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



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

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Date / Dyddiad: Wednesday, 10 February 2016

Dear Councillor,

CABINET

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 16 February 2016 at 2.30 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 14
To receive for approval the Minutes of the meeting of the Cabinet of 12 January 2016
4. Wales Audit Office - Corporate Assessment Report on Bridgend County Borough Council January 2016 15 - 54
To introduce the Auditor General's report (attached as Appendix 1 to the covering report) to Cabinet.
5. City Deal 55 - 58
The purpose of this report is to update Cabinet on the progress made since the report of 24th November 2015 which set out what a "City Deal" was expected to achieve and the component parts which make up a Deal. To also advise Cabinet of the formation of a "Core Team" to present the proposals of the proposed Deal to the UK Government and Welsh Government at challenge sessions and to note the timescales in which these sessions will be undertaken. And finally, to confirm that even if a Deal is agreed by the UK Government and Welsh Government it will in principle only so there will be no financial commitment upon Bridgend County Borough Council unless or until the business case for programme is approved by all the partners. The timescale for this process is estimated to be between 6

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and 18 months.

6. Budget Monitoring - Quarter 3 2015-16 59 - 86
To provide Cabinet with an update on the Council's financial position as at 31st December 2015
7. LA Governor Applications 87 - 100
To seek approval from Cabinet for the appointment of Local Authority (LA) governors to the school governing bodies listed in paragraph 4.1 of the report
8. School Modernisation Programme: Proposal to consult on a Regulated Alteration to Pencoed Primary School 101 - 106
This report is to seek approval from Cabinet to begin consultation on proposals to make a regulated alteration to Pencoed Primary School by relocating the school to the site of the school playing fields at Penprysg Road, Pencoed with effect from 1st April 2018.
9. School Modernisation Programme: Proposal to consult on appropriation of land for Education purposes at Bettws Road, Bettws 107 - 112
To consider the appropriation of land for educational purposes at Bettws Road, Bettws that currently forms part of an open space.
10. Senior Open Championship, Royal Porthcawl 2017 113 - 116
To seek approval from Cabinet for the contribution of funding and officer support to the Senior Open Championship, 2017, and work to establish Royal Porthcawl as a venue capable of hosting the Open Championship
11. Representation on Outside Bodies and Joint Committees 117 - 118
To seek Cabinet's approval for the appointment of Members to outside bodies.
12. Information Reports for Noting 119 - 172
To inform Cabinet of the Information Reports and Minutes of Joint Committees which have been published since its last scheduled meeting.
13. Urgent Items
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
14. Exclusion of the Public
The minutes and reports relating to the following items are not for publication as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.
If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
15. Approval of Exempt Minutes 173 - 176
To receive for approval the exempt minutes of the meeting of Cabinet of 12 January 2016
16. Award of Contracts In Respect Of The Supporting People Programme and Learning Disability Services 177 - 182
17. County Borough Supplies Closure Report 183 - 188

Yours faithfully

P A Jolley

Assistant Chief Executive Legal and Regulatory Services

Distribution:

Councillors:

MEJ Nott OBE

HJ David

M Gregory

Councillors

CE Smith

HJ Townsend

PJ White

Councillors

HM Williams

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MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 12 JANUARY 2016 AT 2.30 PM

Present

Councillor MEJ Nott OBE – Chairperson

HJ David
PJ White

M Gregory
HM Williams

CE Smith

HJ Townsend

Officers:

Darren Mepham	Chief Executive
Ness Young	Corporate Director - Resources & Section 151 Officer
Deborah McMillan	Corporate Director - Education & Transformation
Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Assistant Chief Executive Legal & Regulatory Services and Monitoring Officer
Andrew Rees	Senior Democratic Services Officer - Committees
Nicola Echanis	Head of Strategy Partnerships & Commissioning

819. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Officer for the reason so stated:

Deborah McMillan – Corporate Director Education & Transformation - Leave

820. DECLARATIONS OF INTEREST

The following Declarations of Interest were made:

Councillor PJ White declared a personal interest in agenda item 4 – Communities First 2016/17 as a Trustee Board Member of the Bridgend Citizens Advice Bureau.

Councillor PJ White declared a personal interest in agenda item 6 – Establishment of a Framework Agreement for the Provision of Domiciliary Care as his mother in law is in receipt of care provision.

Councillor M Gregory declared a personal interest in agenda item 4 – Communities First 2016/17 as a Trustee Board Member of the Bridgend Citizens Advice Bureau.

Councillor M Gregory declared a personal interest in agenda item 6 – Establishment of a Framework Agreement for the Provision of Domiciliary Care as his mother in law is in receipt of domiciliary care.

Councillor CE Smith declared a personal interest in agenda item 6 – Establishment of a Framework Agreement for the Provision of Domiciliary Care as his mother in law is in receipt of care provision.

821. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of Cabinet of 15 December 2015 be approved as a true and accurate record.

822. COMMUNITIES FIRST 2016/17

The Chief Executive reported that funding for the current Communities First Programme is to end on 31 March 2016 which was based on 3 separate Cluster Delivery teams and Delivery Plans in Upper, Mid and Lower in the County Borough. He stated that in addition, contract arrangements are in place with Bridgend CAB for the provision of a Financial Well-Being and Support project to the value of approximately £80,000 per annum with an extension in place to allow the continuation of this project for the 2016/17 financial year. Funding for 2015/16 has also included a Communities First and Pupil Deprivation Grant match funded with schools in the Lower Cluster. The Welsh Government has confirmed that the current arrangements for a Pupil Deprivation Grant will not be taken forward for the 2016/17 year.

He also reported that the Welsh Government has issued in principle offer letters to award a maximum grant of £1,738,317 to the Council subject to the development of a Single Delivery Plan rather than the 3 separate Cluster Plans in place. This would simplify the management of the grant and allow a move to a more thematic way of working without adversely affecting delivery within the Cluster areas.

The Chief Executive also reported that Cabinet had previously approved in principle to deliver a European Social Funded project Communities for Work and discussions are ongoing with the Welsh Government regarding the legal agreements which will require the signing of a Deed of Entrustment. He stated that Newport City Council has developed a bespoke software system for the recording and monitoring of the Communities First Programme, the system is being made available to other local authorities for a one off fee of £3,000 per cluster, which would be covered by Welsh Government funding. A waiver from the Council's Contract Procedure Rules under rule 3.2.3 is required to enable the Council to enter into a Service Level Agreement with Newport City Council for the provision of the online monitoring tool for the Programme.

The Chief Executive reported that due to the level of funding indicated for this Council there would not be a requirement to re-structure the Programme on a wholesale basis and activities will be refined and re-shaped to meet WG targets and outcomes framework to ensure that activities remain fit for purpose. It was intended to implement a minor re-shaping of management to simplify the management of the Programme to allow for the move to more thematic way of working. This will require consultation with affected members of staff before April 2016 and subject to Welsh Government confirmation of funding, staff contracts will be extended to the 31st March 2017. Any staff changes will follow the Council's Human Resources policies and be subject to any appropriate staff and Trade Union Consultation. He stated that redundancies were not expected given the indicative level of funding allocated to the Council as Lead Delivery Body.

The Chief Executive informed Cabinet that the commissioned Financial Well-being project currently delivered by the CAB will be reviewed and subject to the findings of that review the current provider could continue to deliver this service as the contract provides the option for a 12 month extension to the current arrangements for the 2016/17 financial year.

The Chief Executive also reported on an update on the Communities for Work (C4W) European Social Fund (ESF) which is expected to work alongside and managed by the Communities First programme. He stated that the project will provide a broad range of

support and advice to long term unemployed adults and young people within the C1st Cluster areas. ESF funding will support a total of 10 posts.

The Leader informed Cabinet that he had met representatives of the CAB and he had invited them to make a pre-Council presentation on their work and in particular their work in relation to supporting people on welfare reform.

The Cabinet Member Communities in commending the proposals stated that it was important that the Council is able to measure accurately the outcomes of Communities First funding through the use of bespoke software.

RESOLVED: That Cabinet:–

- a) approved submission of a Single Delivery Plan for funding for the 2016/17 financial year and approved the acceptance of the WG Communities First Grant under Delegated Powers;
- b) endorsed the extension of the Financial Well-Being and Support project contract with Bridgend CAB, subject to a positive review and assessment for a 12 month period; and
- c) authorised a waiver under Contract Procedure Rule 3.2.3 from the requirement to competitively tender the provision of an on-line monitoring tool on the basis that Newport City Council is technically the only potential provider of the service
- d) authorised the Chief Executive to enter into a Memorandum of Understanding and any ancillary documentation for the use of the Communities First database, with Newport City Council, in consultation with the Assistant Chief Executive Legal and Regulatory Services and the s151 Officer; the terms of the Memorandum of Understanding and any ancillary documentation to be approved by the Assistant Chief Executive Legal and Regulatory Services and the s151 Officer
- e) delegated authority to the Chief Executive in consultation with the Communities Cabinet Member, the Assistant Chief Executive Legal and Regulatory Services and the s151 Officer to enter into a Deed of Entrustment for the C4W programme on terms to be approved by the Assistant Chief Executive Legal and Regulatory Services and the s151 Officer
- f) noted that an update report in respect of the Communities First Programme will be presented to Cabinet within the next six months.

823. MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20

The Section 151 Officer presented a report on the Medium Term Financial Strategy for 2016-17 to 2019-20, which included a financial forecast for 2016-20 and a detailed draft revenue budget of 2016-17.

The Section 151 Officer reported that the Corporate Plan is reviewed each year to ensure it continues to reflect the Council's corporate improvement priorities, commitments and performance indicators. The final plan would be considered for approval at Council in March 2016 alongside the Medium Term Financial Strategy 2016-20. The Corporate Plan and the Medium Term Financial Strategy would be fully aligned and would include explicit links between resources and corporate priorities. The

Medium Term Financial Strategy articulated how the Council planned 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.

The Section 151 Officer reported on the financial context in that the Chancellor of the Exchequer had announced as part of the Comprehensive Review in November 2015 an improvement of £27 billion in public sector finances over the next 5 years. As a consequence of this the Welsh Government had been given a cash increase of 0.85% for 2016-17. She stated that the provisional Local Government Settlement which provided an average -1.4% reduction in Aggregate External Finance for 2016-17 across Wales, with Bridgend's reduction being 1.2%. This took into account £1.4m Outcome Agreement Grant which had now been included in the Revenue Support Grant. The settlement included sufficient funding to protect school budgets equivalent to 1% above the change in the Welsh Government's Revenue Budget as well as additional funding to help Councils support pressures in social services. The provisional settlement compares favourably to the -4.5% "most likely" assumption contained within the MTFs for 2016-17 and is better than the "best" case scenario assumption of -3%.

The Section 151 Officer reported that there was no indication of local government settlements for 2017-18 onwards and while the 2016-17 draft settlement was better than forecast there continued to be uncertainty around the economy, the prospect of interest rate increases and the pace of the UK Government's austerity programme. She stated that the most likely assumption was a -3.2% annual reduction in Aggregate External Finance for 2017-18, 2018-19 and 2019-20, which would mean a total recurrent budget reduction requirement forecast to be £36.549m for 2016-17 to 2019-20.

The Section 151 Officer also reported on the grant transfers into the revenue settlement for 2016-17, however the full picture on specific grants was not yet clear, but the draft settlement did include information on a number of changes to the level of grants at an all Wales level which impact on the Council's resources. She stated that the Welsh Government had ceased the Regional Collaboration Fund in 2016-17 but had increased the Intermediate Care Fund from £20m in 2015-16 to a proposed £50m across Wales for 2016-17 in the draft budget which would be allocated to the NHS to manage working in partnership with local authorities. The Section 151 Officer informed Cabinet that the draft 2016-17 draft budget assumed a Council Tax increase of 3.9% based on an appropriate balance between the needs of the Council and its citizens.

The Section 151 Officer reported that the Council in February 2015 had approved a capital programme for 2015-16 to 2024-25, based on the assumption that annual capital funding would be flat lined from 2015-16 onwards. A revised capital programme was approved in July and again in October 2015 to incorporate budgets carried forward from 2014-15 and any new schemes and grant approvals. The draft local government capital settlement for 2016-17 provided the Council with £6.293m capital funding for 2016-17, which is £5k more than 2015-16, with no indications given for 2017-18 or beyond. The Section 151 Officer informed Cabinet of the comparison of budget against projected outturn at 30 September 2015, which at the half year stage showed an overall under spend of £571k projected on Directorate budgets.

The Section 151 Officer reported on the Medium Term Financial Strategy (MTFS) for the next four financial years, based on the latest information available from the Welsh Government. The MTFs is reviewed regularly and amended as additional information became available, with the detail for future years being developed over the period of the strategy. The development of the MTFs 2016-17 to 2019-20 has been led by Cabinet and the Corporate Management Board and took into account the Auditor's views and the recommendations of the Budget Research and Evaluation Panel and issues arising in 2015-16, underpinned by the ongoing aim to embed a culture of medium term financial

planning closely aligned with corporate planning. As well as linking explicitly to the Council's corporate priorities, the MTFs is linked to the ICT Strategy and Workforce Plan. The Section 151 Officer highlighted the MTFs principles which would drive the budget and spending decisions over the four year period. Principle 12 has been expanded to include provision for a MTFs Budget Reduction Contingency Reserve to enable the Council to manage delays or unforeseen obstacles to the delivery of significant MTFs budget reduction proposals. She stated that it was prudent to set aside a specific reserve to provide a buffer or a safeguard against budget reductions with a Red risk status not being delivered to plan. An earmarked reserve will be established at year end from any corporate under spends at a level to be determined annually. This will provide additional capacity for discretionary use by the Chief Financial Officer, in consultation with CMB and Cabinet to manage inescapable problems.

The Section 151 Officer reported that the MTFs planning assumptions for 2017-20 are based on an annual reduction in AEF of -3.2% and an assumed increase in council tax of 3.9% for 2017-18, 4.2% for 2018-19 and 4.5% for 2019-20 and the AEF figure of -1.2% based on the published Provisional Settlement. The Section 151 Officer highlighted the potential net budget reductions requirement based on the best scenario, most likely scenario and worst scenario for 2016-17, 2017-18, 2018-19 and 2019-20.

The Section 151 Officer reported that the financial forecast was predicated on £36.549m savings being met from Directorate and Corporate budgets over the period 2016-17, 2017-18, 2018-19 and 2019-20. Budget reduction proposals of £17.4m had already been identified over the period of the MTFs, including the full £7.495m required for 2016-17. Further budget reduction proposals to the value of £19.2m were needed to be developed with a range of options under consideration. The Section 151 Officer highlighted the risk status of these for each year and also highlighted the savings proposals categorised according to the priorities in the Corporate Plan. All the proposals had implications for the Council's workforce given that around two thirds of the net revenue budget related to pay costs. It was intended to manage reductions in Council budgets through the continuation of a recruitment freeze, redeployment, early retirements, and voluntary redundancies, but some compulsory redundancies would continue to be necessary.

The Section 151 Officer informed Cabinet that consultation on the MTFs had been undertaken over an eight week period which included an online survey, community engagement workshops, social media debates, community engagement stands and a meeting with third sector organisations. There had been 1,819 responses with nearly 1,000 people completing the full survey. At least 80% of participants agreed with the three proposed participants; however 71% believed something was missing, citing most commonly the themes of streamlining the Council, public transport and infrastructure and local business support. She stated that the majority of respondents agreed with the idea of protecting some services over others and two thirds felt schools should be expected to make efficiency savings too.

The Section 151 Officer reported on the Draft Revenue Budget for 2016-17 which, based on the proposed budget of £254,884m the council tax increase for 2016-17 would be 3.9%. The Section 151 Officer informed Cabinet of the impact of pay, prices and demographics and unavoidable pressures on the revenue budget. The draft settlement from the Welsh Government included within it additional amounts in respect both of schools' protection as well as the recognition of the pressures facing social care. Budget reduction proposals of £7.495m had been identified from service and corporate budgets to achieve a balanced budget. Corporate budgets include funding for the council tax reduction scheme, the costs of financing capital expenditure, precepts and levies, centrally held pay and prices provisions, insurance budgets, discretionary rate

relief, provision for redundancy related costs and the carbon reduction commitment. Generally income from fees and charges would be increased by CPI of +0.1% plus 1% subject to rounding, or in line with statutory or service requirements. It was proposed that the general fund be maintained at no less than £7m on 2016-17 with the Council's earmarked reserves being kept under review and the forecast may change in the final MTFS report to Council in March 2016.

The Section 151 Officer reported on the proposed capital programme for 2016-17 to 2025-26 and Capital Financing Strategy (including prudential borrowing and Capital Receipts forecast). Both had been developed in line with the MTFS principles and reflect the Welsh Government provisional capital settlement for 2016-17, which provides general capital funding for the Council for 2016-17 of £6.293m, of which £3.912m was un-hypothecated supported borrowing and the remainder £2.381m as general capital grant. There had been no indicative allocations provided for 2017-18 but it was assumed that this level of funding would remain constant after 2016-17. The development of the proposed capital programme had involved a review of the Council's capital investment requirements for 2016-2025 compared to available capital receipts. The programme contains a number of fixed annual allocations that are met from the total general capital funding for the Council. In addition, the Council has approved a contribution of £1m per year as part of the local authority matched funding contribution for the Programme. The current capital programme contains a number of significant strategic investment projects which support a number of the proposed new corporate priorities. The following projects had been included in the Council's approved programme but funding for each project would not be confirmed until the Welsh Government had approved the final business case and sufficient capital receipts had been generated:-

- Coety / Parc Derwen Primary School
- Special Education Needs Provision
- Garw Valley South Primary Provision
- Pencoed Primary School
- Gateway Primary Provision
- Mynydd Cynffig Primary School
- Heronsbridge Special School

The Section 151 Officer informed the Cabinet that the Capital Financing Strategy is underpinned by the Council's Treasury Management Strategy. Capital receipts of around £21m could be generated as part of the enhanced disposals programme, with approximately £9.3m already delivered and £11m of capital receipts to be generated over the next three years of which £4m is expected to be realised in 2016-17. Of the £21m, £8.8m relates to school buildings and land vacated through the 21st Century Schools Programme to be used as match funding for the programme. It included receipts anticipated from the Waterton site along with the sale of other surplus sites within the County Borough

The Section 151 Officer reported that Council on 25 February 2015 had approved Prudential Borrowing of £41.5m, which included £5.6m of Local Government Borrowing Initiative funding towards the costs of the 21st Century Schools Programme. Total Prudential Borrowing taken out by the end of 2016-17 is estimated to be £41.745m, of which £32m is still outstanding.

The Section 151 Officer reported that the budget reduction proposals would be the subject of an Equality Impact Assessment prior to the final reduction recommendations being made on next year's revenue budget.

The Cabinet Member Resources informed Cabinet that it was pleasing to note that while the Welsh Government has provided significant additional resource for health within its budget, the local government settlement, particularly for Bridgend, was better than expected. He stated that the Council's settlement reduction was in effect -2.5% for 2015-16 when protection for schools and social services had been taken into account, rather than the -4.5% which was anticipated. This has reduced the level of budget reductions the Council needed to make in 2016-17 and has led to a slight improvement in our assumptions going forward. The outcome of this, remained very challenging with a total budget reduction requirement of more than £36 million over the life of the MTFS, compared to £49 million previously forecast.

The Cabinet Member Resources also informed Cabinet that for 2016-17, budget reductions of £7.5m were needed to be found, nearly 60% of which was planned to be achieved by making better use of resources. The remainder would be found through policy changes, transformation, collaboration and some managed service reductions. As well as having to find £7.5m to balance the books there would be a requirement to increase Council Tax by 3.9% as opposed to the planned 4.5% which would help reduce some of the impact on the citizens of Bridgend.

The Cabinet Member informed Cabinet that the draft budget and MTFS sets out the Council's financial plans that will support the delivery of the corporate priorities: to support the local economy; to help people to be more self-reliant; and to make smarter use of resources. He commended the 2016-17 annual budget and the MTFS for consultation.

The Deputy Leader informed Cabinet that the Council still required to make budget reductions of £36m over the life of the MTFS, however the Council intended pressing ahead with extra care facilities and the school modernisation programme by delivering new schools in Pencoed, Brynmenyn and investment in a school in Kenfig Hill. He also informed Cabinet that the Council was waiting to hear whether it had secured funding to rebuild the sea wall at Porthcawl.

The Leader informed Cabinet that the settlement had not been as bad as anticipated and that the Council was now in a position where it could present the budget for consultation.

RESOLVED: That Cabinet submitted for consultation the 2016-17 annual budget and development of the MTFS 2016-17 to 2019-20.

824. **ESTABLISHMENT OF A FRAMEWORK AGREEMENT FOR THE PROVISION OF DOMICILIARY CARE**

The Corporate Director Social Services and Wellbeing sought approval to award a framework agreement for the provision of domiciliary care.

The Corporate Director Social Services and Wellbeing reported that Cabinet had previously approved the remodeling homecare implementation plan, which set out the Council's intentions for meeting the increasing demands for internal homecare and external domiciliary care in a sustainable and managed way. Commissioning Officers had since developed a service model that will enable the Council to meet the increasing demands for services through the commissioning of high quality, flexible and sustainable domiciliary care support. She stated that the service had been developed in consultation with a wide range of stakeholders. During the consultation, feedback indicated the importance of staff being reliable and on time and as such, a contractual requirement had been made for all framework providers to implement electronic call

monitoring which will generate alerts if staff arrive late at a scheduled visit or miss a scheduled visit.

The Corporate Director Social Services and Wellbeing informed Cabinet of the tender process undertaken to appoint providers to the framework agreement for an initial 2 year period with an option to extend for a further 24 months. The tenders had been assessed on the basis of 60% quality and 40% on price. She stated that responses were received from 14 bidders, of which 13 bidders had sufficiently demonstrated their commitment to the quality requirements.

The Corporate Director Social Services and Wellbeing informed Cabinet that letters would be sent to the successful and unsuccessful providers and a 10 day standstill period will be applied and subject to there being no challenge the framework will commence on 1 April 2016. She stated that it was essential that changes to the current arrangements for commissioning the domiciliary care sector are undertaken in a manner which is sensitive to the needs of those in receipt of domiciliary care.

The Cabinet Member Adult Social Care and Health and Wellbeing in commending the proposal to enter into the award of a framework agreement stated that there is a commitment by the Council to ensure that the provision of domiciliary care is delivered sensitively. The Deputy leader stressed the importance of the tenders having a strong emphasis on quality with tenders being assessed on the basis of 60% of quality and not solely on price.

RESOLVED: That Cabinet approved the award of a framework agreement for the provision of domiciliary care for the period 1st April 2016 to the 31st March 2018 (with an option to extend for a further period of up to 24 months), to the bidders listed in Appendix 1, subject to no challenge being received during the standstill period.

825. **INFORMATION REPORTS FOR NOTING**

The Assistant Chief Executive Legal and Regulatory Services presented a report, the purpose of which was to inform Cabinet of the Information Reports and Minutes of Joint Committees that had been published since the last meeting.

RESOLVED: That Cabinet acknowledged the publication of the documents listed in the report:-

<u>Title</u>	<u>Date Published</u>
Archbishop McGrath Outcome of Estyn Monitoring Visit	6 January 2016
Estyn Inspection Outcomes for Cefn Glas Infants School	6 January 2016
Estyn Inspection Outcomes for Coleg Cymunedol Y Dderwen	6 January 2016
Nantymoel Primary School Outcome of Estyn Monitoring Visit	6 January 2016
St Mary's and St Patrick's Primary Outcome of Estyn Inspection Monitoring	6 January 2016
Homecare – Status Report at the	6 January 2016

End of November 2015

Kenfig National Nature Reserve Management Plan 6 January 2016

Minutes of Coychurch Crematorium Committee of 18 September 2015 6 January 2016 Joint

Minutes of Catalogue Supplies Joint Committee of 24 September 2015 6 January 2016

The Deputy Leader congratulated the staff, pupils and governing body of Cefn Glas Infants School on the outcomes of the recent Estyn inspection and that the school had been invited by Estyn to prepare a written case study which described the excellent practice identified during the inspection. He also acknowledged the good progress made by the staff, pupils and governing bodies of Archbishop McGrath Catholic School, Nantymoel Primary and St Mary's and St Patrick's Primary School in coming out of Estyn monitoring visits.

The Deputy Leader was disappointed to note that Coleg Cymunedol Y Dderwen had been placed in special measures by Estyn. He stated that Estyn will continue to monitor the school's progress and that Schools Challenge Cymru will support the school to improve outcomes and to address the recommendations made by Estyn. He acknowledged the significant impact made by the Interim Head Teacher since the inspection.

The Cabinet Member Regeneration and Economic Development referred to the Management Plan for Kenfig Hill Nature Reserve and informed Cabinet that the onus was on the Trust to plan ahead for the new structure.

826. URGENT ITEMS

There were no urgent items.

827. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following items of business as they contained exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

Following the application of the public interest test it was resolved that pursuant to the Act referred to above, to consider the under-mentioned items in private with the public being excluded from the meeting as they would involve the disclosure of exempt information as stated above.

828. APPROVAL OF EXEMPT MINUTES

CABINET - TUESDAY, 12 JANUARY 2016

RESOLVED: That the exempt minutes of the meeting of Cabinet of 15 December 2015 be approved as a true and accurate record.

829. DISPOSAL OF LAND AT FORMER MAESTEG LOWER COMPREHENSIVE SITE AND FORMER ARCHBISHOP MCGRATH SITE, BRIDGEND; AND SELECTION OF PREFERRED REGISTERED SOCIAL LANDLORD (RSL) PARTNER TO DEVELOP TWO EXTRA CARE HOUSING DEVELOPMENTS INCLUDING AN ELEMENT OF RESIDENTIAL CARE ON BOTH SITES

The meeting closed at 3.47 pm

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE CHIEF EXECUTIVE

WALES AUDIT OFFICE – CORPORATE ASSESSMENT REPORT ON BRIDGEND COUNTY BOROUGH COUNCIL, JANUARY 2016

1. Purpose of Report.

1.1 To introduce the Auditor General's report (attached as Appendix 1) to Cabinet.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities.

2.1 The report includes an assessment of whether or not the authority is capable of delivering its priorities and improved outcomes for citizens.

3. Background.

3.1 In April 2015, the Wales Audit Office began an in-depth corporate assessment of Bridgend County Borough Council.

3.2 The purpose of the assessment was to provide a position statement on the authority's capacity and capability to deliver continuous improvement. The focus of the assessment was on the extent to which arrangements are helping to improve service performance and outcomes for citizens.

3.3 The assessment considered the authority's track record of performance and outcomes as well as examining the key arrangements necessary to underpin improvements in services and functions.

3.4 The auditors interviewed, met with, observed, and conducted online surveys of elected members, senior officers and frontline staff, both individually and collectively.

4. Current situation / proposal.

4.1 The Auditor General's report is positive and balanced, reflecting the Council's current position.

Overall conclusion

4.2 The Auditor General's overall conclusion is that *"the Council is developing appropriate plans for the future and subject to aligning ICT and human resource functions with the transformation programme, is well placed to secure improvement"*.

Key positive findings

- 4.3 The Auditor General found that the Council was developing key strategic themes for the future in consultation with its citizens and other key stakeholders. These themes - supporting a successful economy, helping people to be more self-reliant and making smarter use of resources - will sharpen the Council's focus on priority activities and drive the changes necessary to enable the Council to operate effectively in the future, the Auditor General notes.
- 4.4 The Auditor General found that the Council had effective governance arrangements in place to support improvement and drive change, with Cabinet members fully engaged in the development of the new vision and playing an active role in considering the options for change and in establishing new policy direction and alternative methods of delivery.
- 4.5 The Auditor General found that Cabinet members and the Corporate Management Board were working closely together to develop the options for the future role of the Council and to identify new opportunities for engaging with local communities.
- 4.6 The Auditor General acknowledged the strengths of the Council's Medium-Term Financial Strategy from which, he noted, a range of projects and activities has evolved that play a role in helping to shape the Council's change agenda.
- 4.7 At the directorate level, the Auditor General found that the Council had adopted different methods of delivering services in recent years and gained experience in improving delivery standards and arranging for their scrutiny. Examples quoted by the report include the Cultural Trust partnership model, the Halo/GLL contract and Kier Group Waste management contract.
- 4.8 The Auditor General found that the Council had clarified roles and responsibilities and established effective arrangements for holding people to account. For example, the Council holds the Chief Executive to account by means of a Cross Party Panel that agrees his personal objectives for the year, and reports to Council on his performance as measured against those objectives. The arrangement enables members to highlight key issues and agree relative priorities with the Chief Executive.
- 4.9 The report recognised that committees appointed by the Cabinet "were making a positive contribution to improvement".
- 4.10 The report acknowledged that the Council's scrutiny function was transparent and accessible. Its meetings are well run; formal processes are observed; and it is effectively chaired.
- 4.11 The Auditor General found that Elected Members enjoyed a range of opportunities that equipped them with the skills they needed to discharge their roles effectively.
- 4.12 The Auditor General found that "the Council has a clear focus on performance management, which has enabled services and directorates to work in a way that puts performance improvement at the heart of their work". Performance management arrangements, the report concluded, drive improvement in key service areas, and measurable improvements were made in 2014-15.

- 4.13 The report acknowledged the strengths of the council's Performance Management Framework which, it concluded, "gives a clear and unequivocal structure to the way performance is assessed and managed, linking plans, strategies and service areas".
- 4.14 The report singled out the Council's Corporate Performance Assessment (CPA) as "positive practice in performance management" (p.17). The CPA meetings were said to be "a very effective means of holding directorates to account for performance and facilitating cross-directorate dialogue". The broadening of the scope of the CPA, so that it extends to value for money, service-user outcomes, internal processes and organisational capacity, would (added the report) be particularly important in improving performance in the context of priorities and available resources.
- 4.15 The Auditor General found that the Council handled financial and asset management well, and that this would help it remain resilient in the face of big financial challenges. The monthly budget monitoring process adopted by the CMB enables effective financial planning and management of risks, the report noted.
- 4.16 The report found that the Council had policies to support financial management. These include rules and financial procedures that clearly specify the responsibilities of Members, Officers and budget holders.
- 4.17 The ICT service was found to be supporting the delivery of Council operations. Despite being under resourced, its staff were supporting colleagues and ensuring continuity of service during office moves, the report noted.
- 4.18 The Council's Human Resource service was found to be supporting the delivery of Council operations through a range of policies and procedures.
- 4.19 The Auditor General found that the Council had devised an effective system for managing corporate assets and was on course to achieve its long-term goals. The report acknowledged that the Council had made significant progress in rationalizing its property portfolio since adopting the Asset Management Plan in 2009.
- 4.20 The report acknowledged that the Council was collaborating across a wide range of activities and that some of those activities had resulted in identifiable improvements.

Proposed Areas for improvement

- 4.21 Given the wide range of services provided and the challenges facing the Council, the Auditor General noted, it would be unusual if the auditors did not find things that could be improved. Generally, when conducting a corporate assessment of an authority, the Auditor General is able to do the following based on his findings:
- a. Make proposals for improvement. If proposals are made, the Auditor General will follow up what happens.
 - b. Make formal recommendations for improvement. If a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days.

- c. Conduct a special inspection and publish a report and make recommendations.
- d. Recommend to Ministers of the Welsh Government that they intervene in some way.

4.22 In the case of Bridgend, the Auditor General found no reason to make any formal recommendations, conduct an inspection, or recommend that Ministers of Welsh government intervene. He did, however, make eight proposals for improvement. These proposals include:

- Establishing a vision of the Council for 2020 that will support a strategic approach to service delivery and guide service planning;
- Review measures of success to ensure they enable an evaluation of intended performance and that the expectation of performance is based upon that measure;
- Develop both its ICT and its human resource services so they can support the Council's transformation agenda;
- Ensure that service business plans take into consideration future property requirements; and
- Develop measures to evaluate the success of key activities performed in collaboration with the Local Service Board.

A summary of the proposals for improvement is included in the attached report (p.5).

The Auditor General's findings also suggest a need to ensure clarity of communications with all members and staff particularly about potential new models of delivery and the impact on current ways of working.

4.23 The authority has already started addressing the areas that the report said needed improving. The Wales Audit Office will "keep track of developments through progress updates".

5. Effect upon Policy Framework & Procedure Rules.

5.1 There is no effect upon the Policy Framework and the Procedure Rules.

6. Equality Impact Assessment.

6.1 No equality impact assessment has been undertaken as the Auditor General's report is essentially an assessment of the authority's performance and outcomes as well as examining the key arrangements necessary to underpin improvements in services and functions.

7. Financial Implications.

7.1 There are no financial implications in this report.

8. Recommendation.

8.1 That Cabinet notes the Corporate Assessment Report produced by the WAO.

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Chief Executive
4 February 2016

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Background documents

None

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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Corporate Assessment Report 2015

Bridgend County Borough Council

Issued: January 2016

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This Corporate Assessment has been prepared on behalf of the Auditor General for Wales by Steve Barry, Samantha Clements, Catryn Holzinger, Ron Price, Melanie Williams, Avril Watkins, Ena Lloyd and Dyfrig Williams of the Wales Audit Office and Melanie Watson and Matthew Arthur of KPMG UK LLP under the direction of Jane Holownia.

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Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

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Summary report

- 1 In 2013-14, staff of the Wales Audit Office began a four-year cycle of corporate assessments of improvement authorities in Wales. This means that, in addition to an annual programme of improvement studies and audits of councils' approaches to improvement planning and reporting, each authority will receive a corporate assessment once during a four-year period. In the intervening years, we will keep track of developments through progress updates.
- 2 The purpose of the corporate assessment is to provide a position statement of an improvement authority's capacity and capability to deliver continuous improvement. It will, by its nature, consider an authority's track record of performance and outcomes as well as examining the key arrangements that are necessary to underpin improvements in services and functions.
- 3 Our fieldwork for the corporate assessment focused on the extent to which arrangements are contributing to delivering improved service performance and outcomes for citizens. The corporate assessment sought to answer the following question: 'Is the Council capable of delivering its priorities and improved outcomes for citizens?'
- 4 The Auditor General has concluded that: The Council is developing appropriate plans for the future and subject to aligning ICT and human resource functions with the transformation programme, is well placed to secure improvement. He came to this conclusion because the Council:
 - a is consulting on key strategic themes designed to improve its focus on priority activity for the future;
 - b has effective governance arrangements in place to support improvement and drive change;
 - c has performance management arrangements that are driving improvement in key service areas but the way in which performance evaluation is presented is inconsistent;
 - d strong financial and asset management arrangements are in place but the Council needs to develop its HR and ICT services so that they are aligned with the transformation agenda; and
 - e collaborates across a wide range of activities and whilst it is able to identify improved outcomes from some activities it is not yet able to evaluate the impact of Local Service Board (LSB) activity.

Proposals for Improvement

Proposals for Improvement	
The Council of the future	
P1	Establish the vision of the Council for 2020 that will support a strategic approach to service delivery and guide service planning.
Performance management	
P2	Explain the reason for an improvement target and the scale of improvement expected. (Annual Improvement Report 22 September 2015).
P3	Review 'measures of success' to ensure they enable an evaluation of intended performance and that the explanation of performance is based upon that measure. (Annual Improvement Report 22 September 2015).
P4	Ensure performance rating reports clearly state whether the Council has achieved what it intended.
ICT	
P5	Develop the ICT service to ensure it supports the Council's transformation agenda.
Human Resources	
P6	Develop the HR service and, specifically, workforce planning so that they support the Council's transformation agenda and ensure workforce considerations are embedded in service business planning.
Asset Management	
P7	Ensure service business plans incorporate consideration of future property requirements.
Collaboration	
P8	Build upon the current development of Local Service Board arrangements by adopting measures to evaluate the success of the key collaborative activities.

Introduction

- 5 Under the Local Government (Wales) Measure 2009 (the Measure), the Auditor General must report each year on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. [Appendix 1](#) provides more information about the Auditor General's powers and duties under the Measure.
- 6 In 2013-14, staff of the Wales Audit Office began a four-year cycle of corporate assessments of improvement authorities in Wales. This means that, in addition to the annual programme of improvement studies and audits of councils' approaches to improvement planning and reporting, each authority will receive a corporate assessment once during a four-year period. In the intervening years, we will keep track of developments through progress updates.
- 7 This report states whether the Auditor General believes that the Council is likely to comply with the requirements of the Measure. This judgement of 'likelihood' will be based on work carried out and previous accumulated knowledge, and therefore reflects performance at a particular point in time. It should not be seen as a four-year clean bill of health or as a definitive prediction of future success. Rather, it should be viewed as providing assurance as to whether the arrangements currently in place are reasonably sound insofar as can be ascertained from our work and the work of relevant regulators.
- 8 Given the wide range of services provided and the challenges facing the Council, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
 - a Make proposals for improvement – we make such proposals in this report and we will follow up what happens.
 - b Make formal recommendations for improvement – if a formal recommendation is made the Council must prepare a response to that recommendation within 30 working days. We find no reason to make such recommendations.
 - c Conduct a special inspection and publish a report and make recommendations. We find no reason to conduct such an inspection.
 - d Recommend to Ministers of the Welsh Government that they intervene in some way. We find no reason to make such a recommendation.
- 9 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at info@audit.wales or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

Detailed report

The Council is developing appropriate plans for the future and, subject to aligning ICT and human resource functions with the transformation programme, is well placed to secure improvement



The Council is consulting on key strategic themes designed to improve its focus on priority activity for the future

- 10 By 2020 the Council anticipates that it is likely to have 70 per cent of its current resources to provide services. This is based upon expecting continued funding reductions requiring savings of around £49 million by 2017-18 and increasing demand with service user needs becoming more complex.
- 11 During April 2015 workshops were held for elected members which developed the principles for establishing what the Council should aim to be by 2020. Having established guiding principles during these workshops three strategic themes were developed and adopted by the Council in June 2015. During August 2015 a staff survey and engagement events were held to obtain staff views about the need for change; to determine how clear staff were about the future 'look' of the Council, and about the proposed strategic themes.
- 12 At the time of this assessment the Council was consulting citizens and other stakeholders on the three strategic themes that would guide decision making and help prioritise activity over the next two to four years:
 - a Supporting a successful economy: taking steps to make the county a good place to do business and ensure that our schools are focused on raising the skills, qualifications and ambitions of all young people in the county.
 - b Helping people to be more self reliant: taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
 - c Smarter use of resources: ensuring that all Council resources (financial, physical, human and technological) are used as effectively and efficiently as possible; and supporting the development of resources throughout the community that can help deliver the Council's vision.
- 13 The strategic themes are not intended to replace the Council's focus on: safeguarding its most vulnerable people; to be financially accountable and have regard to value for money; to have regard to equality and diversity and manage risk. The themes are intended to act as the means of highlighting and prioritising those activities that will drive the changes necessary to enable the Council to operate effectively in the future.
- 14 In September 2015 we sought the views of the 53 elected members of the Council and of 53 senior managers by means of a survey. During October 2015 we held meetings with groups of elected members, managers and operational staff as well as conducting interviews with individuals. The alignment of priorities in the Corporate Plan with service activity meant the majority were clear about what the Council was trying to achieve and engagement with members and staff about the financial position meant all were clear about the necessity for the Council's savings strategy.

- 15 Despite engagement in the identification of the three strategic themes, feedback we received suggested less clarity about the 'look' of the future Council and more particularly, precisely what it meant for service planning and delivery. For example, this was illustrated by some respondents offering a perspective that referred to a more negative picture of the Council working towards 30 per cent cuts in services rather than seeking to respond to local needs utilising 70 per cent of the resources currently available.
- 16 The need for a clearer 'picture' of what the Council might look like by 2020 was recognised and it is intended that this will be further developed having regard to the feedback obtained from consultation.

Proposal for Improvement

The Council of the future

- P1 Establish the vision of the Council for 2020 that will support a strategic approach to service delivery and guide service planning.

Effective governance arrangements are in place to support improvement and drive change

Appropriate governance arrangements are in place to drive change

- 17 Building upon the workshops for all members during 2015, Cabinet members continue to be fully engaged in the development of the new vision and have played an active role in consideration of options for change, establishing new policy direction and alternative methods of delivery. Cabinet members and the Corporate Management Board are working closely to develop the options for the future role of the Council, what it will mean for specific services and identifying new opportunities for engagement with local communities.
- 18 The Corporate Management Board (CMB) comprises the Chief Executive, the four Corporate Directors and the Assistant Chief Executive. In January 2015 responsibilities of Corporate Directors were adjusted and the Chief Executive created a Transformation team, drawn from across Directorates, headed up by the Director of Education and Transformation. This team will be:
 - a exploring innovative and flexible ways of delivering services, including approaches to commissioning and working with the Third Sector;
 - b maximising the use of assets and technology;
 - c developing a stronger organisational development function to increase the skills of existing employees and allow greater flexibility; and
 - d improving communication with citizens so that they better understand their needs and are able to access appropriate information and, when required, services.
- 19 The CMB has recognised the need to bring together existing streams of work in order to provide clarity about the purpose of activities and their alignment with the transformation process. It has also been recognised that additional capacity to drive the programme needs to be found. CMB has been balancing the use of existing managers with the necessary skills against the impact on day-to-day activity, and has also specifically recruited people with expertise not available within the current workforce to drive particular activities.
- 20 We have previously reported on the strengths of the Council's medium term financial strategy. A range of projects has evolved from this strategy and during 2015 a range of activity influencing change could be identified from three sources, the Medium Term Financial Strategy, the Annual Governance Statement and the emerging 'transformation' projects. The transformation projects, identified as those that will drive change, are now being assembled under 'Shaping Bridgend's Future'. Other projects remain important in terms of achieving savings targets and improving operational efficiency.

Exhibit 1: Delivery of change

'Shaping Bridgend's Future' provides a structure for delivery of transformation projects aligned to the three strategic themes.

Shaping Bridgend's Future Transformation projects
Supporting a successful economy Successful economy programme – including Rhiw redevelopment and regeneration schemes including Porthcawl, Parc Afon Ewenni and Llynfi sites' reclamation. City Deal – development of proposals with south east Wales councils.
Helping people to be more self reliant Re-modelling Adult Social Care. Re-modelling Children's Services. Third Sector Programme, improving third sector engagement; working in partnership with communities; Community Asset Transfer; engagement with town and community councils.
Smarter use of resources Digital transformation programme – improving access to services. Rationalising the Council's estate – asset disposal; community asset transfer. School modernisation programme.

- 21 The CMB has recognised the need to ensure clarity about the purpose of these activities and ensure staff capacity to deliver them efficiently. Our findings suggest a need to ensure clarity of communications with all members and staff particularly about potential new models of delivery and the impact on current ways of working.
- 22 At Directorate level the Council has adopted different methods of service delivery in recent years and has gained experience in developing delivery standards and putting appropriate arrangements in place to scrutinise performance, for example:
 - a Since October 2015 the transfer of cultural services including libraries by means of a partnership agreement with Awen Cultural Trust Ltd, a charity limited by guarantee formed specifically for the purpose. The partnership agreement is intended to run for 20 years until 2035 and includes outcome measures connected with the three strategic themes together with key performance indicators.

- b Since April 2012 a contract with Greenwich Leisure Ltd with their local delivery partner Halo Leisure Ltd (a registered charity and social enterprise) for the management of leisure centres and swimming pools. The contract has the potential to run until 2027 and includes for investment by Halo/GLL in new facilities. Contract arrangements include performance reporting against five strategic outcomes agreed with the Council. Quarterly performance reports are provided to the Council and considered by the Community, Environment and Leisure Overview and Scrutiny Committee.
- c Since 2010 a contract with Kier Group plc for the provision of household waste collection and recycling services. The contract runs until 2017 with the option of extending to 2024. Performance reports are provided to the Council and considered by the Community, Environment and Leisure Overview and Scrutiny Committee.

Roles and responsibilities are clear and effective arrangements are in place for holding people to account

- 23 The Council operates a Leader and Cabinet system within which the Council sets the overall budget and appoints the Leader of Council. The Leader appoints the Cabinet Members and allocates their portfolios. Individual Cabinet members agree their portfolio priorities with the Leader and progress is reviewed during the year. Cabinet members with 'cross cutting' portfolios meet regularly to co-ordinate planning, identify potential issues participate in joint discussions with Corporate Directors.
- 24 The Cabinet has appointed two Cabinet Committees to support executive decision making and enable engagement and development of a wider understanding of priority issues. The Cabinet Committee Equalities is chaired by the Cabinet member for Children's Social Services and Equalities. The Cabinet invites 10 elected members to join this committee reflecting the political balance of the Council. The Cabinet Committee Corporate Parenting is chaired by the Deputy Leader and includes six other elected members and one lay member. Our observation of meetings of these Committees indicated there was good discussion and that these forums were making a positive contribution to improvement.
- 25 The Council holds the Chief Executive to account by means of a Cross Party Panel that agrees his personal objectives for the year ahead, and performance against those objectives is reported to Council. The arrangement enables members to highlight key issues and agree relative priorities with the Chief Executive.

- 26 The Chief Executive holds Corporate Directors and the Assistant Chief Executive to account by means of the formal appraisal system. In the past it has been relatively straight forward to clarify expectations in the context of the delivery of the improvement priorities within the Corporate Plan and the connection with service directorate activity. CMB officers have recognised collective responsibility for management of the Council and driving the transformation agenda roles in respect of these expectations are being incorporated into their appraisal process.
- 27 On 8 April 2015, the Council approved changes to the scrutiny function with the aim of improving the efficiency of arrangements having regard to the Council's priorities and the reduction in officer capacity. Key changes have included:
- a rebalancing the responsibilities of the committees and assigning responsibility for scrutiny of performance, budget, business planning and delivery of the corporate plan to one scrutiny committee (with provision to co-opt member specialised knowledge from other committees as necessary);
 - b improved programme planning to ensure coordination of activity and improving meetings management by structuring them to allow time for honing questions; discussion with those invited; determine conclusions and review the forward programme;
 - c ending requirements for scrutiny officers to produce covering reports which freed up officer time and enabled members to develop their own lines of enquiry;
 - d formalising the arrangements and meeting frequency of the Budget Review and Evaluation Panel, the School Engagement Review and Evaluation Panel and the Social Services Annual Reporting Framework Review and Evaluation and the LSB Review and Evaluation Scrutiny Panel; and
 - e trialling processes by one Overview and Scrutiny Committee prior to adoption by all.
- 28 Our observation of scrutiny meetings identified a range of positive characteristics:
- a the majority of members clearly understood the topic and asked appropriately challenging questions;
 - b officers attending were familiar with the topic and able to provide relevant responses to questions; and
 - c members were generally satisfied with the quality of information they received.

- 29 The Council has taken steps to ensure that scrutiny is transparent and information is accessible. Forward work plans are published for each committee, minutes and papers are made available and committee pages are up to date. Meetings we observed were well-run, with formal processes in place and overall effective chairing. The tone of discussions was constructive.

A range of opportunities are provided to equip elected members with the skills they need to discharge their roles effectively

- 30 The Council is seeking to support members to undertake their roles through training and Personal Development Reviews. All members have agreed to undertake personal development reviews which are organised on a political group basis. Cabinet and other Senior members undertake peer reviews of up to six 'back bench' members from their political groups with whom their personal development needs are discussed.. Development needs are subsequently met by means of a mix of training, member briefings and mentoring.
- 31 There are activities to increase diversity in democracy – there is a diversity champion, shadowing at election time and the mentoring scheme. However, equality monitoring is not complete.

Performance management arrangements are driving improvement in key service areas but the way in which performance evaluation is presented is inconsistent

- 32 The Welsh Government requires all councils to report on a common set of national strategic indicators (NSIs) to enable a comparison of performance in key service areas across Wales. Thirty national strategic indicators have been set that cover the Welsh Government's strategic priorities. Councils in Wales have also adopted 13 public accountability measures (PAMS) because they reflect issues of local importance such as support for carers, school attendance and the condition of highways.
- 33 Comparison with the previous year could not be made for two indicators. Importantly, the Council made measurable improvements in performance in 2014-15. This is demonstrated by improvements in the majority of NSIs and PAMs of which;
- a 27 of 41 indicators improved;
 - b 13 of 41 indicators declined; and
 - c one of 41 indicators remained the same (where the Council sustained best possible performance).
- 34 The Council's performance against NSIs and PAMs also compared favourably to other Welsh local authorities. In 2014-15, the Council achieved more indicators in the top two quartiles than the bottom two quartiles, including 31.7 per cent in the upper quartile of performance. The Council also performed well against its own targets, achieving 27 of the 39 it set. Of the 12 it did not achieve, performance still improved for eight of those indicators.
- 35 Considering the NSIs and PAMs in the context of the Council's improvement objectives for 2014-15 shows the Council has made progress towards 'Raising aspirations and driving up educational achievement' and 'Working with children and families to tackle problems early'. This is borne out when the more extensive range of indicators published alongside the Council's Annual Report 2014-15 are also considered. Similarly, when looking across the broader set of indicators, actual performance continued to improve for 'Working together to help vulnerable people to stay independent'. There was progress against key success measures under 'Working together to make best use of resources', but some targets related to wider performance measures were missed. Progress towards 'Working together to tackle health issues and encourage healthy lifestyles' and 'Working together to develop the economy' was more mixed.

- 36 The Council has a clear focus on performance management, which has enabled services and directorates to work in a way that puts performance improvement at the heart of their work. The Council revised its corporate performance management framework in 2013 and, in 2014, the Wales Audit Office reviewed those arrangements. It published a document that defines the Council's approach, explains roles and accountabilities and provides guidance to all those involved in the process. Our review concluded that the framework gives a clear and unequivocal structure to the way performance is assessed and managed, linking plans, strategies and service areas. Findings from the Corporate Assessment further support that view, suggesting the framework has continued to promote improvement, through clear lines of accountability and effective challenge.
- 37 The framework includes quarterly Corporate Performance Assessment (CPA) meetings that are attended by Cabinet members, the Corporate Management Board, Heads of Service and are supported by corporate performance and finance staff. Our previous observation of these meetings has led us to conclude that they have proved to be a very effective means of holding directorates to account for performance and facilitating cross-directorate dialogue. The Council is continuing to build on this arrangement and is planning to broaden the information presented at that meeting to include value for money, service-user outcomes, internal processes and organisational capacity. This should further enable consideration of the quality of performance in the context of priorities and available resources and facilitate discussion of what constitutes 'acceptable' performance. This will be particularly important, as it may not be possible for the Council to sustain the pace of improvement against key indicators given current and future savings requirements and service pressures.

Exhibit 2: Positive practice in performance management

The Council's quarterly corporate performance assessment meeting provides a solutions-focused forum for performance improvement

Positive Practice:

Corporate Performance Assessment (CPA) meetings are held quarterly.

Meetings are solutions focused and provide the opportunity to consider options for improving weak performance drawing in the expertise of Cabinet members and senior officers.

The sessions have proved to be a very effective means of holding directorates to account for performance, facilitating cross-directorate dialogue and developing improvement solutions.

The Council is continuing to build on this arrangement by improving the range of information provided, to: test value for money, identify service user outcomes, analyse internal processes and assess organisational capacity prior to change.

This improvement will enable consideration of the quality of performance in the context of priorities and available resources and facilitate discussion about what constitutes the 'acceptable' level of performance for the future.

- 38 While there is regular reporting and good oversight of performance, this could be strengthened if the Council ensured information was presented as accurately and consistently as possible. The Council, like many others, uses a 'RAG rating' system ('red' 'amber' and 'green') to assess levels of success or failure. The RAG rating system is commonly adopted as a means of readily identifying performance issues but having reviewed reports to the Corporate Resources and Improvement Scrutiny Committee on 22 September 2015 and the Annual Report for 2014-15, we have identified scope for improvement of the system. [Exhibit 3](#) shows different methods of applying the RAG ratings within reports.

Exhibit 3: 'RAG' ratings

A number of different definitions are are applied to aspects of performance.

Aspect of performance	Green	Amber	Red
Commitment – activity associated with the delivery of an improvement objective	All key milestones are on track. No reason for concern	Most key milestones are on track, but some are at risk	Most key milestones are missed
Indicator – data used to measure success and it is possible to make a comparison over a three-year period	Better than previous year	Same as previous year	Worse than previous year
Performance indicator – data used to measure success against a target set for a given year	Performance is equal to or better than target	Performance is worse than target by under 10 per cent	Performance is worse than target by 10 per cent or more
Performance Indicators (Trend arrows)	Performance improved vs same quarter of previous year	No change in performance vs same quarter of previous year	Performance declined vs same quarter of previous year

- 39 Previous audit work has identified discrepancies between measures of success and the accompanying explanation of performance, as well as inconsistencies in the application of the RAG rating. We made proposals for improvement in the Annual Improvement Report published in September 2015, which remain relevant and are included with our current proposals for ease of reference. There is still evidence to suggest the presentation of performance information could be clearer. One simple improvement would be to ensure that definitions are included in each report to enable all readers, including members of the public, to see how the RAG ratings have been determined.

- 40 The Council's RAG rating system for performance indicators is based on achieving the target alone. This can result in indicators being awarded the same rating, where more detailed contextual information would highlight important differences. The Council does include commentary and a trend arrow, but information such as national rankings and previous targets could also be useful in providing the reader with a more accurate picture of performance.
- 41 For example, the following two performance indicators were both rated 'amber';
- a 'Percentage of adults aged 60 or over who hold a concessionary bus pass' – performance was lower than the target but had improved on the previous year's performance. The target was higher than the previous year and the all-Wales ranking improved from 7th to 6th.
 - b 'Percentage of statutory visits to Looked After Children due in the year that took place in accordance with regulations' – performance was lower than the target but improved on the previous year's performance. However, the Council was ranked 21st in 2013-14 and 20th in 2014-15.
- 42 Performance in these two areas is very different but there is a risk that readers may rely on the RAG status to highlight issues, particularly when there is a large volume of information to assimilate within the report. Ensuring there is sufficient contextual information should help ensure some of the subtleties of the performance information are not obscured.
- 43 Furthermore, there are some examples of the evaluation of 'commitments' where the RAG rating could be questioned, based on the evidence provided. For example;
- a 'Review the Private Sector Housing Renewal and Disabled Adaptations Policy to ensure it is meeting needs and delivering value for money' – was rated as 'amber' despite the fact the policy was not reviewed, nor value for money assessed, as intended. Given these key milestones were missed a 'red' rating would seem to be more appropriate. While information is included on the Healthy Homes Assistance Grant, this does not relate to the specifics of the commitment.
 - b 'Improve transport, pedestrian and cycle links between the bus and rail network and employment sites' – was rated as 'green', though the description of activity relates to the review of bus services and ongoing discussions with Network Rail. There is no reference to pedestrian or cycle links or, more generally, to improvements in transport. By contrast, evidence against the same commitments in the annual report relates to improving the pedestrian and cycle infrastructure, as well as referencing reductions in bus services (although to schools, not employment sites). Despite the additional evidence, the commitment was awarded a lower rating of 'amber' in that report.

- c 'Continue to work with partners to mitigate the impacts of UK Government Welfare Reforms' - was given a 'green' rating, although the narrative only reflects the 'Get Bridgend Online' project and not any wider activity to mitigate the impacts of welfare reform. (Annual Report 2014-15).
- 44 Where commitments appear to be broader than the evidence of progress provided against them, it suggests that either the commitment was not adequately defined or it has only been partially fulfilled. Ensuring commitments define the parameters of success and the evidence reflects that will help internal and external readers evaluate progress with ease.
- 45 In addition, there are some inconsistencies in the RAG ratings applied to the same commitments in different reports. Specifically, there are three examples of green RAG in CRI report that are amber in the Annual Report 2014-15 and one example of a red in the CRI report which is an amber in the Annual Report. While there may be reasons for the RAG ratings needing to be changed, the information that is presented to members for scrutiny should as far as possible be the same as that which is published for the public.
- 46 Given all of the above, the Council could build on its effective performance management framework and culture by continuing to refine the presentation of performance information. As part of this, consideration should also be given to how information on performance indicators and commitments could be aligned. The Council is currently redeveloping the information presented to CPA, the Council could ensure the dashboard report links activity and results (including value-for-money measures and service-user outcomes). There is potential that this format could also meet the needs of scrutiny, which would ensure the consistency and quality of information being assessed and scrutinised.

Proposal for Improvement

Performance management

- P2 Explain the reason for an improvement target and the scale of improvement expected. (Annual Improvement Report 22 September 2015).
- P3 Review 'measures of success' to ensure they enable an evaluation of intended performance and that the explanation of performance is based upon that measure. (Annual Improvement Report 22 September 2015).
- P4 Ensure performance rating reports clearly state whether the Council has achieved what it intended.

Strong financial and asset management arrangements are in place but the Council needs to develop its HR and ICT services so that they are aligned with the transformation agenda

Whilst the Council faces significant financial challenges, its current arrangements for achieving financial resilience are sound

- 47 The expectation is that councils will continue to face reduction of funding in the foreseeable future. The Council has calculated that annual reductions of 4.5 per cent will mean it needs to make revenue budget reductions of £49.592 million over the period 2016-17 to 2019-20. It has already identified £23.639 million of savings and in July 2015 recognised a further £25.953 million needed to be found.
- 48 The Medium Term Financial Strategy (MTFS) is reviewed and amended regularly and covers all service activity enabling a connection between financial strategy decisions and service delivery. The Council's framework ties the delivery of corporate objectives to financial planning. During 2014-15, the Council implemented a project to connect delivery of each improvement objective to the financial ledger; this facilitates year-on-year monitoring of the financial aspects of each objective.
- 49 The monthly budget monitoring process adopted by the CMB enables effective financial planning and the management of financial risks. Elected members are engaged by means of quarterly reporting and the Corporate Performance Assessment meetings with directors which include an assessment of financial risks. In addition, the Director of Resources has monthly meetings with Heads of Service to assess performance against budget, and to identify budget risks. Risks are escalated to the Corporate Risk Register if required.
- 50 The Council applies a prudent approach to forecasting. Although the MTFS includes a 'worst', 'best' and 'most likely' case scenario for the net budget reduction requirement, most of the detail reported to the Council has a focus on the 'most likely' case scenario. The Council exercises prudence in its assumptions for this scenario, for example, assuming a 4.5 per cent reduction in external funding.
- 51 Savings proposals are documented on a template document, which requires a risk assessment, impact assessment, and the linking of the impact of a savings proposal to an improvement objective, thereby ensuring coherence between the two.
- 52 The Council has a number of policies to support management of its finances, including financial procedures rules which clearly outline responsibilities of Members, Officers and budget holders. Currently, Directors are responsible for budget monitoring within their own Directorate, although in practice this is delegated informally to Heads of Service, Group Managers, and sometimes Service Managers. However, this is set to change by 1 April 2016, with the introduction of delegated financial management responsibilities below Director

level. This will be rolled out in conjunction with financial training, and an upgrade of the Collaborative Planning System. This is a financial software tool which allows Directorates to undertake more financial management activities, improving their access to financial information, as well as generating efficiencies within the central Finance department. Delays in availability of the software prevented the Council rolling out these changes during 2014-15.

- 53 Effective financial control over Reserves is crucial for sustainable financial management. In 2014-15, the Council adopted a new Protocol for its Reserves and Balances. For many years, the Council has had a policy of maintaining the General Fund reserve at £7 million. The new Protocol develops this by providing a clear justification for the creation and maintenance of reserves. In addition, the Protocol outlines important principles, such as how to assess the adequacy of reserves, the rationale for establishing reserves, the monitoring of the reserves, the relevance of risk assessment within all Reserves-related decisions, and includes forecasts for earmarked reserves. This Protocol marks a significant improvement in the Council's financial control procedures. In addition, the Council is able to report on transfers to, from or between reserves during the three years ending in 2014-15. Our review has noted that this reporting was more robust and had greater clarity in 2014-15 than in previous years, which again reflects the improvements made over the past year.
- 54 The budget challenges mean the Council needs to consider both potential cost-cutting opportunities and income generation (including charging) opportunities. For example, with the aim of retaining services at lower cost the Council has already adopted alternative methods of delivery described earlier in this report. However, the Council's register of charges has not been updated since 2013.
- 55 Income and charging procedures are currently the responsibility of individual Directorates. The Council has recognised the need for a more strategic approach and undertaken a survey examining Directorate approaches. One of the aims is to encourage Directorates to consider new strategic directions, such as the provision of professional services to outside organisations, for example, HR services, finance services, or property advice. We have been advised officers are preparing a corporate policy for income generation and charging which is due to be presented to the Council in March 2016. Our review of the draft document confirms it includes relevant income generation and charging principles, and advice on when to charge and on the setting of charges, to ensure they are fair, consistent, and that concessions are offered where appropriate.

The ICT service is supporting delivery of Council operations but is not sufficiently aligned to the transformation agenda

- 56 The Council's most recent ICT Strategy ran from April 2012 until March 2015. The strategy was aligned to support the strategic direction of the Council. At the time of this assessment a new strategy was in the process of being drafted. The absence of a strategy giving a clear vision of the nature of ICT as a service for the future and aligned to the Council's transformation programme means that the focus of the service is on current processes and operations rather than service development.
- 57 During the summer of 2015 the Council had advertised to fill six vacancies in the ICT staff establishment. By the time of this assessment the Council had been able to fill only two of the vacancies, so the Council was operating with fewer people, and without the full range of skills it has identified as necessary. Despite being under resourced, we found that the ICT service staff were supporting colleagues and ensuring continuity of service during office moves, however, this has meant there was little capacity within the department for identifying and progressing opportunities for modernisation and improvement.
- 58 The Council subscribes to SOCITM, which is the network and representative body for professionals delivering public services through the effective use of information digital technology. Amongst its services SOCITM assess the performance of a Council's website and provides a star rating – one star being the lowest and 4 stars being the best in terms of performance for citizens. In 2014 the Council's website was given a one star rating.
- 59 The need for improvement is recognised and the Council's Digital Transformation Programme aims to improve access to services and reduce operating costs by enabling citizens to undertake a range of transactions online. However, at the time of the assessment it was also recognised that the staff resource available to manage current service needs already faced challenges because of vacancies, meaning the pace of developing new arrangements was likely to suffer. Options for implementing improvement were being developed by the CMB at the time of the assessment.
- 60 ICT risks are reported and managed via the Information Governance Board. At the time of the assessment the Council lacked an ICT risk register to specifically monitor and manage ICT risks. This meant there was no clear record of ICT risks and therefore the impact of the ICT risks on the organisation or services, the actions the ICT department is taking to mitigate or resolve the risks, and the link between the ICT risks identified and the Corporate Risk Register could not be effectively monitored nor progress measured and demonstrated. The Council has since put an ICT risk register in place.

Proposal for Improvement

ICT

- P5 Develop the ICT service to ensure it supports the Council's transformation agenda.

The Human Resource service is supporting delivery of Council operations but is not sufficiently aligned to the transformation agenda and the delivery of Council services in the future

- 61 At an operational level we found that the Council had the range of policies and procedures that we would expect to see in place. This included a Workforce Plan, as well as job descriptions supported by a person specification (including skills/knowledge requirements and the means of assessment).
- 62 The Workforce Plan covers the period 2015 to 2018-19 and reflects the Medium Term Financial Strategy by recognising that 50 per cent of planned savings are likely to be achieved by means of a reduction in the Council's workforce. The Plan provides useful analysis of the Council's workforce but it does not make a connection with implementation at directorate/service level so that workforce planning becomes integrated with service planning.
- 63 Whilst the Workforce Plan anticipates a significant reduction in staff numbers over time this has not yet been planned out. The Council has recognised the need for new skills in its workforce and has responded by both utilising existing skills (through re-deployment if necessary) or recruiting in specialist areas such as asset disposal. However, the Council has not yet planned out the numbers of staff and skills required across the Council going forward, linked to service reviews and other planned changes to the organisation. This includes establishing clarity of expectations of the corporate HR function and those HR-related responsibilities of service managers.
- 64 In some service areas the Council has experienced significant challenges in recruiting staff and has been developing ways of attracting and retaining staff in these services.
- 65 Data for recent years shows an overall reduction in the workforce arising from a combination of the outsourcing of certain functions and a voluntary redundancy process. In 2014-15, 117 redundancies in total were effected, with 38 being voluntary and 79 compulsory.

- 66 At present the Council is not managing vacancies with a view to connect anticipated vacancies with the pool of staff that are affected by changes arising in methods of service delivery or the scaling down of services. Council workforce data also shows that it is significantly under-represented in the age group 16 to 25 and that the number of apprenticeships are small (12 to date). There is a lack of reference to succession planning in current plans or the means by which the Council might recruit to establish its workforce for the future.
- 67 The Council has an appraisal system in place and acknowledges that it needs to move from a situation in which it can determine the numbers of appraisals undertaken to one in which it can be satisfied that the process has resulted in development needs being identified and met. Staff views about the appraisal process were mixed – whilst everyone we spoke to confirmed their involvement in the process, some considered that it generally led to support (particularly if necessary to secure planned improvements), others that the system was inflexible and budget limitations restricted opportunities for skills development.
- 68 Improving the management of sickness absence has been identified as a key corporate priority and a priority for the Chief Executive. The HR service has provided absence management tools to support operational managers to implement the Council’s policy. Management of sickness absence features at Cabinet member discussions with Corporate Directors and in directorate management teams.
- 69 At the time of the assessment the Chief Executive was awaiting a report from the Welsh Local Government Association which reviewed the Council’s data capture, policies and procedures, to identify potential areas for improvement.
- 70 The Council has a range of data about sickness absence and at Directorate level management teams are seeking to focus on their specific issues. However, whilst the majority of those we spoke to appreciated the need to address sickness absence concerns were also expressed about inconsistent approaches adopted on return to work, as well as inconsistency in dealing with staff reporting absence due to sickness, in particular with regard to the application of the guidelines, allowing a member of staff to request annual leave as an alternative on the first day of a sickness absence.

Proposal for Improvement

Human Resources

- P6 Develop the HR service and, specifically, workforce planning so that they support the Council’s transformation agenda and ensure workforce considerations are embedded in service business planning.

The Council has an effective approach to corporate asset management and is on course to achieve its long-term goals

- 71 The Council has in place a strategic plan (the Plan) for its land and buildings which was developed in 2006 and covers the period to 2021. The vision for property is 'to have a lean, sustainable estate that supports delivery of the 'Best Local Services in Wales' and enables the Council to live within its means'. The vision is supported by five objectives:
- a Retain a 'lean' sustainable property portfolio that allows BCBC to live within its means.
 - b Fit-for-purpose property to support delivery of the Best Local Services in Wales – ensuring property solutions are appropriate to service and customer needs.
 - c Delivery of Capital Projects effectively and efficiently.
 - d Maximise return from the non-operational estate.
 - e Continuous improvement through Performance Management.
- 72 Delivery of the Plan is supported by structures to provide for effective corporate property decisions. The Strong Communities Connecting Services (SCCS) group provides strategic challenge and opportunities for representation from LSB partners. The Corporate Property Group (CPG) is an operationally focused forum. For example, maximising space and technology, asset release and minor capital works are agenda items and all directorates are invited to be represented on the group. There is also a non-operational property working group and enhanced portfolio working group which links in with CPG as and when needed.
- 73 Service Business Plans form a key part of the Council's delivery arrangements. Each plan template includes a section on resources covering finance and staffing but does not include reference to property requirements or how each service intends to invest or divest of its portfolio in the future. Given the current pace of activity, the Council will need to ensure service business plans incorporate consideration of future property requirements so that it is able to sustain its effective approach to asset management.
- 74 Schools have a detailed Service Asset Management Plan warranted by virtue of the size of the portfolio which constitutes 60 per cent of the Council's overall property portfolio. The school modernisation team recently transferred from the Children's directorate to a central Property team to bring together property professionals and improve liaison between the management of the school estate and central property professionals. The team reports to the group manager for property and is responsible for overseeing the delivery of the schools improvement programme.

- 75 The Council has made significant progress in rationalising its property portfolio since adopting the Asset Management Plan in 2009:
- a releasing over 60 surplus assets;
 - b reducing the maintenance backlog by circa £8 million;
 - c generating average annual income of £1.8 million;
 - d generating over £2.5 million capital receipts plus £4 million income from asset sales in 2014-15 and a projected £6 million for 2015-16; and
 - e achieving rating savings of £1.1 million.
- 76 The Plan was refreshed in December 2013 with the intention of providing a framework to facilitate delivery of the change programme. The key intended benefits being to further reduce revenue costs, deliver capital receipts and achieve a sustainable estate.
- 77 The Council has developed and implemented a successful Office Accommodation Strategy called Improving Your Space (IYS). The second phase of activity will focus on increased opportunities for flexible working, selling Raven's Court and moving more staff to Civic Offices.
- 78 As part of Phase 2 of the accommodation strategy the Council is adopting a model of one main Council headquarters and three community hubs. The main headquarters at the Civic Offices will provide a visible service hub for the community concentrating front facing services in the customer contact centre and operating a one stop shop for the public. Discussions are being held with South Wales Police about the co-location of the Police at the Bridgend Civic Offices.
- 79 Three community hubs, otherwise referred to as Multi Agency Safeguarding Hubs, linking Health, Social Care, Schools and the Police are to be established. There will be one in the North, East and West of the County Borough supported by facilities located in libraries, schools and health clinics with a view to linking all public sector services to provide a more cohesive approach to the delivery of those public services needed by the community in the community.
- 80 The central location for staff is also seen as a contributor to town centre regeneration, for example, by potentially increasing footfall in addition to the Rhiw redevelopment and new occupancy at Raven's Court.
- 81 Other key action areas linked to the strategic change programme include:
- a The Council is also seeking to be more proactive and strategic in its approach to Community Asset Transfer (CAT). This is to be supported by recruitment of a CAT officer who will act as the key point of contact for communities.

- b Generation of £11 million of capital receipts to help support the schools modernisation programme to provide the Council's match funding requirement for the Welsh Government's 21st Century Schools programme.
 - c Disposals Programme assumes that £8.9 million of new capital receipts will be generated over the next two years, including receipts anticipated from Ogmores Residential Centre and Bridgend Day Centre along with the sale of other surplus sites within the County Borough.
- 82 The Council has adopted plans to improve the pace and extend the number of CATs. The CAT has been undertaken in line with the Asset Management Plan 2021, the CAT Guidance Document and in response to a request from a community group or Town and Community Council.
- 83 There have been a number of successful CATs. Transfer of the asset has offered an opportunity to maintain and preserve valuable community services. Community Asset Transfer Guidance has been updated to ensure due diligence in considering the transfer process and a dedicated CAT Officer post has been established to expedite arrangements.

Proposal for Improvement

Asset Management

- P7 Ensure service business plans incorporate consideration of future property requirements.

The Council collaborates across a wide range of activities and, whilst it is able to identify improved outcomes from some activities, it is not yet able to evaluate the impact of Local Service Board activity

- 84 In earlier sections of this report we have described a range of activities being undertaken by the Council in collaboration with others. For the majority of these a clear purpose can be identified and the Council is able to review the impact being achieved. In summary:
- a Service delivery is being sustained by means of collaborating with existing or newly created organisations to operate cultural services and in the delivery of leisure services.
 - b The Council has been working in partnership with Abertawe Bro Morgannwg University Health Board for a number of years integrating staff teams to improve the planning and development of social work, therapy and community nursing.
 - c Joint Regulatory services (Environmental Health, Trading Standards and Licensing) are being provided in partnership with two other councils as is a Shared Internal Audit service.
- 85 Local Service Boards bring together key personnel from a range of organisations providing services or support to people living within local authority boundaries. The Bridgend LSB has been in place since 2009 and currently comprises representatives of 11 organisations engaged in the provision of services across the county .
- 86 Having undertaken an assessment of the needs of the county, in April 2013 the LSB published 'Bridgend County Together April 2013 – March 2018'. This five-year plan set out priority outcomes intended to address needs and described proposed actions. Governance arrangements were put in place intended to drive delivery of the plan and annual reports have been produced for 2013-14 and 2014-15.
- 87 In December 2014 the LSB revised governance and operational practices following its own review of arrangements. The review found that too many activities were being tracked which were often delivered by one organisation rather than there being a focus on more significant activities that required the collaboration of partners. During 2015 a revised structure is being implemented to focus upon those key activities likely to make a difference; that require collaboration of at least three partners and reflect the availability of resources or initiatives that enable re-direction of resources.
- 88 In order to improve focus and the efficiency of meetings the number of meetings of the LSB was reduced with two meetings scheduled in 2015. The Council also reviewed its scrutiny arrangements and in September 2015 revised the terms of reference of its LSB Overview and Scrutiny Panel to reflect the changes made by the LSB. The review of the arrangements is a positive step in terms of ensuring more efficiency at governance level and introducing a more focussed approach

(on key activities requiring collaboration) but at the time of this assessment work was underway to identify the key activities and as a consequence there were no examples of results arising or of the role of scrutiny in the arrangement.

Proposal for Improvement

<p>Collaboration</p> <p>P8 Build upon the current development of Local Service Board arrangements by adopting measures to evaluate the success of the key collaborative activities.</p>
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Appendix 1 – Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement. The Auditor General will summarise his audit and assessment work in a published Annual Improvement Report for each authority (under section 24).

The Auditor General may also in some circumstances carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2 – Annual Audit Letter

Councillor M E J Nott
The Leader
Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend
CF31 4WB

Dear Councillor Nott

Annual Audit Letter – Bridgend County Borough Council 2014-15

This letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards.

On 29 September 2015, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee in my Audit of Financial Statements report on 25 September 2015.

This report stated that:

- we had no concerns about the qualitative aspects of your accounting practices and financial reporting, although our audit identified a material difference in relation to the movement in the fair value of the Council's property portfolio between the latest valuation on which the initial carrying value was based and the fair value at year-end as assessed by the Council's valuers; this was adjusted and the Council will need to continue to review its approach to the valuation of the Council's property portfolio to be able to ensure and demonstrate that the carrying value of assets is not materially different to fair value at each year-end;
- we did not encounter any significant difficulties during the audit; and
- there were no significant matters discussed and corresponded upon with management which we needed to report.

Officers have agreed actions to address this property portfolio issue in future years.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009. My Annual Improvement Report will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made.

I issued a certificate confirming that the audit of the accounts has been completed on 29 September 2015.

My work to date on certification of grant claims and returns has identified no significant issues that would impact on the 2015-16 accounts or key financial systems.

A more detailed report on my grant certification work will follow in 2016 once this year's programme of certification work is complete.

The financial audit fee for 2014-15 is £201,430, which is £5,730 higher than the agreed fee set out in the Annual Audit Outline as a result of additional work performed over the valuation issue outlined above and work performed relating to a question raised by an Assembly Member.

Yours sincerely



Darren Gilbert, KPMG LLP

For and on behalf of the Auditor General for Wales

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

REPORT OF THE CHIEF EXECUTIVE

16TH FEBRUARY 2016

THE CARDIFF CAPITAL REGION CITY DEAL

1. Purpose of the Report

- 1.1 The purpose of this report is to update Cabinet on the progress made since the report of 24th November 2015 which set out what a “City Deal” was expected to achieve and the component parts which make up a Deal.
- 1.2 To advise Cabinet of the formation of a “Core Team” to present the proposals of the proposed Deal to the UK Government and Welsh Government at challenge sessions and to note the timescales in which these sessions will be undertaken
- 1.3 To confirm that even if a Deal is agreed by the UK Government and Welsh Government it will in principle only so there will be no financial commitment upon Bridgend County Borough Council unless or until the business case for programme is approved by all the partners. The timescale for this process is estimated to be between 6 and 18 months.

2. Connection to the Corporate Improvement Objectives/ Other Corporate Priorities

- 2.1 The Cardiff Capital Region City Deals support the current Corporate Priority 1: Working together to develop the local economy and the proposed revised priority of Supporting a Successful Economy.

3. Background

- 3.1 Since the report to Cabinet in November 2015 significant progress has been made. Both Welsh and UK Government have made public statements of their intention to each commit £580 million additional funding to an investment fund for the region.
- 3.2 Officers with external advisors (who have worked on previous City Deals) have been preparing a “Business Case - Proposals Document” to be agreed by all parties to the Deal.
- 3.3 The proposals’ document is due to be finalised this month and will be presented to all ten Leaders for approval. It will set out a strategic statement, the proposed funding composition of the Deal, the proposed governance structure for the local authority partners (including the need for a commitment from each party for the duration of the Deal) and a series of asks and offers.
- 3.4 In advance of the document being finalised, challenge sessions are due to be held this month with both the UK Government and the Welsh Government to test the robustness and deliverability of our outline proposals. It is proposed that the local government representation at these sessions should comprise three Council Leaders – Councillors Morgan (RCT - Chair), Bale (Cardiff) and Fox (Monmouthshire) together with a senior representative from both the private sector and the Higher Education sector.

3.5 Subject to these sessions and agreement of the proposals' document by all parties a formal announcement may be made the week commencing the 7 March with the signing of a Deal in principle taking place quickly thereafter.

4. Current situation / proposal

The Deal Agreement

4.1 In the event that a Deal is agreed in principle it will be subject to the completion of a business case and further negotiations. The agreement will only commit the constituent authorities to explore ways of delivering the principles and strategic objectives. Only once each constituent party is in full agreement to the proposals being put forward and is content to sign up to the Deal document will it become binding. As mentioned above this could take between six to eighteen months.

4.2 The document will present a high level summary of the aspirations of the local authorities to develop a series of interventions to drive economic success for the region over the next 20+ years. Detailed work to develop those interventions will be continued over coming months if the Deal document is signed in March. However, key elements are likely to include:

- Governance - The current arrangement whereby the 10 Council leaders oversee the development of the deal would be continued with the establishment of a joint committee. This is likely to be supported by a wider stakeholder board that would allow business, academic and Welsh Government input and engagement.
- Collaboration - A commitment to explore closer collaboration between the 10 Councils in coming years, including the possibility of pooling resources. This could include for example, strategic land and transportation planning, inward investment, business support and regeneration. The commitment to explore these opportunities is likely to also include a commitment by Welsh Government to similarly explore this - for example in giving the local authorities greater freedom over the allocation of relevant grants - rather than Welsh Government continue to deal with each Council individually.
- A dedicated delivery unit - A commitment to establish robust support for the administration and performance management of the City Deal - including the infrastructure fund. Councils have already made a financial contribution to allow for the development of the deal and it is likely that a further contribution will be required if the deal is signed. If that is the case then a further report will be forthcoming. It is anticipated that an ongoing delivery unit would be funded through the infrastructure fund.

5. Effect Upon Policy Framework and Procedure Rules

5.1 None.

6. Equality Impact Assessment

6.1 The City Deal is currently in its infancy and no decisions have yet been taken on areas of investment. Equality Impact Assessments will be undertaken as City Deal decisions are brought forward in the future.

7. Financial Implications

- 7.1 The previous report to cabinet outlined how an infrastructure fund may operate. At that time, a “payment by results” mechanism was envisaged whereby the councils would be required to borrow to fund investments with payments being made by government at a future date and subject to the meeting of certain criteria. This meant that the councils would be required to service this debt in addition to making a direct capital contribution themselves. For Bridgend this meant that the Council would be required to fund up to £35 million over the life of the fund.
- 7.2 Negotiations have continued with various UK government departments. The precise nature of the payment regime has been clarified. The payment by results methodology is now more akin to an annual grant to be paid by the treasury. There would be gateway reviews to assure HM Treasury the funding was supporting projects that gave rise to economic advantage.
- 7.3 At this point the level of local government contribution to the Deal has not been finalised. As such the extent of the financial exposure for this Council is not clear, but it is expected to be similar to the whole life costs that were anticipated in the November 2015 report.
- 7.4 Signing the deal document would not commit the council to expenditure. Over the next six to eighteen months the business case will be developed and this will lead to greater clarity over the anticipated costs and benefits to Bridgend. At an appropriate point during that period, a further report would be brought to Cabinet (and Council if appropriate) to set out the financial implications and how these would be met.
- 7.5 In the meantime, it is likely that a dedicated regional project team would be required to take forward the business case and Deal implementation. A separate report will be brought to Cabinet at the appropriate time to seek agreement for any financial implications arising from this.

8. Recommendations

- 8.1 It is recommended that:
- a) The contents of this report be noted.
 - b) In the event that the Deal is agreed by the UK Government and the Welsh Government and local government, the Leader of the Council be authorised to sign the formal “City Deal” offer document on the basis that it does not commit the Council to any expenditure until such time as the detailed proposals are negotiated and agreed between the constituent parties.

D Mepham
Chief Executive
10 February 2016

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Background Documents: None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

CORPORATE DIRECTOR RESOURCES

BUDGET MONITORING – QUARTER 3 2015-16

1. Purpose of this report

- 1.1 The purpose of this report is to provide Cabinet with an update on the Council's financial position as at 31st December 2015.

2. Connections to Corporate Improvement Objectives and Other Corporate Priorities

- 2.1 The budget monitoring report provides an overview of the current financial position and projected outturn for the year against the budget approved by Council in February 2015. The allocation of budget determines the extent to which the corporate improvement priorities can be delivered.

3. Background

- 3.1 On 25th February 2015, Council approved a net revenue budget of £252.201 million for 2015-16, along with a capital programme for the year of £36.441 million, which was revised in October 2015 to £40.223 million. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The drawdown of earmarked reserves and the delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

4.0 Current Situation

4.1 Summary financial position at 31st December 2015.

- 4.1.1 The overall projected position as at 31st December 2015 is a net under spend of £1.165 million, comprising £602,000 net under spend on directorates and £563,000 under spend on corporate budgets. A detailed analysis of the more significant projected under and over spends is set out in section 4.3.
- 4.1.2 The Council's net revenue budget and projected outturn for 2015-16 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 31st December 2015

Directorate/Divisions	Revised Budget 2015-16 £'000	Projected Outturn 2015-16 £'000	Projected Over / (Under) Spend Qtr 3 2015-16 £'000	Projected Over / (Under) Spend Qtr 2 2015-16 £'000
Directorate				
Education and Transformation	105,835	105,735	(100)	(221)
Social Services and Wellbeing	60,987	60,885	(102)	(7)
Communities	25,210	25,344	134	104
Resources	14,438	14,273	(165)	(333)
Legal & Regulatory Services	6,089	5,720	(369)	(114)
Total Directorate Budgets	212,559	211,957	(602)	(571)
Council Wide Budgets				
Capital Financing	10,372	10,372	0	0
Precepts and Levies	6,912	6,912	0	0
Repairs and Maintenance	1,100	1,000	(100)	0
Council Tax Reduction Scheme	13,869	13,500	(369)	(385)
Insurance Costs	1,634	1,634	0	0
Other Corporate Budgets	5,755	5,661	(94)	(390)
Total Council Wide Budgets	39,642	39,079	(563)	(775)
Total	252,201	251,036	(1,165)	(1,346)

4.1.3 The budget was set on the assumption of full implementation of the current year budget reduction requirements across the Council's budget which amount to £11.225 million. However, in some cases proposals to meet this requirement have been delayed, or have been found to be unachievable. In these cases directorates have identified alternative proposals such as holding vacancies to bridge any in-year shortfall.

4.1.4 In January 2016 Cabinet approved for consultation a Draft Budget for 2016-17 and an outline Medium Term Financial Strategy which estimated that the Council will have to find £36.5 million of recurrent budget reductions between 2016 and 2020. Against that background it is critical for the Council to keep expenditure within the approved 2015-16 budget and that longer term budget reductions proposals continue to be developed.

4.1.5 At year end consideration will be given to the overall financial position of the Council including the final outturn, any accrued Council Tax income, the Council's reserve levels and any new pressures or risks that need to be provided for. At that time in line with the Council's reserves protocol Directors will be invited to submit earmarked reserve requests to meet any specific unfunded one-off expenditure that they expect to arise in 2016-17 and these will be considered in the context of

Directorate outturn positions as well as that of the Council as a whole. At this stage in the financial year officers are aware of two significant issues that, subject to business cases and Cabinet/Council approval, will require significant investment during the MTFs period - the Digital Transformation Programme and provision of Extra Care facilities. The S151 Officer is also currently assessing the business case for making a contribution to the Pension Fund to meet outstanding superannuation liabilities as a means of reducing pressure on the Council's revenue budget in the future by slowing the rate of employer contribution rate increases. A recommendation will be brought to Cabinet once detailed information has been provided by the fund actuary. Consideration will also be given at year end to the potential to repay outstanding prudential borrowing where this is affordable and it would reduce future capital financing charges.

4.2 Monitoring of Budget Reduction Proposals

4.2.1 The budget approved for 2015-16 included budget reduction proposals of £11.225 million, which is broken down in Appendix 1 and summarised with a RAG status in Table 2 below. At this point in the financial year 76% of the proposals are GREEN compared to 83% at the half year stage. This is mainly due to delays in implementing the Learner Transport budget reductions (£300,000), and failures to realise in full savings from remodelling the childcare team (£72,000), children's residential care (£200,000) and management and administrative savings in the Social Services and Wellbeing directorate (£215,000).

Table 2 – Monitoring of Budget Reductions 2015-16

DIRECTORATE	GREEN		AMBER		RED		TOTAL	
	£'000	%	£'000	%	£'000	%	£'000	%
Education and Transformation	2,039	83.2%	412	16.8%	0	0.0%	2,451	21.8%
Social Services and Wellbeing	2,357	66.7%	572	16.2%	605	17.1%	3,534	31.5%
Communities	1,366	54.9%	497	20.0%	625	25.1%	2,488	22.2%
Resources	1,153	100.0%	0	0.0%	0	0.0%	1,153	10.3%
Legal and Regulatory Services	554	100.0%	0	0.0%	0	0.0%	554	4.9%
Corporate	1,045	100.0%	0	0.0%	0	0.0%	1,045	9.3%
TOTAL	8,514	75.8%	1,481	13.2%	1,230	11.0%	11,225	100.0%

4.2.2 Nine proposals are currently RED, totalling £1.230 million and these are unlikely to be realised at all during this financial year. Five are in the Communities Directorate (total £625,000) and relate to the following proposals: the MREC project (£300,000); car parking provision (£60,000); public conveniences (£50,000); parking charges for blue badge holders (£165,000); and charging for black bags (£50,000). The others are in the Social Services and Wellbeing Directorate and relate to: the Learning Disabilities Tender (£220,000); the re-provision and remodelling of Shared Lives (£135,000); Remodelling of Children's Residential Care (£200,000) and Directorate sickness cover costs (£50,000).

4.2.3 Nine budget reduction proposals are AMBER, totalling £1.481 million and these are likely to be only partially realised in the current the financial year. The most significant are: the School Transport Route Efficiencies and Rationalisation of SEN Transport (£200,000 and £100,000 respectively); specialist and complex homecare (£307,000); the review of Grounds Maintenance and Bereavement Services (£437,000); and the review of school crossing patrol service (£60,000).

4.2.4 The forecast outturn reflects that Directors have found short term measures to manage the in-year shortfall caused by the RED and AMBER budget reductions identified above.

4.3 Commentary on the financial position as at 31st December 2015

A summary of the financial position for each main service area is attached as Appendix 2 to this report and comments on the most significant variances are provided below, along with draw down on earmarked reserves to date.

4.3.1 Education and Transformation Directorate

The net budget for the Directorate for 2015-16 is £105.835 million. Current projections indicate an under spend of £100,000 at year end, which assumes that the £412,000 of AMBER reductions are met from elsewhere within the directorate. Earmarked reserves had been established for the roll out of cashless catering and implementing health and safety improvements in school kitchens, and expenditure has been incurred in these areas but, due to the overall directorate under spend, these have not been drawn down. The main variances are:

EDUCATION & TRANSFORMATION DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Schools Based SEN	2,540	2,322	(218)	-8.6%
Inter Authority Recoupment / Out of County	326	(122)	(448)	-137.4%
School Improvement	785	927	142	18.1%
Home to School / College Transport	4,310	4,480	170	3.9%
Catering Service	664	753	89	13.4%
Dismissal / Retirement Costs	983	1,154	171	17.4%

School Based Special Educational Needs

- The under spend of £218,000 is a combination of vacancies across specialist bases in schools and reduced spend on one-to-one support for pupils during the year, due to difficulties in recruiting additional support staff. The directorate is considering options to improve recruitment in 2016-17.

Inter-Authority Recoupment / Out of County (OOC) Placements

- There is currently an under spend of £411,000 projected on the education budget for out of county placements, due to a reduction in the number of placements, from 32 in March 2015 to 27 currently, as pupils are brought back in-County to be educated. Alongside this, the authority is projecting an additional £37,000 income in respect of pupils from other local authorities attending this authority's schools.

School Improvement

- There is a projected over spend on the School Improvement budget of £142,000 as a result of additional support provided by the Corporate Director to schools in difficulty and facing challenges, including additional teaching support and resources.

Home to School / College Transport

- There is a potential over spend of £170,000 on Home to School / College transport as savings anticipated due to further retendering of contracts are less than anticipated. In addition, the 2015-16 MTFs savings have not been fully achieved partly from the limited rationalisation of contracts because of increases in the number of pupils eligible for transport. Route efficiencies have not been fully realised as the agreed change to the Learner Travel policy by Cabinet will not now be implemented until September 2016 and this will not bring the same level of savings as were originally identified. Further efficiencies to SEN and Looked After Children (LAC) transport have been ongoing but have been impacted by some increased demand for individual transport due to the needs of individual children and our duty as a Local Authority to ensure that they are transported in line with our statutory responsibilities and our current Learner Travel policy.

Catering Service

- The projected over spend of £89,000 on the catering service has arisen as a result of not drawing down earmarked reserves for the roll out of the cashless catering system (£37,000) and health and safety improvements in school kitchens (£123,000) due to the overall under spend position in the directorate. This complies with the Council's protocol on the use of reserves and balances. The service would be projecting an under spend of £71,000 if the reserve had been drawn down.

Dismissal / Retirement Costs

- The projected over spend of £171,000 relates to an increased number of school redundancies and early retirements in 2015-16, as a result of falling school rolls, or pressure on school budgets, which have been approved by the Corporate Director. An earmarked reserve was established at the end of 2014-15 to meet any additional costs above budget, but this has not been drawn down to date due to the Directorate's overall under spend.

4.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2015-16 is £60.987 million. Current projections indicate an under spend of £102,000 at year end, assuming that any shortfall in RED and AMBER budget reductions (£977,000 in total) is met from elsewhere within the directorate budget. This is also after draw down of £248,000 from earmarked reserves for remodelling of adult social care (£112,000), Looked After Children strategy (£23,000), Connecting Families (£12,000), Homecare and meals at home (£67,000), residual job evaluation costs for safeguarding (£34,000) and Regional Adoption Service (£290,000). The main variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Older People Residential Care	8,261	7,969	(292)	-3.5%
Older People Home Care	7,941	8,307	366	4.6%
Learning Disabilities Residential Care	1,487	1,644	157	10.6%
Learning Disabilities Day Opportunities	3,232	3,099	(133)	-4.1%
Administrative and Central Services	606	814	208	34.3%
Looked After Children	10,923	11,069	146	1.3%
Family Support Services	978	808	(170)	-17.4%
Other Child and Family Services	725	805	80	11.0%

Older People Residential Care

- A projected net under spend of £292,000 is likely as a result of increased income (£54,000) from client contributions and for respite care and reductions in nursing placements (£236,000) and running costs (£50,000), which are partly offsetting additional staffing pressures mainly as a result of sickness in the service (£51,000).

Older People Home Care

- The projected over spend is due to the increased demand for homecare hours, which are higher than those forecasted by the service at this point in the financial year. The directorate is currently remodelling the homecare service with a view to retaining only critical and complex care internally and transferring other care to independent providers.

Learning Disabilities Residential Care

- A projected over spend of £157,000 is likely as a result of the continued provision of 2 additional residential placements. These placements will continue into the new financial year. The directorate will re-align budgets in 2016-17 to meet this pressure.

Learning Disabilities Day Opportunities

- There is currently a projected under spend of £133,000 on the day opportunities budget as a consequence of staff vacancies within the service, part of which is held in anticipation of budget reductions in 2016-17. The under spend on these posts will not reoccur in 2016-17.

Administrative and Central Services

- The directorate is carrying a budget pressure from the non-achievement of some 2015-16 budget reductions, including sickness absence savings. Whilst these are being mitigated by additional savings generated elsewhere in the 2015-16 budget, the directorate may need to re-align budgets in 2016-17 to ensure the over spend does not reoccur.

Looked After Children

- The number of LAC at 31st December 2015 was 367 compared to 390 at the end of March 2015, but there is a projected over spend of £146,000 because the budget was based on a projected number of LAC of 351 at the end of March 2016. There has been a need to extend two out of county placements to the end of the financial year (£122,000). An under spend is projected

within this budget as a result of a forecast reduction of 9 independent fostering agency placements, but this is being used to cover the remodelling of children's residential services budget reduction proposal which will be mitigated by budget realignment in 2016-17.

Family Support Services

- There is a projected under spend of £170,000, partly as a result of under-utilised direct payments (£96,000), which have been re-claimed, and partly due to under spends on salary budgets and residence orders, which have reduced in total from those granted in 2014-15. A recurrent budget pressure allocation of £400,000 for direct payments was approved by Council in February 2015 for 2015-16 onwards. As there is a projected under spend on this budget currently, the position will be reviewed at year end to determine future on-going requirement of this pressure.

Other Child and Family Support Services

- There is a projected over spend of £80,000 on adoptions due to a higher number of adoptions expected by year end than forecast (30 compared to 27). The shared service business case highlighted that the cost of the service was expected to reduce in 2016-17 on the assumption that the number of adoptions in Bridgend would be lower than in the other two authorities. If however the Council can maintain the numbers of adoptions at the current level the cost will not reduce, but the resultant budget shortfall will be met by the LAC budget, which should reduce accordingly.

4.3.3 Communities Directorate

The net budget for the Directorate for 2015-16 is £25.210 million and the current projection is an anticipated over spend of £134,000 after draw down of £332,000 from earmarked reserves. A total of £1.122 million budget reductions are currently classed as RED or AMBER, and the majority of these are met from elsewhere within the directorate, thus reducing the projected net over spend. The earmarked reserve draw down includes funding for the Cultural Trust (£125,000), Review of Infrastructure Assets (£11,000), Highways Review (£16,000), Community Asset Transfer (CAT) (£8,000), redundancy costs (£69,000), procurement of the new waste contract (£20,000), street cleaning (£35,000) and Depot feasibility spend (£29,000). This also takes into account draw down of the one-off budget pressure of £135,000 in respect of the costs of increased tonnage at the MREC. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Housing options, strategy and homelessness	1,341	1,090	(251)	-18.7%
Waste Disposal	5,253	5,453	200	3.8%
Street Lighting	1,630	1,480	(150)	-9.2%
Fleet	(68)	132	200	-294.1%
Transport and Engineering	861	985	124	14.4%

Housing Options, Strategy and Homelessness

- There is a projected under spend on this area of £251,000. This is mainly as a result of a £205,000 projected under spend on bed and breakfast costs, in addition to a projected under spend of £40,000 relating to a non-staffing efficiency saving identified in advance of budget reductions in 2016-17.

Waste Disposal

- The MREC procurement is ongoing so the £300,000 budget reduction target will not be achieved in 2015-16. There are also additional costs incurred at the MREC due to additional tonnage, but this has been mitigated by the one-off budget pressure (£135,000) agreed for 2015-16 and savings from the interim Anaerobic Digestion procurement project, which commenced in August 2015, bringing the net over spend down to £200,000.

Street Lighting

- There is a projected under spend on street lighting of £150,000. This relates to a budget reduction proposal for 2016-17, which has been brought forward in order to offset non-achievement of 2015-16 budget reductions elsewhere within the directorate.

Fleet

- There is a projected over spend of £200,000 in this service area, which is primarily due to a downturn in income against hire charge expenditure.

Transport and Engineering

- There is a projected overall over spend of £124,000 on transport and engineering primarily due to delays in the implementation of car park budget reductions for 2015-16 (£225,000), such as charging blue badge holders, and staff car parking charges, which has been offset by higher income than anticipated on the engineering service. There will be a loss of income at the Rhiw car park during the Vibrant and Viable construction works, but an earmarked reserve has been established to meet this shortfall and will be drawn down when the actual cost is known.

4.3.4 **Resources Directorate**

The net budget for the Directorate for 2015-16 is £14.438 million and current projections anticipate an under spend against this budget of £165,000 after draw down of £48,000 from earmarked reserves in respect of Change Fund projects and feasibility works on energy related projects. The main variances are:

RESOURCES DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Facilities Management	1,535	1,376	(159)	-10.4%
Commercial Income	(787)	(605)	182	-23.1%
Housing Benefit: Admin and Claims	478	567	89	18.6%
Audit Fees	816	676	(140)	-17.2%

Property Services

- Facilities Management: The under spend of £159,000 primarily relates to a combination of reduced business rates and running costs on Council premises.
- Commercial Income: The under spend on Facilities Management is offset by an over spend relating to voids on non-operational assets (£182,000).

Housing Benefit: Admin and Claims

- The net over spend of £89,000 comprises an under spend of £141,000 on the administration of housing benefit claims, due to the transfer of fraud activity to DWP, offset by a projected over spend of £230,000 on payments of housing benefit, based on the latest estimate of housing benefit subsidy to be claimed.

Audit Fees

- The under spend of £140,000 comprises an under spend of £45,000 on internal audit fees, as a result of staffing vacancies, and £95,000 relating to reduced external audit fees, based on current spend profile.

4.3.5 Legal and Regulatory Services Directorate

The net budget for the Directorate for 2015-16 is £6.089 million and current projections anticipate an under spend against this budget of £369,000, after draw down of £46,000 from earmarked reserves in respect of legal and administrative support from the Change Fund, and £100,000 in respect of land litigation charges. The main variances are:

LEGAL AND REGULATORY SERVICES DIRECTORATE	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Legal Services	2,256	2,142	(114)	-5.1%
Regulatory Services	1,631	1,573	(58)	-3.6%
Procurement	287	222	(65)	-22.6%
Partnerships	353	264	(89)	-25.2%

Legal Services

- The projected under spend on Legal Services is mainly a combination of additional income from the Registrar's service of £62,000, and an under spend on Child Care disbursements of £42,000.

Regulatory Services

- The Joint Regulatory Service, which came into existence in May, is currently projecting an under spend, as a result of vacancies held whilst the new structure was being populated.

Procurement

- The under spend relates to vacancy management in preparation for future MTFs budget reductions. These under spends will not reoccur in 2016-17.

Partnerships

- The under spend relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

4.3.6 Council Wide budgets

This section of the accounts includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The budget is £39.642 million and the projected outturn is £39.079 million, resulting in a projected under spend of £563,000. The half year position identified an under spend on corporate budgets of £775,000 and this has been transferred to earmarked reserves to support the Council's Capital Programme following a review of the Council's investment needs. The main variances at Quarter 3 are detailed below:

CORPORATE BUDGETS	Net Budget	Projected Outturn	Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Council Tax Reduction Scheme	13,869	13,500	(369)	-2.7%
Building Maintenance	1,100	1,000	(100)	-9.1%
Other Corporate Budgets	5,755	5,661	(94)	-1.6%

Council Tax Reduction Scheme

- The under spend of £369,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This is a demand led budget which is based on full take up, and whilst actual take up is not known with certainty until year end, the potential under spend is considered realistic at this point in the financial year. Budget reduction proposals of £300,000 in both 2016-17 and 2017-18 are built into the draft MTFS so this level of under spend is not expected to recur.

Building Maintenance

- The budget contains funding to repay prudential borrowing to fund the £1 million capital investment in parks pavilions in the capital programme. These works are now linked to Community Asset Transfer and consequently no spend has yet been incurred, and no funding drawn down.

Other Corporate Budgets

- The net under spend of £94,000 is a combination of lower draw down of funding for pay and price pressures than anticipated due to lower inflation rates, which is partly offset by a transfer of £750,000 to earmarked reserves to support the Council's Capital Programme, the detail of which will be presented for approval to Council in March 2016 as part of the Medium Term Financial Strategy.

It should be noted that the projected outturn for Corporate Budgets is likely to change towards the end of the financial year, depending on additional redundancies incurred during the remainder of the financial year, the extent of inclement weather, further demands on the Council Tax Reduction Scheme and the superannuation business case referred to in paragraph 4.1.5.

4.4 Capital programme monitoring

4.4.1 The Council approved a revised Capital Programme in October 2015 with a budget of £40.223 million in 2015-16. The current capital programme budget for 2015-16 totals £40.088 million of which £24.794 million is BCBC resources with the remaining £15.294 million coming from external grants. The main reasons for the difference between the October programme and the current programme are:

- £187,000 Provision of a new artificial pitch at Pencoed Comprehensive School. In October 2015 Council agreed to use the £87,000 balance on the 'escrow' account in respect of Bridgend Town Football Club to improve sports facilities within the County Borough. £52,000 of this funding has been supplemented by £75,000 of grant from Sports Wales and £60,000 from the Children's minor works budget to cover the full cost. The remaining £35,000 of escrow funding will be carried forward into 2016-17.
- £61,000 Additional Welsh Government funding for Coity By-Pass Land compensation scheme (reported in quarter 2 monitoring report).
- Adjustments against the Vibrant and Viable Places Programme to maximise grant.

4.4.2 Appendix 3 provides details of the larger schemes within the capital programme, showing the budget available in 2015-16 compared to the projected spend. Commentary is provided detailing any issues associated with these projects.

4.4.3 As at quarter 3 there is a projected under spend of £62,000 against budget, after slippage of £8.399 million, compared to the programme approved by Council in October 2015. The main schemes affected are:

- 21st Century School Programme – following submission of the updated spending profile to Welsh Government, the capital programme has been revised to reflect the planned delivery of the new schools within the 21st Century Schools programme.
- Housing Renewal / Disabled Facilities Grants – slippage requested due to a backlog in occupational therapy referrals.
- Relocation and Rationalisation of Depot Facilities – slippage requested whilst full feasibility is undertaken on the preferred site.

4.4.4 At this point in the financial year, and following discussions with directorates, it is assumed that all other projects will be in line with the revised budget as set out in Appendix 3. However, this will depend upon any inclement weather experienced during the last quarter, which may place additional pressure on project timescales.

4.5 Review of Earmarked reserves

The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. A quarter 3 review of the particular pressures that were to be covered by earmarked reserves was undertaken, but earmarked reserves were not drawn down if the Directorate could absorb these pressures from forecast under spends elsewhere within their budgets. This will again be reviewed at year-end as per the Protocol.

During the period until December 2015, Directorates drew down £288,000 of funding from their Directorate specific earmarked reserves that were created as part of the 2014-15 year-end process, and £940,000 from Corporate Reserves including the Major Claims Reserve and the Change Fund. A full breakdown of total movement on earmarked reserves at 31st December is provided in Appendix 4.

5.0 Effect upon policy framework & procedural rules

5.1 As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.

6.0 Equality Impact Assessment

6.1 There are no implications in this report.

7.0 Financial implications

7.1 These are reflected in the body of the report.

8.0 Recommendations

Cabinet is requested to note the projected revenue and capital outturn position for 2015-16.

Ness Young
Corporate Director Resources
February 2016

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Background Papers

Individual Directorate Monitoring Reports
Report to Council 15th July 2015
Report to Council 7th October 2015

Ref.	Links to Population Outcome	Categories	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
IMPROVEMENT PRIORITY				CATEGORIES	
<p>IP1 - Developing the local economy IP2 -Raising aspirations and driving up educational achievement IP3 -Supporting young people & families IP4 -Helping the vulnerable and older people to stay independent IP5 -Encouraging healthy lifestyles to reduce health inequalities IP6 -Making Best Use of Resources</p>				<p>BUR- Making Best Use of Resources MSR- Managed Service Reductions CST - Collaboration and Transformation PC - Policy Changes</p>	
OBAU -Other Business as Usual					
EDUCATION & TRANSFORMATION					
EDUCATION					
CH3	Corporate Business	BUR	Retender Learner Transport contracts	400	
CH4	Corporate Business	MSR	Rationalise Special Education Needs transport	100	
CH9	Wise	BUR	School transport route efficiencies	200	
CH10	Wise	MSR	Realign On-Track with multi-agency community team provision	100	
CH12	Healthy & Wise	MSR	Reduction catering service budget	200	
CH13A	Corporate Business	BUR	Staff Restructures - Business Support functions	310	
CH17,23,24	Healthy & Wise	BUR	Remodel integrated working and family support service	545	
CH18	Wise	MSR	Review provision of the County Music Service	40	
CH19	Wise	BUR	Accommodation costs in relation to Youth Service currently based at Tondu	80	
CH20	Corporate Business	BUR	Review all temp posts across the directorate/Vacancy Management	100	
CH26	Wise	BUR	Propose for schools to fund all copyright licenses	50	

Ref.	Links to Population Outcome	Categories	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
CH28	Wise	BUR	Remodel Childcare team	72	
CH32 (previously part of	Corporate Business	BUR	Review of the Corporate Project Group	84	
			Total Education and Transformation central	2,281	0
SCHOOLS					
CH11	Wise	BUR	Progress School modernisation programme which includes rationalisation of nursery provision	170	
			Total Schools	170	0
			Total Education & Transformation Directorate	2,451	0
<u>SOCIAL SERVICES & WELLBEING</u>					
ADULT SOCIAL CARE					
ASC1	Healthy & Wise	CST	Focus local authority homecare on specialist and complex care	307	
ASC2	Healthy & Wise	CST	Support increased independence through enablement and progression in Learning Disability services	220	
ASC3	Healthy & Wise	PC	Link the work on the new assessment framework to the new national eligibility criteria as part of the Social Services and Wellbeing Act ensuring timely	1,399	
ASC4	Healthy & Wise	BUR	Consolidation of Adult Day Services premises	20	
ASC5	Healthy & Wise	BUR	Service efficiencies - work related schemes	67	
ASC6	Healthy & Wise	BUR	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	215	
ASC7	Healthy & Wise	CST	Reprovision and remodelling of Shared Lives	135	
ASC8	Healthy & Wise	BUR	Reduction in sickness across services	50	
ASC9	Healthy & Wise	MSR	Review CHC-eligible cases to secure appropriate contribution to packages of care	70	
ASC10	Healthy & Wise	BUR	Develop income stream for specialist Mental Health placements at Glyn Cynffig	15	

Ref.	Links to Population Outcome	Categories	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
ASC11	Healthy & Wise	BUR	Income Generation at Ael Y Bryn	95	
ASC12	Healthy & Wise	BUR	Continued efficiencies within LD Day Services	35	
ASC13	Healthy & Wise	BUR	Remodel Meals at Home service.	122	
ASC15	Healthy & Wise	BUR	Achieve transport efficiencies	37	
			Total Adult Social Care	2,787	
SAFEGUARDING AND FAMILY SUPPORT					
CH22	Healthy and Wise	PC	Remodelling of Childrens Residential Care	200	
CH27	Wise	BUR	Remodel and restructure safeguarding management arrangements	50	
CH13B	Corporate Business	BUR	Staff Restructures - Business Support functions	170	
CH20B	Corporate Business	BUR	Review all temp posts across the directorate/Vacancy Management	50	
			Total Safeguarding and Family Support	470	
SPORTS , PLAY & ACTIVE WELLBEING					
HL1	Healthy	CST	Reduction in costs relating to sport, play and leisure	30	
HL3	Healthy	CST	Continued savings associated with the Halo leisure partnership	247	
			Total Sports , Play & Active wellbeing	277	
			Total Social Services & Wellbeing Directorate	3,534	
COMMUNITIES					
COM1	Corporate Business	BUR	Procure by competitive tendering and in accordance with the provisions of a MOU between BCBC and NPTCBC, a contractor to operate and managing the MREC	300	
COM3	Wealthy	BUR	Reduce net running costs of Bridgend Bus Station by reviewing service provision	40	
COM4	Place	BUR	Review staffing structures within the Communities Directorate to identify possible savings	544	
COM5	Corporate Business	CST	Savings anticipated from proposed collaboration with SWP on a joint vehicle maintenance facility	75	
COM6	Corporate Business	MSR	Review of public conveniences	50	
COM7	Place	MSR	Review of Grounds Maintenance & Bereavement Services	437	
COM8	Corporate Business	BUR	Review of car parking charges - staff and long/short term stay car parks	60	
COM9	Corporate Business	BUR	Review of Highways maintenance/DLO Services	308	
COM10	Place	BUR	Public to purchase their own black refuse bags to an appropriate specification.	50	
COM11	Place	BUR	Implementation of charging for Blue Badge Holders for Car Parking	165	

Ref.	Links to Population Outcome	Categories	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
COM12	Place	BUR	Review of staffing structures within Housing & Regeneration	40	
COM13	Place	BUR	Review of School Crossing Patrol service in line with GB standards.	60	
COM14	Place	BUR	Bereavement services - implement fee strategy to remove BCBC current subsidy	52	
COM15	Corporate Business	BUR	Staffing restructures in Elections	46	
COM16	Place	MSR	Review of supported bus services	120	
HL1	Healthy & Wise	CST	Transfer of management and operation of Bryngarw House	56	
HL2	Corporate Business	MSR	Reduction in arts development capacity	60	
HL3	Healthy & Wise	BUR	Efficiencies in Pyle Hub operation	25	
			Total Communities Directorate	2,488	
RESOURCES					
FINANCE AND ICT					
RES1	Corporate Business	BUR	Reduce size of Finance and Accountancy team	119	
RES2	Corporate Business	BUR	Re-negotiate banking contract, cash collection and cash payment contracts.	35	
RES4	Corporate Business	CST	Renegotiated Internal Audit Partnership contributions to Vale of Glamorgan Council	20	
RES5	Corporate Business	BUR	Staffing Restructures Revenues, and Financial Assessments Services /vacancy Management	163	
RES6	Corporate Business	BUR	Review charges for Receiverships and improved recovery of Housing Benefits overpayments	30	
RES7	Corporate Business	BUR	Reduce the size of the ICT service	52	
RES9	Corporate Business	BUR	Introduction of % charge for credit card payments made to the Council	19	
			Total Finance and ICT	438	
HUMAN RESOURCES					
RES12	Corporate Business	CST	Reduce CCTV & Customer Services Operations	30	
RES13	Corporate Business	BUR	Reduce the size of the HR, OD and Communications teams	164	
RES14	Corporate Business	BUR	Reduction in corporate training budget	20	
RES15	Corporate Business	BUR	Move from paper to electronic versions only of the County Bulletin and Bridgenders	3	
RES16	Corporate Business	BUR	Review of Business Support Unit	26	
			Total Human Resources	243	
PROPERTY (ESTATES AND BUILT ENVIRONMENT)					
RES18	Corporate Business	BUR	Review of cleaning service	100	
RES19	Corporate Business	BUR	Increase in the fees and charges for non-operational property	25	
RES20	Corporate Business	BUR	Review of the Facilities Management service	79	
RES21	Corporate Business	BUR	Office Accommodation -closure of office buildings	120	
RES23	Corporate Business	BUR	Staffing Restructure - Built Environment	148	
			Total Property	472	

Ref.	Links to Population Outcome	Categories	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
			Total Resources Directorate	1,153	
LEGAL & REGULATORY SERVICES					
LRS1	Wealthy / Healthy	CST	Public Protection Collaboration	286	
LRS2	Corporate Business	BUR	Restructure of Legal & Democratic, Registration, Procurement, Performance & Partnership Services. Fundamental review of how services are delivered	268	
Total LARS				554	
CORPORATE / COUNCIL WIDE					
CS1	Corporate Business	BUR	Rationalise and reduce voluntary sector funding by 10%	78	
CS2	Corporate Business	BUR	Target reductions in administrative support linked to EDM	250	
CS3	Corporate Business	BUR	Transfer of revenue funding to prudential borrowing to finance minor capital works	50	
CS5	Corporate Business	BUR	Review capital financing budgets	200	
CS6		PC	Cease the pensioners' council tax relief scheme	193	
CS7	Corporate Business	PC	Reduction in Fire Service Precept	102	
CS8	Corporate Business	BUR	Carbon Reduction costs for schools to be met from protected Individual Schools Budget	72	
CS9	Corporate Business	BUR	Reductions in Insurance Premiums	100	
Total Corporate / Council Wide				1,045	
GRAND TOTAL REDUCTIONS					
				11,225	

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2015-16			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000			
EDUCATION AND TRANSFORMATION DIRECTORATE						
Learning	10,837	(2,973)	7,864	7,281	(583)	-7.4%
Strategic Partnerships & Comm	126,451	(28,730)	97,721	98,265	544	0.6%
Contingent Provision	25	-	25	29	4	0.0%
Transformation	225	-	225	160	(65)	
TOTAL EDUCATION AND TRANSFORMATION	137,538	(31,703)	105,835	105,735	(100)	-0.1%
SOCIAL SERVICES AND WELLBEING DIRECTORATE						
Adult Social Care	55,032	(14,859)	40,173	39,936	(237)	-0.6%
Sport, Play and Active Wellbeing	3,687	(941)	2,746	2,751	5	0.2%
Safeguarding & Family Support	19,060	(991)	18,068	18,198	130	0.7%
TOTAL SOCIAL SERVICES AND WELLBEING	77,779	(16,791)	60,987	60,885	(102)	-0.2%
COMMUNITIES DIRECTORATE						
Regeneration & Development	9,896	(6,315)	3,581	3,279	(302)	-8.4%
Street Scene	35,774	(18,316)	17,457	18,002	545	3.1%
Directorate Support/Contingent Provision	594	-	594	556	(38)	-6.3%
Culture	3,998	(550)	3,449	3,377	(71)	-2.1%
Elections	129	-	129	129	-	0.0%
TOTAL COMMUNITIES	50,391	(25,181)	25,210	25,344	134	0.5%
RESOURCES DIRECTORATE						
Chief Executive	658	-	658	658	-	0.0%
Finance and ICT	61,324	(53,848)	7,476	7,391	(85)	-1.1%
Human Resources	4,430	(524)	3,906	3,873	(33)	-0.8%
Property	4,666	(2,993)	1,674	1,674	-	0.0%
Built Environment	4,531	(3,807)	723	676	(47)	
TOTAL RESOURCES	75,609	(61,173)	14,438	14,273	(165)	-1.1%
LEGAL & REGULATORY SERVICES DIRECTORATE						
Legal Services	2,515	(259)	2,256	2,142	(114)	-5.1%
Democratic Services	1,562	(0)	1,562	1,519	(43)	-2.8%
Regulatory Services	2,108	(477)	1,631	1,573	(58)	-3.6%
Procurement	289	(2)	287	222	(65)	-22.6%
Performance and Partnerships	353	-	353	264	(89)	-25.2%
TOTAL LEGAL & REGULATORY SERVICES	6,827	(738)	6,089	5,720	(369)	-6.1%
TOTAL DIRECTORATE BUDGETS	348,143	(135,586)	212,559	211,956	(602)	-0.3%
Council Wide Budgets	41,582	(1,940)	39,642	39,079	(563)	-1.4%
NET BRIDGEND CBC	389,725	(137,526)	252,201	251,035	(1,165)	-0.5%

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Main Scheme	Whole Scheme Budget £'000	Total Costs to 31.3.2015 £'000	Council Oct '15 Budget 2015-16 £'000	New Approvals £'000	Virement £'000	Qtr 3 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Impact on BCBC Resources £'000	Comments
Education & Transformation												
Pen Y Fai Primary School	7,239	6,765	474			474	-19	474	0		0	Scheme is completed - compensation payment and payment to landowner expected in 2016/17. Budget provision in 2016/17
Mynydd Cynffig Primary School Extension	400	2	10			10	0	0	-10	10	0	Not expected to be spent in 2015/16 - roll forward into 2016/17
Y Dderwen Comprehensive School	39,488	39,278	210			210	30	210	0		0	Scheme completed - funding split 70:30 between Welsh Government and BCBC
Coety/Parc Derwen Primary School	8,660	3,051	5,405			5,405	5,027	5,309	-96	96	0	Scheme completed - final account still to be paid, budget provision in 2016/17
Tondu Primary School Temporary Accommodation	382	353	29			29	-1	29	0		0	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.
West Park Primary School Temporary Accommodation	250	0	250			250	14	250	0		0	Due to be completed in 2015/16 with retention paid in 2016/17, budget provision in 2016/17
Ogmore Comprehensive Additional Learning Needs	4,043	3,149	894			894	800	828	-66	66	0	Scheme completed - retention to be paid in 2016/17, budget provision in 2016/17
Garw Valley South Primary Provision	10,000	315	969			969	75	534	-435	435	0	In design stage - due to be completed in 2016/17
Pencoed Primary School	8,250	0	1,061			1,061	11	100	-961	961	0	In design stage - due to be completed in 2016/17
Pencoed Artificial Pitch	187	0	0	75	112	187	0	187	0		0	Contract was awarded at the beginning of December with work due to be commenced early 2016. Funding £52K ESCROW, £75K Sport Wales and £60K Pencoed Minor Works
Gateway to the Valleys Primary Provision	8,846	18	1,040			1,040	21	341	-699	699	0	Slippage into 2016/17

Main Scheme	Whole Scheme Budget £'000	Total Costs to 31.3.2015 £'000	Council Oct '15 Budget 2015-16 £'000	New Approvals £'000	Virement £'000	Qtr 3 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Impact on BCBC Resources £'000	Comments
Flying Start Provision	966	685	281			281	0	281	0		0	Project to be completed in 2015/16
Ysgol Ferch O'r Sger	200	192	8			8	1	8	0		0	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.
Ysgol Bro Ogwr	300	276	24			24	0	24	0		0	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.
Schools Modernisation Retentions	707	0	0			0	0	0	0		0	
Studio 34, Pyle	74	0	74			74	0	74	0		0	
Litchard Primary School	3,165	2,995	170			170	-41	170	0		0	Scheme completed - awaiting final account
Children's Directorate Minor Works	1,518	0	1,332		126	1,458	-1	1,458	0		0	Minor works virement
Total Education & Transformation	94,675	57,079	12,231	75	238	12,544	5,917	10,277	-2,267	2,267	0	
Social Services & Wellbeing												
Adult Social Care												
Celtic Court Purchase and Refurbishment	2,411	1,202	1,209			1,209	706	1,209	0		0	
Adult Social Care Minor works	132	0	80		52	132	0	132	0		0	Minor works virement
Care Standards Act	307	218	89			89	12	89	0		0	
Sports Facilities	87	0	87		-52	35	0	0	-35	35	0	
Glan yr Afon Resource Centre	153	0	143		10	153	23	153	0		0	Minor works virement
Total Social Services & Wellbeing	3,090	1,420	1,608	0	10	1,618	741	1,583	-35	35	0	
Communities												
Street Scene												
Highways Maintenance(Capitalised Repairs)	200	0	200			200	-1	200	0		0	
Transportation Minor Works(Capitalised Repairs)	250	0	250			250	228	250	0		0	
Coity By Pass Land Compensation	480	421	0	61		61	61	61	0		0	All expenditure incurred to be funded by Welsh Government grant.
Local Govt Borrowing Initiative (Highways Infrastructure & Street Lighting)	7,885	6,837	1,048			1,048	816	1,048	0		0	

	Whole Scheme Budget £'000	Total Costs to 31.3.2015 £'000	Council Oct '15 Budget 2015-16 £'000	New Approvals £'000	Virement £'000	Qtr 3 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Impact on BCBC Resources £'000	Comments
Main Scheme												
Road Safety	241	0	241			241	25	241	0		0	
Unadopted Highways	50	0	50			50	22	50	0		0	
Fleet Vehicles	283		283			283	283	283	0		0	Mis-codings will be adjusted for in period 10 for expenditure relating to the Maintenance Lift Ramp
Joint Vehicle Maintenance Lift Ramp	46	0	46			46	46	46	0		0	
Parks Pavilions	1,059	72	10			10	19	19	9	-9	0	
Playground at Ffordd yr Eglwys	75	0	75			75	0	75	0		0	
Highways Street Infrastructure	1,250		1,250			1,250	1,145	1,250	0		0	
Residents Parking Bridgend Town Centre	152	16	136			136	6	136	0		0	
Street Scene Minor Works	14	0	14			14	11	14	0		0	
Bridgend Recreation Car Park	115	0	115			115	0	115	0		0	
Transport Grant Schemes	1,038	0	1,038			1,038	27	1,038	0		0	
Coychurch New Cremators	1,060	220	840			840	3	840	0		0	
Asda Link Land Compensation	45	26	19	5		24	24	24	0		0	
Regeneration & Development												
Bridgend Digital	126	105	21			21	0	21	0		0	
Bridgend Town Centre Infrastructure Programme	167	0	182		-15	167	0	167	0		0	The original minor works allocation for this, approved by Corporate Property Group, included an allocation for Porthcawl THI scheme, which has now been re-allocated to the specific scheme.
Bridgend Townscape Heritage Initiative	2,357	1,916	381			381	47	381	0		0	
Maesteg Townscape Heritage Initiative	2,161	2,149	12			12	0	12	0		0	
Porthcawl Townscape Heritage Initiative	969	61	598		15	613	96	613	0		0	Minor Works budget allocation from Corporate Property Group.
Bridgend Town Centre	8,790	8,695	95			95	91	95	0		0	
Maesteg Town Centre Regeneration Phase 4	2,802	2,751	51			51	-4	51	0		0	

Main Scheme	Whole Scheme Budget £'000	Total Costs to 31.3.2015 £'000	Council Oct '15 Budget 2015-16 £'000	New Approvals £'000	Virement £'000	Qtr 3 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Impact on BCBC Resources £'000	Comments
Page 82 South East Wales Local Investment Fund	2,152	2,032	138		-138	0	0	0	0		0	The South East Wales Local Investment Fund is the name of the external grant scheme which was completed in June 2015. This scheme was match funded by BCBC via the Bridgend Business Support Framework budget, for which the remaining budget is reported separately.
Bridgend Business Support Framework	138	0	0		138	138	45	138	0		0	Budget vired from South East Wales Local Investment scheme.
Porthcawl Coastal Defence	174		174			174	0	0	-174	174	0	
Vibrant and Viable Places	9,606	630	4,267	-246	105	4,126	589	4,021	-105	105	0	Part of funding to meet revenue costs. Approval received by WG.
Shop mobility	105	0	105		-105	0	0	0	0		0	Expenditure funded from within VVP grant.
Commercial Improvement Areas	110		110			110	8	110	0		0	
Community Economic Development	505	483	22			22	22	22	0		0	
Housing Renewal Area	774	0	774			774	56	574	-200	200	0	
Housing Renewal/Disabled Facilities Grants	3,337		3,337			3,337	1,441	2,357	-980	980	0	
Porthcawl Rest Bay Waterside Cycle	281	0	33			33	1	33	0		0	
Bryngarw House	28		28			28	2	28	0		0	
Healthy Living Minor Works	52	0	25		27	52	6	52	0		0	Minor works virement
Berwyn Centre	200	0	200			200	0	200	0		0	
Total Communities	49,077	26,414	16,168	-180	27	16,015	5,115	14,565	-1,450	1,450	0	
Resources												
Minor Works	197		602	-30	-375	197	0	197	0		0	Transfer of minor works scheme from capital programme to revenue, which is reported outside of the capital programme
Upgrading Industrial Estates	40		40			40	21	40	0		0	
Fire Precautions	222	0	122		100	222	51	222	0		0	Minor works virement
DDA Works	150		150			150	0	150	0		0	

Main Scheme	Whole Scheme Budget £'000	Total Costs to 31.3.2015 £'000	Council Oct '15 Budget 2015-16 £'000	New Approvals £'000	Virement £'000	Qtr 3 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Impact on BCBC Resources £'000	Comments
Maximising Space and Technology / BCP	1,605	875	597			597	399	535	-62		-62	Scheme is expected to be completed below revised budget allocation.
Community Care Information System	6,584	3,840	2,744			2,744	2,744	2,744	0		0	
Relocation of Depot Facilities	4,436	60	4,376			4,376	29	29	-4,347	4,347	0	Scheme is unlikely to utilise full budget in current year, awaiting revised financial projection.
Bridgend Market	20		20			20	1	20	0		0	
Non-operational assets	1,000	520	480			480	0	480	0		0	
Investment in ICT	300		300			300	0	0	-300	300	0	Scheme is currently expecting to commence in 2016-17.
Community Projects	458	310	148			148	49	148	0		0	
Agile Working - Rationalisation of Admin Estate	1,217	0	637			637	0	637	0		0	
Total Resources	16,229	5,605	10,216	-30	-275	9,911	3,294	5,202	-4,709	4,647	-62	
Grand Total	163,071	90,518	40,223	-135	0	40,088	15,067	31,627	-8,461	8,399	-62	

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APPENDIX 4

TOTAL MOVEMENT ON EARMARKED RESERVES AS AT 31ST DECEMBER 2015

Opening Balance 1st April 2015 £'000	Reserve	Movement as at Quarter 3 £'000	Closing Balance 31st December 2015 £'000
	Corporate Reserves:-		
10,531	Major Claims Reserve	(52)	10,479
3,177	Insurance Reserve	-	3,177
210	Waste Management Contract	(20)	190
1,044	Treasury Management Reserve	(1,044)	-
300	Welfare Reform Bill	-	300
702	Asset Management Plan	(11)	691
300	Building Maintenance Reserve	-	300
627	Capital feasibility fund	57	684
115	DDA Emergency Works	-	115
6,434	Capital Programme Contribution	675	7,109
4,749	Service Reconfiguration	-	4,749
2,398	Change Management	(379)	2,019
861	ICT & Finance Systems	(33)	828
261	Invest to save / Joint projects	(133)	128
31,709	Total Corporate Reserves	(940)	30,769
	Directorate Reserves:-		
555	Car Parking Strategy	-	555
600	Wellbeing Projects	(67)	533
31	Connecting Families	-	31
1,490	Directorate Issues	(204)	1,286
824	Looked After Children	-	824
125	Porthcawl regeneration	(17)	108
3,625	Total Directorate Reserves	(288)	3,337
35,334	Total Usable Reserves	(1,228)	34,106

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT BY THE DIRECTOR OF EDUCATION AND TRANSFORMATION

APPOINTMENT OF LOCAL AUTHORITY GOVERNORS

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval from Cabinet for the appointment of Local Authority (LA) governors to the school governing bodies listed in paragraph 4.1.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The work of LA governors supports the raising of educational standards and the well-being of children, young people and their local communities. In particular, their work contributes to the corporate priority:

- Working together to raise ambition and drive up educational achievement.

3. Background

- 3.1 In accordance with the council's '*Guidance on the appointment of local education authority governors*' approved by Cabinet on the 14th October 2008 , an officer panel from the Children's Directorate met on Monday 11th January 2016 to consider applications received for current and forthcoming vacancies of LA Governors on governing bodies (see 4.1 & Appendix A). The officer panel scrutinised all application forms.

4. Current situation / proposal

- 4.1 For the 7 schools below, the 8 applicants met the approved criteria for appointment as LA governors and there was no competition for any of the vacancies. Therefore, the recommended appointments are:

Cllr David Alan Unwin	Brynteg School
Mrs Cheryl Board	Pencoed Comprehensive School
Cllr Martyn Jones	Betws Primary School
Miss Bethan Hopkins	Bryntirion Infants School
Mr Jeffrey Lewis	Bryntirion Infants School
Mr Owen William Rayment	Llangewydd Junior School
Miss Dhanisha Patel	Ogmore Vale Primary School
Mrs Deborah Margaret Davies	Tynyrheol Primary School

- 4.2 Subject to the above appointments being approved, there are still 20 vacancies that need to be filled (see Appendix A).

5. Effect upon Policy Framework and Procedure Rules

5.1 There is no effect upon the Policy Framework or Procedure rules.

6. Equality Impact Assessment

6.1 An assessment of the appointment of Local Authority governors shows that there are no equalities issues related to this report.

7. Financial Implications

7.1 There are no financial implications regarding this report.

8. Recommendation

8.1 Cabinet is recommended to approve the appointments listed in paragraphs 4.1.

Appendix A: list of LA Governor vacancies up until March 2016

Appendix B: the council's 'Guidance on the appointment of local education authority governors' approved by Cabinet on 14th October 2008.

Deborah McMillan
Director of Education and Transformation
January 2016

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Governor Support Officer

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Postal Address Children's Directorate
Bridgend County Borough Council
Sunnyside
Bridgend
CF31 4AR

Background documents

- The Government of Maintained Schools (Wales) Regulations 2005.

List of LA Governor vacancies up until MARCH 2016

NAME OF SCHOOL	List of Current & Forthcoming Vacancies
YSGOL GYFUN GYMRAEG LLANGYNWYD	1
ABERCERDIN PRIMARY	1
AFON Y FELIN PRIMARY	2 (1 from March)
BETWS PRIMARY	1
FFALDAU PRIMARY	1
MYNYDD CYNFFIG PRIMARY	1
NANTYMOEL PRIMARY	1
OGMORE VALE PRIMARY	1
OLDCASTLE PRIMARY	2
PENYFAI PRIMARY	2
PORTHCAWL PRIMARY	1
ST MARY'S PRIMARY	1
ST ROBERT'S PRIMARY	1
TRELALES PRIMARY	1
YSGOL GYNRADD GYMRAEG CWM GARW	1
YSGOL GYMRAEG BRO OGWR	1
YSGOL Y FERCH O'R SGER CORNELI	1
TOTAL VACANCIES	20

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

TUESDAY, 14TH OCTOBER 2008

REPORT BY THE CORPORATE DIRECTOR - CHILDREN

APPOINTMENT PROCESS OF LEA GOVERNORS

1. Purpose of Report.

- 1.1 The purpose of this report is to seek Cabinet approval for revisions to the process and criteria for the appointment of LEA governors on school governing bodies.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The appointment of LEA Governors contributes to the corporate priority of "Creating Learning Communities".

3. Background.

- 3.1 Section 127 of the School Standards and Framework Act (SSFA) 1998 required the Secretary of State, to issue a Code of Practice for securing effective relationships between LEAs and maintained schools. The National Assembly for Wales 'Code of Practice on LEA – School Relations' was issued in 1999.

- 3.2 Paragraph 26 of the "Code of Practice on LEA – School Relations" provides that –
"The strength of the LEA's relationship with the governing body will depend on a number of factors. From the LEA side they include:

- ❖ The prompt appointment of effective governors;*
- ❖ The quality of the information which the LEA provides to governing bodies;*
- ❖ The quality and timing of LEA consultation with governing bodies and local governor associations;*
- ❖ The quality of any governor training, clerking and support obtained by the school from the LEA; and*
- ❖ The quality of the advice and support on staffing and other matters obtained by the school from the LEA.*

From the governing body side, there needs to be a willingness to recognise the LEA's role in securing an effective schools' service in the area, to contribute effectively to raising standards, and to respond constructively if the LEA raises concerns about the school's performance or operation."

- 3.3 Paragraph 74 provides that - *"...the governing bodies of all categories of school governors include governors appointed by the LEA.LEA governors are appointed representatives of the LEA on a school governing body. They may*

represent the LEA's view in the same way as other categories of governor represent the views of their constituency. But like other governors, LEA governors are not delegates and cannot be mandated by the LEA to take any particular line. Their first loyalty should be to the school and the community it serves."

- 3.4 Furthermore, paragraph 75 goes on to state: – *"LEAs should publish the process and criteria by which they identify candidates for appointment as LEA governors, and should ensure that appointments are made promptly when vacancies arise."*
- 3.5 Under the Authority's current arrangements, decisions on the appointment and removal of LEA governors can only be made by Cabinet.
- 3.6 The Authority's current "Guidance on the Appointment of LEA Governors" was devised and published in January 2006 and revised in July 2007. The guidance assists the LEA in ensuring that the appointment of LEA governors complies with legislative guidance and provides a framework for officers within the Children's Directorate to process the appointment of LEA governors. This report suggests further amendments.

4. Current situation / proposal.

- 4.1 The experience of officers in applying the criteria contained in "Guidance on the Appointment of LEA Governors" and comment by Cabinet members when considering recommendations for the appointment of LEA governors has highlighted the need for some adjustment to the appointment process.
- 4.2 The proposed criteria is as follows:

Current criteria:

- *Local ward member for the school;*
- *Elected member, outside the local ward for the school;*
- *Current and/or previous experience as a governor based on:*
 - *relevance of the phase of education;*
 - *attendance record at governor training events;*
 - *attendance record at governing body meetings in the previous two years;*
- *Experience and/or relevant knowledge of educational issues;*
- *A knowledge and understanding of the role and functions of the LEA.*

Proposed criteria

- *Local ward member for any part of the school's catchment area;*
- *Elected member, outside the local ward for the school;*
- *Community Councillors - for Secondary and Special Schools only (*please see note below);*
- *Current and/or previous experience as a governor based on (in priority order):*
 - *attendance record at governing body meetings in the previous two years;*
 - *attendance record at governor training events;*
 - *relevance of the phase of education;*
- *Experience and/or relevant knowledge of educational issues;*
- *A knowledge and understanding of the role and functions of the LEA*

*** NOTE The Government of Maintained Schools (Wales) Regulations 2005 already provides for the governing bodies of any community, voluntary or foundation primary school and**

maintained nursery school's to include one community governor nominated by the community council, therefore these schools have not been included in the above criteria

- 4.3 The School Standards & Framework Act 1998 gives local authorities powers of intervention in schools causing concern. One of those powers is the appointment of additional LEA governors to strengthen the school's capacity to deal with the areas of concern. In all cases, such additional governors need to bring particular skills or experience to the governing body and these will vary depending on the weaknesses apparent in the particular school in question. There is also likely to be some urgency about the appointments. Because of these factors, the usual appointment process is not a suitable mechanism for appointing additional LEA governors to support schools causing concern. To enable the Council to respond rapidly and appropriately in cases where there are significant concerns about a school (including those which are identified by Estyn as requiring special measures), it is proposed that the power to appoint additional governors be delegated to the Corporate Director – Children in consultation with the Cabinet Member for Children and Young People.
- 4.4 The LEA has recently produced a Code of Conduct for governors and all governing bodies have been recommended to adopt the document as their own. When LEA governors have been appointed they are expected to meet the standards of conduct set out in the Code of Conduct attached (Appendix 2).

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 There will be no direct effect upon the Policy Framework or Procedures rules.

6. Legal Implications.

- 6.1 The Authority is required to publish its process and criteria by which candidates for appointment as LEA governors are selected. The appended "Guidance on the Appointment of LEA Governors" will ensure the Authority complies with this requirement.

7. Financial Implications.

- 7.1 There are no financial implications regarding this report.

8. Recommendation.

8.1 It is recommended that:

- (i) the "Guidance on the Appointment of LEA Governors", attached as Appendix 1, be approved;
- (ii) Cabinet delegates to the Corporate Director – Children in consultation with the Cabinet Member for Children and Young People the function of appointing additional governors in the circumstances set out in paragraph 4.3.

Ms Hilary Anthony
Corporate Director - Children

26 September 2008

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Background documents

- Welsh Assembly Government Code of Practice on LEA – School Relations (1999)
- The School Standards and Framework Act 1998
- Code of Conduct for School Governors



GUIDANCE ON THE APPOINTMENT OF LOCAL EDUCATION AUTHORITY GOVERNORS

1. Role of Local Education Authority (LEA) Governors

- LEA Governors are representatives of the LEA and not delegates. This means that they cannot be directed by the LEA but they should represent the views of the LEA.
- An LEA Governor is expected to help the school improve and support the school's ethos and mission.
- An LEA Governor is expected to provide the school with the skills and experience that it needs.

2. Criteria for Identification of Candidates

An LEA Governor is expected to possess the following attributes:

- | | |
|---|---|
| ▪ A commitment to raising the aspirations and achievement of young people | ▪ An interest in education and/or knowledge in this field |
| ▪ Good communication skills and interpersonal skills | ▪ A good knowledge of the area and community that the school serves |
| ▪ An ability to respect confidentiality | ▪ An ability to absorb information |
| ▪ Tact, diplomacy and an open mind. | ▪ An ability to work as part of a team |
| ▪ A willingness to attend regularly meetings of the governing body | ▪ A commitment to equal opportunities |
| ▪ An understanding and/or knowledge of the role of the LEA | ▪ A willingness to undertake training |

The LEA has produced a Code of Conduct for governors and governing bodies have been recommended to adopt the document as their own. When LEA governors have been appointed they would be expected to meet the standards of conduct set out in the Code of Conduct.

The LEA recognises that individual governors are bound by the corporate responsibilities of the governing body. The LEA may provide its representative governors with information from time to time but this will not replace the LEA's duty to communicate and consult with governing bodies (as required by the Welsh Assembly Government's Code of Practice on LEA - School Relations).

3. The Appointment Process

The Directorate will take a pro-active role in identifying existing and potential LEA governor vacancies and will endeavour to make appointments as soon as possible. In the first instance, where a vacancy for an LEA governor arises at a school:

- the local ward member(s) of the County Borough Council will be invited to declare an interest in being appointed at the school;
- where no ward member declares an interest, the vacancy will be open to other elected members;
- should the vacancy still exist, then nominations from elected members, headteachers and governing bodies will be considered. The LEA will also advertise locally to seek nominations from interested persons who wish to be considered for the position as an LEA governor;
- all candidates including local ward members will be required to complete an application form which is to be returned to the Governor Support Unit. Recommendations for appointment will be based on the information provided on the application form;
- application forms will be considered by an officer panel made up of the Corporate Director – Children, Head of Service and Group Manager for Learner Support Services, or their representatives. The panel will meet to consider applications on a regular basis as determined by the vacancy situation;
- the officer panel will make recommendations to Cabinet for approval of applicants who possess the most appropriate skills and/or experience. Where more than one application is received for the position, the panel will use the following criteria as tiebreakers (listed in descending order of priority):
 - Local ward member for any part of the school's catchment area;
 - Elected member, outside the local ward for the school;
 - Community Councillors - Secondary and Special Schools only (please see footnote below¹);
 - Current and/or previous experience as a governor based on (in priority order):

¹ NOTE The Government of Maintained Schools (Wales) Regulations 2005 already provides for the governing bodies of any community, voluntary or foundation primary school and maintained nursery school's to include one community governor nominated by the community council, therefore these schools have not been included in the above criteria.

- attendance record at governing body meetings in the previous two years;
- attendance record at governor training events;
- relevance of the phase of education;
- Experience and/or relevant knowledge of educational issues;
- A knowledge and understanding of the role and functions of the LEA.

The LEA is committed to ensuring that all applications received are regarded equitably and given due consideration regardless of gender, age, race, ethnic origin, sexual orientation or disability.

Once appointed, each applicant will be notified in writing and the LEA will provide its representative governor with information and support. LEA governors would be expected to comply with the Code of Conduct for School Governors that has been issued and recommended for adoption by individual governing bodies.

Re-appointment of Governors

Where there has been no significant change in circumstances. LEA governors applying for re-appointment may request their original application form to be re-considered. This request must be stated on an additional form where personal details will be included on the form and an extra section will be added so that any changes that have occurred over the past four years can be added.

Special Cases

The School Standards & Framework Act 1998 gives local authorities powers of intervention in schools causing concern. One of those powers is the appointment of additional LEA governors to strengthen the school's capacity to deal with the areas of concern. In all cases, such additional governors need to bring particular skills or experience to the governing body and these will vary depending on the weaknesses apparent in the particular school in question. There is also likely to be some urgency about the appointments. Because of these factors, the usual appointment process is not a suitable mechanism for appointing additional LEA governors to support schools causing concern. To enable the Council to respond rapidly and appropriately in cases where there are significant concerns about a school (including those which are identified by Estyn as requiring special measures), the power to appoint additional governors is to be delegated to both the Cabinet Member for Children and Young People and the Corporate Director - Children.

4. Removal of LEA Governors

- Only the Cabinet has the authority to dismiss an LEA governor but only after appropriate procedures have been followed. These procedures will ensure the individual is subject to the rules of natural justice and advice on the dismissal of a governor will be provided to the Cabinet by the Corporate Director- Children.
- Should any concerns arise during a governor's term of office, the Group Manager for Learner Support Services will act as an intermediary in an attempt to resolve the matter. Should removal be thought to be necessary, the governor will be invited to a meeting of the officer panel to hear the concerns and to be given the opportunity to respond. Following the meeting the officer panel will make a recommendation to

Cabinet on the issue of removal, and the individual governor and the Chair of Governors will be informed in writing of the Cabinet's decision.

- Such cases of removal might involve, but may not be limited to, any of the following:
 - Conduct or bias that is clearly not in the best interest of the school;
 - Serious failure to co-operate with the LEA, governors or the governing body as a whole;
 - An irretrievable breakdown in relationship between the LEA governor and the governing body;
 - Failure to attend governing body meetings;
 - Failure to meet the standard of behaviour set out in the Code of Conduct for School Governors.

Any LEA governor who is removed from office may not be appointed to a governing body as an LEA governor for a period of twelve months from removal. Should the governor concerned hold office on another governing body, that position would not be affected.

**For further information please contact the Governor Support Co-ordinator,
Children's Directorate, Governor Support Unit, Bridgend County Borough Council
Sunnyside, Bridgend CF31 4AR Tel: 01656 - 642661**

Code of Conduct for School Governors



Background

A Code of Conduct is to be used as a basis for clarifying the behaviour and conduct expected of all school governors. Whilst recognising that every governing body works and operates differently according to the type of school, there is nevertheless a general expectation of the standard of behaviour that is acceptable. This Code of Conduct seeks to articulate that expectation in a framework that can be easily understood by all governors and is recommended for adoption by your governing body.

If governors are to contribute effectively to their schools and communities, there is a general standard of behaviour that will be required. There is no legislation for enforcing such a Code of Conduct or for dealing with all situations where behaviour of governors is unacceptable. Hence, governing bodies need to take responsibility for ensuring high standards among their members.

By adopting this Code of Conduct, governing bodies are setting their own standard of behaviour and expectations from governors. The Code of Conduct should be reviewed from time to time.

Aims

- ▶ Governors make a positive contribution by giving of their time and bringing their experience to help the school provide the best possible education for each of its pupils;
- ▶ Governors contribute effectively to: the development of the school; its strategic framework; the character, aims, ethos and values of the school; and developing policies;
- ▶ Governors behave as “critical friends” to the school at all times. This includes monitoring and evaluating the work of the school, offering support, giving constructive advice and being a sounding board for ideas. This will also include challenging and asking questions of the Headteacher where necessary;
- ▶ Governors have a clear understanding of the role of the Headteacher which, through his/her day-to-day organisation and management of the school, is to deliver the curriculum and promote pupils’ well-being through the implementation of policies, plans and procedures agreed by the governing body;
- ▶ Governors act fairly and without prejudice, and in so far as the governing body has responsibility for staff, collectively fulfil all that is expected of a good employer;
- ▶ The governing body acts at all time in accordance with statutory legislation.

Commitment

- ▶ Governors accept that the role does require a significant level of commitment, time and energy;

- ▶ Governors will be actively involved in the work of the governing body, attend regularly, and accept their fair share of responsibilities, including service on committees and taking on links with curriculum subjects and areas of special responsibility;
- ▶ Governors will ensure they are prepared for meetings by reading all papers beforehand;
- ▶ Governors will make every effort to attend the Governors Foundation Course and any other relevant topical training courses in order to develop their role;
- ▶ Governors will get to know the school well and respond to opportunities to involve themselves in school activities;
- ▶ Governors will be conscious of, and act within, the limits of the responsibilities of the governing body and when necessary, seek and give due consideration to professional information, advice and guidance.

Conduct

- ▶ Governors must accept collective responsibility for all decisions taken by the governing body, that is, they do not have the legal authority to act individually except when the governing body has delegated authority for them to do so (the chair has powers in certain situations);
- ▶ Governors must demonstrate a commitment to equality of opportunity and reflect this in developing and applying all school policies;
- ▶ Governors must act fairly and without prejudice, with the overall good of the school overriding any personal feelings or individual concerns they may have;
- ▶ Governors must behave in a way that will help the governing body to work as a team, there should be no personal attacks and it is not acceptable to undermine the contribution of others, and should be courteous and sensitive to the needs of others;
- ▶ Governors must be demanding and challenging rather than attacking and crushing by being tolerant of different points of view;
- ▶ Governors must encourage and participate in systems which provide for open and effective communication, helping to establish a clear vision of the school's development;
- ▶ Governors' decisions must always take account of the views of the staff, parents, pupils, community and other interested parties;
- ▶ Governors must also be conscious that the welfare of pupils should always come first in terms of child protection, health and safety and helping each child to develop their full potential;
- ▶ Governors' visits to the school must be carried out within a framework that has been established by the governing body and agreed with the Headteacher;
- ▶ Governors must declare any personal or financial conflict of interest arising from a matter before the governors or from any other aspect of governorship and should not use their position as governor to benefit him/herself or other individuals or agencies.

Confidentiality

- ▶ Governors must respect the governing body's right to deem certain matters to be confidential, restricting discussion of such matters, whether inside or outside governing body meetings, solely to fellow governors and in appropriate cases solely to discussion within governing body committees;
- ▶ Governors must exercise the highest degree of caution when involved in sensitive issues arising outside the governing body which may have an impact on the work of the governing body or the operation of the school.

Relationships

- ▶ Governors should encourage open governance and should be seen to be doing so;
- ▶ Governors should recognise that each member of the governing body has equal status irrespective of their appointing body (i.e. parents, staff, LEA, diocese or the governing body) unless particular responsibilities are conferred on them by the full governing body;
- ▶ Governors should develop effective working relationships with the Headteacher, senior management team, teachers, support staff, parents, LEA and other relevant agencies where appropriate;
- ▶ Governors should operate as a team and always in the best interests of the school.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE CORPORATE DIRECTOR – EDUCATION AND TRANSFORMATION

SCHOOL MODERNISATION PROGRAMME: PROPOSAL TO CONSULT ON A REGULATED ALTERATION TO PENCOED PRIMARY SCHOOL

1. Purpose of Report

- 1.1 This report is to seek approval from Cabinet to begin consultation on proposals to make a regulated alteration to Pencoed Primary School by relocating the school to the site of the school playing fields at Penprysg Road, Pencoed with effect from 1st April 2018.

2. Connection to Corporate Improvement Plan / Other Corporate Priorities

- 2.1 The report relates to the following priorities in the Corporate Plan 2013-17:

- working together to raise ambition and drive up educational achievement; and
- working together to make the best use of resources.

- 2.2 We aim to help all young people to thrive and make the best of their talents and, as part of this, there is a serious need to modernise our schools, which has been identified as one of the highest risks facing the Council.

- 2.3 In September 2006, the Council set out 5 key principles to inform the organisation and modernisation of our schools:

1. Commitment to high standards and excellence in provision
2. Equality of opportunity, so that all pupils can access quality learning opportunities, regardless of which school they attend
3. Inclusive schools, which cater for the learning needs of all their pupils
4. Community focussed schools, where the school actively engages with its local community
5. Value for money

- 2.4 In the same report, the Policy and Planning Framework sets out 13 areas where the principles should be applied in practice. Those which are particularly relevant in the context of this report concern the size of primary schools (to ensure that “all Bridgend’s primary schools are large enough to make the full range of necessary provision”) and value for money, efficiency and effectiveness (“narrowing the gap between the most and the least expensive provision currently”).

3. Background

- 3.1 On 8th February 2011 Cabinet determined to discontinue Heol y Cyw Primary School as from 31st August 2011 and to make a prescribed alteration to Pencoed Primary School whereby it was enlarged and operated on 3-11 provision as a split site from the Heol Y Cyw premises and Pencoed premises until the end of the summer term 2014, or upon completion of the new building Pencoed Primary School. The Cabinet also resolved to change of the catchment area of Pencoed Primary School to include the current catchment area of Heol Y Cyw Primary School.
- 3.2 The Heol y Cyw site is located 1.7miles from the main site of Pencoed Primary School at Penprysg Road. The condition of buildings across both sites are rated B and C and are mainly a mixture of those originally built for infant, junior and secondary provision in the early 1900s. Currently children have to cross a busy main road at the Pencoed site to access some classrooms, dining facilities and the school playing fields.
- 3.3 In July 2009 Cabinet received a report detailing the outcome of the feasibility work regarding the development of a replacement 3-11 school for Pencoed Primary and were advised on the situation regarding Heol y Cyw Primary in relation to the Pencoed project.

4. Current situation / proposal

- 4.1 Welsh Government have approved the Council's strategic outline programme and Ministerial '*approval in principle*' to match fund the replacement Pencoed Primary School from Welsh Government's 21st Century Schools Programme has been received.
- 4.2 The introduction of the School Standards and Organisation (Wales) Act 2013 and the subsequent issuing of the School Organisation Code 2013 (the 'code') imposed requirements on local authorities to comply with the statutory procedures as prescribed within the 'code'.
- 4.3 In order to relocate Pencoed Primary School to a new build school on the school playing fields it is now necessary to consult in respect of a regulated alteration; the Heol y Cyw site is situated more than one mile from the entrance of the proposed new school entrance and as a result under the 'code' this regulated alteration dictates that the statutory process is followed.
- 4.4 Subject to the outcome of the consultations, Welsh Government approvals and planning permission, the regulated alteration would become effective from April 2018.
- 4.5 The school would have a capacity of 510 for pupils aged 4-11, a 70 place nursery, 8 places for the visually impaired, 8 infant observation places and 2 classes of 15 places for pupils with moderate learning difficulties. The published admission number for the school would be 72.

- 4.6 The first stage of the statutory process is consultation with stakeholders. These will include local members, community councillors, the governing body, staff, pupils, parents and carers and other members of the local community who have an interest. If Cabinet gives approval, an initial 6 week consultation period will be conducted to allow all interested parties to comment on the proposals contained in the consultation paper. This would be done by publishing a consultation document and inviting responses.
- 4.7 Following this period of consultation a further report on the outcome of the consultation would be submitted to Cabinet to consider the responses to the consultation process and consider authorising the publication of a statutory notice. If such a notice were published it would invite formal objections within the statutory 28 day period.
- 4.8 At the end of the statutory notice period there would then be a further report to Cabinet on the outcome of the statutory notice process and any objections received. If there are no objections in response to the public notices, Cabinet would be recommended to make a final decision. If there are any objections, an objections report containing a formal response will be prepared and submitted to Cabinet who will take the final decision on whether or not the proposals proceed. All proposals would therefore follow due process and comply with all statutory requirements and Welsh Government guidance.

5. Effect upon Policy Framework and Procedure Rules

- 5.1 There is no effect upon the policy framework or procedure rules.

6. Equality Impact Assessment

- 6.1 An Equality Impact Assessment initial screening has been carried out and has indicated that a full assessment will need to be carried out as part of the project.

7. Financial Implications

- 7.1 The cost of the new school will be met from the Welsh Government's 21st Century Schools Programme, for which we have had approval in principle, and which is included within the Council's capital programme as approved by Council in October 2015. We will progress the necessary business case procedures in line with Welsh Government requirements during the building development and design stages.

8. Recommendations

- 8.1 Cabinet is recommended to:
- Agree to consultations with the governing body, staff, parents, pupils, the community and other interested parties, with the outcomes reported back to Cabinet, on the proposals to make a regulated alteration to Pencoed Primary School by relocating the whole school to the site of the school playing fields on Penprysg Road with effect from April 2018.

Deborah McMillan
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Background documents

Cabinet Report, 8th Feb. 2005, "PLANNING AND PROVISION OF SCHOOL PLACES"

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Overview and Scrutiny Committee: Children and Young People's Report February 9th 2009: SCHOOLS OF THE FUTURE – THE SCHOOL MODERNISATION PROGRAMME

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Cabinet Report, 14th July. 2009, "SCHOOL MODERNISATION PROGRAMME: PHASE 1 3-11 LEARNING PROVISION IN THE PENCOED AREA"

Cabinet Report 7th September 2010 - SCHOOL MODERNISATION PROGRAMME: PROPOSED CHANGES IN 3 – 11

Cabinet Report 2nd November 2010 SCHOOL MODERNISATION PROGRAMME: THE OUTCOME OF CONSULTATIONS ON PROPOSED CHANGES TO HEOL Y CYW AND PENCOED PRIMARY SCHOOLS

Cabinet Report 2nd November 2010: "THE SCHOOL MODERNISATION PROGRAMME OVERVIEW AND BRIDGEND'S 21ST CENTURY SCHOOLS' STRATEGIC OUTLINE PROGRAMME SUBMISSION TO WELSH ASSEMBLY GOVERNMENT"

Cabinet report 21st February 2012: "SCHOOL MODERNISATION PROGRAMME: BRIDGEND'S 21ST CENTURY SCHOOLS' STRATEGIC OUTLINE PROGRAMME REVISED BAND A SUBMISSION TO WELSH GOVERNMENT"

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE CORPORATE DIRECTOR – EDUCATION AND TRANSFORMATION & CORPORATE DIRECTOR - COMMUNITIES

SCHOOL MODERNISATION PROGRAMME: PROPOSAL TO CONSULT ON APPROPRIATION OF LAND FOR EDUCATIONAL PURPOSES AT BETTWS ROAD, BETTWS

1. Purpose of Report

- 1.1 To consider the appropriation of land for educational purposes at Bettws Road, Bettws that currently forms part of an open space.

2. Connection to Corporate Improvement Plan / Other Corporate Priorities

- 2.1 The school modernisation programme supports many of the corporate priorities and in particular:

- Working together to raise ambitions and drive up educational achievement

- 2.2 In 2006, Cabinet considered a report entitled '*Learning Communities: Schools of the future – Strategy, Principles, Policy and Planning Framework*' and agreed to support the report as the basis for taking forward proposals for school modernisation. The framework was subsequently adopted by the Council in September 2006 ('*Learning communities – schools of the future – strategy, principles, policy and planning framework*').

- 2.3 On 3rd March 2015, Cabinet approved revised principles which were adopted as a framework for school organisation in Bridgend (Cabinet Report 3rd March 2015 '*Principles Document*')

- 2.4 The framework includes 5 key principles that inform the organisation and modernisation of our schools:

1. Commitment to high standards and excellence in provision
2. Equality of opportunity, so that all pupils can access quality learning opportunities, regardless of which school they attend
3. Inclusive schools, which cater for the learning needs of all their pupils
4. Community focused schools, where the school actively engages with its local community
5. Value for money

Particularly relevant to this report are 1 and 5. The framework provides that primary schools need to be large enough to secure the full range of necessary provision and that value for money and efficiency are achieved.

3. Background

- 3.1 The land hatched in red in Appendix 1 was acquired by the former Ogmores & Garw Urban District Council on 13 December 1957. An agreement was reached in late 1969 / early 1970 between Ogmores & Garw UDC and Glamorgan County Council that the land be developed for joint use by both Authorities as playing fields.
- 3.2 Council records indicate that Betws Primary School has had exclusive use of the open space during school hours for school activities since 1970.
- 3.3 The council's Parks Department have inspected and maintained the play equipment located within the land shown hatched red on the attached plan and Betws Primary School has maintained the playing fields.

4. Current situation / proposal

- 4.1 On 31st March 2015 Cabinet agreed to proceed with a replacement of Betws Primary School on the playing fields of the existing school site. On 1st September 2015 Cabinet approved the proposal to relocate Ysgol Gynradd Gymraeg Cwm Garw to the existing Betws Primary School site with effect from September 2018.
- 4.2 A planning application for the new schools (reference P/15/791/BCB) was submitted on 25th November 2015 that encompassed both the existing primary school site and the adjacent school playing fields and open space. As part of the planning process an objection has been received to the proposed loss of public open space.
- 4.3 Due to the existing dual use of the land, as playing fields and public open space, appropriation of the land under Section 122 (1) Local Government Act 1972 for educational purposes is recommended by the Council's legal officer, as the land is currently used for educational purposes during the school day, and informal recreational space outside school hours.
- 4.4 Section 122(2A) of the Local Government Act 1972 provides that the council may not appropriate land forming part of an open space unless it has advertised its intention to do so in two consecutive weeks in a newspaper circulating in the area.
- 4.5 It is recommended that Cabinet approve the publication of the Section 122 (2A) Notice and consider any objections received, prior to any decision to appropriate the land for educational purposes.

5. Effect upon Policy Framework and Procedure Rules.

- 5.1 There is no effect upon the policy frameworks or procedure rules.

6. Equality Impact Assessment

- 6.1 There are no implications considered at this stage of the process however, should the outcome of the procedure indicate that there is a potential impact, then an assessment will be undertaken which will be informed by the responses received.

7. Financial Implications

- 7.1 Any costs associated with the publication of the notice will be met by the Education Department's revenue budget.

8. Recommendations

Cabinet is recommended to:

- 8.1 Approve the publication of a S122(2A) Local government Act 1972 Notice and consider any objections received, in order to assess whether land forming part of an open space at Bettws Road, Bettws should be appropriated for educational purposes.

Deborah McMillan
Director of Education and Transformation

Mark Shephard
Corporate Director, Communities

Contact Officer: Nicola Echanis
Head of Strategy, Partnerships and Commissioning

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Appendix 1

Plan

Background documents

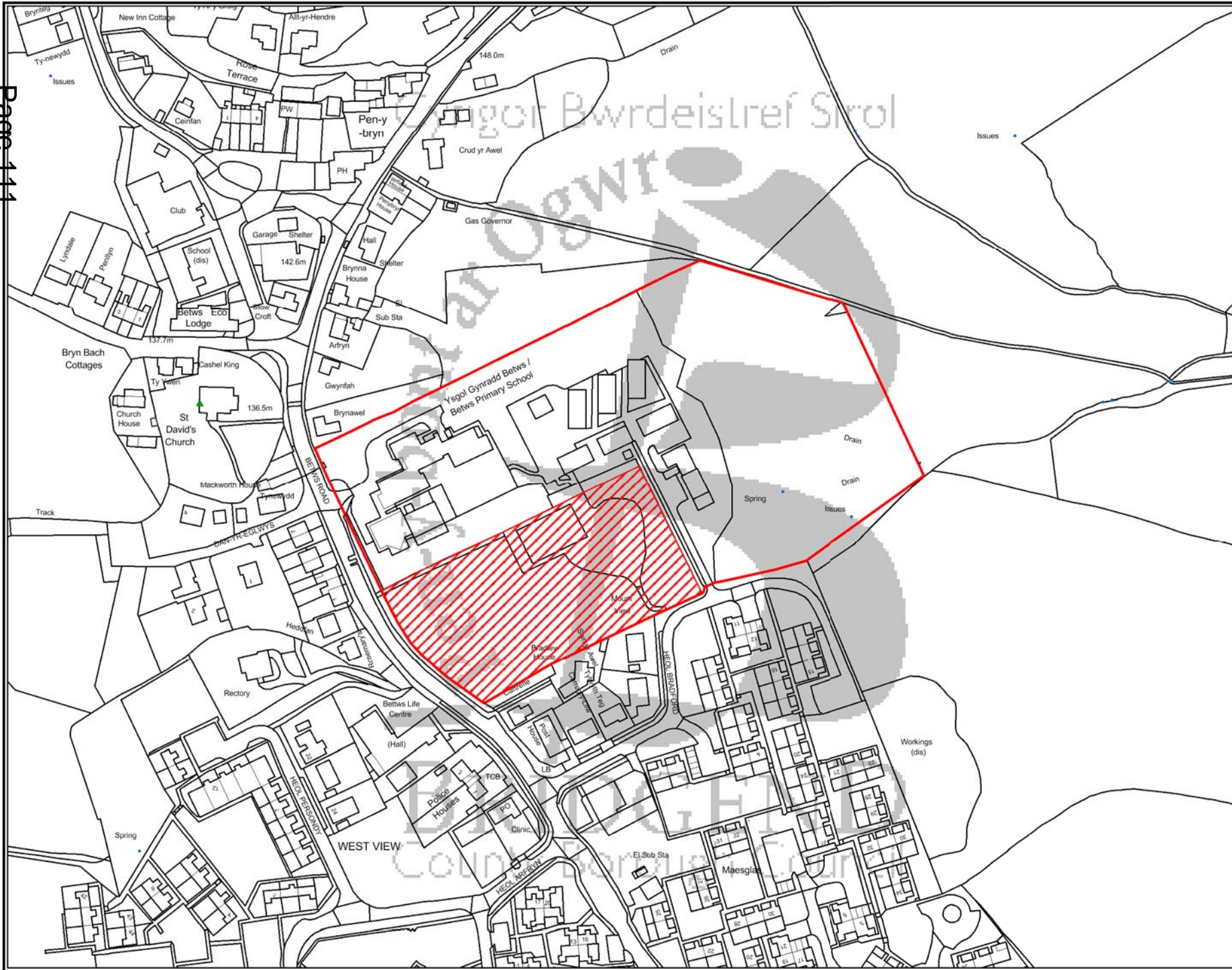
Council Report 13th September 2006, "LEARNING COMMUNITIES – SCHOOLS OF THE FUTURE – STRATEGY, PRINCIPLES, POLICY AND PLANNING FRAMEWORK".

Cabinet Report 12th December 2006, "LEARNING COMMUNITIES: SCHOOLS OF THE FUTURE" – SCHOOL MODERNISATION PROPOSALS.

Cabinet Report 3rd March 2015 "PRINCIPLES DOCUMENT"

Cabinet Report 31st March 2015 "SCHOOL MODERNISATION PROGRAMME: GARW VALLEY SOUTH SCHEME (BETWS PRIMARY AND YSGOL GYNRADD GYMRAEG CWM GARW)"

Cabinet Report 1st September 2015 “SCHOOL MODERNISATION PROGRAMME: OUTCOME OF PUBLIC NOTICE ON PROPOSAL TO MAKE A REGULATED ALTERATION TO YSGOL GYNRADD GYMRAEG CWM GARW BY RELOCATING THE SCHOOL”



BRIDGEND COUNTY BOROUGH COUNCIL
RESOURCES DIRECTORATE

NESS YOUNG
CORPORATE DIRECTOR FOR RESOURCES

Civic Offices
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Land at Bettws Road
 Bettws

Plot generated by:WTP
 Ref:Land at Bettws Road

Scale 1 : 2500

Date 08/02/2016

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REPORT TO CABINET

16TH FEBRUARY 2016

REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

SENIORS OPEN CHAMPIONSHIP, ROYAL PORTHCAWL GOLF CLUB, 2017.

1 Purpose of Report

- 1.1 The purpose of the report is to seek approval for contribution of funding and officer support to the Senior Open Championship, 2017, and work to establish Royal Porthcawl as a venue capable of hosting the Open Championship.

2 Connection to Corporate improvement Plan

- 2.1 This proposal will contribute to the SIP priorities of *People in Bridgend County benefit from a stronger and more prosperous economy and Bridgend County is a great place to live, work & visit*. This proposal will also contribute to the Corporate Improvement Plan priority of *working together to develop the local economy*.

3. Background

- 3.1 The Bridgend County visitor events strategy was approved by Bridgend County Borough Council (BCBC) Cabinet in April 2014. It sets out a clear ambition and future direction for those events that attract, or have the potential to attract, visitors to the County. The vision is for Bridgend County to be recognised as a successful and dynamic events destination. The priorities for achieving this are:

- (a) Create an environment which nurtures and supports events;
- (b) Refresh and develop an on-brand events programme;
- (c) Support the provision of flexible event spaces; and
- (d) Support a consistent approach to event planning, management and evaluation.

The type of support required or available will vary based on the nature of the event.

- 3.2 In 2014 Bridgend County was the host of the first golf major to be held in Wales when Royal Porthcawl hosted the Senior Open Championship, sponsored by Rolex. It is estimated that there were over 43,000 people in attendance at the event including spectators, officials, players and caddies, which generated an estimated economic impact of £2.16m. This figure includes £1.1m for the accommodation sector, £785,000 spent in shops and cafes and £275,000 spent by the event organisers on services in the local economy. In addition, the Media Equivalence Value from the comprehensive TV coverage for Porthcawl and Bridgend County was calculated at a further £5.2m. The co-ordination and engagement of local stakeholders was exemplary and contributed to the higher than expected visitor numbers and the positive experiences of those who visited.
- 3.3 Prior to hosting the Senior Open Championship, Royal Porthcawl hosted the Coral Welsh Classic on the European tour three times between 1980-1982, and the Wales Senior Open in 2009, 2010 and 2013, as well as the 1995 Walker Cup. Royal Porthcawl will also host the Royal and Ancient Amateur Championship in

2016. From the above, it can be seen that over a period of time, the scale and calibre of championship golf hosted in the County Borough, has increased significantly.

4. Current Situation/Proposal

- 4.1 The Senior Open Championship will return to Royal Porthcawl Golf Club from 27-30 July, 2017. Whilst the number of spectators will be determined to an extent by the weather conditions throughout the week, the target is 43,000 for Championship week with a predicted economic impact close to that of 2014.
- 4.2 Prior to this, players not qualified will play an 18-hole stroke play qualifying round at one of the following golf clubs - Pyle & Kenfig, Southerndown, Ashburnham or Machynys Peninsula. It is envisaged circa 400 qualifiers in total will arrive from Saturday 22 July to practice ahead of official qualifying on Monday 24 July.
- 4.3 Welsh Government is supporting the delivery of the three Senior Open Championships between 2014 and 2024 with a grant of £5 million and a request has been submitted by the event organisers for a contribution from BCBC of £50,000.
- 4.4 The proposed £50,000 contribution is the total capped funding package requested from the Council towards the event, to cover the costs associated with any or all of the following as considered appropriate by the European Senior Tour (EST):
- The EST commissioning a contractor for the preparation of the private lane leading to the main Championship car park in the form of pothole repairs and hedge trimming, where necessary.
 - BCBC's playing field for use as the entrance for players, officials and courtesy cars and as an overflow car park, as necessary. At this time it is not anticipated that the playing fields will be required for car parking, although certain access will be required. Any area used will be made good following the event.
 - Liaison and assistance with the Championship's traffic management plan from the highways department and the events safety advisory group. Following the experience of 2014 it is considered that a very similar traffic management plan will be developed and therefore the impact will be similar.
 - Provision and distribution of cones to line any roads, as deemed necessary, leading to and from Royal Porthcawl Golf Club.
 - All costs associated with local promotion and marketing, including school roadshows in partnership with Golf Development Wales.
 - All costs associated with the family day taking place on Saturday 29 July. This will be organised with the Championship, with the agreement of Rolex as presenting sponsor.
 - All costs associated with the 'open top bus', linking the town centre with the golf course, mirroring the successful experience of 2014.
- 4.5 In return for the proposed contribution and in addition to the substantial estimated impact on the local economy, the Championship will provide the following benefits to the Council:
- Official designation – "Championship sponsor of the Senior Open Championship presented by Rolex 2017"

- Championship logo – the right to use the Championship logo in BCBC’s advertising and promotions until 31 December 2017, subject in each instance to supplying draft artwork for prior approval by the PGA European Tour
- On-Course advertising boards – the right to four on-course advertising boards which will be positioned on the golf course to attract TV exposure with the BridgendBites.com and BCBC logos
- Logo identification – the right to display the BCBC logo on the welcome archways, front cover of the official programme, daily drawsheet and promotional literature such as posters and flyers
- Website acknowledgement – inclusion of the BCBC logo on the Championship sponsors’ page on europeantour.com, linking to bridgendbites.com
- Official programme – one full colour page of advertising and a welcome message from the Leader of BCBC
- Exhibition space – allocated space within the public tented village of the event for an information stand from which to promote Bridgend County (dates to be agreed)
- Corporate hospitality – twenty guests on each of Thursday 27 and Friday 28 July as well as invitations for up to six BCBC representatives on Sunday 30 July to the Sponsors’ hospitality facility located in the tented village
- Patrons golf day – two fourballs (eight persons) to play the Championship course on Monday 31 July, following conclusion of the Championship
- Admission tickets – one hundred daily tickets for use in BCBC’s marketing campaign. Additional tickets may be purchased at a 50% discount.

4.6 It is suggested that this support will not only be of benefit in the short term, with the intention of the event in 2017 being as successful as the event in 2014, but will also support work towards the destination being selected to act as a host for the Open Championship in the future.

4.7 Royal Porthcawl is currently considered as the most likely destination in Wales to host an Open Championship and secure the economic impact that would result from this. An independent study undertaken by the Sport Industry Research Centre at Sheffield Hallam University considered the regional economic impact of hosting an Open Championship to be in the region of £70m. The headline figure includes a forecast economic impact of £25 million and an estimated destination marketing benefit of £45 million gained through global television exposure of the week-long event. The return on investment from hosting major golf tournaments is therefore considerable. The Council has significant landholdings in Porthcawl, and could therefore expect to harness the economic benefit of being a host destination, in the public interest.

4.8 It is proposed that the regeneration service will establish a Senior Open Championship 2017 liaison group with representation from relevant officers across the Council and a representative of EST. If considered appropriate, external organisations may be invited to strengthen the partnership approach. The group will aim to provide advice and guidance to the EST to assist with their decision making, broker relationships between the EST and local stakeholders and identify opportunities in relation to local partnership development, business engagement and promotion and marketing for the EST to take forward.

5. Effect Upon Policy Framework and Procedure Rules

5.1 None

6. Equalities Impact Assessment

6.1 None required

7. Financial Implications

7.1 The Senior Open Championship 2017 liaison group will be supported by regeneration service staff resources.

7.2 The proposed £50,000 contribution to the 2017 Senior Open Championship event can be met from through the strategic tourism events fund, split equally in 2016/17 and 2017/18.

8. Recommendations

8.1 Cabinet is recommended to:

8.1.1 Approve the proposed contribution of £50,000 for the purposes in set out in paragraph 4.4 above;

8.1.2 Authorise officers to establish and support a Senior Open Championship liaison group for the purposes set out in paragraph 4.7 in the report;

8.1.3 Authorise officers to work with the Royal Porthcawl Golf Club to establish the venue as an Open Championship course within the next 10 years.

MARK SHEPHARD
Corporate Director Communities

19th January 2016

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE, LEGAL AND REGULATORY SERVICES AND MONITORING OFFICER

REPRESENTATION ON OUTSIDE BODIES & JOINT COMMITTEES

1. Purpose of Report.

- 1.1 The purpose of this report is to seek Cabinet's approval for the appointment of Members to outside bodies.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The Authority's continuing partnership working with a wide range of organisations within the County Borough contributes to the achievement of the Corporate Themes and Priorities.

3. Background.

- 3.1 Vacancies have arisen on two outside bodies, Valleys to Coast Management Board and the Swansea Bay Port Health Authority.

4. Current situation / proposal.

- 4.1 It is proposed that Members be appointed for a term of one year except where earlier revocation of appointment is appropriate.
- 4.2 It is proposed that where Cabinet nominates on the basis of a Member's role within the Authority the appointment be attached to the role and not to the individual Member, e.g. Scrutiny Chair, Cabinet Member.
- 4.3 All appointments are made with the assumption that appointees represent Bridgend County Borough Council. Should any appointee cease to be a Bridgend County Borough Councillor, they will cease to represent this Authority and are expected to relinquish their appointments as necessary.

4.4 Valleys to Coast Management Board

Bridgend County Borough Council is entitled to appoint three elected members to sit on the Valleys to Coast Management Board. Two vacancies have arisen on this outside body and it is proposed that the Cabinet Member for Children's Social Services and Equalities and one other elected member be appointed to fill these two vacancies. The Cabinet Member for Communities will remain as our third representative.

4.5 Swansea Bay Port Health Authority

Bridgend County Borough Council is entitled to appoint two elected members to sit on the Swansea Bay Port Health Authority. One vacancy has arisen on this outside body and it is proposed that the Cabinet Member for Regeneration and Economic Development be appointed to fill this vacancy. Councillor Gary Thomas will remain as our second representative.

5. Effect upon Policy Framework & Procedure Rules.

None

6. Equality Impact Assessment

There are no equalities impact issues arising from this report.

7. Financial Implications.

There are no financial implications.

8. Recommendation.

Cabinet is recommended to: -

- 8.1 appoint the Cabinet Member for Children's Social Services and Equalities and one other elected member as two of our three member representatives on the Valleys to Coast Management Board.
- 8.2 appoint the Cabinet Member for Regeneration and Economic Development as one of our two representatives on the Swansea Bay Port Health Authority.

P A JOLLEY

Assistant Chief Executive Legal & Regulatory Services and Monitoring Officer

27 January 2016

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Senior Democratic Services Officer - Support

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Civic Offices

Background documents

None.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE - LEGAL AND REGULATORY SERVICES

INFORMATION REPORTS FOR NOTING

1. Purpose of Report .

- 1.1 The purpose of this report is to inform Cabinet of the Information Reports and Minutes of Joint Committees which have been published since its last scheduled meeting.

2. Connection to Corporate Improvement Objectives.

- 2.1 The report relates to the Corporate Priority working together to make the best use of our resources by improving the way we communicate and engage with citizens.

3. Background.

- 3.1 At a previous meeting of Cabinet, it was resolved to approve a revised procedure for the presentation to Cabinet of information Reports for noting.

4. Current situation / proposal.

4.1 Information Reports

The following information reports have been published since the last meeting of Cabinet.

<u>Title</u>	<u>Date Published</u>
Estyn Inspection Outcome for Newton Primary School	10 February 2016
Estyn Inspection Outcome for Garth Primary School	10 February 2016
Estyn Inspection Outcome for Ffaldau Primary School	10 February 2016
Update on Bridge Alternative Provision	10 February 2016
Monitoring Report – Complaints, Freedom of Information and Data Protection	10 February 2016
Active Travel Act – Existing Routes Map	10 February 2016
Treasury Management Activities and Treasury Management and Prudential Indicators 2015-16	10 February 2016

4.2 Minutes for Noting

There have been no minutes of Joint Committees published since the last meeting of Cabinet

4.3 Availability of Documents

The documents have been circulated to Elected Members electronically via Email and placed on the BCBC website. Hard copies of the reports have been placed in the Members Room for information and are available on request from Cabinet and Committee Services. The documents have been available from the date of publication.

5. Effect upon Policy Framework and Procedure Rules.

5.1 This procedure has been adopted within the procedure rules of the Constitution.

6. Equality Impact Assessment

6.1 There are no negative equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendation.

8.1 That Cabinet acknowledges the publication of the documents listed in this report.

P A Jolley

Assistant Chief Executive Legal and Regulatory Services

9 FEBRUARY 2016

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Background documents: Reports referred to in this covering report.

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

ESTYN INSPECTION OUTCOMES FOR NEWTON PRIMARY SCHOOL

1. Purpose of Report

1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Newton Primary School.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The information in this report relates to strategic priority 2 in the Corporate Plan 'Working Together to Raise Ambitions and Drive Up Educational Achievement'.

3. Background

3.1 This school was inspected by Estyn in November 2015 and the report was published in January 2016. The full text of the report is available on the Estyn website: www.estyn.gov.uk

4. Current situation / proposal

4.1 Inspectors reached the following judgements:

Current Performance	Good
Prospects for Improvement	Good
How good are outcomes?	Good
Standards	Good
Wellbeing	Good
How good is provision?	Good
Learning experiences	Good
Teaching	Good
Care, support and guidance	Adequate
Learning environment	Adequate
How good are leadership and management?	Good
Leadership	Adequate
Improving quality	Good
Partnership working	Good
Resource management	Good

The current performance of the school is good because:

- Many pupils make good progress and achieve highly
- Many pupils read well for a range of purposes
- Many pupils use their literacy and numeracy skills well across all subjects
- Standards of wellbeing are good

- Attendance over the last three years compares well with levels in similar schools
- Most teaching is effective and it is of very high quality in around a third of classes
- The school's 'What Makes Good' systems contribute very effectively to raising pupil outcomes

The school's prospects for improvement are good because:

- Leaders work together well to provide purposeful direction and clear vision for the development of the school
- Leaders and managers are effective in ensuring high quality teaching and the sharing of good practice between staff
- The school has effective self-evaluation processes and school improvement procedures
- There are purposeful arrangements with a wide range of partners that help improve provision and outcomes for pupils
- The school has a good track record of raising pupil performance

4.2 The report included the following recommendations:

- R1 Improve standards of pupils' Welsh language oral skills outside of Welsh lessons
- R2 Address shortcomings in safeguarding
- R3 Address shortcomings in the premises that affect pupils' wellbeing
- R4 Analyse data more effectively to evaluate and improve the progress of different groups of pupils

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendations.

4.4 The Local Authority with the Central South Consortium will support the school to continue to improve outcomes and address all the recommendations.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There is no impact on the Council's policy framework or procedure rules.

6. Equality Impact Assessment

6.1 There are no direct equality impact issues arising from this report.

7. Financial Implications

7.1 There are no financial implications arising directly from this information report.

8. Recommendation

8.1 It is recommended that Cabinet note the content of this report and that both the school's current performance and prospects for improvement are judged "good" by Estyn.

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Corporate Director - Children

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Background documents

Estyn Inspection Report

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BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

GARTH PRIMARY SCHOOL OUTCOME OF ESTYN MONITORING VISIT

1. Purpose of Report

- 1.1 The purpose of this report is to advise Cabinet of the progress against the post inspection action plan drawn up in response to the Estyn inspection of Garth Primary School, undertaken in September 2014, and the measures being taken to help the school improve.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The information in this report relates to the strategic priority 2 in the Corporate Plan 'Working Together to Raise Ambitions and Drive Up Educational Achievement'.

3. Background

- 3.1 Garth Primary School was inspected by Estyn in September 2014 and the report was published in December 2014. The full text of the report is available on the Estyn website: www.estyn.gov.uk

- 3.2 In 2014, Inspectors reached the following judgements:

Current Performance	Adequate
Prospects for Improvement	Good
How good are outcomes?	Adequate
Standards	Adequate
Wellbeing	Adequate
How good is provision?	Good
Learning experiences	Good
Teaching	Good
Care, support and guidance	Good
Learning environment	Adequate
How good are leadership and management?	Good
Leadership	Good
Improving quality	Good
Partnership working	Good
Resource management	Adequate

- 3.3. A Post Inspection Action Plan (PIAP) was drawn up to address the recommendations made by Estyn in order to improve services as follows:-

- R1 Raise attainment of boys, particularly in relation to writing in key stage 2
- R2 Raise standards in Welsh in key stage 2
- R3 Improve pupils' ability to use numeracy skills across the curriculum
- R4 Raise levels of attainment for pupils who are eligible for free school meals

R5 Improve attendance

3.4 In a follow-up review in December 2015, Estyn judged the progress made towards each of the recommendations as follows:

R1 Raise attainment of boys, particularly in relation to writing in key stage 2 - **very good progress.**

R2 Raise standards in Welsh in key stage 2 - **very good progress.**

R3 Improve pupils' ability to use numeracy skills across the curriculum - **strong progress**

R4 Raise levels of attainment for pupils who are eligible for free school meals - **very good progress**

R5 Improve attendance - **very good progress**

4. Current situation / proposal

4.1 The Central South Consortium (CSC) challenge adviser monitored the progress made by the school each term throughout the academic year during the period the school fell within in the category of Estyn monitoring. The reports which were generated as a result of the monitoring visits were placed on the CSC portal which is a secure web site to which LA officers have access. The local authority provided a brief written report to Estyn on the school's progress twelve months after the school had been placed in Estyn monitoring.

4.2 Estyn conducted a follow-up inspection in December 2015 and the team judged that Garth Primary School should continue to sustain the level of progress it has already made, and continue to address those inspection recommendations where further progress is required.

4.3 The school has been removed from the list of schools requiring Estyn monitoring. There will be no further Estyn monitoring visits in relation to this inspection.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There is no impact on the Council's policy framework or procedure rules.

6. Equality Impact Assessment

6.1 There are no equality impact implications arising from this report.

7. Financial Implications

7.1 There are no financial implications arising directly from this information report.

8. Recommendation

8.1 It is recommended that Cabinet note the content of this report and the very good progress made by Garth Primary School which has been recognised by Estyn.

Deborah McMillan
Director of Education and Transformation

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Background documents

Original Estyn Report:

http://www.estyn.gov.wales/sites/default/files/documents/Inspection%20report%20Garth%20Primary%20School%202014%20%28English%20only%29_0.pdf

Outcome of monitoring visit letter – attached as appendix

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Cerith Thomas
Chair of Governors
Garth Primary School
Mission Road
Garth
Maesteg
Bridgend
CF34 0ND

4 January 2016

Dear Mr Thomas

Garth Primary School

Schools requiring Estyn monitoring following Section 28 inspection

As you know, a team of inspectors, led by Sheila Birkhead, Reporting Inspector, visited your school recently in order to monitor the progress made since the Section 28 inspection in September 2014.

Outcome of the monitoring visit

Garth Primary School is judged to have made good progress in respect of the key issues for action following the Estyn visit in December 2015. We will now remove the school from the list of schools requiring Estyn monitoring. There will be no further Estyn monitoring visits in relation to this inspection.

In order that further progress can be made, I have enclosed a written summary of the findings.

A letter confirming the outcome of the monitoring visit will be published on 11 January 2016. We share this information with you in confidence. You will be aware that until the letter is published, any information about Estyn's judgements and the content of the summary of findings should remain confidential to the school until the above date.

I am copying this letter to Julie Thomas, the headteacher, and to Deborah McMillan, the Corporate Director – Children for Bridgend local authority.

Yours sincerely



Mererid Wyn Williams
Assistant Director

cc the headteacher
cc the Corporate Director – Children for Bridgend local authority.

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

FFALDAU PRIMARY SCHOOL OUTCOME OF ESTYN MONITORING VISIT

1. Purpose of Report

1.1 The purpose of this report is to advise Cabinet of the progress made against the post inspection action plan drawn up in response to the Estyn inspection of Ffaldau Primary School, undertaken in September 2014, and the measures being taken to help the school improve.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The information in this report relates to the strategic priority 2 in the Corporate Plan 'Working Together to Raise Ambitions and Drive Up Educational Achievement'.

3. Background

3.1 Ffaldau Primary School was inspected by Estyn in September 2014 and the report was published in November 2014. The full text of the report is available on the Estyn website: www.estyn.gov.uk

3.2 In 2014, Inspectors reached the following judgements:

Current Performance	Adequate
Prospects for Improvement	Adequate
How good are outcomes?	Adequate
Standards	Adequate
Wellbeing	Good
How good is provision?	Adequate
Learning experiences	Adequate
Teaching	Adequate
Care, support and guidance	Good
Learning environment	Good
How good are leadership and management?	Adequate
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Adequate

3.3. A Post Inspection Action Plan (PIAP) was drawn up to address the recommendations made by Estyn in order to improve services as follows:-

R1 Improve standards in mathematical development in the Foundation Phase and in all subjects in key stage 2 so that the school's performance compares more favourably with that of similar schools

- R2 Improve the handwriting, presentation, spelling and punctuation skills of pupils in key stage 2
- R3 Revise the curriculum in order to raise the profile of Welsh heritage and culture
- R4 Ensure that all teachers provide sufficient challenge for pupils who are more able
- R5 Ensure that self-evaluation considers the impact of provision on outcomes for pupils
- R6 Include clear targets and criteria for success against which to measure progress in school improvement planning

3.4 In a follow-up review in December 2015, Estyn judged the progress made towards each of the recommendations as follows:

- R1 Improve standards in mathematical development in the Foundation Phase and in all subjects in key stage 2 so that the school's performance compares more favourably with that of similar schools - **Strong progress**
- R2 Recommendation 2: Improve the handwriting, presentation, spelling and punctuation skills of pupils in key stage 2 - **Very good progress**
- R3 Recommendation 3: Revise the curriculum in order to raise the profile of Welsh heritage and culture – **Very good progress**
- R4 Recommendation 4: Ensure that all teachers provide sufficient challenge for pupils who are more able - **Very good progress**
- R5 Recommendation 5: Ensure that self-evaluation considers the impact of provision on outcomes for pupils - **Strong progress**
- R6 Recommendation 6: Include clear targets and criteria for success against which to measure progress in school improvement planning - **Strong progress**

4. Current situation / proposal

- 4.1 The Central South Consortium CSC challenge adviser monitored the progress made by the school each term throughout the academic year that was subject to Estyn monitoring. The reports which were generated as a result of the monitoring visits were placed on the CSC portal which is a secure web site to which LA officers have access. At the end of the twelve month monitoring period, the local authority provided a brief written report to Estyn on the school's progress.
- 4.2 Estyn conducted a follow-up inspection in December 2015 and judged that Ffaldau Primary School had made sufficient progress in relation to the recommendations following the core inspection in September 2014 to recommend that the school be removed from any further follow-up activity.
- 4.3 The school has been removed from the list of schools requiring Estyn monitoring. There will be no further Estyn monitoring visits in relation to this inspection.

5. Effect upon Policy Framework and Procedure Rules.

- 5.1 There is no impact on the Council's policy framework or procedure rules.

6. Equality Impact Assessment

- 6.1 There are no equality impact implications arising from this report.

7. Financial Implications

- 7.1 There are no financial implications arising directly from this information report.

8. Recommendation

- 8.1 It is recommended that Cabinet note the content of this report and the very good progress made by Ffaldau Primary School which has been recognised by Estyn.

Deborah McMillan Director of Education and Transformation

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Background documents

Follow up report – as appendix

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Heather Griffiths
Chair of Governors
Ffaldau Primary School
Albany Road
Pontycymmer
Bridgend
CF32 8HW

5 January 2016

Dear Ms Griffiths

Ffaldau Primary School

Schools requiring Estyn monitoring following Section 28 inspection

As you know, a team of inspectors, led by Penny Lewis, Reporting Inspector, visited your school recently in order to monitor the progress made since the Section 28 inspection in September 2014.

Outcome of the monitoring visit


Ffaldau Primary School is judged to have made good progress in respect of the key issues for action following the Estyn visit in December 2015. We will now remove the school from the list of schools requiring Estyn monitoring. There will be no further Estyn monitoring visits in relation to this inspection.

In order that further progress can be made, I have enclosed a written summary of the findings.

A letter confirming the outcome of the monitoring visit will be published on 12 January 2016. We share this information with you in confidence. You will be aware that until the letter is published, any information about Estyn's judgements and the content of the summary of findings should remain confidential to the school until the above date.

I am copying this letter to Patricia Schofield, the headteacher, to Deborah McMillan, Director of Education for Bridgend County Borough Council.

Yours sincerely



Mererid Wyn Williams
Assistant Director

cc the headteacher

cc the Director of Education for Bridgend County Borough Council

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

UPDATE ON THE BRIDGE ALTERNATIVE PROVISION

1. Purpose of Report

This report informs Cabinet Members of the outcomes of the national categorisation for The Bridge Alternative Provision (“the Bridge”). The Welsh government’s National School Categorisation System ensures that, in partnership with local authorities and consortia, support and resources are directed to improve the school system and raise standards and performance. The National School Categorisation System addresses three areas namely standards, improvement and support received from The Central South Consortium.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The information in this report relates to strategic priority 2 in the Corporate Plan

- ‘Working Together to Raise Ambitions and Drive up Educational Achievement’.

3. Background

3.1 Following a Challenge and Review meeting for the academic year 2014-2015, within the national categorisation the standards at the Bridge were judged as 4, improvement capacity at C and support category was Red.

3.2 As a result of this categorisation a full re-structure of the provision was undertaken.

3.3 The first restructure began in March 2015 and concluded in May 2015. The focus of the restructure was upon leadership, teaching and learning. As a result, there are now clearer lines of accountability, in particular regarding the leadership roles. There is a Teacher in Charge; Deputy Teacher in Charge and Leaders of provision of Positive Pathways; Building to Progress, achieving for Life and Ty Llidiard/ Elective Home Education. There is an emphasis upon improving pupil outcomes. For example, a Therapeutic Art teacher has been employed, affording pupils the opportunity to study for GCSE Art. Staff are now deployed across the Bridge, as they are in mainstream schools. Previously, staff were limited to working only within one type of provision (for example, only within Positive Pathway Provision) supply cover was high and the teams did not work holistically. Pupils now benefit from staff being able to teach across the provision as members of staff have different expertise and skill sets.

3.4 A further restructure of the Behaviour and Wellbeing Teams was required because it became apparent, following the first restructure that whilst workloads were relatively equal across behaviour and wellbeing teams, there was no parity regarding the number of staff in the teams. During this second restructure which began in September 2015 the “behaviour team” and the “wellbeing team” were merged into one team known as The Behaviour and Wellbeing Team. The restructure concluded in November 2015, this team is now line-managed by the Leader of Positive Pathways at the Bridge. As a result of the team being

line-managed by somebody within the Bridge and on the ground as opposed to a manager from the Inclusion Service, the vision of a revolving door is supported, namely early intervention and reintegration. Pupils are targeted and supported at an early stage within a mainstream school and after a period of six weeks the arrangement is reviewed. If there is a requirement for a pupil to attend Positive Pathways within the Bridge, the behaviour and wellbeing teacher will support the pupil both at school and within the provision as the team are involved with teaching within the provision and at school.

3.5 In November 2015, the Bridge relocated from Aberkenfig to Bryncethin. The Bryncethin campus has afforded new opportunities for curriculum development and extending qualifications for children and young people because there are improved facilities for Science, PE and Food Technology. The pupils have access to a Science laboratory; sports and dance hall; outdoor play areas and a Food Technology room all of which were not at the Aberkenfig site.

4. Current situation / proposal

4.1 Following the Challenge and Review meeting for 2015-2016, standards at the Bridge were judged at 3 with a recognition that the standards are improving. The improvement capacity was judged as a C and support category Amber.

4.2 The Teacher in Charge took up post in January 2016 and is providing strong leadership and pace in order to ensure future improvements.

4.3 The Central South Consortium noted the following areas for improvement:-

- The provision needs to continue to develop as a self-evaluative system.
- The Behaviour and Wellbeing team needs to have an accountability trail based on pupil outcomes.
- The Bridge must continue to focus on improving standards of teaching and learning.

4.4 The Bridge has prioritised the above areas for improvement. This year all pupils left the Bridge with a recognised qualification and there were no young people not in education, employment or training (NEETS). The management of the Bridge have introduced whole school strategies, by which all staff track the performance of pupils against the targets identified within their Individual Education Plans. This approach by management is also supported through a programme of lesson observations, work and book scrutiny whereby the work of the pupils is monitored by the Leadership team.

4.5 There are now clear aims and values guiding the Bridge which are agreed with all staff. The staff restructure is impacting positively on outcomes because it has provided consistency of approach. There are now robust structures and processes in place.

4.6 The Management Board continues to support and challenge the Bridge. The staff are aware of the self-evaluation activities which are built into all meetings. Self-evaluation is now seen as a continuous process.

4.7 The Local Authority with the Central South Consortium will support the school to improve outcomes and address the areas for improvement identified at 4.3 above. Regular meetings are held between Bridgend's Group Manager Inclusion, Challenge Adviser from the Central South Consortium and The Teacher in Charge from the Bridge.

4.8 The Local Authority will work closely with the Teacher in Charge and the Management Committee of the Bridge to ensure that improvements continue to take place and that

children and young people are afforded a positive experience and in order to fulfil their potential.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There is no impact on the Council's policy framework or procedure rules.

6. Equality Impact Assessment

6.1 There are no direct equality impact issues arising from this report.

7. Financial Implications

7.1 Both restructures have been met from existing budgets.

8. Recommendation

8.1 It is recommended that Cabinet note the content of this report and that the support category for the Bridge has improved and moved from Red to Amber.

Deborah McMillan Director of Education and Transformation

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Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend
CF31 4WB

Appendices

Appendix 1: National Categorisation School Report 2014-2015

Appendix 2: National Categorisation School Report 2015-2016

Background documents

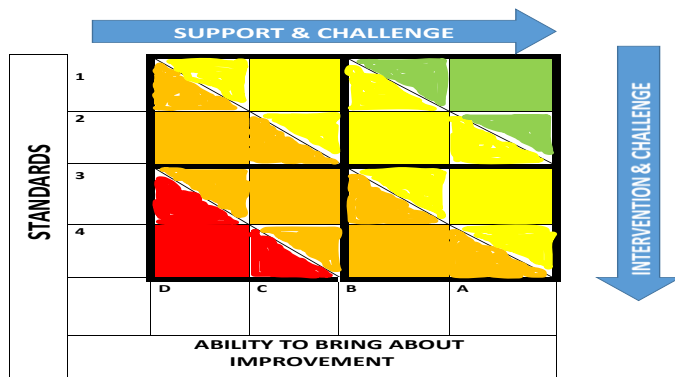
National School Categorisation System Guidance Document No: 198/2016.

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School Improvement Report

School: The Bridge Alternative Provision	Challenge Adviser: A.W. Blake
Dates of visits: 22-01-2015	Date of report : 4-2-2015
Present at the review, challenge and support meeting	M.Hatcher; D.George; S.Pilcher; P.Richards; AWB

National School Improvement And Categorisation Matrix



Section 1: Standards

All present at the meeting agreed that the standards group should be group 4. This is because:

- data has not been captured consistently across the provision;
- there is evidence of data being collected and used to influence classroom practice within elements of the Portfolio PRU, however, there is no evidence of the use of data as a means to strategically plan future developments in the Portfolio PRU. This is recognised by the Management Group and is a priority for future planning;
- the Literacy and Numeracy Framework (LNF) is not yet established in the Portfolio PRU. This is recognised as a priority by the Management Group;
- although it is not appropriate to compare the standards that pupils achieve with national averages or to analyse trends in overall performance over time. The Portfolio PRU is not able to track the progress of pupils across its provision. Therefore it is not able to show the impact it makes on pupils progress and it is not able to show the distance that pupils travel. This is recognised as a priority by the Management Group;
- The Portfolio PRU is not able to report on the total attendance at its provision. There is a need to establish a central coordinated approach to the reporting of attendance to ensure that all pupils are accounted for. This is recognised as a priority by the management Group;
- there is a need for a consistent approach to Positive Behaviour Support and its management across the Portfolio PRU. This is recognised as a priority by the Management Group.

Section 2: The ability to bring about improvement

All present at the meeting agreed that Portfolio PRU's ability to bring about improvement was Group D.

The self evaluation process is a significant part of the work of the Portfolio PRU. However, the produced report is not evaluative enough and is therefore not able to show that the PRU knows itself well enough and is able to focus clearly on what needs to be done next to bring about improvement.

It is essential that the Portfolio PRU establishes a clear and comprehensive calendar of events that details:

- how and when the Portfolio PRU will collect specific data across its provision;
- how it will analyse the produced data to establish areas of strength and in need of development;
- allocate resources as a result of this scrutiny;
- report on its findings to parents, pupils, schools where appropriate and the Management Group.

There is an effective Management Group and there is a forthcoming review of the management structure of the Portfolio PRU that will seek to support the work of the Portfolio PRU in addressing the key issues for improvement and the imminent move to a new site.

There is a clear need to complete the Estyn safeguarding self-evaluation form and to report the findings to the Management Group.

The Portfolio PRU is out of step with the usual Performance Management timetable and there is an urgent need to re establish an effective and meaningful timetable to support staff in their professional development. The Portfolio PRU is too reliant on outside opinions on the quality of teaching and learning and needs to establish a programme of lesson observations and work scrutiny to support its improvement agenda.

As already noted above there is an urgent requirement to establish an effective pupil tracking system so that pupil progress is tracked so that the correct level support or intervention can be given and the outcome of that provision can be evaluated.

Section 3: The Level of Support

All agreed that the current categorisation of the Portfolio PRU should be RED. This means that the challenge advisor will visit to meet with staff in the Portfolio PRU on a fortnightly basis to look at the PRU's progress against the areas for improvement detailed below. The challenge advisor will also produce a report each half term detailing the progress being made against the areas for improvement.

Areas for improvement

1. To establish a robust and evaluative self evaluation process that will include:
 - a calendar of events to include all aspects of the work of the PRU in providing for improvement in pupil outcomes;
 - individual and cohort target setting and the review of targets so as to track the progress pupils make;
 - performance management arrangements for all staff;
 - a clear and focussed programme of lesson observations and work scrutiny;
 - the completion of the Estyn safeguarding self-evaluation form;
 - a common approach to the collection of attendance data and its scrutiny.
2. The introduction of an efficient, equitable and effective whole "school" approach to positive behaviour management, and scrutiny of the effectiveness of individual and group interventions.
3. The effective establishment, monitoring and reviewing of Individual Education Plans for all pupils.
4. The implementation of the LNF according to the established timescales.

Quality and Standardisation Group

Grŵp Ansawdd a Safoni

National Categorisation School Report 2015 / 2016
(Provisional pending National Verification)

Quality A	Appendix 2
Reg. Mod	
Nat. Ver	

School:	The Bridge Alternative Provision, PRU
Region:	Central South Consortium (CSC)

Step 1 - Standards

PRUs do not receive a standards group. All at the meeting agreed that the standards at the PRU were improving and are now judged as 3. There is confidence of the PRUs standards continuing to improve.

School Context

The PRU is about to relocate onto a different site. This move has been unavoidably delayed. This delay has resulted in pupils not being referred to the PRU.

Key Strengths

The PRU undertakes base line assessments of pupils on entry. Pupils are retested each term. This evidence shows the progress that pupils make within the provision.

This year 78% of pupils achieved Threshold 1 and 53% achieved Threshold 2, with 23% achieving Threshold 2 plus.

A comparison of the performance of specific groups of pupils is not possible owing to the small numbers.

This year the PRU had a reintegration rate of 7%. All pupils left with a recognised qualification. There were no NEETS

The management of the PRU has obtained comprehensive support packages for non-specialist teachers to deliver Maths and English.

The management of the PRU has introduced whole school strategies to track the performance of pupils against their IEP targets. This is also supported through a programme of lesson observations and work and book scrutiny.

Areas for further improvement

Currently attendance stands at 78% and the management of the PRU understand that this must be a priority for improvement.

The PRU management understands that the priority of improving the quality of teaching and learning needs to continue. This drive on improving quality will include moderation exercises and the scrutiny of pupils work. The staff of the PRU will become able to understand how to bring about improvements and therefore raise standards as they become more knowledgeable.

The Staff of the PRU will continue their behaviour management policy and its effective implementation.

[Type text]

The management of the PRU will lead the staff in exercises that develops their expertise in setting IEP targets, moderating their judgments of what success means and in tracking the progress that pupils make.

The PRU will engage with the available Family Engagement Officer to enhance the support that pupils receive.

The continuing develop of the SIMS package is essential in enabling the PRU and its staff to track attendance and pupil achievement.

Step 2 – Improvement Capacity

The categorisation based upon evidence and discussion at Step 2 is C because:

Key strengths in leadership and teaching and learning

There are now clear aims and values held by the PRU and agreed with staff.

The staff restructure that occurred in the summer term is impacting positively on outcomes through a consistency of approach across the provision. There has been a climate and culture change since the restructuring and there are now robust structures and processes in place.

There is now a wider range of data available to monitor progress and set targets to improve outcomes.

The management team has clearly identified training gaps and has sought a variety of ways to meet the training needs of its staff.

There is now a collegiate approach from the SMT and a clear accountability structure.

The Management Board continues to support and challenge the provision. The scrutiny committee has assisted the PRU in producing its SER and SIP. The Board fully adheres to requirements and includes a parent.

The Behaviour and Wellbeing Team are now based in and involved in the provision..

The outreach service the PRU provides is now developing.

The staff of the PRU is now aware of the SER activities are they are built into all meetings and there is now a continuous process through the life of the provision.

Pupil voice

Focus areas

Areas for improvement

The provision needs to continue to develop as a self evaluative system.

The Behaviour and Wellbeing Team needs to have an accountability trail based on pupil outcomes.

The PRU must continue to focus on improving standards of teaching and learning

Evidence scrutinised to make the judgement

SER

SIP

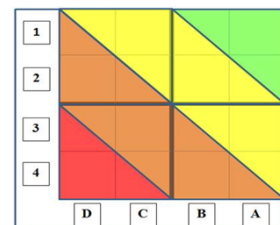
Accredited course results.

Restructuring plan.

Performance management plan.

Management board support and challenge.

Exceptions have been applied: No



Step 3 – Support Category

Categorisation Overview

Step 1	Step 2	Step 3	Exceptions applied
3	C	AMBER	Yes

The judgements at Step 2 and Step 3 are provisional until national verification has been completed.

This categorisation report will be shared with Governing Body after the national verification meeting on: (.....)

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BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

16 FEBRUARY 2016

**REPORT OF THE ASSISTANT CHIEF EXECUTIVE
LEGAL & REGULATORY SERVICES**

**MONITORING REPORT – COMPLAINTS, FREEDOM OF INFORMATION AND
DATA PROTECTION**

1. Purpose of Report.

- 1.1 To report upon the performance of the Information Team in processing Corporate Complaints, Freedom of Information requests and other information requests.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities.

- 2.1 Performance monitoring of the areas outlined above provides an opportunity for improvement in service delivery although there is not a connection specifically to the corporate improvement objectives.

3. Background.

- 3.1 The Information Team is responsible for the following areas: Corporate Complaints, Freedom of Information requests, Data Subject Access Requests, and other requests for information from public bodies including requests made under section 29 of the Data Protection Act.
- 3.2 The Corporate Complaints Policy requires that the Information Team report to Cabinet at least annually on performance. Appendix A includes performance data in relation to the additional areas outlined above as these form a significant part of the work of the team.
- 3.3 There is a legislative requirement to respond to Freedom of Information requests within a 20 working day period and to Data Subject Access requests in 40 calendar days. Information requests from public bodies do not have a statutory response deadline; however the team endeavour to respond to these requests as quickly as reasonably practicable. In line with the Corporate Complaints Policy the Authority should respond to a formal complaint in 20 working days.

4. Current situation / proposal.

4.1 Appendix A provides a monitoring report for the period 1 January – 31 December 2015.

5. Effect upon Policy Framework& Procedure Rules.

5.1 There is no effect upon the Policy Framework or the Procedure Rules.

6. Equality Impact Assessment

6.1 There are no equality implications.

7. Financial Implications.

7.1 There are no financial implications.

8. Recommendation.

8.1 Cabinet is requested to note the Monitoring Report attached as **Appendix A.**

Mr. P.A.Jolley
Assistant Chief Executive Legal and Regulatory Services
29 January 2016

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Assistant Chief Executive Legal
and Regulatory Services

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Bridgend CF31 4WB

Background documents

None used in the preparation of this report which were not identified in the report.

BRIDGEND COUNTY BOROUGH COUNCIL**MONITORING REPORT – COMPLAINTS, FREEDOM OF INFORMATION AND DATA PROTECTION****1. Background**

The Information Team based in Legal and Regulatory Services is responsible for processing all formal complaints in line with the Authority's Corporate Complaints Policy; logging and responding to requests made under the Freedom of Information Act 2000 and Data Subject Access requests made under section 7 of the Data Protection Act 1998. The Team also process requests for information from bodies such as the Police, HMRC and the NHS.

Complaints

The Corporate Complaints Policy was approved by the Cabinet at its meeting held on 28 May 2013, to take effect from 1 June 2013.

The Policy sets out a two stage process as follows:

- **Informal Complaint Stage**
- **Formal Complaint Stage**

This Policy replaces the previous policy which allowed for a three stage process including the option for a review by an officer appointed by the Monitoring Officer. There is no option for a Monitoring Officer review in the current Complaints Policy, and complainants are advised to contact the Public Services Ombudsman if they are dissatisfied with the Authority's response.

2. Informal Complaints (Stage 1)

The Policy recognises that complaints should be dealt with as quickly as possible and where possible informally as part of the normal working of the Authority. It advises customers to contact the office or officer responsible for the service to provide an opportunity to solve the problem.

3. Formal Complaints (Stage 2)

3.1 Formal complaints are received by email, telephone, letter or complaint form. All formal corporate complaints with the exception of schools and social services (which have their own statutory procedures) are received, logged and acknowledged centrally by the Information Team within 5 working days. These complaints are then sent to the relevant Head of Service concerned for the appointment of a senior officer to investigate the complaint and respond directly within 20 working days. The Information Team is then provided with a copy of the response. If an investigation is more complex and more time may be needed, the customer is advised of the likely

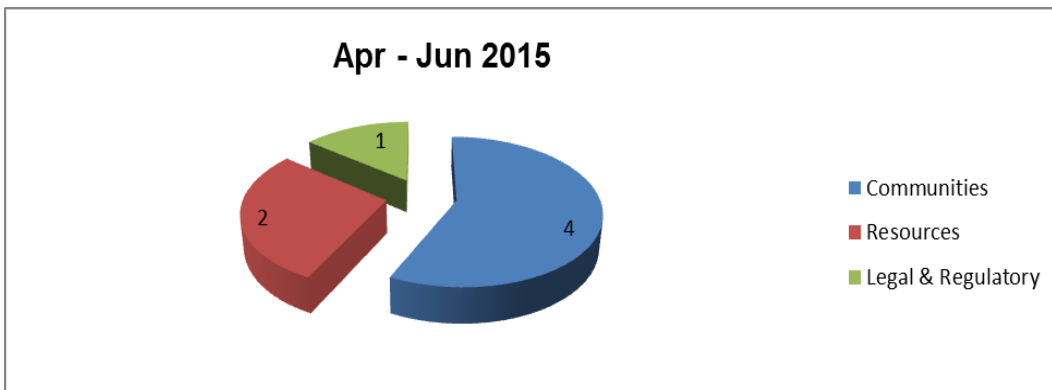
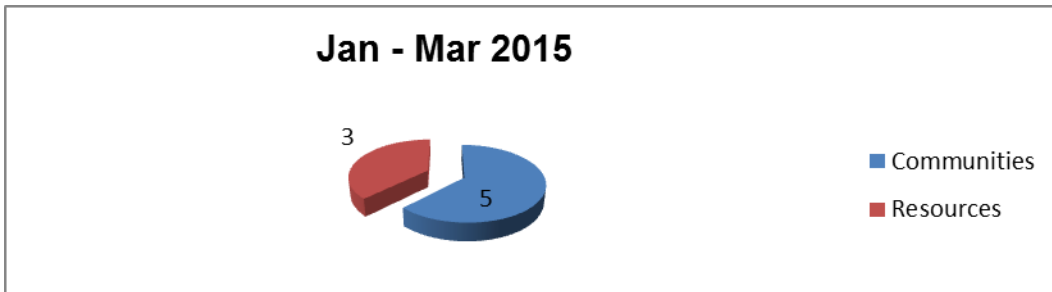
timescale and kept informed of progress.

3.2 The Information Team has received, logged acknowledged and referred a total of 32 formal complaints for the period from 1 January to 31 December 2015 The breakdown for the period is as follows:

	Jan – Dec 2015
No. of Complaints Received	32
No. acknowledged in 5 working days	30
No. acknowledged outside 5 working days	0

3.3 In the 2 instances where complaints have been acknowledged after five working days, it was in cases where complaints had not been sent directly to the Information Team in accordance with the Council’s Policy. In some instances the Team were not aware of the complaint until a copy of the response was provided. The relevant Directorates have since been reminded of the process, which has resulted in an increase in compliance with the policy.

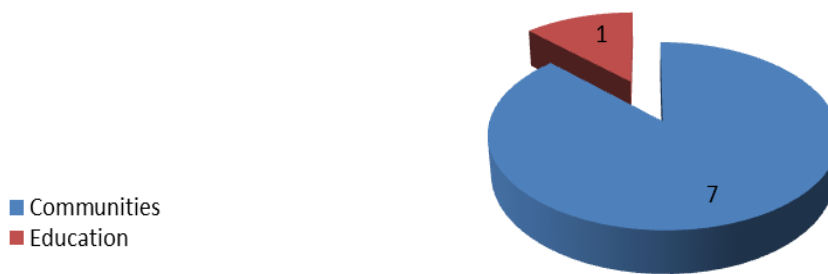
3.4 For the period from 1 January to 31 December 2105, the number of formal complaints received by each Directorate was as follows:



Jul - Sep 2015



Oct - Dec 2015



3.5 For the period 1 January to 31 December 2015 there were no formal corporate complaints made in the Welsh Language, regarding service provision via the medium of Welsh.

3.6 As required by the Equalities Strategy, an equalities monitoring questionnaire has been developed to accompany the Corporate Complaints Form. The information collected will inform an annual report.

3.7 A breakdown of the complaints received for the period 1 January to 31 December 2015 by subject, is shown in the following table:

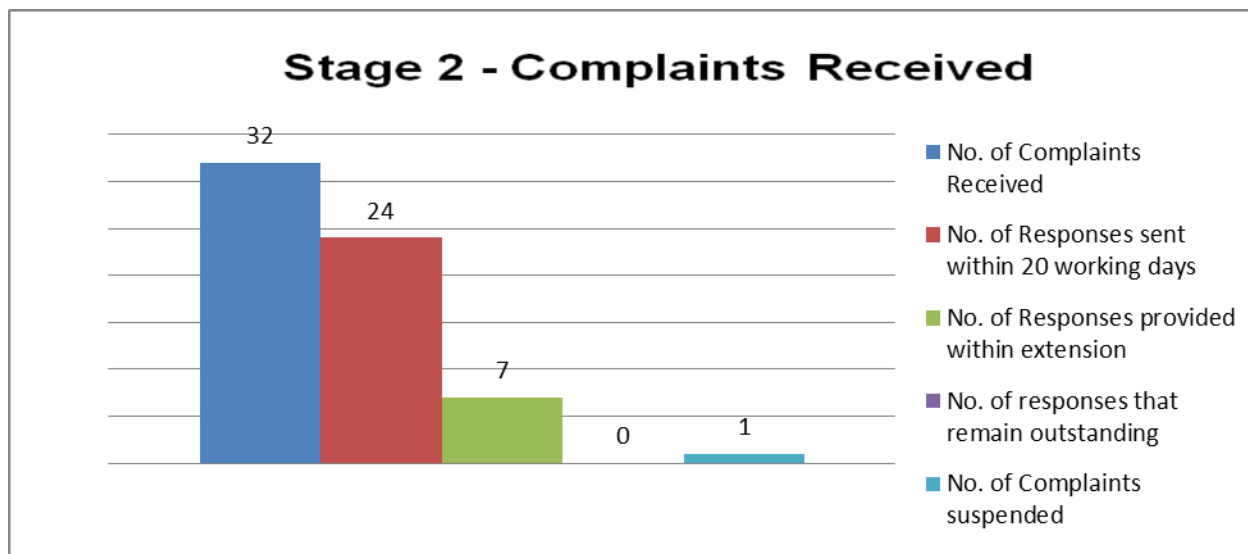
Subject of Complaint	No. of Complaints
	Jan - Dec 2015
Benefits & Financial Assessments	1
Council Tax	3
Customer Services	2
Data Protection	1
Education (SEN)	1
Housing	2
Highways	5
Parking	1

Planning	7
Property	1
Public Protection	1
School Transport	1
Waste	6
Total	32

3.8 The following information sets out the breakdown of formal complaints received regarding each County Borough Council Ward shown, which has been requested by elected Members:

<u>Breakdown of complaints by Ward:</u>	<u>Jan - Dec 2015</u>	<u>Ward Cumulative Total</u>
Brackla	4	4
Bryntirion, Laleston & Merthyr Mawr	3	3
Cefn Cribbwr	1	1
Coity	1	1
Cornelly	2	2
Hendre	1	1
Morfa	1	1
Newcastle	1	1
Nottage	1	1
Oldcastle	3	3
Pendre	1	1
Porthcawl East	1	1
Porthcawl Rest Bay	1	1
Ynysawdre	1	1
Out of County	4	4
Unknown	6	6
Total	32	32

3.9 The chart below provides for each quarter, a breakdown of the number of formal Complaints received, those responded to within 20 working days, those for which it was necessary to request an extension to the response deadline, those that remain outstanding and those complaints currently under investigation within the respective 20 working days.



4. Complaints made to the Public Services Ombudsman for Wales

4.1 Customers have the right at any stage to refer their complaint to the Public Services Ombudsman for Wales for his consideration of maladministration e.g. unfairness or delay. However, the Ombudsman will usually give the Authority a reasonable opportunity to investigate and respond to a complaint, before he investigates.

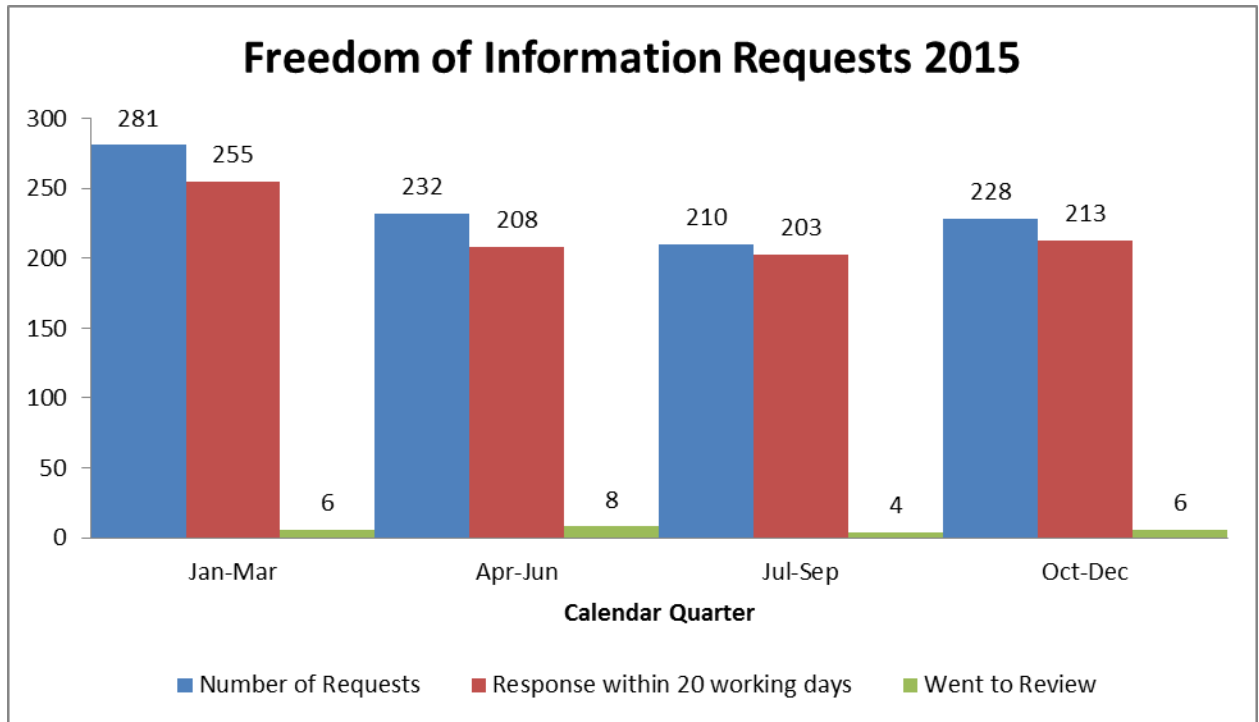
4.2 The Public Services Ombudsman for Wales received 13 complaints about the Authority during the period January to December 2015, of these 1 was upheld, 5 were not investigated, 5 were referred back to the Authority as it had not had an opportunity to consider them, and 2 are still being investigated.

5 Code of Conduct Complaints

5.1 During the period January to December 2015 there were 11 complaints to the Ombudsman that a Community Councillor or County Borough Councillor had broken the Code of Conduct.

6 Freedom of Information Requests

6.1 During the period January – December 2015 the Information Team logged and acknowledged a total of 951 requests made under the Freedom of Information Act 2000. The chart below illustrates the number of responses provided within the statutory deadline of 20 working days and the number of internal reviews requested. All internal reviews were responded to in 20 working days as recommended in the guidance provided by the Information Commissioner’s Office.



No complaints were made to the Information Commissioner’s Office about the Authority’s handling of Freedom of Information requests during the above period.

7 Data Subject Access Requests

7.1 During the period January to December 2015 the Information Team processed a total of 86 data subject access requests, a 43% increase on 2014.

One complaint was made to the Information Commissioner’s Office about the handling of a data subject access request in the above period and the complaint is still being investigated.

8 Information Requests from Public Bodies

8.1 During the period 1 January to 31 December 2015 the Information Team processed the following requests for information from public bodies: 82 requests for the records of deceased persons (a 30% increase on 2014); 11 requests for information under section 29 (crime and taxation) of the Data Protection Act (a 266% increase on 2014) and 3 proof of life enquiries from UK police forces.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

REPORT OF THE CORPORATE DIRECTOR - COMMUNITIES

16 FEBRUARY 2016

ACTIVE TRAVEL ACT – EXISTING ROUTES MAP

1. Purpose of Report.

- 1.1 To provide an update to Cabinet on the Active Travel (Wales) Act 2013 and to advise Cabinet of submission to Welsh Government of the Existing Route Maps that were prepared in line with Welsh Government guidance.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The duties placed on the Council through the Active Travel (Wales) Act 2013 (the “Act”), and the development of active travel routes, in particular routes which connect to key destinations such as education or employment facilities, can contribute to the achievement of the following corporate improvement priorities and their supporting objectives identified for implementation by 2017:

- **Working together to develop the local economy:**

- We want town centres, business premises and transport and communication networks that cater for the needs of residents, businesses and visitors, to ensure access to employment opportunities that are varied and secure in the long-term

- **Working together to tackle health issues and encourage healthy lifestyles:**

- We want to encourage more people across the county borough to live healthily and to see increased participation in physical activity across all population groups.

- 2.2 Discharging the duties of the Act will assist the Council in addressing priority issues such as childhood obesity and mental wellbeing, encouraging and promoting life-long physical activity and promoting low-cost and accessible activities such as walking and cycling.

- 2.3 The continuous improvement in provision of facilities for pedestrians and cyclists required by the Act will also contribute to the development of the cycle tracks network which is identified in the Communities Directorate and Highway Services Business Plans. It is also a major element in both the Council’s Walking and Cycling Strategy and its Rights of Way Improvement Plan (RoWIP).

3. Background.

- 3.1 The Active Travel (Wales) Act 2013 came into force on 25th September 2014, and one of the duties of that Act makes it a legal requirement for local authorities in Wales to map and plan for suitable routes for active travel. Active Travel is walking or cycling, or disabled people not walking or cycling who use motorised

wheelchairs, mobility scooters or other aids to mobility, for everyday journeys for a purpose defined in the Act e.g. journeys to access employment, education, retail, health or transport services and other similar utility facilities. The legislation requires that two maps will need to be prepared, an Existing Routes Map, which was prepared and submitted to Welsh Government on the 22nd January 2015, and an Integrated Network Map which is to be submitted by 24th September 2017.

- 3.2 The provisions of the Act only apply to certain settlements as designated by the Welsh Government, where it is believed that there is potential for active travel. There are nine such designated settlements within the County Borough. The direction designating localities can be found at:
<http://wales.gov.uk/docs/det/publications/141002geographicalapplicabilityoftheactivetravelacten.pdf>.
- 3.3 The first map which the Council is required to prepare is the Existing Routes Map which shows the existing active travel routes and related facilities in the County Borough. This report sets out the work that has been undertaken to develop the Existing Routes Maps

4. Current Situation / Proposal.

- 4.1 The Existing Routes Map (ERM) can take the form of a single map, or several maps depending on the area covered. In order to provide the necessary detail, and taking account of the number of settlements identified in the County Borough, a total of 18 maps have been prepared for submission in line with the guidance issued by the Welsh Government.
- 4.2 The process for preparing these maps included a number of stages. The Welsh Government commissioned a transport consultancy to collect data on the current routes and related facilities pan Wales, in order to provide local authorities with a base level of information on which to begin the preparation of their maps. The full data for Bridgend was provided by the consultants in June 2015, approximately six months later than originally envisaged.
- 4.3 Following the provision of the data, the routes were assessed for their suitability for use by pedestrians and cyclists using the audit tool included in the Welsh Government's Active Travel Act Design Guidance. Using the funding provided by the Welsh Government's Local Transport Fund programme for Active Travel Mapping, consultants were commissioned to undertake the audits of the routes once they had been identified by the Council's Transport Policy and Strategy Officer.
- 4.4 Those routes that met the standards set out in the Design Guidance, having been assessed using the audit tool, were deemed suitable for active travel and included on the draft ERMs ahead of a 16-week consultation to gather the views of stakeholders and the general public. The main body of the consultation ran from 2nd July 2015 and 23rd October 2015, and used a combination of different engagement techniques including an online survey, public engagement events at various locations and lessons at primary schools throughout the County Borough. The consultation report is included as a background document to this report.

- 4.5 Those routes that were seen as useful and suitable for active travel, but that did not meet the standards set out in the guidance, were also included on the maps and clearly marked as not meeting the standards. In addition, a statement detailing which routes do not meet the standards, together with an explanation of why they are still considered suitable for active travel, was also prepared for the consultation.
- 4.6 As part of the consultation, respondents were asked whether they walked or cycled any routes other than those included on the draft ERMs, and to identify any additional routes that they used which could be included in the final ERMs. A number of additional routes were proposed during the consultation, and whilst some were leisure routes and therefore not applicable to this mapping process, a number of other routes were audited to assess their suitability.
- 4.7 As a result, several additional routes have been included in the final ERMs when compared to the draft versions. Details of which routes were proposed, which were audited and which were deemed suitable are included within the consultation report. Copies of the final ERMs that are to be submitted to Welsh Government are also included as background documents to this report for information.
- 4.8 Once approved by Welsh Government the Council will keep the maps under review and revise annually.

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 There is no effect upon Policy Framework or Procedure Rules.

6. Equalities Impact Assessment

- 6.1 An Equality Impact Assessment screening form was completed as part of the previous Cabinet Report seeking approval to begin the consultation process for the draft ERMs. A copy of the screening form has been included as a background document.

7. Financial Implications.

- 7.1 In 2014/15, the Welsh Government allocated £16,000 to the Council under its Local Transport Fund programme to contribute towards the cost of preparing and consulting on the Active Travel Maps. Of that funding, £15,300 was carried forward into the 2015/16 financial year with the agreement of Welsh Government and spent in covering the costs associated with commissioning consultants to audit the active travel routes, and the internal resources required to undertake the other preparatory works to enable submission of the maps to Welsh Government.

8. Recommendation.

- 8.1 It is recommended that Cabinet note the report.

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Background documents:

Equalities Impact Assessment Scoping Report
Consultation Report
Existing Routes Map Statement and Explanation
Existing Routes Maps

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

16 FEBRUARY 2016

REPORT OF THE CORPORATE DIRECTOR - RESOURCES

**TREASURY MANAGEMENT ACTIVITIES AND
TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS 2015-16**

1. Purpose of Report

1.1 The purpose of the report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice 2011 Edition (the Code) to produce interim Treasury Management reports,
- Provide a summary of the Treasury Management activities from 1 April 2015 to 31 December 2015,
- Report on the projected Treasury Management and Prudential Indicators for 2015-16.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

3. Background

3.1 The Council's Treasury Management activities are regulated by the Local Government Act 2003 which provides the powers to borrow and invest as well as providing controls and limits on this activity. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, develops the controls and powers within the Act.

3.2 The Council is required to operate the overall treasury function with regard to the Code and this was formally adopted by the Council in February 2012. This includes a requirement for the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year which sets out the Council's and Chief Financial Officer's responsibilities, delegation, and reporting arrangements. Council approved the TMS 2015-16 on 25 February 2015.

- 3.3 The Welsh Government (WG) issued revised Guidance on Local Authority Investments in April 2010, which requires the Council to approve an Investment Strategy prior to the start of each financial year and this is included in the TMS.
- 3.4 The Council is also required to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council's adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.
- 3.5 This report covers the following areas:
- The Council's treasury position for the period 1 April to 31 December 2015
 - Borrowing Strategy 2015-16
 - Borrowing Outturn for the period 1 April to 31 December 2015
 - Investment Strategy 2015-16
 - Investment Outturn for the period 1 April to 31 December 2015
 - Treasury Management and Prudential Indicators 2015-16

4. Current Situation

4.1.1 The treasury position for 1 April to 31 December 2015:

		Principal as at 01-04-15	Average Rate	Principal as at 31-12-15	Average Rate
		£m	%	£m	%
Fixed rate long term funding	PWLB*	77.62	4.70	77.62	4.70
Variable rate long term funding	PWLB*	-	-	-	-
	LOBO**	19.25	4.65	19.25	4.65
Total Long Term External Borrowing***		96.87	4.69	96.87	4.69
Other Long Term Liabilities*** (including PFI)		21.58		23.45	
TOTAL GROSS DEBT		118.45		120.32	
Fixed rate investments		18.00	0.51	32.00	0.49
Variable rate investments		1.50	0.50	8.00	0.58
TOTAL INVESTMENTS****		19.50	0.51	40.00	0.51
TOTAL NET DEBT		98.95		80.32	

* Public Works Loan Board (PWLB)

** Lender's Option Borrower's Option (LOBO)

*** Long term borrowing include all instruments with an initial term of 365 days or more and long term liabilities includes the short term element of the liability

**** The investment totals include instant access deposit accounts which are included as "Cash" in the Council's balance sheet in the Statement of Accounts and also investments shown as "Cash Equivalents" in the Council's balance sheet that mature in 1 month or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value

Fixed rate in the above table includes instruments which are due to mature in the year

4.1.2 The £19.25 million in the above table relates to Lender's Option Borrower's Option (LOBO) loans due to mature in 2054, and which may be re-scheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending upon the prevailing market rates, the lender exercising their option to increase rates at one of the bi-annual trigger points (the next trigger date being July 2016 however it is not expected to be repaid on this date) and

therefore, the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.

4.1.3 The long term liabilities figure of £23.45 million at 31 December 2015 includes £18.92 million for the Council's Private Finance Initiative (PFI) arrangement for the provision of a Secondary School in Maesteg and a new Long Term Liability in 2015-16 of £2.40 million relating to a loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley.

4.1.4 It should be noted that the accounting practice required to be followed by the Council requires financial instruments in the accounts (debt and investments) to be measured in a method compliant with International Financial Reporting Standards (IFRS). The figures shown in the above table and throughout the report are based on the actual amounts borrowed and invested and so may differ from those in the Statement of Accounts which include accrued interest or are stated at fair value in different instances.

4.1.5 The Council's Treasury Management Advisers are currently Arlingclose and the services provided to the Council include:-

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

4.2 Borrowing Strategy and Outturn for 1 April to 31 December 2015

4.2.1 The Bank Rate started the financial year at 0.50% and remained at that level from 1 April to 31 December 2015. It is expected that it will remain at that level for the remainder of the 2015-16 financial year.

4.2.2 The Council's primary objective for the management of its debt is to ensure its long term affordability. The majority of its loans have therefore been borrowed from the PWLB at long term fixed rates of interest.

4.2.3 With short-term interest rates currently much lower than long term rates, it is likely to be more cost effective in the short term to either borrow short term loans or use internal resources. Short term and variable rate loans expose the Council to the risk of short term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates as shown in the

treasury management indicators in **Appendix A**. However, with long term rates forecast to rise in the coming years, any such short term savings will need to be balanced against the potential longer-term costs. The Council's Treasury Management advisers assist the Council with this 'cost of carry' and breakeven analysis.

- 4.2.4 No long term borrowing has been taken during the period 1 April to 31 December 2015 and it is not expected that there will be a requirement for any long term borrowing in 2015-16, however for cash-flow purposes £1.5 million short term borrowing was taken on the 28 October 2015 at a rate of 0.40% and repaid on the 4 November 2015. Also, market conditions have meant that there has been no loan rescheduling so far this year, however, in conjunction with Arlingclose, the loan portfolio will be reviewed for any potential savings as a result of any loan rescheduling.

4.3 Investment Strategy 2015-16

- 4.3.1 Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, balancing the risk of incurring losses from defaults against receiving unsuitably low investment income.

The major objectives to be followed in 2015-16 are:-

- To maintain capital security;
- To maintain liquidity so funds are available when expenditure is needed;
- To achieve the yield on investments commensurate with the proper levels of security and liquidity.

- 4.3.2 The Annual Investment Strategy incorporated in the Council's Treasury Management Strategy 2015-16 includes the credit ratings defined for each category of investments and the liquidity of investments. The Council's investments have historically been placed in short term bank and building society unsecured deposits and local and central government, however, investments may be made with any public or private sector organisations that meet the minimum credit criteria specified in the Investment Strategy.

- 4.3.3 Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. In the current climate, relying mainly on credit ratings is considered to be inappropriate and the Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No

investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

4.4 Investment Outturn for 1 April to 31 December 2015

4.4.1 On a day to day basis, the Council typically has surplus cash balances arising from the cash flow e.g. timing differences between grants being received and making various payments. These are invested on the market via brokers, direct with the institution or held in deposit accounts. The Council usually invests for a range of periods dependent on cash flow requirements and the interest rates on offer having regard to the Investment Strategy. There were two long term investments (duration of 12 months or more) made with a local authority - £2 million for one year at a rate of 0.59% in October 2015 and £2 million for two years at a rate of 1.00% in November 2015 but all other investments in 2015-16 to date were short term (deposit accounts or fixed term deposits). The table below details these investments by counterparty type:

Investment Counterparty Category	Balance 01 April 2015 (A) £m	Investments Raised (B) £m	Investments Repaid (C) £m	Balance 31 Dec 2015 (A+B-C) £m	Average Investment Balance Apr - Dec 2015 £m	Average Duration of Investments in force during Apr - Dec 2015 Days	Average Rate Apr - Dec 2015 %
UK Govt DMO	-	91.00	91.00	0.00	1.84	6	0.25
UK Local Authorities	9.00	158.83	138.83	29.00	32.28	43	0.39
Building Societies	5.00	14.00	16.00	3.00	3.71	57	0.54
Banks (Fixed Maturity)	4.00	4.00	8.00	0.00	2.09	72	0.53
Banks Instant Access/Notice Period Accounts *	1.50	38.55	32.05	8.00	6.10	n/a	0.53
Total/Average	19.50	306.38	285.88	40.00	46.02	44	0.44

* An average duration is not shown as money is frequently added / withdrawn to/from these accounts as required by cash-flow

4.4.2 Occasionally, investments are placed with the UK Debt Management Office (DMO - Executive Agency of UK Government) but only for very short term deposits. The interest rates offered by this facility are lower than some other counterparties but this is commensurate with the high level of security and reduced risk offered. It provides another option when examining potential investments and ensures compliance with the Council's investment objective that security takes priority over yield. There were no deposits with the DMO as at 31 December 2015.

4.4.3 Favourable cash flows have provided positive cash balances for investment and as shown above the balance on investments at 31 December 2015 was £40 million. The table below shows a breakdown by counterparty type based on the remaining maturity period as at 31 December 2015.

Counterparty Category	Instant Access Deposit Accounts £m	Notice Period Deposit Accounts £m	Deposits Maturing Within 1 Month £m	Deposits Maturing Within 1-3 Months £m	Deposits Maturing Within 4-6 Months £m	Deposits Maturing Within 6-12 Months £m	Deposits Maturing Within 1-2 Years £m	Total £m
UK Local Authorities	-	-	17.50		7.50	2.00	2.00	29.00
UK Building Societies	-	-	-	2.00	1.00	-	-	3.00
Banks*	4.00*	4.00	-	-	-		-	8.00
Total	4.00	4.00	17.50	2.00	8.50	2.00	2.00	40.00

* All these are UK registered banks apart from £3m with Svenska Handelsbanken which is a Swedish bank incorporated in the EEA and entitled to accept deposits through a branch in the UK and are classed as a UK Bank in the Government's Borrowing Statistical Return

4.4.4 The Council's primary objective for the management of its investment portfolio is to give priority to the security and liquidity of its funds before seeking the best rate of return. As shown above, the majority of surplus cash has been held as short term investments with UK Local Authorities and banks and building societies of high credit quality. This has therefore resulted in more of the investment portfolio being moved into investment instruments with lower rates of return but higher security and liquidity.

4.5 Review of the Treasury Management Strategy 2015-16

4.5.1 A half year review of the Treasury Management Strategy 2015-16 was undertaken and reported to Council on 25 November 2015. As a result of this review it was not deemed necessary to make any major changes to the main parts of the Treasury Management Strategy 2015-16, however, it was beneficial for the Council to make some minor revisions to the Investment Strategy included within this Statement. This will enable increased flexibility in an ever changing financial market and increase the investment opportunities available to the Council whilst still maintaining security.

4.6 Treasury Management and Prudential Indicators 2015-16

4.6.1 The 2011 Treasury Management Code and Prudential Code require the Council to set and report on a number of Treasury Management Indicators within this report, however, the Council has decided to report on all indicators in this report so the Prudential Indicators are also included. The indicators either summarise the expected activity or introduce limits upon the activity, and reflect the underlying capital programme. **Appendix A** details the estimate

for 2015-16 set out in the Council's Treasury Management Strategy and also the projected indicators for 2015-16.

5. Effect upon Policy Framework and Procedure Rules

5.1 As required by Financial Procedure Rule 17.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the Treasury Management Strategy Statement 2015-16 approved by Council.

6. Equality Impact Assessment

6.1 There are no equality implications.

7. Financial Implications

7.1 The financial implications are reflected within the report.

8. Recommendation

8.1 It is recommended that:

- Cabinet note the Council's treasury management activities for the period 1 April 2015 to 31 December 2015;
- Cabinet note the projected Treasury Management and Prudential Indicators for 2015-16;

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20 January 2016

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Background documents:
Treasury Management Strategy 2015-16

APPENDIX A

1 TREASURY MANAGEMENT INDICATORS 2015-16

1.1.1 The following indicators (which are forward looking parameters) form part of the CIPFA Code of Practice on Treasury Management. They enable the Council to measure and manage its exposure to Treasury Management risks using the following indicators.

The Council needs to set the upper limits to its **Interest Rate Exposure** for the effects of changes in interest rates. There are two treasury management indicators that relate to both fixed interest rates and variable interest rates. These limits have been calculated with reference to the net outstanding principal sums and are set to control the Council's exposure to interest rate risk.

No.		Treasury Management Strategy 2015-16 £m	Projection 31-03-2016 £m
	Total Projected Principal Outstanding on Borrowing 31 March 2016	101.87	96.87
	Total Projected Principal Outstanding on Investments 31 March 2016	8.00	15.00
	Net Principal Outstanding	93.87	81.87
1.	Upper Limit on fixed interest rates (net principal) exposure	140.00	64.12
2.	Upper Limit on variable interest rates (net principal) exposure	50.00	17.75

The Section 151 Officer will manage interest rate exposures between these limits in 2015-16.

1.1.2 A further indicator for Treasury Management measures the **Maturity Structure of Borrowing** and is the amount of projected borrowing that is fixed rate, maturing in each period as a percentage of total projected fixed rate borrowing. This indicator is set to control the Council's exposure to refinancing risk and has been set to allow for the possible restructuring of long term debt where this is expected to lead to an overall saving or reduction in risk.

The 19.87% shown in the table below relates to £19.25 million Lender's Option Borrower's Option (LOBO) loans which may be re-scheduled in advance of their maturity date of 2054, as detailed in paragraph 4.1.2 of this report. The Code requires the maturity of LOBO loans to be shown as the earliest date on which the lender can require payment, i.e. the next call date, however, the lender is not expected to exercise this option due to current low interest rates, so the maturity date is actually uncertain but is shown in the "Under 12 months" category as per the Code.

No	Maturity structure of fixed rate borrowing during 2015-16	Upper limit	lower limit	Projection 31-03-16
3.	Under 12 months	50%	0%	19.87%
	12 months and within 24 months	25%	0%	0.00%
	24 months and within 5 years	50%	0%	0.00%
	5 years and within 10 years	60%	0%	0.00%
	10 years and above	100%	40%	80.13%

- 1.1.3 The **Upper Limit for Total Principal Sums invested over 364 days** indicator controls the amount of longer term investments which mature beyond the period end. This is set to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

No.		Treasury Management Strategy 2015-16 (Limit) £m	Projection 31-03-16 £m
4.	Upper Limit for Total Principal Sums Invested for more than 364 days	15	4

2 PRUDENTIAL INDICATORS 2015-16

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA's Prudential Code for Capital Finance in Local Authorities.

Council is required to formally adopt CIPFA's Treasury Management Code and the revised version of the 2011 code was adopted by Council on 22 February 2012.

2.1 Prudential Indicators for Prudence

- 2.1.1 The following Prudential Indicators are based on the Council's capital programme which is subject to change.

The Council's capital expenditure plans are summarised below and this forms the first prudential indicator for Prudence. The total capital expenditure is funded from capital grants and contributions, capital receipts and revenue with the remainder being the **Net Financing Need for the Financial Year** to be met from borrowing.

No.	Prudential indicators For Prudence	Estimate Treasury Management Strategy	Projection 31-03-16
		2015-16 £'000	£'000
1	Estimates of Capital Expenditure		
	Non – HRA	36,441	36,766
	Total Capital Expenditure	36,441	36,766
	Financed by :-		
	Capital Grants and Contributions	12,575	18,446
	Capital Receipts	9,322	5,851
	Revenue	3,055	2,665
	Net Financing Need for Year	11,489	9,804

The capital expenditure figures have changed from the Treasury Management Strategy 2015-16 as the capital programme approved by Council on 25 February 2015 has been amended to include new approved schemes and to incorporate slippage of schemes identified as part of the capital monitoring and a change in the profile of prudential borrowing. This has resulted in a decrease in the Net Financing Need for 2015-16.

2.1.2 The second Prudential Indicator is the **Capital Financing Requirement (CFR)** for the Council. This shows the total outstanding capital expenditure that has not been funded from either revenue or other capital resources. It is derived from the actual Balance Sheet of the Council. It is essentially a measure of the underlying need to finance capital expenditure and forms the basis of the charge to the General Fund under the Prudential Code system.

The process for charging the financing of capital expenditure to revenue is a statutory requirement and is called the Minimum Revenue Provision (MRP). The actual MRP charge needs to be prudent and the methodology is detailed in the Council's MRP policy in the TMS 2015-16. The MRP requirement for the PFI Scheme, Innovation Centre and HALO will be equivalent to the write down of the liability for the year and is met from existing budgets.

No.	Prudential indicators For Prudence	Est. Treasury Management Strategy 2015-16 £'000	Projection 2015-16 £'000
2	Capital Financing Requirement (CFR)		
	Opening CFR (1 April 2015) excluding PFI	157,078	154,979
	Opening PFI CFR	19,300	19,300
	Opening Innovation Centre	769	770
	Opening HALO	1,150	962
	Total Opening CFR	178,297	176,011
	Movement in CFR excluding PFI & other liabilities	4,801	3,058
	Movement in PFI CFR	(512)	(512)
	Movement in Innovation Centre CFR	(51)	(51)
	Movement in HALO CFR	(117)	(117)
	Total Movement in CFR	4,121	2,378
	Closing CFR (31 March 2016)	182,418	178,389
	Movement in CFR represented by :-		
	Net Financing Need for Year (above)	11,489	9,804
	Minimum and Voluntary Revenue Provisions*	(7,368)	(7,426)
	Total Movement	4,121	2,378

Minimum Revenue Provision (MRP) and Voluntary Revenue Provision (VRP) represent the revenue charge for the repayment of debt and includes MRP for the Public Finance Initiative (PFI), Finance Leases, Innovation Centre and Halo

2.2 Limits to Borrowing Activity

2.2.1 The Council's long term borrowing at the 31 December 2015 was £96.87 million as detailed in section 4.1.1 the Treasury Position. External Borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. Because the Council has an integrated Treasury Management Strategy there is no association between individual loans and particular types of expenditure. Therefore, the Capital Financing Requirement and actual external borrowing can be very different.

The **Gross Debt** position (Borrowing and Long Term Liabilities) is shown below:

No.	Prudential indicators For Prudence	Estimate Treasury Management Strategy 2015-16 Est. £'000	Projection 31-03-16 £'000
	Gross Debt 31 March		
3	External Borrowing	101,867	96,867
	Long Term Liabilities (including PFI)	20,539	23,452
	Total Gross Debt	122,406	120,319

2.2.2 Within the Prudential Indicators, there are a number of key indicators to ensure the Council operates its activities within well-defined limits. One key control is to ensure that over the medium term, debt will only be for a capital purpose. The Council needs to ensure that external debt does not, except in the short term, exceed the Capital Financing Requirement for 2015-16. The table below shows that the Council is on target to comply with this requirement.

No.	Prudential indicators For Prudence	Estimate Treasury Management Strategy 2015-16 £'000	Projection 31-03-16 £'000
4	Gross Debt & the CFR		
	Total Gross Debt	122,406	120,319
	Closing CFR (31 March 2016)	182,418	178,389

2.2.3 A further two Prudential Indicators control the Council's overall level of debt to support Capital Expenditure. These are detailed below and confirms that the Council is well within the limit set :-

- The **Authorised Limit** for External Debt – this represents the limit beyond which borrowing is prohibited. It reflects a level of borrowing that could not be sustained even though it would be affordable in the short term. It needs to be set and approved by Members.
- The **Operational Boundary** for External Debt – this is not an actual limit and actual borrowing could vary around this boundary during the year. It is based on the probable external debt during the course of the year.

No.	Prudential indicators For Prudence	Treasury Management Strategy 2015-16 £m	Projection 31-03-16 £m
5	Authorised limit for external debt -		
	Borrowing	140	
	Other long term liabilities	30	
	Total	170	
6	Operational Boundary		
	Borrowing	105	
	Other long term liabilities	25	
	Total	130	
	Borrowing		97
	Other long term liabilities		23
	Total		120

2.3 Prudential Indicators for Affordability

2.3.1 The Prudential Code Indicators Numbered 1 to 6 above in section 2.1 and 2.2 cover the overall controls on borrowing and financing of capital expenditure within the Council. The second suite of indicators detailed below assesses the affordability of capital investment plans and the impact of capital decisions on the Council's overall finances.

The indicator the **Ratio of Financing Costs to Net Revenue Stream** demonstrates the trend in the cost of capital against the Total Revenue amount to be met from local taxpayers and the amount provided by the Assembly in the form of Revenue Support Grant. The estimates of capital financing costs include interest payable and receivable on Treasury Management activities and the Minimum Revenue Provision charged to the Comprehensive Income and Expenditure Statement. The revenue stream is the amount to be met from government grants and local taxpayers. The projection has increased from the TMS 2015-16 estimate of 5.05% to 6.45% as additional premiums have now been repaid in 2015-16 but part of this will be offset by an earmarked reserve together with the projected under spend on capital financing costs.

No.	Incremental Impact of Capital Investment Decisions on Council Tax	Estimate	Projection
		Treasury Management Strategy	
		2015-16	2015-16
7.	Ratio of Financing Costs to Net Revenue Stream	5.05%	6.45%

2.3.2 The indicator of the **Incremental Impact of Capital Investment Decisions on Council Tax** identifies the estimate of the incremental impact to the Council Tax from the capital expenditure proposals, particularly changes in borrowing requirements that have occurred since the Capital Programme was approved for the year. This is a purely notional calculation designed to show the effect of changes in capital investment decisions.

No.	Incremental Impact of Capital Investment Decisions on Council Tax	Estimate	Projection
		Treasury Management Strategy	
		2015-16	2015-16
8.	Increase in Band D Council Tax as per Capital Programme	£ 3.91	£ 3.87

By virtue of paragraph(s) 14, 16 of Part 4 of Schedule 12A of the Local Government Act 1972.

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