesig ar gael bellach. Dywedodd efallai y bydd rhaid iddynt ystyried hynny ac i ymyrryd, gan gyfyngu amser sgrin o bosibl, neu i sefydlu seibiannau awtomatig o bump i ddeng munud, mynegodd nad oedd yr holl atebion ganddo, ond mae'n deall y pwynt ac yn sicr roedd yn un o'r pethau y byddent yn ei ystyried wrth symud ymlaen.

Cynghorodd y Prif Weithredwr, o ran pwynt yr Aelod am lai o ymwelwyr yng Nghanol y Dref, ei fod yn ymwybodol iawn fod y mater yn cael eu drafod gyda charfan o bobl sydd, ar y cyfan, yn gefnogol i gyfeiriad eu taith, ond y byddai carfannau eraill o bobl na fyddai mor frwd. Teimlai y gallai ddweud yn gyffredinol, gan gydymdeimlo, y byddai masnachwyr canol y dref yn gorfod addasu beth bynnag, waeth beth a wnâi'r Cyngor, gan y byddent yn gorfod gweithio mewn amgylchedd gwahanol, felly er bod staff y Cyngor yn rhan bwysig o'u busnes, nid y Cyngor yn unig sy'n gwneud hyn, mae bron pob un sefydliad cyhoeddus neu breifat yn adolygu'r ffordd y maent yn gweithio a'n ystyried a oes angen iddynt fod yn y swyddfa mor aml. Eglurodd y byddai masnachwyr canol y dref yn gorfod addasu, ac os yw hynny'n golygu bod angen iddynt fuddsoddi mewn atebion ar-lein neu weithredu mewn ffordd wahanol, byddai'r Cyngor yn eu cefnogi i wneud y newidiadau hynny fel eu bod yn addas i'r diben wrth symud ymlaen. Gobeithiai nad oedd yn swnio'n rhy lym, gan fod y Cyngor yn gwneud popeth o fewn ei allu i gefnogi masnachwyr y dref, o ran cynnig y maes parcio, y consesiwn rhentu ac amrywiaeth o bethau eraill. Fodd bynnag, roedd angen iddynt dderbyn a chydabod bod pethau wedi newid yn genedlaethol dros y deunaw mis diwethaf ac felly roedd angen i fusnes hefyd edrych ar sut y gallent addasu a newid wrth symud ymlaen. Daeth i'r casgliad bod swyddogion penodol yn ystyried sut y gallent helpu wrth symud ymlaen, ond nid oedd yn credu'n realistig y gallent orfodi staff i fynd i mewn i'r swyddfa a gweithredu fel o'r blaen. Roedd yn ddarn cymhleth ac roedd am iddynt gydnabod eu bod yn mynd i'r afael ag ef cymaint ag y gallent, ond credai nad cyfrifoldeb y Cyngor yn unig oedd hyn, a bod angen rhywbeth hefyd o ran sut y maent yn helpu ac yn cefnogi masnachwyr i weithredu mewn ffordd wahanol wrth symud ymlaen.

Gwnaeth y Pwyllgor yr Argymhellion canlynol:

1. Dylid anfon crynodeb o'r camau gweithredu sy'n deillio o gyfarfodydd y Bwrdd Prosiect at yr Aelodau gan gynnwys cyfarfodydd parhaus wrth symud ymlaen.
1. Dylid rhannu copïâu o'r achosion busnes sy'n deillio o'r ffyrddiau gwaith pan fyddant ar gael.
2. Bod angen cyflwyno ystadegau mewn perthynas â phroffil y gweithlu.

Tynnodd yr Aelodau sylw at bwysigrwydd ymgysylltu ag Aelodau yn y broses, ac y dylent geisio ymgynghori ac ymgysylltu ag Aelodau wrth i'r prosiect symud ymlaen.

43. Y WYBODAETH DDIWEDDARAF AM WAITH Y GWASANAETH RHEOLIADOL A RENNIR

Rhoddodd Pennaeth y Gwasanaeth Rheoliadol a Rennir (SRS) gyflwyniad ar waith y Gwasanaeth dros y deunaw mis diwethaf. Dywedodd fod y tri Cyngor wedi sefydlu'r Gwasanaeth Rheoliadol a Rennir pan oeddent yn ei chael hi'n anodd cyflawni eu Gwasanaethau Iechyd yr Amgylchedd a'u Safonau Masnach a Thrwyddedu oherwydd pwysau cyllidebol eithaf heriol. Eglurodd fod y syniad cydweithredol hwn o weithio yn unigryw yng Nghymru. Eglurodd eu bod wedi gosod pum blaenoriaeth, ac fe'u trafodwyd, ynghyd â'u gweledigaeth, fel rhan o'r cyflwyniad yn 2015. Dywedodd fod cyfres newydd o ddigwyddiadau ar gyfer y Gwasanaeth Rheoliadol a Rennir wedi dechrau ym mis Mawrth 2020, pan ddechreuodd y cynnod clo, gyda phobl ond yn gallu gadael eu cartrefi at ddibenion cyfyngedig, gan eu bod yn gyfrifol am iechyd cyhoeddus yr Awdurdod Lleol dros Ben-y-bont ar Ogwr a'r Ddeddf Iechyd Cyhoeddus. Ers mis Mawrth 2020 roeddent wedi alinio eu hadnoddau yn dair ffrwd waith allweddol: Profi Orlhain a Diogelu, Gorfodi Covid a Chyngor, a Niwsans a Materion Cymunedol, ynghyd â pharhau i gynnal ymyriadau ar faterion risg uchel, hylendid bwyd, a thai.

Cyflwynodd Pennaeth y Gwasanaeth Rheoliadol a Rennir linell amser ar gyfer y Gwasanaeth dros y deunaw mis diwethaf o'r pandemig, disgrifiodd y meysydd eraill lle mae'r gwaith yn parhau a sylw'n cael ei roi, yn ogystal â'r dull gorfodi a'r hysbysiadau gwella a chau a gyflwynwyd. Ar wahân i'r materion coronafeirws, roedd y Gwasanaeth Rheoliadol a Rennir wedi bod yn Llys y Goron sawl gwaith yn 2021, a hynny oherwydd bod y Llysoedd wedi dechrau delio â'r ôl-groniad o waith. Er bod llawer o staff y Gwasanaeth yn gweithio ym maes Profi ac Orlhain neu'n gweithio gyda'r Heddlu ar orfodi'r Coronafeirws, sicrhodd y Pwyllgor fod Diogelwch Bwyd a Gwaith Iechyd y Cyhoedd wedi parhau gyda nifer o ymyriadau yng nghanol tref Pen-y-bont ar Ogwr. Dywedodd fod gwaith ar eiddo gwag a gwaith lles anifeiliaid wedi parhau. Eglurodd eu bod yn mesur sut yr oedd y gwasanaeth yn perfformio, a rhoddodd sylw i grŵp hynod alluog o swyddogion sy'n gweithio yn y Tîm, a bod pob un ohonynt yn frwd dros wneud gwaith da. Daeth i'r casgliad trwy ddweud bod eu heriau o ran colli adnoddau a'r angen i flaenoriaethu yn parhau, a byddai'n gweithio gyda'r Prif Weithredwr a Phrif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio i ddeall yr hyn y mae angen i Ben-y-bont ar Ogwr ei flaenoriaethu i ddarparu gwasanaethau.

Mynegodd Aelod fod y gwaith yr oeddent wedi bod yn ei wneud wrth ymweld â'r holl safleoedd yn rhyfeddol, a'u bod yn mynd y tu hwnt i'w rolau blaenorol, ac roedd clywed bod y gwaith o ran diogelwch bwyd ac iechyd y cyhoedd yn parhau wedi tawelu ei meddwl. Gofynnodd am sicrwydd y byddai'r mater parhaus o geffylau yn yr ardal leol a'r problemau cyson gyda llosgi plastig mewn ardaloedd gwledig yn parhau i gael sylw, er mwyn diogelu anifeiliaid.

Rhoddodd Pennaeth y Gwasanaeth Rheoliadol a Rennir sicrwydd bod y gwaith yn mynd rhagddo, a byddai'r materion yn parhau i gael sylw. Eglurodd fod gwaith yn ymwneud â phroblemau sŵn a llygredd wedi cynyddu gan fod materion cymdogion swnlllyd / annifyr yn fwy cyffredin wrth i bobl aros adref, ac roedd bygythiadau i Swyddogion wrth iddynt ymyrryd hefyd wedi cynyddu. Soniodd mai un o'r ffyrdd a ddefnyddiwyd i fynd i'r afael â hyn oedd trwy'r tîm gorfodi ar y cyd gyda'r Heddlu.

Dywedodd Aelod, gan gyfeirio at ymchwiliadau i fusnes am beidio â chydymffurfio â mesurau Covid, ei fod yn falch o weld eu bod yn blaenoriaethu cyngor ac addysg yn hytrach na chosbau ariannol. Fodd bynnag byddai rhai achlysuron pan fyddai'n rhaid iddynt orfodi cosbau ariannol, ac roedd yn meddwl tybed pryd y rhoddwyd y rhain, ac i ba raddau yr oedd y wybodaeth honno'n cael ei rhannu â chydweithwyr eraill yn y Cyngor e.e. y Tîm Grantiau Busnes, gan ei fod yn teimlo y byddai'n annerbyniol i fusnesau na chydymffurfiodd dderbyn grantiau cyn eraill.



Dywedodd Pennaeth y Gwasanaeth Rheoliadol a Rennir mai eu cred nhw yw y dylid dechrau gyda chynghor, cyn symud ymlaen at berswadio wrth i'r rheolaethau rheoleiddio symud trwy'r gwahanol lefelau, ond wrth i'r lefelau rhybuddio newid bu'n anodd i'r Asiantaeth Orfodi ddeall y newidiadau hynny a'u hymgorffori, ac i'r gymuned fusnes hefyd. Byddent yn gosod cosbau pan ddefnyddir arfer gwael yn gyson, a phob tro yr oeddent wedi ymyrryd roeddent wedi rhoi cyhoeddusrwydd i'r camau a gymerwyd yn erbyn y busnesau hynny ar wefan y Gwasanaethau Rheoleiddiol a Rennir, fel sy'n ofynnol yn ôl y gyfraith. Dywedodd eu bod yn arfer rhyngweithio'n amlach â chydweithwyr yn y Cynghor cyn y cyfyngiadau symud, ond ers gweithredu o bell efallai bod bwllch wedi agor ac y dylid archwilio hyn a mynd i'r afael ag ef.

Cyfeiriodd yr Aelod at y gwaith eiddo gwag a oedd yn digwydd, gwaith i ddarparu llety preswyl yn ei dyb ef, a gofynnodd a oedd unrhyw waith yn cael ei wneud i gymell pobl ddod â'r eiddo gwag hynny yn ôl at ddefnydd arferol. Ychwanegodd nad oedd yn cofio gorfod gwneud unrhyw atgyfeiriadau ar gyfer llygod mawr a fermin cyn y pandemig, ond ers y cyfyngiadau symud roedd wedi gwneud cryn dipyn. Roedd ar ddeall mai un o'r rhesymau am hyn oedd bod llawer o gaffis, bariau a bwytai canol y dref wedi cau, ac o ganlyniad roedd llygod mawr yn gorfod crwydro ymhellach i ganfod bwyd, a gofynnodd a oedd y nifer ddiweddaraf o gwynion yn parhau i fod yn uchel ers i fusnesau ail-agor.

Dywedodd Pennaeth y Gwasanaeth Rheoliadol a Rennir fod y gwasanaeth Rheoli Plâu yn cael ei ddarparu drwy drefniant contract gyda Mighty Organisation, ac nad oedd y wybodaeth honno ganddo. Yn ystod y cyfnod clo, gwelwyd cynnydd mewn cwynion a oedd yn gysylltiedig ag eiddo gwag, natur yn ailfeddiannu ac adroddiadau am lygod mawr yn y safleoedd ac o'u hamgylch, felly byddent yn edrych ar hynny o dan y Ddeddf Atal Difrod gan Blâu. O ran y cartrefi gwag, roedd pecyn cyflawn wedi'i lunio gan ddefnyddio gorfodi'r gyfraith fel y prif fewnbwn. Cynigiwyd y pecynnau gan y Cynghor er mwyn adfer eiddo a'i ddychwelyd at ddefnydd. Mynegodd ei fod yn elfen bwysig, nid yn unig o ran rhoi cartrefi i bobl ond i wella golwg cymunedau lleol hefyd. Dywedodd fod buddsoddiadau a busnesau lleol yn fwy tebygol o ddod i'r ardal os yw'r ardal yn edrych yn dda, ac mae cartrefi gwag yn aml yn edrych yn flêr.

Dywedodd y Prif Swyddog y Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio nad oedd Rheoli Plâu Pen-y-bont ar Ogwr yn rhan o'r Gwasanaeth Rheoliadol a Rennir a dywedodd fod adroddiad diweddar wedi'i gyhoeddi i'r Cabinet gan fod y contract i fod i gael ei adnewyddu.

Dywedodd yr Aelod Cabinet dros Lesiant a Chenedlaethau'r Dyfodol fod amrywiaeth o becynnau cymorth ar gael ar y wefan ar gyfer pobl ag eiddo gwag. Eglurodd ei bod wedi gwneud cyhoeddiad yng nghyfarfod y Cynghor fis diwethaf ynglŷn â chael landlordiaid preifat i'w rhentu iddynt, rhywbeth yr oeddent wedi'i wneud pan oedd pobl yn ei chael hi'n anodd rhentu eu heiddo. Dywedodd fod llawer o grantiau ar gael hefyd. Eglurodd fod yr adroddiad i'r Cabinet ynghylch Rheoli Plâu wedi digwydd ym mis Medi.

Diolchodd Aelod i'r tîm am y gefnogaeth a roddwyd i'w cymunedau drwy gydol y cyfnod, mae'n rhaid ei fod wedi bod yn gyfnod erchyll iddynt. Eglurodd bod un o sleidiau'r cyflwyniad wedi dangos bod mwy o hysbysiadau gwella wedi'u cyflwyno ym Mwrdeistref Sirol Pen-y-bont ar Ogwr nac yng Nghaerdydd. O ystyried y raddfa, gallai hyn awgrymu fod rhyw fath o anghymesuredd, ac y byddai rheswm penodol am hynny. Holodd yr Aelod sut yr oeddent yn asesu'r galw o ran parhad busnes, a hwythau â chymaint o gyfrifoldeb aml-ddisgyblaeth, â chymaint o flaenoriaethau a oedd yn cystadlu â'i gilydd, a holodd sut y gallent gyflawni eu rhwymedigaethau i'r holl ddisgyblaethau hynny ar adeg pan fyddai llawer o flaenoriaethau cystadleuol.

Dyweddodd Pennaeth y Gwasanaeth Rheoleiddio fod adegau pan oeddent wedi teimlo eu bod yn cael eu tynnu i sawl cyfeiriad a dyna pam yr oeddent yn parhau i gael deialog am yr hyn y mae Pen-y-bont ar Ogwr ei angen, a dyma pam eu bod yn cael deialog â Llywodraeth Cymru a Llywodraeth San Steffan am eu blaenoriaethau. Byddai'n broses o resymoli a phenderfynu ble y gallent gael yr effaith fwyaf a darparu'r manteision mwyaf. Roedd eu gwaith Coronafeirws wedi amlygu bod angen iddynt fod yn y cartrefi gofal ac o'u hamgylch, gan mai yno mae'r rhai mwyaf agored i niwed yn y gymuned, roedd yn amlwg bod angen iddynt helpu'r Tîm Iechyd a Diogelwch o amgylch ysgolion, a'r bobl ifanc agored i niwed yno a'r potensial i gyfyngu ar ledaeniad y feirws. Mae bwyd yn cael effaith uniongyrchol ar ein hiechyd, ond mae llety a thai'n cael effaith arafach, a phe na baent yn delio â thai o ansawdd gwael gallai hyd oes pobl ddisgyn yn sylweddol.

Dyweddodd ei fod yn ailasesiad parhaus o'r angen a pha feysydd y gallent gael yr effaith fwyaf a ble fyddai orau i osod eu hadnoddau. O ran nifer yr hysbysiadau ym Mhen-y-bont ar Ogwr, dywedodd fod tri swyddog, un sy'n gweithio ym Mhen-y-bont ar Ogwr, un ym Mro Morgannwg, ac un yng Nghaerdydd, ac maent yn cyfarfod yn rheolaidd er mwyn bod yn gyson yn eu gweithrediad ac yn eu hymateb i'r hyn y maent wedi'i ganfod. Aeth yn ei flaen i ddweud nad oedd wedi disgwyl cysondeb o ran hysbysiadau, roedd Pen-y-bont ar Ogwr wedi bod ychydig yn uwch ond roedd hynny'n adlewyrchu'r hyn a ganfuwyd a'r ymateb gan rai o'r busnesau, gyda nifer ohonynt yn herio'r hyn yr oedd yr hysbysiadau hynny'n ei ofyn. Roedd yn hyderus bod gwaith da wedi'i wneud ac na fyddai'n darogan gormod o'r hysbysiadau, yn y pen draw credai y byddent yn gweld bod y gymuned fusnes yn cydymffurfio'n weddol dda gan gymryd ei chyfrifoldeb o ddifrif.

Dyweddodd yr Aelod fod ei bryderon o ran y nifer anghymesur wedi'u lleddfdu, ac roedd ganddo ddiddordeb gwybod pa asesiadau lleol a gynhelir cyn iddynt ymgysylltu ag SRS.

Diolchodd Aelod am yr holl waith cyn Covid a thrwy gydol y pandemig, a gofynnodd am y sefyllfa bresennol gyda Phrofi ac Orlhain, o ran sut roedd tafarndai'n ymateb ac yn delio â phethau. Soniodd am ymweld â dwy dafarn, un lle'r oedd 100 o bobl yno a neb yn gwisgo mygydau, ac mewn cyferbyniad aeth i un arall am ginio lle gwelodd fygydau'n cael eu gwisgo a manylion olrhain yn cael eu cofnodi. Pryder yr Aelod oedd y dryswch amlwg sy'n dal i fod ynghylch sut mae tafarndai a chlybiau'n delio â hyn ac ag olrhain pobl.

Dyweddodd Pennaeth y Gwasanaeth Rheoleiddio fod y gyfraith yn ei gwneud yn ofynnol i fusnesau gymryd camau rhesymol i atal lledaeniad y feirws o'u sefydliadau ac o fewn eu sefydliadau, ac wrth i'r gyfradd heintio godi newidiwyd y mesurau rhesymol hynny o gymharu â phan oedd y gyfradd heintio yn is. Un o'r mesurau hynny oedd bod angen casglu manylion y rhai ar y safle, er iddo gynghori nad yw pob busnes yn gwneud hynny, a'r her oedd adnabod y pwynt lle credir bod busnes wedi bod yn afresymol wrth beidio â gwneud rhai pethau, ac a fyddai angen iddynt ymyrryd. Mynegodd Pennaeth y Gwasanaeth Rheoleiddio pa mor absŵrd oedd y rheolaethau, gyda phobl bellach yn cael bod yn eithaf agos heb unrhyw fygydau ac eto roedd gofyniad o hyd i wisgo un wrth fynd i siop. Roedd yn fater polisi a oedd yn cael ei adolygu'n rheolaidd gan Lywodraeth Cymru.

Canmolodd Aelod y Tîm gan iddo dderbyn ymatebion amserol, effeithiol, defnyddiol a chydymdeimladol i'w negeseuon. Roedd hefyd wedi cael ei ddiweddarau'n aml heb orfod mynd ar drywydd rhai o'r materion mwy cymhleth, ac yntau'n atgyfeiriwr ar lawer o faterion o fewn ei faes ac yn gysylltiedig â'r ganolfan gymunedol a oedd yn gorfod trafod cymhlethdodau gofynion Covid yn arbennig yn ogystal â gweithgareddau lluosog y ganolfan gymunedol honno.

Mynegodd Pennaeth y Gwasanaeth Rheoleiddio fod sefyllfa canolfannau cymunedol yn ddifyr y llynedd, gan fod anghysondebau yn bodoli, gallai tri deg o bobl fod yno mewn

dosbarth ymarfer corff ond ni chai pump o blant ifanc ymarfer y recorder neu offerynnau pres, ac roeddent wedi gwneud eu gorau i geisio cyfleu hynny.

Roedd yr Aelod Cabinet dros Lesiant a Chenedlaethau'r Dyfodol am ddiolch i'r Pwyllgor am eu holl sylwadau cadarnhaol. Roedd yn ymwybodol nad oedd SRS yn aml yn bresennol ym Mhwyllgorau Pen-y-bont ar Ogwr. Roedd hefyd am gofnodi ei diolch i'r staff yn SRS a oedd wedi dod draw i helpu'r ymateb pandemig ar yr ochr Profi ac Orlhain. Eglurodd fod y staff wedi gorfod ysgwyddo tipyn o faich fel y soniwyd eisoes, roedd yr SRS yn hyfforddi eu staff yn dda ac roedd llawer o waith wedi mynd ymlaen y tu ôl i'r llenni i sicrhau nad oedd y perfformiad yn gostwng. Dywedodd fod angen iddynt fod yn ystyriol gan fod recriwtio yn broblem ar draws yr Awdurdod Lleol.

Dywedodd Pennaeth y Gwasanaeth Rheoleiddio mai Prifysgol Metropolitan Caerdydd yw'r brifysgol sy'n hyfforddi Swyddogion Iechyd yr Amgylchedd, a bod y niferoedd ar y cwrs wedi lleihau'n sylweddol dros y blynyddoedd diwethaf, ond fel rhan o'u hymdrechion i ddelio â heriau'r coronafeirws a pharhau â'r gwaith y maent yn gyfrifol amdano, cafodd 25-30 o'r myfyrwyr hynny eu recriwtio dros y misoedd i helpu gyda'r gwaith hwnnw. Gan fod swyddogion wedi gadael y gweithlu parhaol roedd rhai o'r myfyrwyr hynny wedi ymuno â nhw'n barhaol, felly roedd llif o staff i mewn i'r sefydliad i gael eu hyfforddi a'u datblygu. Cyfaddefodd ei bod yn her barhaus i gael pobl ifanc i mewn i'r gwasanaeth ac i ennill y sgiliau yr oeddent eu hangen, ac roeddent yn awyddus i recriwtio'r mathau cywir o unigolion, rhai a allai ymgysylltu â'r gymuned. Diolchodd i Bennaeth y Gwasanaeth Rheoleiddio am wneud gwaith rhagorol.

Gwnaeth y Pwyllgor yr Argymhellion canlynol:

1. Bod angen ymateb ysgrifenedig mewn perthynas â sut mae blaenoriaethau'n cael eu hasesu'n lleol er mwyn ymgysylltu â gwasanaethau SRS.
2. Holodd yr Aelodau am ragor o wybodaeth ynghylch unrhyw gynnydd yn nifer y llygod mawr, er mwyn penderfynu a oedd hwn yn fater lleol.

Argymhellodd yr Aelodau y dylid rhannu data ar ddyfarnu grantiau yn fewnol, ar gyfer busnesau nad ydynt yn cydymffurfio.

#### 44. Y DIWEDDARAF AM Y FLAENRAGLEN WAITH

Dywedodd y Swyddog Craffu, yn dilyn ystyriaeth yr Aelodau o'r Flaenraglen Waith yn y cyfarfod diwethaf ym mis Medi, fod y Flaenraglen Waith wedi'i diweddarau ar gyfer y pwyllgor hwn wedi'i hatodi fel Atodiad A ac roedd y Blaenraglenni Gwaith ar gyfer Pwyllgorau Trosolwg a Chraffu Pwnc 1, 2 a 3 hefyd wedi'u hatodi fel Atodiadau B, C a D, oherwydd bod y pwyllgor hwn yn gyfrifol am gydgyssylltu a goruchwylio'r Flaenraglen Waith gyffredinol.

Dywedodd hefyd fod y Daflen Weithredu Monitro Argymhellion wedi'i hatodi fel Atodiad E i olrhain ymatebion i argymhellion y Pwyllgor yn y cyfarfodydd blaenorol.

Soniodd Aelod, wrth edrych ar ddydd Mercher 1 Rhagfyr ar y Flaenraglen Waith, fod cryn dipyn ar yr Agenda ar gyfer un cyfarfod, a theimlai y gallai pethau gael eu hanwybyddu os oedd gormod ar yr agenda. Holodd y Cadeirydd gyda'r Swyddog Craffu a fyddai adroddiad y Gyllideb ar gael ar gyfer y cyfarfod hwnnw.

Dywedodd y Swyddog Craffu, oherwydd bod y Setliad Cyllid Llywodraeth Leol yn hwyr, ei bod yn debygol y byddai craffu ar y Gyllideb yn symud o fis Rhagfyr i fis Ionawr felly byddai rhai o'r adroddiadau hynny'n cael eu symud i fis Ionawr i'w hystyried, a dylai hynny leddfu pryderon rhai Aelodau ynghylch maint Agenda mis Rhagfyr.

Argymhelliad:

Ar ôl ystyried y Flaenraglen Waith, gofynnodd y Pwyllgor am ychwanegu adroddiad ar Weithfannau a Rennir at y Flaenraglen Waith.

Nid oedd unrhyw geisiadau i gynnwys gwybodaeth benodol fel rhan o'r eitem ar gyfer y cyfarfod nesaf.

PENDERFYNIAD:

Bod y Pwyllgor wedi ystyried a chymeradwyo'r Flaenraglen Waith yn Atodiad A, yn amodol ar yr uchod, ac wedi nodi y Blaenraglenni Gwaith ar gyfer y Pwyllgorau Trosolwg a Chraffu Pwnc yn dilyn ystyriaeth yn eu cyfarfodydd pwyllgor diweddaraf yn Atodiad B, C a D, ac wedi nodi y Daflen Weithredu Monitro Argymhellion i olrhain ymatebion i argymhellion y Pwyllgor a wnaed yn y cyfarfodydd blaenorol yn Atodiad E.

45. EITEMAU BRYD

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

19 JANUARY 2022

### REPORT OF THE CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE

#### MEDIUM TERM FINANCIAL STRATEGY 2022-23 TO 2025-26

#### 1. Purpose of report

- 1.1 The purpose of this report is to present the Scrutiny Committee with the draft Medium Term Financial Strategy 2022-23 to 2025-26, which sets out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy includes a financial forecast for 2022-2026 and a detailed draft revenue budget for 2022-23.

#### 2. Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
2. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
3. **Smarter use of resources** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

- 2.2 The Corporate Plan and Medium Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next four financial years, with particular focus on 2022-23.

#### 3. Background

##### Corporate Plan - Policy Context

- 3.1 The Council's well-being objectives under the Well-being of Future Generations (Wales) Act 2015 are currently:
- Supporting a successful sustainable economy
  - Helping people and communities to be more healthy and resilient
  - Smarter use of resources

3.2 This draft MTFS has been significantly guided by these objectives. Although previous year-on-year changes in Aggregate External Finance (AEF) have necessitated significant budget reductions across different service areas, the Council still plays a very significant role in the local economy of Bridgend County Borough and is responsible for annual gross expenditure of around £480 million and is the largest employer in the county borough. The Corporate Plan will be presented to Council for approval alongside the MTFS 2022-26 in February 2022 and will be fully aligned with the MTFS including explicit links between resources and well-being objectives.

### **Impact of Covid-19**

3.3 The quarterly reports to Cabinet on the revenue position for 2021-22 have outlined in detail the impact on the budget of the additional cost pressures and loss of income faced by the Council throughout the year as a result of the ongoing pandemic. Welsh Government has played a significant role in mitigating the majority of these losses through their various funding streams, most notably the Covid-19 Hardship Fund.

3.4 However, Cabinet and Council now need to consider the longer-term impact of the pandemic and how it will shape the Council as part of its Recovery Programme, given that the Hardship Fund is due to come to an end in March 2022.

3.5 Budget planning for the financial year 2022-23 is still more uncertain than usual due to the impact of the ongoing global Covid-19 pandemic, which is on top of the ongoing uncertainties and financial pressures arising from the United Kingdom's (UK) withdrawal from the European Union (EU). While, on the whole, the UK and Welsh Governments have been supportive of the additional costs and burdens that have emerged from Covid, and covered most of the directly incurred costs, we are aware that this funding is not going to be available going forward. In particular it is anticipated that some of the impact on levels of income in leisure, car parking and rental income, for example, may be a medium-term problem. In addition it is likely that there will be an additional call on the council tax reduction scheme in view of the inevitable economic impact of the pandemic and the end of the furlough scheme, and the level of council tax collection is estimated to be lower than pre-pandemic levels. Furthermore, ongoing expenditure on matters relating to public health, such as the test, trace and protect scheme, use of personal protective equipment and arrangements for the public vaccination programme, as well as other expectations with regard to addressing homelessness more robustly, and supporting social care which is experiencing increased costs and need and demand for services, are likely to be significant.

3.6 In these circumstances setting a balanced budget for 2022-23 is even more challenging than usual, particularly on the back of 10 years of significant budget savings during the austerity years.

## **4. Current situation / proposal**

### **4.1 Budget Narrative**

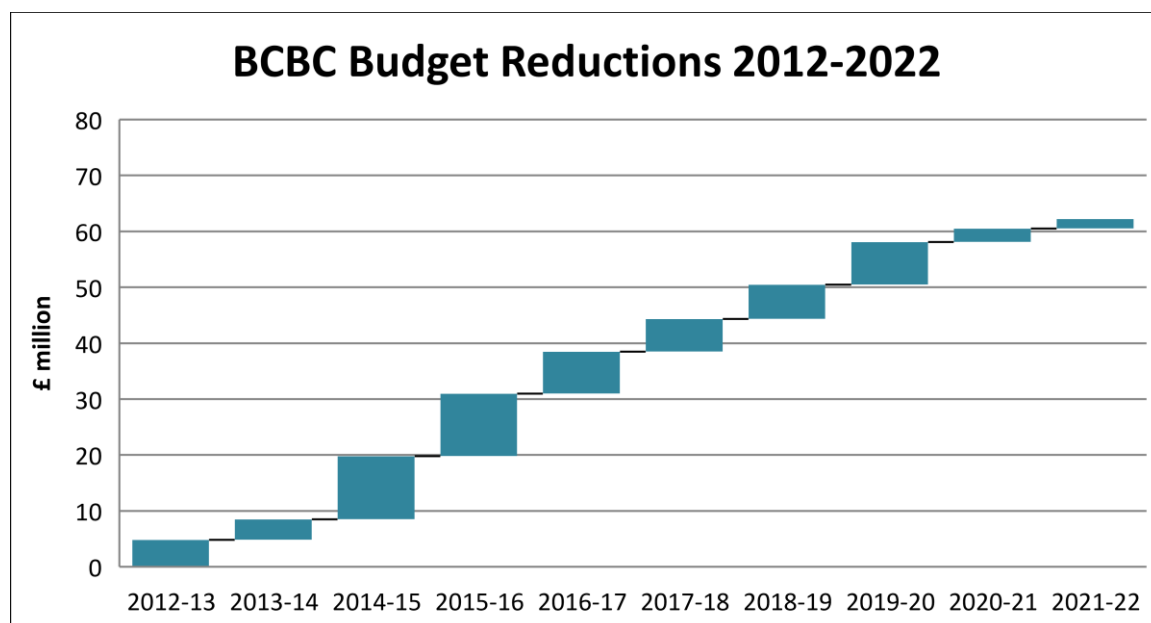
The Council aspires to improve understanding of its financial strategy, link more closely to the agreed corporate well-being objectives and explain the Council's goal of delivering sustainable services in line with the overarching ambition of the Well-being of Future Generations (Wales) Act 2015. The following budget narrative aims to articulate the continued and significant investment in public services that the Council will make. It sets

out how the Council aims to change particular areas of service delivery, particularly in light of the Covid-19 pandemic, and the financial consequences of this.

#### 4.1.1 Corporate Financial Overview

Over the last 10 years, the Council has made £62 million of budget reductions, as shown below. This represents almost 21% of the Council's current budget:

##### **Bridgend County Borough Council Budget Reductions 2012 to 2022**



While the Council's net revenue budget is planned at £319.510 million for 2022-23, its overall expenditure far exceeds this. Taking into account expenditure and services which are funded by specific grants or fees and charges, the Council's gross budget will be around £480 million in 2022-23. The local authority's annual revenue budget covers the day-to-day running costs of the local authority (including staff salaries, building maintenance, pensions, operational costs etc.). Around £190 million of the gross budget is spent on the Council's own staff including teachers and school support staff. Much of the cost of the services provided by external organisations is also wage related – these include for example waste collection operatives, social care workers, leisure staff and foster carers.

The Council gets the majority of its revenue funding from Welsh Government through the Revenue Support Grant and a share of Non Domestic Rates. It supplements this through council tax collection, other grants and fees and charges. Council tax is a charge that local authorities charge to help to pay for their services. The amount that council tax payers pay is made up of 3 elements:

- Bridgend County Borough Council charge
- Town or Community Council charge
- Police and Crime Commissioner for South Wales charge

In terms of council tax, the proportion of council tax required to balance the Council's budget has steadily increased over recent years and it currently funds almost 30% of the budget.

As well as having reduced real income to fund services, there are other pressures that squeeze resources. Amongst these are:

- Legislative changes e.g. the Environmental (Wales) Act 2016, the Welsh Government's commitment to eradicate homelessness, local authorities' responsibilities in respect of responding to climate change and meeting net zero carbon targets, the implications of the Local Government and Elections (Wales) Act 2021 and the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and legislative changes in social care including new adult protection safeguarding requirements and changes to the Public Law Outline for children.
- Demographic changes – the population is increasing and also people are living longer which is obviously good news but that also can bring increased dependency through people living with more complex or multiple conditions which require social care and support. This has been exacerbated by the pandemic as there have been delays in access to NHS treatment and an impact on physical and mental health from extended lockdown periods. In addition the complexities and challenges for children and families are very evident.
- An increase in the number of pupils at our schools, which places increased pressure on school budgets, along with an increase in free school meals entitlement which brings additional funding pressures.
- More recently, a reduction in the amount of council tax being collected, due to the difficult economic circumstances that people find themselves in. This is coupled with an increase in council tax support as more people find themselves on low incomes or claiming benefits following the end of the furlough scheme.

The Council has adopted a Corporate Plan that sets out the approaches that it will take to manage these pressures whilst continuing to ensure that, as far as possible, services can be provided that meet the needs of the citizens and communities in Bridgend. These approaches are:

- Though a large and complex organisation, the Council will make every effort to work as one single organisation. That means avoiding duplication and double handling of data through sharing of systems and processes. This is not always as easy as it sounds because often different rules or opportunities apply to different services. Nevertheless acting as 'One Council working together to improve lives' is enshrined in the Council's vision.
- Wherever possible the Council will support communities and people to become more resilient by creating their own solutions and reducing dependency on the Council. This is because it is not sustainable for the Council to continue to aspire to meet all and every need that arises and because there is capacity, talent and ideas in other parts of the community that can be encouraged to play an active and effective role in sustaining and often enhancing local services. The Council has a role in encouraging, enabling and leading this approach and has adopted this as one of its underlying principles.
- The Council has agreed a principle of focusing diminishing resources on communities and individuals with the greatest need. Parts of our community have long standing problems of poverty and disadvantage. The solutions to this are not all in the direct



control of the Council (for example the effects of changes to the welfare system) but where possible the Council has agreed that it wants to both alleviate problems in these areas and develop longer term sustainable solutions. The new socio-economic duty on public bodies, which came into force on 31 March 2021, reflects these aims.

- The Council has three well-being objectives that reflect these and other principles. One of these objectives is to make “Smarter Use of Resources”. This means we will ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council’s well-being objectives.

In seeking to continue to meet the Council’s identified priorities and protect its investment in Education and early intervention, Social Services and Wellbeing, and prioritise the most vulnerable in our society, we are proposing the following changes in the 2022-23 budget.

### **Additional Income**

Where possible, and still recognising the ongoing economic challenges that local people and businesses will face next year, the Council will seek to raise additional income. However, there will be limited opportunities to do so given the immense challenges that Covid-19 has brought to the population. We will continue to look for opportunities where that might be possible.

### **Alternative Delivery Models**

We will continue to seek alternative ways of delivering services if that can ensure greater sustainability and efficiency. Over recent months there has been a significant acceleration in the Community Asset Transfer (CAT) Programme and it is anticipated that a total saving of £300,000 will be made by transferring responsibility for the management of assets, predominantly outdoor sports related playing fields and pavilions, to town and community councils or community clubs and groups. In addition the Covid-19 pandemic has shown how some Council services can be delivered differently and it is important that, where appropriate, this is something that endures, and that investment is made to ensure that services can be maintained and delivered safely. Specifically it is anticipated that an acceleration of the Council’s digital programme may allow staff efficiency savings. Wherever possible, staff restructuring will be done sympathetically allowing those that wish to leave to do so, but also making appropriate investments in home and agile working and digital technology to ensure the Council is fit for the future.

### **Efficiency Savings**

The best kind of budget savings, of course, remain ones where there is little or no direct impact on staff or residents. After a decade of substantial budget savings, opportunities for large scale savings of this sort are now more scarce, but where they emerge, they remain an important component of the MTFS. For next year savings include reviewing and rationalising the Council’s supplies and services budgets. Further savings are proposed from a review and rationalisation of office accommodation following the pandemic. The ongoing investment in installing energy efficiency measures in the Council’s buildings, including schools, will continue to offer savings. The Council will continue to seek to apply and secure grants where they can lead to revenue savings and greater sustainability of important services. Other potential savings are being considered in relation to the

remodelling of social services provision, which may allow some ongoing revenue savings but also provide a better service for individuals following the pandemic.

## **Property Savings**

The Covid-19 pandemic reinforced the need for the Council to consider very closely the need for all of its portfolio of building assets. Over recent years savings have already been made by rationalising the number of operational depots and releasing two of the Council's major staff offices at Sunnyside and Sunnyside House. For 2022-23, as part of the Council's Future Service Delivery Review, further savings are proposed by commercially letting a wing of Ravens Court to a partner organisation or business. Furthermore, the Council's investment in a new, modern, Community Recycling Centre in Pyle, due to open early in 2022, will mean the lease for the site at Tythegston can be ended thus realising the 2021-22 saving of £60,000 per year.

## **Changes to Service Provision**

Unfortunately, despite the settlement we will receive for 2022-23 being an increase overall, due to the number of unavoidable pressures we are facing it is highly unlikely that we will be able to balance the budget without also making changes to the level of services that we can provide and prioritising those services that are deemed most important in terms of meeting the Council's agreed priorities. In particular it is important that where the Council runs a service that also benefits other organisations and partners that appropriate contributions are made, where possible, to complement the Council's investment.

### **4.1.2 Education**

The Council is proposing to spend £131 million on services delivered by the Education and Family Support Directorate in 2022-23. The majority of this money will be spent by Bridgend's 59 schools and one pupil referral unit.

In addition to the £105 million proposed budget to be delegated to schools in 2022-23, which mostly pays for the salaries of teaching and other school staff and the running costs of the facilities (ongoing revenue expenditure), the Council has already spent £21.6 million in building and refurbishing schools as part of our 21<sup>st</sup> Century School Modernisation Band A Programme and has provisionally committed to a further £19 million as part of the Band B Programme. This comprises one-off capital expenditure across several years, with significant match funding from Welsh Government. Welsh Government has provided approval in principle in respect of the Strategic Outline Programme submitted by the Council around our aspirations for Band B funding. However, approval will also be required for individual project business cases. The concepts proposed are based around forecast demand for primary school places, our support to promote the growth in Welsh-medium education and our desire to create additional capacity to meet the needs of children with additional learning needs in our main special school, mainly in the primary sector. It is likely that this will represent the most significant area of capital expenditure for the Council in future years.

The Council has a longer-term goal to make the overall schools' system more efficient (e.g. through making sure we have the right number of school places available in the right parts of the county (including ensuring enough capacity for anticipated future increases in school age population)).

For 2022-23 the level of budget reductions required is not as great as had been feared. As a result, it has been possible to protect schools from the proposed 1% annual efficiency target for one year. However, the forecast pressure on Council budgets for future years is such that it may be unavoidable for 2023-2024 onwards, and so it will be necessary for headteachers and governing bodies to plan ahead.

The Council has identified 'Helping people and communities to be more healthy and resilient' as a 'Well-being Objective' and early intervention is an important part of this – taking steps wherever possible to prevent people becoming reliant on Council services. As well as being of great social value to individuals and communities, this approach is more cost effective. Successful intervention at an early age and at an early stage can prevent needs from escalating and requiring more costly and complex help later on.

In seeking to protect our investment in education and early intervention, and to provide as much support as possible to pupils following the disruption caused by the pandemic, the Council is making minimal changes to the services delivered at this time. However, we will continue to seek efficiencies in the application of the Council's Home-to-School / College Transport Policy.

#### 4.1.3 **Social Care and Well-being**

After Education, the largest area of Council spend is on social care. This includes social work and social care for children and for adults with care and support needs. Within the Directorate there is a focus on well-being and independence, outcome focussed practice which supports people to live the lives that matter to them. This way of working can result in less dependency on commissioned social care services for many individuals and more effective and cost-effective use of statutory services. The Directorate continues to develop new approaches to service delivery and this includes better support and outcomes for prevention, early intervention and well-being. This approach supports the well-being objective of 'helping people and communities to be more healthy and resilient' and is also part of the Directorate's transformation plan with a clear link to the Medium Term Financial Strategy.

There are established working relationships between children's social care and early help and intervention services with mechanisms in place to ensure close working and appropriate and proportionate responses to families and children in need. It is evident that the complexity of issues facing children and families has increased and requires a high level of professional social work intervention, working closely with partners, as well as access to service provision.

Our strategy for the next few years is to more effectively embed strength-based practice and support individuals and families to live their best lives, remodelling the way we work in order to deliver outcome focussed services and approaches which enable people to maximise their independence and families to stay together with targeted support where needed.

Social services is largely a needs-led service and whilst the long-term strategy is to enable people and families to live well and inter-dependently, the demographics show that people are living longer, often with more complex conditions than ever before. This means that there are more people living in the community who would previously have remained in hospital or entered a care home. Children's social care is also needs led and the financial pressure to meet need can fluctuate very rapidly. Needs are met and personal outcomes

achieved within available budgets. In total, the Council is proposing to spend £78 million on social care and well-being services in 2022-23.

The Council's strategy is to continue to transform how we work with people and ensure that service and financial strategies align. The cost, as well as the need for services, is changing and the Council recognises that all the roles in social care are professional and should be recognised through the terms and conditions which the Council and third party providers pay. Introducing new ways of working which will be sustainable in the long term, alongside a service which has to meet a range of statutory needs, requires strength-based culture and practice. The service has made good progress in achieving the required savings to date, however the increase in demand, complexity and fair price of care required continues to put pressure on our budgets. The impact of the Covid-19 pandemic on people with care and support needs and the social care sector is significant in the short and medium term and plans are being adjusted to reflect this changed context.

In order to be sustainable going forward, the Council is ensuring that any changes are introduced in a planned and timely way, and co-produced with the people that such changes impact on with us, as well as the general workforce. This work has already commenced and the budget saving proposals for 2022-23 build on the implementation plans that are already underway. The re-modelling programmes focus on changing the culture and reviewing what has become 'custom and practice'.

The Council has already made changes. In adult social and children's social work we are implementing strength-based practice in order to improve the outcomes for people who need care and support whilst also reducing the numbers of people who require long term support. The Council focuses on helping people to achieve the outcomes they want for themselves, targeting our interventions on what is missing, rather than going straight to what package of care we can give them. We are also actively reviewing the way we deliver care and support at home, day opportunities and accommodation, care and support for children. There has also been an increased focus on developing the Council's in-house foster care and remodelling residential services.

Importantly these transformations are designed to both better support people to live well and make best use of investments. The Council has identified a number of further transformations that continue this approach, some of which are reflected in changes to the budget. These include a full review of the learning disability day opportunities and accommodation strategy and further remodelling of Children's residential and fostering services.

Housing as a determinant of physical and mental health is widely recognised and this link is reinforced by the range of activities and services provided by the Housing Team. The Housing (Wales) Act 2014 introduced the need to move to a more preventative approach to homelessness and this is a core principle of the work undertaken. The service has responded to the challenges of Covid-19 and new guidance introduced by Welsh Government in relation to homelessness presentations, and has already recognised these as budget pressures for the Council, with the aim of providing temporary accommodation to people in need, in order to reduce the number of street homeless people. The Council does not have any housing stock of its own but retains a number of statutory functions relating to addressing housing need and combatting homelessness.

The service also administers the Housing Support Grant from Welsh Government (£7.8 million). The support activities are both broad and diverse. This is done both through a range of corporate joint working and contract arrangements with third sector organisations,

delivering specific projects for people who are vulnerable with complex needs. These projects include services for people suffering domestic abuse, mental health and substance misuse issues, learning disabilities, accommodation for young people, people with mental health support needs and other housing related support for people who need help to access or maintain accommodation successfully.

Housing will continue to adopt a strategic approach to homelessness prevention and provision by working with Welsh Government and partner organisations. Work with Registered Social Landlords is on-going to support new housing developments and housing will continue to use the Social Housing Grant effectively to increase the supply of social housing.

#### 4.1.4 **Public Realm**

Most of the Council's net budget is spent on education and social care – these are very valued services, but are naturally aimed at certain groups within our community. However, the Council's work on the public realm has a direct and visible impact on everybody. This includes our work to maintain highways, parks and open spaces, clean our streets, and collect and dispose of our waste.

In 2022-23 the Council is likely to receive around £4 million of direct Welsh Government grant for public realm services. This includes waste services, public transport, rights of way and road safety.

The overall net budget that the Council proposes to spend on public realm services is around £22 million. The fact that schools have had a high degree of financial protection in previous years has meant that the Council's other services have been under considerable pressure to make savings and, in many cases, we have had to reduce levels of service. However the services in the Communities Directorate have also been subject to service changes that have resulted in alternative delivery models that have increased productivity, as well as collaborative approaches that have increased both efficiency and service resilience. Investment in this area is proposed to continue into 2022-23.

The seven year contract with Kier is now moving into its fifth year and the costs associated with waste collection still remain competitive on an all-Wales basis. During the first few years of the contract there was a significant increase in the amount of waste recycled, (Bridgend is consistently in the top 5 of best performing waste authorities in Wales), and therefore a significant reduction in the volume of our residual waste, which is expected to benefit the Council financially over time, subject to contractual conditions with our disposal arrangements. However, the Council has seen higher overall domestic waste due to the impact of the pandemic and the higher number of people continuing to work from home. An indicative net saving of £1 million was identified in 2019-20 as a result of negotiating new operating arrangements at the Materials Recovery and Energy Centre (MREC). An agreement with Neath Port Talbot Council has been made for waste disposal going forward until 2030 or until a regional facility comes online. We expect to spend in the region of £9.4 million on the collection and disposal of waste in 2022-23. Work will also commence on looking at the provision of waste and recycling services post 2024, when the Kier contract ends, and this will be reported to Cabinet during 2022-23.

A major challenge for the Council is how to continue to meet public expectations for many highly visible and tangible services when the available overall Council budget inevitably means the Council will be less able to deliver these services to the same level and frequency. These services are often the ones the public identify with their council tax

payments.

The Council's strategy is to retain and maintain the most important public services in this area whilst driving ever greater efficiency, making some service reductions where we think it will have the least impact across Council services, recognising that this still may be significant in some areas. We will also develop alternative ways of delivering and sustaining services including greater and more effective collaboration and encouraging others to work with us or assume direct responsibility for services in some cases. The most significant proposed change in this respect is a move to shift the responsibility for the management and maintenance of sports fields and pavilions from the Council to user clubs and groups or local town and community councils. The Council has adopted a flexible approach to community asset transfer (CAT), utilising a streamlined CAT process, and ensuring that appropriate advice and both capital investment (from the CAT fund in the capital programme) and revenue support (from the sports club support fund) are made available. The Council aims to achieve savings of £300,000 over 2021-22 and 2022-23 from transferring these assets.

Reductions in spend in this area will allow us to protect our investment in the Council's priorities and in areas where we have far less ability to exercise control.

#### **4.1.5 Supporting the Economy**

Whilst this is a Council priority, services such as regeneration and economic development as a discretionary service have nevertheless made significant reductions to their budgets over recent years. The Council has delivered this by employing fewer but more highly skilled staff, and focussing activity more narrowly on priority areas to maximise impact. Going forward, we will increasingly collaborate on a regional basis with the nine other Councils that make up the Cardiff Capital Region City Deal, particularly in areas such as transport, economic development and strategic planning. The City Deal is creating a £1.2 billion fund for investment in the region over the next 20 years. This long-term investment will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity. In order to play an effective part in the City Deal, the Council will maintain as far as possible existing investment in its transport planning, spatial planning and regeneration teams to reflect this direction of travel. The Council will be spending in the region of £2.2 million a year running these services, plus a further £700,000 as Bridgend's contribution to the Deal itself. These teams will ensure successful delivery of high profile regeneration projects, including the numerous regeneration projects in Porthcawl such as the regeneration of Cosy Corner, development of a retail store and the Placemaking Strategy. Other schemes include the redevelopment of the Ewenny Road in Maesteg for both housing and employment uses and the comprehensive re-development of Parc Afon Ewenni in Bridgend through City Deal and Welsh Government funding. In addition, through its Metro programme, and together with Welsh Government, the Cardiff Capital Region provides the principal funding mechanism for large strategic transport projects within the region. Current projects include the Porthcawl Metrolink bus facility as well as feasibility and design work on the replacement Penprysg Road/Active Travel Bridge and removal of the level crossing in Pencoed. The delivery of this regionally significant Penprysg Bridge project will be dependent on a successful bid to the UK Government Levelling Up Fund. We are also in the process of delivering a replacement Local Development Plan and an important part of our budget planning is making sure that it is resourced appropriately to ensure our plan is properly researched and evidenced and sets out the development planning proposals for the County Borough which will shape its future, including housing growth.

More specifically, the Council has made and continues to make good progress in pursuit of the development of our main towns. These include the regeneration of the waterfront at Porthcawl, including the Salt Lake site, the redevelopment of Maesteg Town Hall, and investment in initiatives to improve the town centre in Bridgend. This includes potentially relocating Bridgend College to a town centre location. Much of this investment is not the Council's own money, but skilled teams are required to bid successfully in a competitive environment to ensure money is levered in.

The Council will continue to operate a number of grant funded programmes of work to support our most vulnerable groups and those furthest away from employment, including training and skills and work support programmes under the Employability Bridgend programme.

#### 4.1.6 **Regulatory and Corporate Services**

The Council operates a number of other services which it recognises fulfil specific and important roles. In many cases these are statutory though the precise level of service to be provided is not defined in law. The most significant areas are as follows:

##### Regulatory Services

This is a combined service with the Vale of Glamorgan and Cardiff City Councils, for which Bridgend will contribute around £1.7 million towards a group of services that includes Trading Standards, Environmental Health, Animal Health and Licensing (Alcohol, Gambling, Safety at Sports Grounds, Taxis etc.). These services all ensure, in different ways, that the public is protected.

As well as allowing for financial savings, the collaboration delivers greater resilience in the service and stronger public protection across all three Council areas.

##### Registrars

The Council operates a registrar's service that deals primarily with the registration of Births, Marriages and Deaths. The service also undertakes Civil Partnership and Citizenship ceremonies. The main base for the registrars' service was moved from Ty'r Ardd to the Civic Offices during 2020-21, creating efficiencies in terms of operating costs by rationalising the Council's estate and generating an additional capital receipt.

##### Council Tax and Benefits

The taxation service collects over £85 million in council tax from around 65,000 households across the county borough. Our collection rates in recent years were the highest ever in the Council's history, but this has been seriously impacted by the Covid-19 pandemic. We are determined to regain this high level, but we are seizing the opportunity to reduce the cost of operating the service, by offering online services. We now offer a range of secure council tax functions online, allowing residents to self-serve at a time and location convenient to them. This will allow us to reduce the cost of running the service.

Benefits are funded by the central UK government but the administration of Housing Benefit and the Council Tax Reduction Scheme falls to the Council.

Universal Credit (UC) for working age people was fully introduced in Bridgend during June 2018. In conjunction with Citizens Advice, the Benefits Service will provide digital and personal budgeting support to assist people making new claims for UC.

#### 4.1.7 **Other Council Wide Services**

There are a number of things that the Council does that support the delivery of services but which themselves are not visible to the public. We need to maintain these services with sufficient capacity to support our services whilst making them as efficient and effective as possible. In many cases we operate such services by sharing with other organisations. Opportunities for further collaboration or sharing in these service areas has been and will continue to be explored.

##### Property and building maintenance

The Council continues to review its commercial property portfolio, identifying asset management opportunities and the mechanisms required to deliver a sustainable increase in income. Alongside this, the Council is continuing to dispose of assets it no longer requires to deliver services, in order to provide further investment in our capital programme.

The Council has brought together its asset management and building maintenance functions, and has centralised all premises repairs, maintenance and energy budgets into a single 'corporate landlord' service within the Communities Directorate. This will better enable us to manage compliance, embed 'whole life costing' approaches into decision-making, manage the quality of work undertaken by contractors, and thereby deliver efficiencies in the management of our estate. This focus on reducing our assets and energy efficiency will be essential if the Council is to meet Welsh Governments targets of all public sectors bodies being net carbon neutral by 2030. A draft decarbonisation strategy entitled "Bridgend 2030", is under development with the Carbon Trust and will be supported with a detailed action plan, setting out how the Council will reach a net zero carbon position in Bridgend by 2030. This will be presented for approval to Cabinet in early 2022.

The service will continue to review its processes in 2022-23 including seeking further operational efficiencies and streamlined business processes, from IT investment, improved procurement and contract management.

##### Legal services

The Council needs to maintain effective legal support for all of its services. At a time when the Council is trying to transform services it is important to bring about these changes within the law. The service also directly supports front line services such as Education and Social Services, and is provided by a mix of permanent internal staff and expertise purchased from the private sector when necessary. Almost half of our in-house legal team is specifically focussed on child protection cases.

The service is nevertheless very lean and so our focus will be on ensuring that we can build more resilience and responsiveness into the service through some changes in responsibilities and operating practice.



## Finance

The Council has a central team that manages all of the financial management of the Council. This includes high level strategic advice, the Council's accounts, monitoring of financial performance and supports the oversight and management of the Council's finances. The service fulfils certain legal requirements that ensures transparency and accountability in the way that public money is used – for example in producing accounts which are then audited and in delivering value for money in service delivery.

The Finance Section will be looking to further improve and enhance business processes to improve efficiency and also meet legislative changes. Significant progress has been made in automating payments and the Council will continue to develop and extend this to a wider range of suppliers.

## Human Resources (HR) and Organisational Development (OD)

With over 6,000 employees including schools, the Council needs a dedicated human resources service. The primary role of the service is to provide professional advice, guidance and support to managers and staff on a wide range of HR and OD issues as well as provide HR services for the payment of salaries, pension, contracts and absence administration. Other services include training and development, recruitment and retention, developing employee skills and 'growing our own'. We intend making greater investment in recruiting more apprentices and graduates next year.

Working closely with our recognised trade unions, it maintains positive and transparent employee relations arrangements.

## ICT

We are continuing to invest in the automation and digitisation of services in line with our recently approved Digital Strategy, where it is appropriate to do so, and work is ongoing to identify priority areas through the Digital Transformation Programme which will help achieve savings in future years of the MTFS.

The ICT service is assisting the Digital Transformation Programme, supporting the changes across a range of services that in turn allow savings or improvements through more flexible working or new ways to access services. The Council spends around £5 million on its ICT services provision to support main Council activities and schools. The ICT service has focused on developing staff through the apprenticeship programme in conjunction with HR, developing skills and enabling career progression in-house.

## Procurement

The Council has a central team that provides procurement support across the range of services that we provide. Effective procurement is essential to ensuring good value for money across the Council, but we will still continue to seek corporate wide efficiencies in the operation of this service. The service is also focusing more efforts on developing the foundational economy based on local procurement as well as reviewing its overall approach in an effort to secure better outcomes for the Council from its large annual spend in this area.

## Democratic Services

The Council is a democratic organisation with 54 elected members (Councillors) who make decisions, set policy direction and oversee the general performance of the Council. Like many Councils, Bridgend has a mayor whose job is to chair meetings of the Council and represent the Council in the community (this is completely different to the elected mayors in cities like London and Bristol). These democratic processes require support to ensure accountability and transparency in decision making. The number of elected members in each authority is set independently. Their remuneration is also determined by an independent Panel.

## Internal Audit

Our Regional Internal Audit Shared Service is provided by a joint service that we share with the Vale of Glamorgan, Rhondda Cynon Taf and Merthyr Councils. The service carries out routine checks and investigations to ensure that the Council maintains good governance – especially as it relates to the proper accountability of money and other resources.

## **4.2 The Financial Context**

4.2.1 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government's priorities and legislative programme. The MTFS articulates how the Council plans to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over the next four years. It helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of balances to meet changes in resources or demands from year to year without impacting unduly on services or council tax payers.

4.2.2 The MTFS includes:

- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2022-23 and outline proposals for 2023-24 to 2025-26.
- The capital programme for 2021-22 to 2031-32, linked to priority areas for capital investment and the Capital Strategy, which will be presented for approval by Council in February 2022, along with the Treasury Management Strategy 2022-23.
- The Corporate Risk Assessment, which will be updated and included in the final MTFS in February 2022.

4.2.3 In October 2020 the Treasury confirmed that the Comprehensive Spending Review would only set departmental budgets for the following year, due to the economic disruption caused by Covid-19, and the ongoing uncertainties around Brexit. This was the second single year spending review in succession, and on 25 November 2020 the Chancellor delivered the outcome of the review. On 7 September 2021 the Chancellor of the Exchequer wrote to the Secretaries of State to launch the Spending Review 2021 (SR21), which would conclude on 27 October 2021 alongside an Autumn Budget and set out the government's spending priorities for the Parliament. The three-year review (2022-23 to 2024-25) would set the devolved administrations' block grants for the same period. At its launch the Chancellor stated:

*“At the Spending Review later this year, I will set out how we will continue to invest in public services and drive growth while keeping the public finances on a sustainable path.”*

4.2.4 On 27 October 2021 the Chancellor announced his Autumn Budget, alongside the results of the spending review, which would set out how the government would fund public services for the next three years. The Office for Budget Responsibility (OBR) also published an update on the economic and fiscal outlook on that date. A number of measures were announced in advance of the Budget, including a rise in the National Living Wage from £8.91 per hour to £9.50 and an end to the public sector pay freeze, and in his speech the Chancellor promised that his budget would deliver a "stronger economy for the British people". In terms of the state of the economy, it was reported that the OBR had revised up its forecasts for UK economic growth and now expected gross domestic product (GDP) to expand by 6.5% this year compared to the 4% it forecast at the Budget in March 2021, which is faster than expected. However, the OBR also estimated that inflation is likely to rise to an average 4% over the next year.

4.2.5 The Chancellor pledged a major increase in public spending amid higher than expected economic growth with extra money for schools, tax cuts for businesses and changes to Universal Credit to allow working claimants to retain more of their benefits. In terms of the devolved administrations, the Chancellor said that through the Barnett formula Welsh government funding would go up by £2.5 billion. The Chancellor acknowledged concerns about rising inflation and the cost of living but said that the government would be responsible with the public finances, with borrowing as a percentage of GDP forecast to fall from 7.9% this year to 3.3% next year, and lower again in the following four years.

4.2.6 In response to the Spending Round the Welsh Government Finance Minister stated that:

*“This UK government Spending Review hasn’t delivered for Wales. Vital funding priorities, such as the long-term remediation of coal tips and greater funding in rail infrastructure, have been ignored. While the Spending Review does give us some medium term financial certainty and some additional investment, it is more than offset by the inflationary and system pressures that we are facing. The budget fails to meet the scale of the challenge that families, public services and the wider economy are still facing as a result of the pandemic”.*

She also expressed concern over future arrangements for replacing EU structural funds, but stated that she was determined to *“deliver a Budget that builds a stronger, greener, fairer Wales - helping public services and our economy recover from the pandemic, and moving us closer towards being a zero-carbon nation”.*

4.2.7 As a result of the late announcement of the Comprehensive Spending Review, Welsh Government decided to defer the announcement of their draft budget, along with the provisional local government settlement, until 20 and 21 December 2021, respectively. This also means a delay in the announcement of the Welsh Government’s final local government settlement until 1 March 2022, so the Medium Term Financial Strategy and the budget for 2022-23 is proposed on the basis of the provisional settlement.

4.2.8 On 20 December 2021 the Minister for Finance and Local Government (the Minister) announced the Welsh Government’s draft budget for 2022-23, and the first multi-year Welsh budget since 2017. The draft budget set out revenue and general capital spending plans for 2022-23, alongside planned allocations for 2023-24 and 2024-25. The Minister indicated that the budget was to be used to support the Welsh Government’s plans to

ensure a stronger, fairer and greener future for Wales. She stated that they would use the budget to deliver on their ambitious Programme for Government, and support their path to recovery by continuing to protect, rebuild and develop our public services. This included investing close to an additional £1.3 billion in the Welsh NHS to enable high quality and sustainable healthcare to help us to recover from the pandemic, and prioritising social care.

- 4.2.9 The budget included an additional £60 million direct additional grant funding up to 2024-25 to drive forward reforms to the social care sector, to improve delivery and increase the sustainability of services across the social care sector. To respond to ongoing recruitment and retention issues within the sector Welsh Government has also included funding through the Local Government settlement to enable authorities to meet the additional costs of starting to pay the Real Living Wage of £9.90 an hour to social care workers from April 2022. There is also an additional £100 million targeted at mental health, including more than £10 million for children and young people, recognising the risks of the lasting and long-term impacts of the pandemic. Again, in response to the pandemic, and the ongoing impacts of the UK leaving the European Union, £110 million has been provided for 2022-23 in additional non-domestic rates relief to businesses in the retail, leisure and hospitality sectors, to support 50% rates relief.
- 4.2.10 The Minister outlined that investing in early years and education remains one of their most powerful levers to tackle inequality, embed prevention and invest in our future generations, and that the budget contained an additional £320 million up to 2024-25 to continue their long-term programme of education reform, and ensure educational inequalities narrow and standards rise. This funding included an additional £30 million for childcare and early years provision; £40 million for Flying Start and Families First; £90 million for free school meals; £64.5 million for wider schools and curriculum reform; and £63.5 million investment in post 16 provision.
- 4.2.11 In terms of capital investment the Minister indicated that she had published a new three year Infrastructure Finance Plan underpinned by £8 billion of capital expenditure, including full use of their capital borrowing powers over this three year period. At the heart of this new plan is a £1.8 billion targeted investment in the Welsh Government's response to the climate and nature emergency including the national forest, biodiversity, active travel, decarbonising housing, the circular economy, renewable energy, and flood prevention. Alongside the investment in decarbonising housing they are also investing close to £1.6 billion capital in their housing priorities, including £1 billion in social housing and £375 million for building safety. This was supported by close to £30 million of revenue in support of their housing and homelessness priorities.

### **4.3 Welsh Government Provisional Local Government Settlement 2022-23**

- 4.3.1 Councils received their provisional settlements from Welsh Government on 21 December 2021. The headline figure is an overall increase, after adjusting for transfers, of 9.4% across Wales and, for Bridgend, a reported increase of 9.2% in Aggregate External Finance (AEF), or £19.6 million. The settlement includes additional funding for the costs arising from the 2021-22 teachers' pay deal and funding for the costs arising from the 2022-23 pay deal, as well as funding to cover the increased costs that local authorities will face arising from the UK government's announcement to increase National Insurance Contributions for employers, to fund a Health and Social Care levy. It also includes funding to enable local authorities to meet the additional costs of introducing the Real Living Wage for care workers. Further funding was included within the provisional settlement to support the core operations of corporate joint committees, which are to be established under the

Local Government and Elections (Wales) Act 2021. There are not intended to be any significant changes in the final settlement, which will be announced in March 2022.

- 4.3.2 The Minister for Finance and Local Government stated: *“This is a good Settlement for local government, including Wales-level core funding allocations for 2023-24 and 2024-25. It provides local authorities with a stable platform on which to plan their budgets for the coming financial year and beyond. We have worked closely with local government and we appreciate the pressures local government is facing. We will continue to protect local government, particularly at this difficult and challenging time”*.
- 4.3.3 The Minister also stated that *“the progress of the pandemic and its ongoing impact on public services continues to be highly uncertain. The comprehensive spending review did not provide any additional financial support, which is a concern, especially following the emergence of the new Omicron variant. I have carefully considered how to manage pandemic support for local authorities and concluded the balance lies in providing funding in the first year through the Settlement. But in determining the overall Settlement, I have recognised the ongoing impact of the pandemic on services which authorities will need to manage”*. The settlement figures show the end to the Local Government Hardship Fund for 2022-23.
- 4.3.4 Looking forward, Welsh Government has provided indicative Wales-level core revenue funding allocations for 2023-24 and 2024-25, which equate to uplifts of 3.5% and 2.4% respectively.
- 4.3.5 In February 2021 Council approved a capital programme for 2020-21 to 2030-31, which included additional funding for 2021-22 from Welsh Government to enable local authorities to respond to the joint priority of decarbonisation, including for housing and economic recovery following Covid-19. Council has approved revised versions of the capital programme during the financial year to incorporate budgets carried forward from 2020-21, slippage into 2022-23, and any new schemes and grant approvals. The provisional local government capital settlement provides this Council with £6.678 million of capital funding for 2022-23, which is £1.238 million less than 2021-22 but £328,000 more than was originally anticipated. General capital funding across Wales is set at £150 million for 2022-23, but it increases for £200 million for the following two years, including £20 million in each year to enable authorities to respond to the joint priority of decarbonisation. The Minister has indicated that she would like to consider, through the Partnership Council and the Decarbonisation Strategy Panel, how this funding might best be used. No indications have been given for 2025-26 or beyond but it is assumed that the funding will return to the 2022-23 levels.

#### **4.4 Settlement Implications for 2023 to 2026**

- 4.4.1 As mentioned above, when the draft Welsh Government budget was announced on 20 December, the Minister for Finance and Local Government presented a multi-year budget. The provisional local government settlement sets out funding implications for 2023-24 at an individual local authority level and indicative all-Wales core revenue funding allocations for 2023-24 (3.5%) and 2024-25 (2.4%). However it was stated that these figures are indicative and are dependent on the Welsh Government’s current estimates of Non Domestic Rates income over the multi-year settlement period, and the funding provided by the UK Government through the 2021 comprehensive spending review.

## **4.5 Transfers into and out of the 2022-23 Revenue Settlement**

4.5.1 The provisional settlement includes information on a small number of transfers into the Revenue Support Grant (RSG), in respect of funding for the Eastern Promenade Coastal Risk Management scheme (£296,000 to fund borrowing costs) and Social Care Workforce and Sustainability Grant (£222,000).

## **4.6 Specific Grants**

4.6.1 The picture on changes to specific grants is available at an all-Wales level for most grants, but not yet at an individual authority level. Many of the grants remain unchanged from 2021-22 figures, and some are yet to be finalised. The biggest change is the end of the Local Government Hardship Grant, for which funding is now included within the settlement. A new grant of £40 million for 2022-23, with further allocations of £70 million in 2023-24 and £90 million in 2024-25 is included to support the increased entitlement to free school meals for all primary aged pupils as agreed as part of the Plaid Cooperation agreement.

4.6.2 While many of the grants remain unchanged from the 2021-22 figure, there are increases on an all-Wales level in the Pupil Development Grant (10.8%), the Childcare Offer grant (39.5%), Bus Services Support (3.5%) and the Children and Communities Grant of around 2.2%. There are indicative reductions in the Regional Consortia School Improvement Grant of 8.4% and the Recruit, Recover, Raise Standards grant of around 45% in 2022-23 as this tapers out over the next few years. No information is yet available for the Sustainable Waste Management Grant. Welsh Government has advised that the specific information will be updated for the final settlement.

## **4.7 Current Year (2021-22) Financial Performance**

4.7.1 The in-year financial position as at 31 December 2021 is shown below.

**Table 1- Comparison of budget against projected outturn at 31 December 2021**

Directorate/Budget Area	Original Budget 2021-22 £'000	Revised Budget 2021-22 £'000	Projected Outturn Q3 2021-22 £'000	Projected Over / (Under) Spend 2021-22 £'000	Projected Over / (Under) Spend Qtr 2 2021-22 £'000
<b>Directorate</b>					
Education and Family Support	127,055	127,580	128,599	1,019	1,089
Social Services and Wellbeing	74,043	74,536	73,443	(1,093)	471
Communities	28,137	28,317	28,407	90	(313)
Chief Executive's	21,304	21,520	19,432	(2,088)	(1,417)
<b>Total Directorate Budgets</b>	<b>250,539</b>	<b>251,953</b>	<b>249,881</b>	<b>(2,072)</b>	<b>(170)</b>
<b>Council Wide Budgets</b>					
Capital Financing	7,329	7,329	8,329	1,000	1,000
Levies	7,783	7,797	7,775	(22)	(22)
Apprenticeship Levy	650	650	673	23	17
Council Tax Reduction Scheme	15,654	15,654	15,504	(150)	0
Insurance Premiums	1,363	1,363	1,425	62	67
Repairs & Maintenance	670	670	520	(150)	(100)
Pension Related Costs	430	430	430	0	2
Other Corporate Budgets	14,538	13,110	4,890	(8,220)	(6,882)
<b>Total Council Wide Budgets</b>	<b>48,417</b>	<b>47,003</b>	<b>39,546</b>	<b>(7,457)</b>	<b>(5,918)</b>
<b>Appropriations to Earmarked Reserves</b>				<b>7,004</b>	<b>4,004</b>
<b>Total</b>	<b>298,956</b>	<b>298,956</b>	<b>289,427</b>	<b>(2,525)</b>	<b>(2,084)</b>

4.7.2 The overall projected position at 31 December 2021 is a net under spend of £2.525 million, which comprises a £2.072 million net under spend on directorates and a £7.457 million net under spend on council wide budgets, offset by a net appropriation to earmarked reserves of £7.004 million, the majority of which is to support capital expenditure. Due to the Covid-19 pandemic, the position during this financial year has again been very fluid and has relied heavily on securing additional funding from Welsh Government to support cost pressures and loss of income. At the start of the financial year we had no indication that this funding would be available for the full financial year, so this has led to an overall improved budgetary position for the year. The position on directorate budgets has improved since quarter 2, with the projected under spend increasing by £1.9 million. This is primarily due to additional income relating to Homelessness accommodation costs being received from the Covid-19 Hardship Fund, with £1.313 million being successfully claimed during quarter 3. The main reasons for the increase in under spend on 'Other Council Wide Budgets' are:

- lower than anticipated inflation rates at the start of the financial year, although they have seen significant increases more recently;
- funding from Welsh Government towards teachers' pay increases in September 2021;

- delays in spending on repairs and maintenance and feasibility due to the Covid-19 pandemic.

4.7.3 The projected under spend on the Council budget at quarter 3 significantly masks the underlying budget pressures in some service areas that were reported in 2020-21 and still persist in 2021-22. The main financial pressures are in Home to School Transport, Social Services and Wellbeing, Homelessness and Waste.

#### **4.8 Medium Term Financial Strategy (MTFS) 2022-23 to 2025-26**

4.8.1 This section of the report sets out the proposed MTFS for the Council for the next four financial years, based on the latest information available from Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFS is reviewed regularly and amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

4.8.2 The development of the MTFS 2022-23 to 2025-26 is led by Cabinet and Corporate Management Board (CMB) and takes into account auditors' views, the recommendations of the Budget Research and Evaluation Panel (BREP), views of scrutiny and issues arising during 2021-22, underpinned by the ongoing aim to embed a culture of medium term financial planning closely aligned with corporate planning.

4.8.3 Implementation of the MTFS will continue to be led by Cabinet and CMB, supported by financial and performance data. Cabinet and CMB will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners).

#### **4.9 MTFS Principles**

4.9.1 As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which drive the budget and spending decisions over 2022-2026 and which Members and others can examine and judge the Council's financial performance against. The thirteen MTFS principles are:

1. There will be a "One-Council" approach to the Medium Term Financial Strategy with a view on long term, sustainable savings proposals that are focused on re-shaping the Council over the full period of the MTFS.
2. All budget related decisions will align with the principles of the Well-being of Future Generations (Wales) Act 2015.
3. The Council will continue to meet its statutory obligations and demonstrate how it directs resources to meet the Council's corporate priorities. Other resource strategies (including the Treasury Management Strategy and Capital Strategy) are kept under review to maintain alignment with the MTFS and the Corporate Plan.
4. The financial control system is sufficiently robust to support the delivery of financial plans and mitigate corporate risks, with adequate provision being made to meet outstanding and reasonably foreseen liabilities.
5. All services will seek to provide value for money and contribute to public value, and will continuously review budgets to identify efficiency savings.



6. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue, with opportunities for generating additional income taken in line with the Council's Income Generation and Charging Policy.
7. 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.
8. Balances are not used to fund recurrent budget pressures or to keep down Council Tax rises unless an equivalent budget reduction or increase in Council Tax is made in the following year in recognition that balances are a one-off resource.
9. The Council Fund balance should be set at a prudent but not excessive level. This will normally be maintained at a level of 5% of the Council's net budget, excluding schools.
10. Capital investment decisions are in alignment with the Council's Capital Strategy, and mitigate any statutory risks taking account of return on investment and sound option appraisals.
11. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
12. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
13. Resources are allocated to deliver transformational projects based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFs.

4.9.2 The MTFs Budget Reduction Contingency Reserve referenced in Principle 7 enables the Council to manage delays or unforeseen obstacles to the delivery of significant MTFs budget reduction proposals. No allocations have been made to date in 2021-22 from this reserve, but further reviews will be undertaken during the remainder of the financial year, and draw down made accordingly, and the level of this reserve will be kept under review by the Section 151 officer in light of forecast difficulties in delivering specific future budget reduction proposals.

#### **4.10 Council Tax**

4.10.1 The 2022-23 draft Revenue Budget, shown in Table 6 below, assumes no increase in council tax for 2022-23. This is due to the better than anticipated provisional settlement and as a consequence of the responses received through the budget consultation. It is proposed that it is frozen on a one-off basis for 2022-23 only, to support the citizens of Bridgend in dealing with the current rising cost of living. Going forward the scale of the financial challenge remains considerable once external pressures and risks have been taken into consideration so an assumed annual increase of 4.5% has been included for 2023-2026.

4.10.2 It must be noted that by not increasing the council tax in 2022-23 this will reduce the level of potential funding available to the council in 2022-23 and future years, as it will reduce the base on which future tax rises will be applied.

#### 4.11 MTFS Resource Envelope

4.11.1 The published provisional 2022-23 Aggregate External Finance (AEF) figure is an increase of 9.2% for Bridgend. In the MTFS 2021-22 to 2024-25, it was stated that the Council would continue to work towards a most likely scenario in its planning assumptions for 2022-23 of an annual 0% change in AEF and an assumed increase in council tax of 4.5% for 2022-23 to 2024-25, recognising the ongoing uncertainty around our funding in future years. However, as stated above, as a result of the significantly better than anticipated settlement for next year, it is proposed to freeze the level of council tax for 2022-23 only, to support the citizens of Bridgend to deal with the rising cost of living, such as increased energy and food bills, other inflationary increases, mortgage interest rises and national insurance increases.

4.11.2 The MTFS is regularly reviewed against service performance and external economic and fiscal information to ensure that early action can be taken as necessary to keep it and the Corporate Plan on track. This is particularly important given the uncertainties around Brexit and the fallout from the Covid-19 pandemic, in the coming months and years. In view of these uncertainties, the MTFS has been developed taking into account possible resource envelope scenarios based on percentage changes in AEF shown in Table 2.

4.11.3 Given the Welsh Government’s lower indicative changes to AEF for 2023-24 and 2024-25 than that published for 2022-23, the fact that the settlement usually includes funding for new responsibilities, and the other pressures already outlined, not least rising inflation, these assumptions will be maintained, along with an estimated council tax increase of 4.5%. However, they will continue to be monitored and will be amended as further fiscal and economic information is made known.

**Table 2 – MTFS Scenarios: % Change in AEF**

	<b>2022-23 % Change</b>	<b>2023-24 % Change</b>	<b>2024-25 % Change</b>	<b>2025-26 % Change</b>
Best Scenario	+9.2%	+1.0%	+1.0%	+1.0%
<b>Most Likely Scenario</b>	<b>+9.2%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
Worst Scenario	+9.2%	-1.0%	-1.0%	-1.0%

4.11.4 Table 3 shows the Council’s potential net budget reduction requirement based on the forecast resource envelope, inescapable spending assumptions and assumed Council Tax increases.

**Table 3: MTFS Potential Net Budget Reductions Requirement**

	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Best Scenario</b>	631	4,655	4,455	4,248	<b>13,989</b>
<b>Most Likely Scenario</b>	631	6,978	6,802	6,618	<b>21,029</b>
<b>Worst Scenario</b>	631	9,302	9,102	8,895	<b>27,930</b>

## 4.12 Managing within the MTFS Resource Envelope

4.12.1 Whilst we have been able to restrict the amount of budget reductions for 2022-23, over the period of the MTFS the financial forecast for 2022-2026 is predicated on £21.029 million budget reductions being met from Directorate and Corporate budgets and these are referred to later in the report. It is also predicated on a number of spending assumptions, including:

- Projections for demographic changes, including an ageing population and an increasing number of young people with complex disabilities living into adulthood and adding progressively to the demand for care.
- Inflationary uplifts to support specific contractual commitments including recent increases in energy costs. However, this is particularly uncertain at present, with inflation rates recently rising above 5% (5.1% in the 12 months to November 2021, up from 4.2% in October), the highest in a decade, which aligns with the Bank of England's chief economist warning that UK inflation is likely to hit or surpass 5% in the coming months. There is also a risk to the Council of rising prices following the UK's departure from the European Union and the impact of the Covid-19 pandemic. The Office of National Statistics has highlighted the impact of supply chain problems, which businesses have been struggling with for several months as they adjust to labour shortages and disruption at container ports. The impact is leading to higher prices faced by the Council for its goods and services.
- The future impact of national policies and new legislation which may not be accompanied by commensurate funding, such as the Welsh Government's commitment to eradicate homelessness, local authorities' responsibilities in respect of responding to climate change and meeting net zero carbon targets, and the implications of the Local Government and Elections (Wales) Act 2021.
- Fees and Charges will increase by the statutory minimum or CPI (as at December 2021) in line with the revised Fees and Charges Policy, approved by Cabinet in October 2021.
- Increases in staffing costs, including a confirmed 6.6% increase in the national living wage from April 2022 (from £8.91 to £9.50), along with the impact of staff pay increases in both 2021-22 and 2022-23. These include the full year effect of the teachers' pay increase of September 2021 (1.75% increase), the unknown teachers' pay increase in September 2022 and increases for non-teachers for 2021-22, which is still to be determined, and subsequently any increases in April 2022. This also includes the impact on the Council's employer National Insurance Contributions as a result of the introduction of the Health and Social Care Levy. This results in an increase of 1.25% (from 13.8% to 15.05%) in contributions on

earnings above the secondary threshold. The cost of this is estimated to be in the region of £1.2 million for BCBC employed staff alone. Therefore any increases higher than anticipated would significantly increase the overall pay bill, and the amount we pay in respect of external contracts.

#### 4.13 Net Budget Reduction Requirement

4.13.1 Table 4 shows the current position in respect of addressing the most likely forecast budget reduction requirement of £21.029 million. It shows that £4.07 million of budget reduction proposals have already been identified over the period of the MTFs, including the full £631,000 required for 2022-23. However, the majority of future savings relate to school delegated budgets, which may or may not be feasible going forward, and the table shows that the Council still needs to develop proposals to the value of £16.96 million, for which a range of options are under consideration including:

- Digital transformation of wider Council services
- Income generation opportunities
- Further reductions in employee numbers
- Working with partners to asset transfer and protect community facilities

**Table 4 - Risk Status of Budget Reduction Proposals 2022-23 to 2025-26**

Year	GREEN: Proposal developed and deliverable	AMBER: Proposal in development but includes delivery risk	RED: Proposals not fully developed and include high delivery risk	Budget reductions Identified so far	Budget reductions not yet developed	Total Required
	£'000	£'000	£'000	£'000	£'000	£'000
2022-23	73	158	400	<b>631</b>	0	<b>631</b>
2023-24	0	1,080	279	<b>1,359</b>	5,619	<b>6,978</b>
2024-25	0	1,040	0	<b>1,040</b>	5,762	<b>6,802</b>
2025-26	0	1,040	0	<b>1,040</b>	5,578	<b>6,618</b>
<b>Total</b>	<b>73</b>	<b>3,318</b>	<b>679</b>	<b>4,070</b>	<b>16,959</b>	<b>21,029</b>
Percentage of total required	0%	16%	3%	<b>19%</b>	81%	100%

4.13.2 Table 4 illustrates the difficult position that the Council finds itself in financially over the life of the MTFs. For 2023-24 only £1.359 million (19%) of savings have been identified, the majority of which relates to school delegated budgets, which leaves the Council at risk of not balancing the budget. This will depend on the level of settlement that the Council receives and the total budget reductions required to balance the budget. Indications from Welsh Government are that the Council will receive a much reduced settlement in 2023-24, and will face higher pay and price pressures. Consequently we will continue to identify options to close the gap during the remainder of the financial year and into 2022-23, at the same time seeking additional funding from Welsh Government, particularly for new responsibilities.

4.13.3 The budget reduction proposals identified can be categorised as:

- i. Smarter Use of Resources;
- ii. Managed Service Reductions;
- iii. Collaboration and Service Transformation; and
- iv. Policy Changes.

4.13.4 The value of budget reduction proposals identified to date is shown in Table 5 by category. The categories are also shown by individual proposal in Appendix B.

**Table 5 – Budget Reduction Proposals Identified 2022-23 to 2025-26**

	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000	%
<b>Smarter Use of Resources</b>	166	1,080	1,040	1,040	3,326	82%
<b>Managed Service Reductions</b>	410	279	0	0	689	17%
<b>Collaboration &amp; Service Transformation</b>	0	0	0	0	0	0%
<b>Policy Changes</b>	55	0	0	0	55	1%
<b>Total Identified</b>	<b>631</b>	<b>1,359</b>	<b>1,040</b>	<b>1,040</b>	<b>4,070</b>	<b>100%</b>

4.13.5 The table shows that over three quarters of the proposed budget reductions identified so far will come from Smarter Use of Resources, for example through:

- Smarter use of our assets and energy efficiencies;
- Efficiency savings arising from agile working;
- Rationalisation of services.

4.13.6 Managed service reductions amount to 17% of the total savings, and generally relate to remodelling of services within social care.

4.13.7 All of the proposals have implications for the Council workforce given that around two thirds of the Council's net revenue budget relates to pay costs. It follows that annual real terms' reductions in Council budgets over the next four years will lead to a reduced workforce over the MTFs period. The intention is to manage such a reduction through the continuation of strong vacancy management, redeployment, early retirements and voluntary redundancies, but some compulsory redundancies will continue to be considered and could be necessary.

#### **4.14 Scrutiny and Challenge**

4.14.1 A full consultation "Shaping Bridgend's Future" was launched on 20 September 2021 and ran until 14 November 2021. The aim of the consultation was to try to engage with residents on a longer-term vision for Bridgend County Borough. The impact of Covid-19 meant that in 2020 and 2021 we have had to deliver things very differently, and so were asking residents to support us in Shaping Bridgend's Future. We needed to know what has worked well, and where we need to continue to make changes or improvements as we recover from the Covid-19 pandemic to ensure that the Council is able to deliver sustainable and effective services for the next five to ten years. The consultation included an online survey, attendance at engagement events, a social media / web campaign and via the Authority's Citizens' Panel, and targeted a range of stakeholders.

4.14.2 Respondents were asked to share their views on a range of areas including:

- ❖ Performance over the past 12 months
- ❖ Support for Business, Tourism and the economy
- ❖ Well-being
- ❖ Customer face-to-face access
- ❖ Digitalisation
- ❖ Investment in services
- ❖ Fees and charges
- ❖ Council Tax levels
- ❖ The Future

4.14.3 The results were collated and presented to Cabinet on 14 December 2021 in order to further inform decisions on the MTFS. The main headlines from the consultation report were:

- The consultation received 1,115 interactions from a combination of survey completions, attendance at engagement events, social media engagement and via the authority's Citizens' Panel, which was a decrease of 39% on last year's interactions.
- Of the total interactions, a total of 737 survey responses were received, which demonstrates a decrease of 48% on last year's survey completions.
- The three services that had been the most important to residents over the past 12 months were recycling and waste followed by highways and infrastructure improvements and then sport and recreational services (including parks, leisure centres and open spaces).
- In response to questions about the future, the three most popular long-term priorities were: make more efficiencies in-house i.e. review processes and rationalise the number of offices, followed by encourage citizens to take more responsibility i.e. litter, graffiti etc. and then focus on economic growth i.e. supporting businesses.

## **4.15 2022-23 Draft Revenue Budget**

4.15.1 The following table shows the draft revenue budget for 2022-23.

**Table 6 – Draft Revenue Budget 2022-23**

	Revised Budget 2021-22	Specific Transfers to/ (from) WG	NI Increase (Health and Social Care Levy)	Pay / Prices	Budget Pressures	Budget Reduction Proposals	Revenue Budget 2022-23
	£000	£000	£000	£000	£000	£000	£000
<b>Service Directorate Budgets:</b>							
Central Education & Family Support	22,388		85	18	3,233	-68	25,656
Schools	104,012		657	825	92	0	105,586
<b>Education and Family Support</b>	<b>126,400</b>	<b>0</b>	<b>742</b>	<b>843</b>	<b>3,325</b>	<b>-68</b>	<b>131,242</b>
<b>Social Services &amp; Wellbeing</b>	<b>74,564</b>	<b>222</b>	<b>180</b>		<b>3,833</b>	<b>-365</b>	<b>78,434</b>
<b>Communities</b>	<b>28,364</b>	<b>296</b>	<b>98</b>		<b>387</b>	<b>-150</b>	<b>28,995</b>
<b>Chief Executives</b>	<b>21,415</b>		<b>93</b>		<b>435</b>	<b>-48</b>	<b>21,895</b>
<b>Total Directorate Budgets</b>	<b>250,743</b>	<b>518</b>	<b>1,113</b>	<b>843</b>	<b>7,980</b>	<b>-631</b>	<b>260,566</b>
<b>Council Wide Budgets:</b>							
Capital Financing	7,329						7,329
Levies	7,797				380		8,177
Repairs and Maintenance	670						670
Council Tax Reduction Scheme	15,654			400			16,054
Apprenticeship Levy	650						650
Pension Related Costs	430						430
Insurance Premiums	1,363						1,363
Other Council Wide Budgets	14,320	0	1,000	5,451	3,500		24,271
<b>Total Council Wide Budgets</b>	<b>48,213</b>	<b>0</b>	<b>1,000</b>	<b>5,851</b>	<b>3,880</b>	<b>0</b>	<b>58,944</b>
<b>Net Budget Requirement</b>	<b>298,956</b>	<b>518</b>	<b>2,113</b>	<b>6,694</b>	<b>11,860</b>	<b>-631</b>	<b>319,510</b>

4.15.2 The proposed net budget for 2022-23 will be funded by:

**Table 7 – Net Budget Funding**

	£	%
Revenue Support Grant	179,590,994	56.21
Non Domestic Rates	52,772,627	16.52
Council Tax Income	87,146,456	27.28
<b>Total</b>	<b>319,510,077</b>	<b>100%</b>

#### 4.16 Council Tax Implications

4.16.1 Based on the proposed budget of £319.510 million, there will be no increase in council tax for 2022-23. This aligns with the response from the budget consultation whereby 54% of respondents stated to keep council tax at the same level. It also takes into account the better than anticipated settlement, but going forward we need to be mindful of the ongoing pressures still facing the Council.

#### 4.17 Pay, Prices and Demographics

4.17.1 As outlined above, discussions around the pay award for National Joint Council (NJC) staff in 2021-22 is still ongoing, the latest position being a full and final offer from the employers of 1.75% on all pay points, with an increase of 2.75% on the lowest pay point. The final offer would also provide for completion of work on term time only arrangements,

discussions on homeworking and mental health joint guidance and a commitment to incorporate statutory provisions on neo-natal leave and pay. Unions are currently balloting members on strike action and the deadlines for return of ballots are January / February 2022. It is impossible to determine what the pay pressure will be in 2022-23 when the 2021-22 position is still so uncertain.

- 4.17.2 In addition, whilst the teachers' pay award has been agreed for the 2021-22 academic year, up until the end of August 2022, there will be additional pressure from any subsequent pay award to be implemented from September 2022.
- 4.17.3 Within the provisional local government settlement the Welsh Government included funding to enable local authorities to implement the Real Living Wage for social care staff from April 2022. This will apply to in-house and externally commissioned staff. Welsh Government will work with local authorities, health boards and providers to develop guidance for all stakeholders on the detailed approach to implementation. Funding will be held corporately and allocated out during the year in line with the agreed process. As indicated in the report to Cabinet on 16 November 2021 the Council is currently applying to become a Real Living Wage accredited employer. While not currently an accredited organisation, the local authority has committed to paying the Real Living Wage to its own employees for the last two years, but the funding through the settlement will enable this to be extended to all externally commissioned social care staff.
- 4.17.4 Funding for price inflation has mostly been retained centrally to meet provision for increases in energy costs, rents, allowances and contractual commitments, which are still largely unknown, especially given rising inflation rates. A further review of allocations will be undertaken before the final budget is agreed and any necessary amendments made. Welsh Government has already announced that there will be no increase in the business rates multiplier for next year.
- 4.17.5 Following approval of the final budget, the remaining inflationary provision will be retained centrally and allocated during the year as any unknown or unforeseen contract price inflation is agreed, in particular where the index is set after the Council's budget is approved.
- 4.17.6 In addition to increases in pupil numbers in schools in recent years, which puts pressure on school delegated budgets, there is also evidence of an increase in the older persons' population. Over the last 5 years the average population increase has been around 1.6%, resulting in increased pressure on a number of service areas, including residential care, home care and the assessment and care management teams.

#### **4.18 School Delegated Budgets**

- 4.18.1 In 2021-22 school budgets were again protected from the proposed 1% annual efficiency target. However, the forecast pressure and uncertainty around Council budgets for future years was deemed to be such that it was felt to be almost impossible not to include the 1% efficiency target in proposals for 2022-23 onwards, given that school budgets account for around a third of net revenue expenditure. However, following receipt of the better than anticipated 2022-23 provisional settlement from Welsh Government, the additional costs they have incurred during the pandemic, and the pressures to address lost learning, school budgets have again been protected from the 1% efficiency target in 2022-23.
- 4.18.2 There are a significant number of pressures on school delegated budgets for 2022-23 and beyond, not least the full year cost of the teachers' pay award, the increases in National



Insurance contributions, and costs of implementing the Additional Learning Needs Educational Tribunal (ALNET) Act (2018). This includes the establishment of new provisions and support for pupils with moderate learning difficulties through the medium of Welsh. The total impact of these pressures is around £1.57 million, and these are included in the proposed budget.

4.18.3 It should be noted that the efficiency target is maintained for schools for 2023-24 and beyond, in recognition of the pressures stated above, potentially lower future budget settlements and mounting external pressures across Council services.

#### **4.19 Budget Pressures**

4.19.1 During 2021-22 a number of unavoidable service budget pressures have arisen for 2022-23 and future years, and they are detailed in **Appendix A**. The total of the budget pressures identified for 2022-23 is £11.860 million, but there are already additional pressures identified for future years, of at least a further £3.6 million. A number of these have arisen as a result of contract renewals and are linked to price increases resulting from the Covid-19 pandemic and the departure of the UK from the European Union. Others are demographic or statutory in nature, and therefore unavoidable. There may be additional pressures arising over the coming months and consequently the total pressures requirement may change between draft and final budget.

4.19.2 Some of the more significant pressures facing the Authority include:

- Costs of the implementation of the Additional Learning Needs Educational Tribunal (Wales) Act 2018 (ALNET) and to meet additional demand on the Council's special schools from Bridgend pupils.
- Recurrent increased costs of home to school transport - a combination of historic budget pressures, new costs of transporting nursery pupils more safely, and also cost pressures arising from recent tender exercises.
- Increases in the older persons' population, which place additional pressures on adult social services.
- Increased costs in the Supported Living Service as a result of a recent tender exercise.
- Increased costs of commissioned services in the social care sector following the 6.6% increase in the National Living Wage announced by the UK government.

4.19.3 These are in addition to new pressures and responsibilities on the Council as a result of Welsh Government initiatives or legislation, for which funding has been included within the settlement, including the establishment of corporate joint committees, funding for ongoing costs arising from the Covid-19 pandemic, and the payment of the Real Living Wage for care workers. Other one-off pressures have been, and will be, funded from earmarked reserves, as appropriate.

4.19.4 The budget pressure of £2.192 million to prevent homelessness and eradicate rough sleeping, which was included in the MTFs for 2021-22, but which has been funded from the Welsh Government Hardship Fund during 2021-22, remains in the base budget for 2022-23 onwards. This is particularly crucial now that the Hardship Fund has come to an end to continue to meet this unavoidable pressure.

## **4.20 Budget Reduction Proposals**

4.20.1 Budget reduction proposals of £631,000 for 2022-23 have been identified from service and corporate budgets to achieve a balanced budget, detailed in **Appendix B**.

## **4.21 Council Wide Budgets**

4.21.1 Council Wide budgets include funding for the Council Tax Reduction Scheme, costs of financing capital expenditure, levies, including that for the South Wales Fire and Rescue Authority, centrally held pay and prices provisions, insurance budgets, discretionary rate relief and provision for redundancy related costs. A number of these budgets are fixed and unavoidable, and therefore cannot be reduced without putting the Council at risk. The higher than anticipated pay awards in recent years and unprecedented amount of budget pressures has put also additional pressure on these budgets.

4.21.2 The South Wales Fire and Rescue Authority covers 10 South Wales Council areas including Bridgend County. It is funded by raising a levy on its constituent Councils, based on population. For 2022-23 the levy on Bridgend, and consequently its council tax payers, is proposed to be £7,544,032, an increase of 2.45% from 2021-22. This is as a result of demographic increases and unavoidable pay and price increases. The final budget is subject to approval by the Fire and Rescue Authority at its budget meeting in February 2022 so the final increase may change.

## **4.22 Fees and Charges**

4.22.1 In general, fees and charges will be increased by CPI (as at December 2021), subject to rounding, or in line with statutory or service requirements, except where a clear decision is taken not to do so. Schedules of fees and charges will be reported separately, as usual, under Delegated Powers and Directorates will apply the new requirements outlined in the Council's updated Fees and Charges Policy, approved by Council in October 2021. A full list of all fees and charges for 2022-23 will be published on the Council's webpages once the budget has been approved for 2022-23.

## **4.23 Council Reserves**

4.23.1 In line with the MTFS principle 8, the Council Fund will normally be maintained at a level of 5% of the Council's net budget, excluding schools. Details of the Council's earmarked reserves position at 31 December 2021 are shown in Table 8. These are kept under review, and will be drawn down where required, and the position will be updated in the Final MTFS report to Council in February 2022.

**Table 8 – Earmarked Reserves**

Opening Balance 1 Apr 2021 £000	Reserve	Movement as at Quarter 3			Closing Balance 31 Dec 2021 £000
		Net Additions/ Reclassification £000	Draw-down £000	Unwound £000	
	<b>Corporate Reserves:</b>				
34,118	Capital Programme Contribution	7,295	-	(18)	41,396
6,103	Asset Management Reserves	157	(550)	(118)	5,591
7,556	Major Claims & Insurance Reserves	4	-	-	7,559
4,993	Service Reconfiguration	-	-	-	4,993
3,050	Change Management/Digital Transformation	-	(249)	(163)	2,638
2,000	Economic and Future Resilience Fund	-	-	-	2,000
<b>57,819</b>	<b>Total Corporate Reserves</b>	<b>7,456</b>	<b>(799)</b>	<b>(299)</b>	<b>64,176</b>
	<b>Directorate Reserves:</b>				
502	Education & Family Support	-	(18)	(12)	472
3,349	Social Services & Wellbeing	-	(92)	(42)	3,215
3,657	Communities	-	(89)	(141)	3,427
2,716	Chief Executives	42	(176)	-	2,582
<b>10,224</b>	<b>Total Directorate Reserves</b>	<b>42</b>	<b>(375)</b>	<b>(195)</b>	<b>9,696</b>
	<b>Equalisation &amp; Grant Reserves:</b>				
1,961	Education & Family Support	(68)	(775)	-	1,118
594	Social Services & Wellbeing	(243)	-	-	350
2,532	Communities	-	(185)	-	2,347
1,228	Chief Executives	(544)	(170)	-	513
-	Cross Directorate	856	(567)	-	289
<b>6,315</b>	<b>Equalisation &amp; Grant Reserves:</b>	<b>-</b>	<b>(1,698)</b>	<b>-</b>	<b>4,617</b>
8,490	School Balances	-	-	-	8,490
<b>82,848</b>	<b>TOTAL RESERVES</b>	<b>7,498</b>	<b>(2,872)</b>	<b>(494)</b>	<b>86,979</b>

#### 4.24 Capital Programme and Capital Financing Strategy

4.24.1 This section of the report deals with the proposed Capital Programme for 2021-22 to 2031-32, which forms part of, but extends beyond the MTFs. It has been developed in line with the MTFs principles and reflects the Welsh Government draft capital settlement for 2022-23, which provides General Capital Funding (GCF) for 2022-23 of £150 million across Wales and of £6.678 million for the Council for 2022-23, of which £3.953 million is un-hypothecated supported borrowing and the remainder £2.725 million is provided through general capital grant. Indicative figures for 2023-24 and 2024-25 have been provided on an all-Wales basis of £180 million for each year, in addition to £20 million each year for Local Government Decarbonisation.

4.24.2 The original budget approved by Council on 24 February 2021 has been further revised and approved by Council during the year to incorporate budgets brought forward from 2020-21, slippage into 2022-23 and any new schemes and grant approvals. A review has also been undertaken of the capital resources available to the Council, along with the capital pressures that it faces. Due to the limited capital resource available, following a number of years of significant investment in the Council's infrastructure, service managers have not been asked to submit capital bids for funding at this stage, although it is accepted that there are a number of capital pressures that will need financing going forward, including economic recovery, decarbonisation, homelessness, digitalisation and coastal defences.

- 4.24.3 Following the approval by Council of the Capital Strategy in February each year, and the subsequent quarterly monitoring reports to Cabinet and Council, any amendments to the capital programme are usually dealt with during the year rather than just as part of the MTFS. The latest capital programme was approved by Council in October 2021 and any further changes will be included in the updated capital programme presented to Council for approval in January 2022 or the capital programme to be included in the final MTFS to be approved by Council in February 2022.
- 4.24.4 The capital programme contains a number of annual allocations that are met from the total general capital funding for the Council. It is not currently proposed to amend these for 2022-23 and the proposed allocations are shown in Table 9 below.

**Table 9 – 2022-23 Proposed Annual Allocations of Capital Funding**

	<b>Proposed 2022-23 £'000</b>
Highways Structural Works	340
Carriageway Capital Works	250
Disabled Facilities Grant	1,950
Housing Renewal / Empty Property Schemes	100
Minor Works	1,130
Community Projects	50
Corporate Capital Fund (Renewals / Match Funding)	200
Street lighting / Bridge infrastructure replacement	400
ICT equipment replacement	400
<b>Total</b>	<b>4,820</b>

## **4.25 Capital Receipts**

- 4.25.1 The Council's enhanced disposals programme, which commenced in 2014, was completed in December 2020 having brought in total receipts of £21.36 million against an original estimate of £21 million. In addition to this, there is an additional £176,000 held in escrow, part of which may also be released to the Council.
- 4.25.2 The disposals strategy for the years to 2030 is currently being drafted and it is anticipated that the majority of the receipts will emanate from the Parc Afon Ewenni (Waterton), Ewenny Road (Maesteg) and Porthcawl Waterfront Regeneration sites, which will be the focus of the disposal programme in the future. Good progress is being made on all three of these projects, most notably with an agreed sale of 2 acres at Porthcawl Salt Lake to Aldi Stores, subject to planning being granted for a retail food store. Capital receipts are subject to the exchange of contracts, so it is prudent not to commit them until we have a contractual agreement.

#### **4.26 Prudential (Unsupported) Borrowing**

- 4.26.1 Total Prudential Borrowing taken out as at 1 April 2021 was £46.248 million, of which £26.597 million was outstanding. It is estimated that the total borrowed will increase to £49.413 million by the end of this financial year.
- 4.26.2 Future prudential borrowing could include an estimated £1.8 million towards the costs of the Smart System and Heat Programme and £2.3 million towards the costs of highways schemes for 21<sup>st</sup> Century Band B schools.

#### **5. Effect upon policy framework and procedure rules**

- 5.1 The budget setting process is outlined within the Council's Constitution and Financial Procedure Rules.

#### **6. Equality Act 2010 implications**

- 6.1 A high level Equality Impact Assessment (EIA) will be carried out and included within the Final MTFs in February 2022. The high level EIA considers the impact of the strategy, policy or proposal on the nine protected characteristics, the Socio-economic Duty and the use of the Welsh Language.
- 6.2 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.

#### **7. Well-being of Future Generations (Wales) Act 2015 implications**

- 7.1 The Well-being of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. The 7 well-being goals identified in the Act have driven the Council's three well-being objectives:

1. Supporting a successful sustainable economy
2. Helping people and communities to be more healthy and resilient
3. Smarter use of resources

The well-being objectives are designed to complement each other and be part of an integrated way of working to improve well-being for people in Bridgend County. In developing the MTFs, officers have considered the importance of balancing short-term needs in terms of meeting savings targets, with safeguarding the ability to meet longer-term objectives.

- 7.2 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the wellbeing goals in different ways. A Well-being of Future Generations Assessment will be undertaken on proposed individual projects and activities where relevant and will feed into specific reports to Cabinet or Council.

7.3 The Council's approach to meeting its responsibilities under the Well-being of Future Generations (Wales) Act 2015, including acting in accordance with the sustainable development principle, is reflected in a number of areas within the Medium Term Financial Strategy, not least:

5 Ways of Working	Examples
Long Term	<ul style="list-style-type: none"> <li>• Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council.</li> <li>• Majority of savings generated from making smarter use of resources with service reductions kept to a minimum and only as a last resort.</li> <li>• The development of a Capital Strategy and 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing.</li> <li>• Investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period.</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>• Investment in preventative measures to reduce the burden on more costly statutory services.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Savings generated from collaboration and integrated working.</li> </ul>
Integration	<ul style="list-style-type: none"> <li>• Explicit links between the Corporate Plan, the Capital Strategy, the Treasury Management Strategy and the Medium Term Financial Strategy</li> </ul>
Involvement	<ul style="list-style-type: none"> <li>• A robust budget consultation exercise, including surveys, community engagement stands and social media debates, to inform proposals.</li> </ul>

7.4 The above features are aimed at ensuring the Council's finances are as healthy as they can be for future generations. Although resources are limited, they have been targeted in a way that reflects the Council's priorities, including the seven well-being goals included in Bridgend's Well-being Plan, and this is reflected in the relevant appendices. Where possible, the Council has aimed to protect front line services and invest to save, with budget reductions targeted at making smarter use of resources, commercialisation, collaboration and transformation. The Well-Being of Future Generations (Wales) Act 2015 Assessment is attached at **Appendix C**.

## 8. Financial implications

8.1 This report outlines the financial issues that Council is requested to consider as part of the 2022-23 to 2025-26 MTFS. The Council's Section 151 Officer is required to report annually on the robustness of the level of reserves. The current and future anticipated level of Council reserves is sufficient to protect the Council in light of unknown demands or emergencies and current funding levels. It must be emphasised that the biggest financial risks the Council is exposed to at the present time relates to the uncertainty of Welsh Government funding, both generally for local government into the medium term with recent one-year settlements, and specifically any ongoing funding to support the additional cost pressures and loss of income into the next and future years as a result of Covid-19, the

increasing difficulty in the delivery of planned budget reductions as well as the identification of further proposals. Therefore, it is imperative that the Council Fund balance is managed in accordance with the MTFs Principle 9, as set out in the MTFs, and it is essential that revenue service expenditure and capital expenditure is contained within the identified budgets.

- 8.2 The Section 151 Officer is also required to report to Council if they do not believe that they have sufficient resource to discharge their role as required by s114 of the Local Government Act 1988. Members should note that there is currently sufficient resource to discharge this role.
- 8.3 The proposed budget includes estimates which take into account circumstances and events which exist or are reasonably foreseeable at the time of preparation. Subject to the risks identified the proposed MTFs provides a firm basis for managing the Council's resources for the year 2022-23 and beyond.

## **9. Recommendations**

- 9.1 To consider the information contained in the report and attached appendices;
- 9.2 To determine whether to make any comments or recommendations for consolidation and inclusion in the report to Cabinet on the draft MTFs, including the proposed budget pressures and budget reduction proposals within the remit of this Scrutiny Committee, as part of the budget consultation process.

**Carys Lord**  
**Chief Officer – Finance, Performance and Change (Section 151 Officer)**  
**13 January 2022**

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**Background documents:** Individual Directorate Monitoring Reports  
Provisional Local Government Revenue and Capital Settlements  
2022-23

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## BUDGET PRESSURES 2022-23 TO 2025-26

Ref	Directorate	Well-being Objective	Pressure	Proposed 2022-23	Indicative 2023-24	Indicative 2024-25	Indicative 2025-26
				£000	£000	£000	£000
EFS1	Education and Family Support	Supporting a Successful Sustainable Economy	Revenue implications for supporting the School Modernisation Programme (Mutual Investment Model).		500		
EFS2	Education and Family Support	Supporting a Successful Sustainable Economy	Welsh-medium Moderate Learning Difficulties (MLD) Learning Resource Centre (LRC) at Secondary school level	92			
EFS3	Education and Family Support	Supporting a Successful Sustainable Economy	Increase in demand on the Educated Other Than at School (EOTAS) budget - projections indicate that within the next two years around 25 additional places will be required as part of the EOTAS provision. By employing staff directly this will avoid the need to employ tutors (2 teachers and 2 LSO's).	162			
EFS4	Education and Family Support	Supporting a Successful Sustainable Economy	Resources required to support the implementation of the Additional Learning Needs Educational Tribunal (ALNET) Act (2018) particularly to support the increase in age range (0-25). Two Individual Development Plan co-ordinators, one Additional Learning Provision co-ordinator and a Higher Level Teaching Assistant.	173			
EFS5	Education and Family Support	Supporting a Successful Sustainable Economy	Other Local Authority recoupmnt income shortfall due to increased demand from Bridgend pupils to attend Heronsbridge and Ysgol Bryn Castell. Whilst there were 20 OOC placements at the end of 2020-21 this has reduced to 16 with an expectation this will reduce further to 12 from the Autumn Term due to increased demand from BCBC pupils.	200			
EFS6	Education and Family Support	Supporting a Successful Sustainable Economy	Recurrent increased costs of home to school transport - a combination of historical budget pressures, but also the additional requirement for the transportation of nursery pupils, alongside cost pressures arising from the recent tender exercise for buses and minibuses, and the estimated increase in prices following the current tender exercise for special taxis, taxis and special minibuses. The outcome of the WG review of learner transport is still awaited.	2,472			
EFS7	Education and Family Support	Supporting a Successful Sustainable Economy	Investment in the Early Help service, to ensure the full assessment process is completed, reduce waiting times for referrals and improve quality. The capacity within locality hubs will be increased to enable them to provide interventions, along with additional counselling capacity.	226			
SSW1	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Increase to 'Connected Persons' Fostering Fees stemming from a National Eligibility Criteria in Wales	191			
SSW2	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Increased pressure on Mental Health Services due to the Covid-19 pandemic and resulting lockdowns	147			
SSW3	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Implications of National Living Wage uplifts on commissioned contracts within Social Services and Wellbeing based on announced increase to NLW from £8.91 in 2021 to £9.50 in 2022 (6.6% increase) increasing up to the Government target of £10.50 by 2024.	1,458	808	799	790
SSW4	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Increase in the Older Persons population and corresponding increase in pressure on services. It is estimated that the older person population will increase by 1.31% in 2021, and for future years the average of the population increases over the last 6 years, being 1.77%, has been used.	274	361	367	

				Proposed 2022-23	Indicative 2023-24	Indicative 2024-25	Indicative 2025-26
Ref	Directorate	Well-being Objective	Pressure	£000	£000	£000	£000
SSW5	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Children's Services workforce pressures, including market supplement to address 30% vacancy rate in Children's Safeguarding and Care Experienced Team, apprentices, information, advice and assistance social work capacity and Independent Reviewing Officers (IRO).	1,026			
SSW6	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Increase in take up of Direct Payments within Children's Services (up 22.5% on 20-21 actuals)	87			
SSW7	Social Services & Wellbeing	Helping People and Communities to be more Healthy and Resilient	Increase in costs of Supported Living Service following re-tender. The budget pressure is based on current levels of need that were identified at the point of going to tender, and therefore could fluctuate either up or down, based on assessed needs and requirements post-Covid.	650			
COM1	Communities	Smarter Use of Resources	Increase in disposal costs due to increased Kitchen Waste tonnages being collected at the Kerbside. This is due to both an increasing number of households in the borough and lifestyle changes due to the pandemic - more people working from home, producing more domestic waste as a result.	37			
COM2	Communities	Smarter Use of Resources	Increase in disposal costs due to increased blue bag waste being collected at the Kerbside. This is due to both an increasing number of households in the borough and lifestyle changes due to the pandemic - more people working from home, producing more domestic waste as a result.	200			
COM3	Communities	Smarter Use of Resources	Increase in disposal costs due to increased Street Litter being collected by the Street Scene Team. This is due to both an increasing number of households in the borough and lifestyle changes due to the pandemic - more people working from home, increased stay-cations, producing more street litter waste as a result.	150			
CEX1	Chief Executives	Smarter Use of Resources	ICT e-Post Room Postages - budget pressure due to increased costs incurred in sending printed information to BCBC staff working at home	30			
CEX2	Chief Executives	Smarter Use of Resources	Funding to implement Phase 2 of the Business Support review, increasing capacity for the provision of cross-Council business support, where additional pressures have been identified, particularly in respect of children's social care and early help, generally and as a result of the pandemic. This extra capacity will enable services to direct professional staff to front line service delivery.	405			
CW1	Council Wide	Core Services and Statutory Functions	Increase in Fire Service Precept to cover pay, price and demographic increases. The final budget is subject to approval by the Fire and Rescue Authority at its budget meeting in February 2022 so the final increase may change .	180			
CW2	Council Wide	Core Services and Statutory Functions	The Local Government and Elections (Wales) Act 2021 provides for the creation and ongoing development of corporate joint committees to allow authorities to work together on specific functions such as transport, economic development and planning. Additional funding has been provided through the settlement to support the core operation of these committees.	200			
CW3	Council Wide	Core Services and Statutory Functions	Following the end of the Welsh Government Hardship Fund in 2021-22 funding has been set aside to meet ongoing budget pressures as a result of the Covid-19 pandemic, both in respect of additional cost pressures and ongoing loss of income. This pressure will be allocated out during the year in line with need and will be reviewed annually to determine whether or not it is still required.	1,000			

				Proposed 2022-23	Indicative 2023-24	Indicative 2024-25	Indicative 2025-26
Ref	Directorate	Well-being Objective	Pressure	£000	£000	£000	£000
CW4	Council Wide	Core Services and Statutory Functions	Funding has been provided through the settlement to enable local authorities to meet the additional costs of introducing the Real Living Wage for care workers. Once a detailed implementation process has been agreed by Welsh Government this funding will be allocated out accordingly.	2,500			
<b>Total Budget Pressures</b>				<b>11,860</b>	<b>1,669</b>	<b>1,166</b>	<b>790</b>

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**Budget Reduction Proposals 2022-23 to 2025-26**

Page Ref.	Links to 7 Wellbeing Goals	Well-being Objective	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2021-22 £'000	Total Budget Reduction 2022-2026 as % of 2021-22 Budget	2021-22 Budget Reductions £'000	Proposed 2022-23 £'000	Indicative 2023-24 £'000	Indicative 2024-25 £'000	Indicative 2025-26 £'000
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**WELL-BEING OBJECTIVE**

IP1 - Supporting a successful sustainable economy

IP2 - Helping people and communities to be more healthy and resilient

IP3 - Smarter use of resources

NONPTY - Core services & statutory functions

**CATEGORIES**

SUR- Smarter Use of Resources

MSR- Managed Service Reductions

CST - Collaboration and Transformation

PC - Policy Changes

**RAG STATUS KEY**

<b>RED</b>	Proposals not fully developed and include high delivery risk
<b>AMBER</b>	Proposal in development but includes delivery risk
<b>GREEN</b>	Proposal developed and deliverable

**EDUCATION & FAMILY SUPPORT**

**CENTRAL EDUCATION & FAMILY SUPPORT**

EFS1	A more equal Wales	IP2	SUR	Rationalisation of Adult Community Learning Service	Remove the council subsidised support to adult learners although there are other providers - e.g. College. Less opportunity for adults to gain new skills.	129	53%		68			
				<b>Total Education and Family Support</b>				<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**SCHOOLS**

SCH1	A more prosperous Wales	IP3	SUR	Efficiency savings against School Delegated Budgets	The annual saving represents a 1% efficiency per annum against individual schools budgets. Risk of increased school deficit positions. Implementation will be a matter for individual schools - potential to result in some teacher and other staff redundancies. If efficiency is made solely from staffing budgets, this could range from a minimum of 1 teacher in our larger Primary Schools to 5 teachers in our larger Comprehensive schools over the MTFS period.	£1.040m - ISB Budget	3%			1,040	1,040	1,040
				<b>Total Schools</b>				<b>0</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>	

				<b>Total Education &amp; Family Support Directorate</b>				<b>68</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>
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**SOCIAL SERVICES & WELLBEING**

SSW1	A healthier wales	IP2	MSR	Across Adults and Children's services embed and consolidate outcome focussed practice and commissioning for all services areas.	This will support people to live their lives and will require our systems to be adapted to support the changes in practice. There will be a shift to embed outcome focussed practice which will have a focus on targeted prevention initiatives and by developing collaborative, long term relationships with providers as well as maximising the opportunities of the use of technology. This will be underpinned by planning accommodation, care and support together and listening to people who are experts in their own lives and acting upon what will make a difference.	Not specific	N/A	225	200			
SSW2	A healthier Wales	IP2	MSR	Remodelling day service provision for older people and learning disability services	The recent experience of the pandemic has enabled the service to find new ways of working and the service are proposing to review and refine the operating model for day time opportunities.	3,187	4%	90	115			
SSW3	A healthier wales	IP2	MSR	Remodelling Supported Living Services	A review of the service provision and alternative delivery models based on the current and predicted needs of individuals	2,160	2%		50			
				<b>Total Social Services &amp; Wellbeing Directorate</b>				<b>365</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Budget Reduction Proposals 2022-23 to 2025-26**

Page Ref.	Links to 7 Wellbeing Goals	Well-being Objective	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2021-22 £'000	Total Budget Reduction 2022-2026 as % of 2021-22 Budget	2021-22 Budget Reductions £'000	Proposed 2022-23 £'000	Indicative 2023-24 £'000	Indicative 2024-25 £'000	Indicative 2025-26 £'000
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**COMMUNITIES**

COM1	A Wales of cohesive communities	IP2	MSR	Strategic Regeneration Fund - reduction to annual allocation	The reduction to the Strategic Regeneration Fund will directly impact on the Council's ability to provide match-funding, through which to lever other external funding. There will be no funding for feasibility or development work, on which to prepare bids for funding. Also potential for a loss of private sector investment as a result of inability to engage productively with developers and present Bridgend County in a positive light.	299	100%		20	279		
COM2	A prosperous Wales	IP2	MSR	Cessation of Tourism contract with AMA Associates an external Public Relations Company who promote Bridgend with a range of publishers.	News coverage about Bridgend County will reduce and this potentially would have implications for visitor numbers and the local economy.	25	100%		25			
COM3	A prosperous Wales	IP3	PC	Change the composition of Household Food Waste bags	The current bags cause issues with bio-degrading due to the speed of the food waste digestion process. Change the supply of bags to remove this issue.	51	69%		35			
COM4	A prosperous Wales	IP1	PC	Remove Business in Focus from running Enterprise Centres in Bridgend	This would be dependent on Corporate Landlord picking up the responsibilities and ensuring a higher rate of occupancy of the units to remove voids.	20	100%		20			
COM5	A prosperous Wales	IP1	SUR	Commercially let a wing of Ravens Court to a partner organisation or business.	Savings would be predicated on reduction in utilities from not occupying the space and rental income	133	38%		50			
				<b>Total Communities Directorate</b>					<b>150</b>	<b>279</b>	<b>0</b>	<b>0</b>

**CHIEF EXECUTIVES**

CEX1	None	IP3	SUR	Reduction of ICT Printing Costs	Due to the increase in working from home across the authority, savings can be found in the ICT Print Strategy area. These savings are in line with the cultural shift towards the paperless office agenda.	76	53%			40		
CEX2	None	IP3	SUR	Efficiency saving targeting supplies and services budgets across the Chief Executive's Directorate	Limited impact as review has identified small historic underspends against this budget category	1,347	4%		48			
				<b>Total Chief Executive's Directorate</b>					<b>48</b>	<b>40</b>	<b>0</b>	<b>0</b>

<b>GRAND TOTAL REDUCTIONS</b>									<b>631</b>	<b>1,359</b>	<b>1,040</b>	<b>1,040</b>
<b>ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)</b>									631	6,978	6,802	6,618
<b>REDUCTION SHORTFALL</b>									<b>0</b>	<b>5,619</b>	<b>5,762</b>	<b>5,578</b>

73	0	0	0
158	1,080	1,040	1,040
400	279	0	0
<b>631</b>	<b>1,359</b>	<b>1,040</b>	<b>1,040</b>

## WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

## Project Description (key aims):

Medium Term Financial Strategy (MTFS) 2022-23 to 2025-26

**Section 1 Complete the table below to assess how well you have applied the 5 ways of working.****Long-term****1. How does your project / activity balance short-term need with the long-term and planning for the future?**

The development of the MTFS aims to balance short-term needs in terms of meeting savings targets, while safeguarding the ability to meet longer-term objectives. It provides a financial basis for decision making and aims to ensure that the Council's finances can be as healthy as they can be for future generations. It does this by:

- Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council.
- Adhering to a clear set of MTFS principles that drive expenditure decisions.
- Ensuring that the majority of savings are generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort.
- The development of a 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing and investment in capital schemes that support the Council's well-being objectives and benefits the County Borough over a longer period.
- Protecting front line services as far as possible.

**Prevention****2. How does your project / activity put resources into preventing problems occurring or getting worse?**

The MTFS attempts to balance investment in preventative measures against costs of reacting to unanticipated situations in statutory services. Each budget reduction proposal is weighed in terms of the impact on other areas of the Council, on the public and on the Well-being of Future Generations. Where a budget cut in one area of non-statutory prevention would lead to increased costs in another, this is not considered to be good financial management. A number of budget pressures target investment in preventative services, and budget reductions are achieved through remodelling of existing service provision to prevent more costly long term pressures. In addition, the Council's capital programme targets significant investment in refurbishing or replacing highways, buildings and other infrastructure to prevent longer term maintenance costs.

<b>Integration</b>	<p data-bbox="398 172 2018 209"><b>3. How does your project / activity deliver economic, social, environmental &amp; cultural outcomes together?</b></p> <p data-bbox="398 229 2018 368">The Medium Term Financial Strategy is closely aligned to the Council’s Corporate Plan, with explicit links between resources and well-being objectives. The MTFS has been guided by the 3 Well-being Objectives outlined in the Corporate Plan. The development of the Corporate Plan and MTFS are both the responsibility of Cabinet and the Corporate Management Board.</p>
<b>Collaboration</b>	<p data-bbox="398 464 2018 539"><b>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</b></p> <p data-bbox="398 560 2018 730">A number of budget reduction proposals are achievable through inter-agency working, with the Third Sector, Social Enterprises, other local authorities and partners. These include joint services across local authorities, and with the Health Service, and new models of working internally to provide more resilient services. A number of services already collaborate with other partners and these continue to improve performance whilst operating with reducing resources.</p>
<b>Involvement</b>	<p data-bbox="398 746 2018 810"><b>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</b></p> <p data-bbox="398 815 2018 1369">A full consultation “Shaping Bridgend’s Future” was launched on 20 September 2021 and ran until 14 November 2021. The consultation asked citizens to share their views on a range of areas, including performance over the last 12 months, support for business, tourism and the economy, well-being, face to face access to Council services, digitalisation, investment in services, fees and charges, council tax levels and the future of the Council. The intention was to understand what the public felt had worked well, and where we need to continue to make changes or improvements as we recover from the Covid-19 pandemic, to ensure that we deliver effective and efficient services that are right for our communities over the next 5 to 10 years. A wide variety of methods of communication were used including surveys, social media, a number of online engagement sessions, online FAQ sessions as well as videos, radio adverts and media releases. Due to the impact of Covid-19 and the restrictions on engaging with residents face to face in the community, the council wanted to make sure that as many people as possible could get involved in the consultation and ensured that accessible versions of the survey were available – large print, easy read and youth, as well as standard versions. Bridgend People First and Bridgend Youth Council supported the consultation team to produce the easy read and youth surveys. An advert was also placed in the Glamorgan Gazette notifying non-domestic rates payers of the consultation, and inviting them to participate, as required by Section 65 of the Local Government Finance Act 1992.</p> <p data-bbox="398 1406 2018 1469">The results were collated and presented to Cabinet on 14 December 2021 in order to further inform decisions on the MTFS.</p>



Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p><b>A prosperous Wales</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<ul style="list-style-type: none"> <li>• Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs.</li> <li>• Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business.</li> <li>• Increase productivity, employment and skills. Encourage a lower carbon economy.</li> </ul>	<p>The majority of savings will be generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort.</p> <p>The MTFs is aligned with the Corporate Plan to achieve the Council's current Well-being Objectives:</p> <p><u>Supporting a successful sustainable economy</u> - taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.</p> <p><u>Helping people and communities to be more healthy and resilient</u> - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.</p>

		<p><u>Smarter use of resources</u> – ensuring that all its resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help to deliver the Council’s well-being objectives.</p> <p>Funding is targeted in line with these priorities and in line with the 13 MTFS Principles.</p>
<p><b>A resilient Wales</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<ul style="list-style-type: none"> <li>• Break long term cycles to secure better outcomes for people and communities.</li> <li>• Stronger individuals and communities are more resilient to change.</li> <li>• Communities place a greater value on their environment and more people get involved in local issues and recognise the importance of green space in wellbeing and as a prevention factor.</li> <li>• Healthy active people in resilient communities, volunteering, keeping young people in the local area, reducing travel to work, increased use and awareness of green spaces.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>

<p><b>A healthier Wales</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<ul style="list-style-type: none"> <li>• Improved future physical and mental well-being, by reducing health harming behaviours.</li> <li>• Promote more involvement in communities to benefit mental health, social and physical activity.</li> <li>• Focus on healthy lifestyles and workplaces, increased income linked to health.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>
<p><b>A more equal Wales</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<ul style="list-style-type: none"> <li>• Helping all children and young people to reach their full potential, by improving their early years experiences and ensure access to information to help make informed decisions. Improving outcomes for teenage parents and their children.</li> <li>• Recognising that communities are becoming more diverse. Addressing barriers that some groups have in feeling part of communities.</li> <li>• Address income inequality and health inequality, focus on disability, older people and other equality groups. Focus on increasing income and reducing the skills gap.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>

<p><b>A Wales of cohesive communities</b> Attractive, viable, safe and well-connected communities.</p>	<ul style="list-style-type: none"> <li>• Increased number of confident secure young people playing an active positive role in their communities.</li> <li>• Healthy active people in resilient communities, keeping young people and skills in the local area, tackling poverty as a barrier to engagement in community life a supportive network, developed through initiatives at work, can help to support staff through challenging times in their lives.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<ul style="list-style-type: none"> <li>• Cultural settings provide support sensitive to our increasingly diverse communities and help us identify opportunities to increase the number of Welsh speakers.</li> <li>• Importance of culture and language as a focus for communities coming together.</li> <li>• Bringing more people from different cultures together. More people identifying with their community.</li> <li>• Encourage take up of sports, arts and recreation initiatives through the workplace.</li> <li>• Ensure Welsh culture and language are a part of this. Welsh language skills are beneficial to businesses and in increasing demand.</li> </ul>	<p>Compliance with the Welsh Language act and specific Welsh Language Standards will be monitored as part of the annual report.</p>

<p><b>A globally responsible Wales</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<ul style="list-style-type: none"> <li>• Diverse, confident communities are resilient to change. Promotes a better knowledge of different cultures and a better knowledge of the local environment.</li> <li>• Healthy lifestyles include cultural activities that promote understanding of diversity of communities, different cultures, races. Promote apprenticeships to people from different backgrounds.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>
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<b>Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts</b>			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Unknown - The impact, positive or negative, will depend on the nature of the service delivered, the specific budget reduction proposed or budget pressure funded and the service user.		This will vary according to the service provided and will be considered through individual Equality Impact Assessments (EIAs).
Gender reassignment:	See above		This will vary according to the service provided and will be considered through individual EIAs.
Marriage or civil partnership:	See above		This will vary according to the service provided and will be considered through individual EIAs.
Pregnancy or maternity:	See above		This will vary according to the service provided and will be considered through individual EIAs.
Race:	See above		This will vary according to the service provided and will be considered through individual EIAs.

Religion or Belief:	See above	This will vary according to the service provided and will be considered through individual EIAs.
Race:	See above	This will vary according to the service provided and will be considered through individual EIAs.
Sex:	See above	This will vary according to the service provided and will be considered through individual EIAs.
Welsh Language:	See above	This will vary according to the service provided and will be considered through individual EIAs.

<b>Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive members and/or Chief Officers</b>	
Cabinet	
<b>Compiling Officers Name:</b>	Deborah Exton
<b>Compiling Officers Job Title:</b>	Deputy Head of Finance
<b>Date Completed:</b>	21/12/21