

Legal and Regulatory Services /
Gwasanaethau Cyfreithiol a Rheoleiddiol
Direct line / Deialu uniongyrchol: 01656 643 387
Ask for / Gofynnwch am: Andrew Rees

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

Date / Dyddiad: 3 February 2016

Dear Councillor,

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Corporate Resources & Improvement Overview & Scrutiny Committee will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 9 February 2016 at 2.00 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 (including Whipping declarations)
3. Forward Work Programme Update 3 - 6
4. Corporate Plan 2016-2020 7 - 28
Invitees:

All Members of Cabinet
All Members of the Corporate Management Board
All Overview and Scrutiny Committee Chairs
Deborah Exton - Group Manager Finance
5. Medium Term Financial Strategy 2016-17 to 2019-20 and Draft Budget Consultation Process 29 - 46
Invitees:

Randal Hemmingway – Head of Finance and ICT
Councillor M Gregory - Cabinet Member Resources

6. Urgent Items

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

Yours faithfully

P A Jolley

Assistant Chief Executive Legal and Regulatory Services

Distribution:

Councillors:

G Davies
GW Davies MBE
E Dodd
CA Green

Councillors

EM Hughes
RC Jones
DRW Lewis
JR McCarthy

Councillors

CL Reeves
M Reeves
JC Spanswick
G Thomas

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

9 FEBRUARY 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL AND REGULATORY SERVICES

FORWARD WORK PROGRAMME UPDATE

1. Purpose of Report

1.1 The purpose of this report is to:

- a) present the items due to be considered at the meeting of the Committee to be held on 22 March 2016;
- b) present a list of further potential items for prioritisation by the Committee.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The key improvement objectives identified in the Corporate Plan 2013-2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Improvement Objectives adopted by Council on 25 February 2015 formally set out the improvement objectives that the Council will seek to implement between 2013 and 2017. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

3. Background

3.1 At its meeting on 24 June 2015 the Corporate Resources and Improvement Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2015/16.

4. Current Situation / Proposal

4.1 In relation to the next scheduled meeting of the Committee, to be held on 22 March 2016, the table below lists the items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
2015-16 Quarter 3 Financial Performance	Cabinet and CMB All Scrutiny Chairs Ness Young – Corporate Director – Resources and Section 151 Officer Debbie Exton, Group Manager Finance Darren Mepham – Chief Executive (other invitees?)	To review 2015-16 financial performance as at 31 December 2015	Detail research / To be confirmed
2016-17 Business Plans	Cabinet and CMB All Scrutiny Chairs Ness Young – Corporate Director – Resources and Section 151 Officer Debbie Exton, Group Manager	To comment on Directorate 2016-17 business plans including its actions, milestones and performance measures	Detail research / To be confirmed

	Finance Darren Mepham – Chief Executive (other invitees?)		
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4.2 The table below lists potential items which are put to the Committee for reprioritisation as appropriate.

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Building Refurbishment & Construction and Design Management	tbc		Detail research / To be confirmed
Work Placements, Traineeships & Apprenticeships -	tbc	Information report was scheduled to be provided to Committee in July 2015.	Detail research / To be confirmed

Corporate Parenting

4.3 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.¹

4.4 In this role, it is suggested that Members consider how the services within the remit of their Committee affects children in care and care leavers, and in what way can the Committee can therefore assist in these areas.

4.5 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

5. Effect upon Policy Framework and Procedure Rules

5.1 The work of the Corporate Resources and Improvement Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental well being in the County Borough of Bridgend.

6. Equality Impact Assessment

6.1 None

7. Financial Implications

¹ Welsh Assembly Government and Welsh Local Government Association 'If this were my child... A councillor's guide to being a good corporate parent to children in care and care leavers', June 2009

7.1 None.

7. Recommendations

The Committee is recommended to:

- (i) Note the topics due to be considered at the 22 March 2016 meeting of the Committee for and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;
- (ii) Revisit and consider the list of future potential items for the Committees Forward Work Programme and reprioritise as the Committee feels appropriate.

Andrew Jolley,
Assistant Chief Executive – Legal & Regulatory Services

Contact Officer: Kym Barker, Scrutiny Officer

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

Background Documents: None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COMMUNITY RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

9 FEBRUARY 2016

REPORT OF THE CHIEF EXECUTIVE

Corporate Plan 2016-2020

1. PURPOSE OF REPORT

- 1.1 To present the Council's draft Corporate Plan 2016-20 for the Committee to consider (attached).

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The report presents the Council's draft Corporate Plan which sets out the Council's priorities for 2016-20.

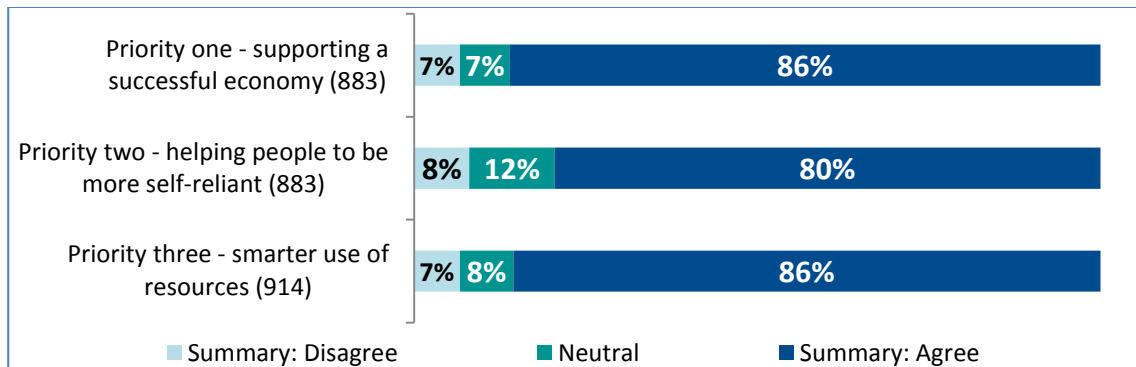
3. BACKGROUND

- 3.1 The Council's current Corporate Plan covers 2013-17.
- 3.2 In light of the unprecedented financial challenges facing the authority, Cabinet and the Corporate Management Board (CMB) identified the need to revise and more tightly focus the Council's priorities to design and shape a sustainable and significantly smaller authority.
- 3.3 At its meeting on 17 June 2015, Council approved the following revised priorities for consultation:
1. 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 people in the county.
 2. 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.
 3. Smarter use of resources – ensuring that all its 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 its vision.

4. CURRENT SITUATION / PROPOSAL

Consultation

- 4.1 A public consultation the Council's corporate priorities and proposed budget reductions to 2019/20 was undertaken over an eight week period from 28 September 2015 and 22 November 2015. The consultation received 1,819 responses from a combination of the consultation survey, 15 engagement events held across the county borough, social media interactions and by using the authority's Citizens' Panel.
- 4.2 Respondents to the survey were asked to identify to what extent they agreed or disagreed that the council should focus on the three priorities. The results showed a strong agreement with the chosen priorities as set out below.



- 4.3 Whilst the three priorities received strong support, 71 per cent, (525) of respondents to the public consultation believed there were important factors not included in the corporate priorities consultation. The most common areas believed missing, as cited by the 254 respondents who provided quantitative responses, are:
- Streamline the council; workforce and processes (39 people);
 - Public transport, highways and infrastructure improvements (27 people); and
 - Support local businesses and offer free parking (23 people).
- 4.4 A similar survey was also undertaken with employees and results mirrored those from members of the public with each priority receiving over 80% agreement.
- 4.5 The feedback from the consultation exercises was considered when the Corporate Plan was developed.

Draft Corporate Plan

- 4.6 The attached draft Corporate Plan 2016-2020 has been developed to deliver on the revised corporate priorities (also called improvement priorities under the Local Government (Wales) Measure, 2009). Programmes and projects have been identified to deliver the Corporate Plan. Commitments have also been specified for 2016-17.
- 4.7 The Plan has a strong link to the Medium Term Financial Strategy, with the Council's overall revenue and capital budgets forming an integral part of it. This enables the delivery of the Corporate Plan while at the same time the Plan

provides necessary direction to the MTFs. Wherever possible, linkage to revenue and capital expenditures and key savings is identified.

4.8 The development of the Plan was guided by the “One Council” and other principles that had been agreed with members at the outset of the corporate planning process. These principles are:

- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council.
- The Council will focus diminishing resources on communities and individuals with the greatest need.
- The Council will use good information from service users and communities to inform its decisions.
- The Council will encourage and develop capacity amongst the third sector to identify and respond to local need.
- The Council will not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.
- The Council will work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.
- The Council will transform the organisation and many of its services and in so doing will deliver financial savings as well as improvements.

4.9 In its Annual Improvement Report (AIR) and Corporate Assessment Report, the Wales Audit Office made a number of proposals for improvement. Those related to the Council’s corporate planning have been considered and dealt with. Those proposals are:

- Establish the 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
- Ensure Council commitments are expressed in a way that enables the Council to establish a clear picture of the intended improvement/impact.

4.10 Other factors that have been taken into account while the draft Corporate Plan was prepared include:

- The Well-being of Future Generations (Wales) Act 2015 and the public duty the Act places on public bodies (i.e. the sustainable development principle and the 7 national goals);
- The Social Services and Well-being(Wales) Act 2014; and
- The Local Government Reform Bill.

4.10 A number of success measures are identified for each priority, some of which are new measures for 2016-17, reflecting the focus of the new Corporate Plan.

4.11 The draft Plan will be presented to Cabinet for consideration on 1 March 2016 and to Council for approval on 10 March 2016. In line with the requirements of the Local Government (Wales) Measure 2009, the Plan must be published by 31 March 2016.

4.12 Once approved, the Plan will replace the current Corporate Plan and will be reviewed and refreshed annually. The delivery of the plan will be monitored quarterly through the Corporate Performance Assessment process and through directorate management team meetings.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

5.1 The Council's Corporate Plan forms part of the Policy Framework.

6. EQUALITY IMPACT ASSESSMENT

6.1 An equality impact assessment is being undertaken.

7. FINANCIAL IMPLICATIONS

7.1 None in this report.

8. RECOMMENDATION

8.1 That the Committee review the draft Corporate Plan 2016-2020,

Andrew Jolley

Assistant Chief Executive, Legal & Regulatory Services

Contact Officer: Yuan F Shen

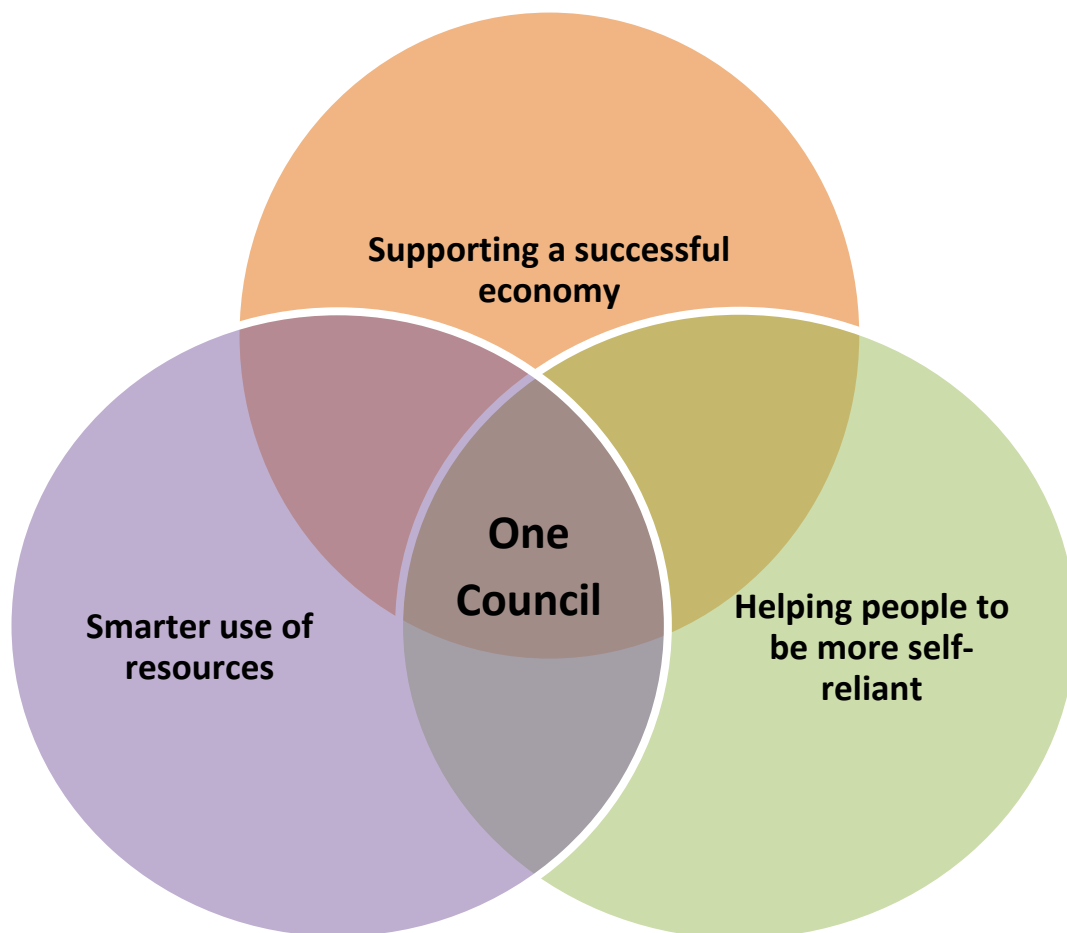
Telephone: 01656- 643224; email: yuan.shen@bridgend.gov.uk

Background Documents - None

Corporate Plan 2016 - 2020



Our Priorities



**Bridgend County Borough Council
Working Together to Improve Lives**

Introduction

This Council is uniquely placed to bring its own services together with the work of other agencies, communities, families and individuals for the benefit of the people of the County. This is nothing new.

However, the world is changing fast, hence this document - our new Corporate Plan. It sets out how the Council is to change and what its focus will be over the next four years.

We recognise that we will have to make significant changes to the way we think and operate in order to meet the significant challenges ahead of our communities – not least the increasing demands made on many of our services, against the background of a shrinking budget.

To make sure that the areas we focus on are the right ones, we recently consulted our citizens on our proposed priorities and budget reductions. More than 80% of respondents agreed that we had chosen the right priorities to bring about the necessary changes.

The future shape of local government in Wales is still uncertain, but we will keep our focus on what our citizens in Bridgend need.

We have a clear and simple vision for this Council, that is, always to act as ‘One Council working together to improve lives’.

This means that we will become a smaller, more flexible and innovative authority that works with partners and local communities to create a future in which residents have access to a more responsive and tailored service. It will also mean that residents take greater responsibility for making that happen, both for their own sake and for that of the community as a whole.

Our Values have not changed. These represent what the Council stands for and influence how we work:

- **Fair** - taking into account everyone's needs and situation
- **Ambitious** - always trying to improve what we do and aiming for excellence
- **Citizen-focused** - remembering that we are here to serve our local communities
- **Efficient** - delivering services that are value for money

In developing this new Corporate Plan we have identified **Our Principles**. These have been developed to help us steer the Council to become the sort of organisation that it needs to be in order to meet new challenges:

- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council.
- The Council will focus diminishing resources on communities and individuals with the greatest need.
- The Council will use good information from service users and communities to inform its decisions.
- The Council will encourage and develop capacity amongst the third sector to identify and respond to local need.
- The Council will not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.
- The Council will work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.
- The Council will transform the organisation and many of its services and in so doing will deliver financial budget reductions as well as improvements.

These principles highlight the importance of other organisations in delivering services to meet local needs. The Council has a track record of working with the third sector, the not for profit sector and the private sector, each of which already provide some services for the Council. In our recent survey, Shaping Bridgend’s Future, more than three quarters of respondents agreed that some Council services should be provided by organisations other than the Council. We will continue to build on this approach throughout the lifetime of this plan.

These principles, together with the Council’s values, support the principle defined by the Future Generations (Wales) Act 2015, which calls for sustainable development.

The actions set out in this corporate plan will contribute to the seven national well-being goals, also defined by the Welsh Government in the Future Generations (Wales) Act 2015. But we have specifically identified three outcomes that will be our focus over the coming four years. These outcomes are intended to improve the quality of life of people in the county while significantly changing the nature of the Council:

Supporting a successful economy	Helping people to become more self-reliant	Smarter use of resources
A successful, sustainable and inclusive economy that will be supported by a skilful, ambitious workforce.	Individuals and families that will be more independent and less reliant on traditional Council services.	A Council that has lean, robust processes and a skilful workforce. A supported third/community sector with the opportunity to take on services that meet citizens’ needs.

Medium Term Financial Strategy

In 2016-17 Bridgend County Borough Council will have a gross revenue budget of around £390 million and a capital programme of approximately £162 million (over the next ten years) to support our core business and the corporate priorities set out in this plan. Around £67m of our budget comes from Council Tax. The rest comes from Government grants and other income. Over the next four years we expect our funding from Welsh Government to shrink. We will need to deal with the shortfall through budget reductions and increases in council tax and other income to minimise the impact on core services and our priorities. This plan includes examples of how we will use our funding to support our priorities. It also provides an outline of our spending plan, shown in an appendix. Our detailed Medium Term Financial Strategy can be found at **(insert hyperlink)**.

Safeguarding

The Council takes the safeguarding of vulnerable adults and children very seriously. Our core social care services of course address safeguarding as core business but we also ensure that safeguarding considerations influence all services and we take a lead role with partners in the county. This plan does include the development of a Multi Agency Safeguarding Hub as a significant step forward but further detail on other safeguarding measures is highlighted in directorate business plans.

Other important services

The Corporate Plan focuses on key areas that we want to change. However, we have many other core and statutory services that will continue to receive our attention. This includes our work as a planning authority, maintaining highways and public transport, refuse collection, street cleaning, revenues and benefits, public protection, and sports, arts and libraries through our partners HALO

and Awen. This is not an exhaustive list. More information about our plans for these and other services can be found in the more detailed business plans that can be found here <hyperlink>.

Improving educational attainment remains very important to us and in this plan ongoing improvement in this area is shown as a wider objective in raising skills and attainment more generally and that this is an important part that we can play in supporting a successful economy. In this corporate plan we particularly highlight our commitment to close the gap in educational attainment between pupils eligible for free school meals and those who are not. The directorate business plan details more fully the breadth of education, with improvements that we are committed to.

How we will deliver this plan

- Our Council's Transformation Programme. We have embarked on a programme of key changes to services that will help realise this plan.
- Strong financial management. This plan is supported by our Medium Term Financial Strategy to ensure that we make the most of our shrinking resources. We have to make more than £36 million of budget reductions by 2020. An illustration of where our money comes from, and how we spend it, is included at the end of this plan.
- Strong performance management. We manage our performance closely and monitor progress regularly so that we can allocate our resources effectively and deliver the best possible services for our citizens.
- Business planning and service planning. The priorities in this plan are delivered through actions and measures detailed in each directorate/service plan and individual staff performance plans.

We will report on progress through our Annual Report; our previous annual reports are available on www.bridgend.gov.uk.

The plan will be reviewed and refreshed annually.

Your comments

We continue to welcome your comments on this plan. Your feedback will be taken into consideration in the course of the annual review and is always welcome. You can give it through our website: www.bridgend.gov.uk; through Twitter: @BridgendCBC; via email to improvement@bridgend.gov.uk; or in writing to Corporate Performance Team, Bridgend County Borough Council, Civic Offices, Angel Street, Bridgend CF31 4WB.



Councillor Mel Nott OBE
Leader of the Council



Darren Mepham
Chief Executive

Priority One - Supporting a successful economy

This means we will take 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 people in the county.

Why is this important?

If we have a strong economy, local people will have more opportunities to secure a job, develop a career and improve their family income and circumstances. Lower levels of poverty can boost health and wellbeing and create more resilient communities that need fewer services. We want our town centres and businesses to generate wealth, provide jobs, attract investment, improve skills and encourage visitors. When consulted, 86% of citizens agreed that it was important to focus on supporting a successful economy.

There are signs that Bridgend's economy is improving. Employment rates for people aged between 16 and 64 years have continued to rise, from 69.8% in 2012 - 13 to 69.9% in 2013-14 and to 70.1 % in 2014 -15. The number of VAT registered businesses also increased, from 4,000 in 2013 to 4,090 in 2014 and to 4,440 in 2015. The percentage of children living in households where no one is working fell from 20.1 % in 2013 to 17.3% in 2014. We need to ensure that our citizens benefit further from an improving and sustainable economy.

Our aims are:

- To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough;
- To create conditions for growth and enterprise; and
- To create successful town centres.

Our key projects and programmes that will help us to achieve these aims over the life of this corporate plan are:

City Deal – Working with neighbouring South East Wales Councils, we are seeking a 'City Deal' from the UK and Welsh Government which could result in around £1 billion investment in major capital projects in the Cardiff City Region over the next 10-15 years.

Strategic Review of Post 16 Education and Training - A strategic review to evaluate education provision and curriculum delivery with Bridgend College to ensure that there are clear options available to provide the best possible opportunities for learners in Bridgend from ages 3-19.

A Good to Great School Strategy – ensuring our many good schools become excellent schools.

Successful Economy Programme - key regeneration and local development schemes including:

- the Vibrant and Viable scheme with external funding of £9.6 million, which is redeveloping the Rhiw Car Park in Bridgend and creating a community living in the heart of the town centre by converting vacant space over shops into accommodation
- Regeneration of Porthcawl including funding of £0.28 million for the Porthcawl Rest Bay Waterside Cycle Path and £0.89 million for Porthcawl Townscape Heritage Initiative (2015-16 to 2018-19) to regenerate heritage buildings.
- Llwnfi Sites Reclamation funding of £2.5 million

What we will do in 2016-17:

- Implement projects with public sector bodies and local businesses to establish employer skill needs and influence local provision;
- Work with the regional learning, skills and innovation partnership (LSKIP) to develop an employment and skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses;
- Work with individuals and families who are unemployed or economically inactive, face barriers to work or are at risk of poverty by providing employment mentoring, training and other support to improve their job opportunities;
- Implement the LEAD (more able and talented) project with partners to develop a programme to support young people with leadership potential to succeed;
- Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups;
- Continue to work with schools develop a range of options for young people who are more able and talented than their peers;
- Co-ordinate and implement the Youth Engagement and Progression Framework to reduce the number of NEETS;
- Work to ensure that children and young people who reach age 16 are in further education, training or employment until at least age 24 in line with the Youth Guarantee;
- Work with all 'Pathways to Success' schools to maximise opportunities for learners to develop and improve;
- Deliver the Strategic Review into the rationalisation of curriculum and schools estates.
- Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities;
- Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area;
- Work with Bridgend Business Forum to review business support in the context of the City Deal and establish a development strategy;
- Develop a local low carbon Transition Strategy as part of Energy Technologies Institute (ETI) programme to establish local heating projects;
- Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend;
- Support the development of a Business Improvement District in Bridgend Town Centre to help local traders pursue initiatives and projects important to them; and
- Increase the amount of residential accommodation available by working with partners to bring empty properties back into use;

Who will help us?:

- Housing Associations and Private Landlords;
- Bridgend Business Forum;
- Bridgend College and training providers;
- Careers Wales; and
- Job Centre Plus.

Our spending on this priority includes:

- Houses to Homes grant £0.6 million
- Bridges into Work project £0.5 million
- Inspire to Work project £0.35 million

How will we know we are successful?

Aim	Measure	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough	<i>measure linked to employment projects</i>	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>
	Number of participants successfully completing community LEAD projects.	<i>Not applicable. New indicator identified for 2016-17</i>			12
	The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics	3.7	3.6	3.5	3.4
	The percentage of schools meeting Learning & Skills Measure at Key Stage 4 & Post 16	<i>Not applicable. New indicator</i>		100%	100%
	Average wider points score for learners aged 17	806	777	n/a	810
	The percentage of pupils at A level achieving Level 3 threshold	96.6%	97.6%	n/a	98.6%
	The percentage of pupils achieving 3 A*-A grades at A level	7.1%	5.3%	n/a	7.5%
	The percentage of pupils aged 15, at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics	52.3	54.8	65	61.1%
	The size of the gap in educational attainments between pupils 15+ entitled to free school meals and those who are not (measured by Level 2 inclusive indicator)	31.7%	36.30%	24%	23.8%

Aim	Measure	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Average external qualifications point score for 16 year old Looked After Children in any local authority maintained learning setting	202	262	217	217
Create conditions for growth and enterprise	The number of VAT/PAYE registered businesses in the borough	4,090	4,440	Increase	Increase
	The number of construction schemes for which the local authority has negotiated community benefits	<i>Not applicable. New indicator identified for 2016-17</i>			Establish baseline
	The percentage of working age population that is in employment	69.9	70.1	Increase	Increase
Create successful town centres	Total annual expenditure by tourists	£289m	£306.62m	Increase	Maintain
	The number of visitors to town centres (footfall for Bridgend , Porthcawl)	5,565,023	5,354,363	5,000,000	Maintain
		3,135,193	3,975,792	2,700,000	
	The number of vacant premises in Town Centres	Bridgend 65	Bridgend 55	Bridgend 55	Bridgend 55
		Maesteg 19 Porthcawl 17	Maesteg 19 Porthcawl 17	Maesteg 19 Porthcawl 17	Maesteg 19 Porthcawl 17
	The number of residential units in Bridgend Town Centre, that have been (a) Consented (b) Completed	<i>Not applicable. New indicator identified for 2016-17</i>		Baseline figure (To be confirmed)	(a) Tbc (b) 28
Financial value of externally funded town centre regeneration projects underway/in development	<i>Not applicable. New indicator identified for 2016-17</i>		£18.2m	£23m	

Priority Two - Helping people to be more self-reliant

This means we will take early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.

Why is this important?

Providing information, advice and assistance at an early stage can help people and their families stay together and remain independent within their communities. We know that children benefit from a secure supportive family environment and that most people are happier if they can stay independent and in their own homes for as long as possible. Such support can make it less likely that their situation will deteriorate and that they will become dependent on Council services.

This approach underpins the Social Services and Wellbeing (Wales) Act 2014, which comes into force in April 2016. Such an approach is important not only for those requiring social care support but also those requiring a whole range of other Council services. We are committed to providing good information, advice and assistance to the residents of Bridgend so that they are better equipped to manage situations themselves and the Council services can concentrate on those in greatest need. Eighty per cent of respondents to our survey said that we should focus on helping people to become more self-reliant and that we should prioritise services for older people, disabled people and children.

By building on our track record of working with the third sector, the not-for-profit and private sector, we can support communities to develop their own approaches to local issues and meet people's needs within the community.

Our aims are:

- To give people more choice and control over what support they receive by providing early access to advice and information;
- To reduce demand by investing in targeted early help and intervention programmes;
- To support carers in maintaining their roles; and
- To support the third sector, town and community councils and community groups to meet local needs.

Our key projects and programmes that will help us achieve these aims over the life of this corporate plan are:

Remodelling Social Care:

- This is a large programme which includes recommissioning adult home care, developing extra care and information and advice services for people and their carers.
- Working with partners we are creating a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns.
- We are looking at our existing models of residential care for children and young people and respite care for children with disabilities in order to make them more targeted and more effective

Community Asset Transfer - transferring assets to communities to manage while making the most of the assets we retain.

What we will do in 2016-17:

- Further develop local community coordination to enable communities to be more self-reliant;
- Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public;
- Involve service users, carers and communities in developing and commissioning services;
- Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues;
- Review and consider new models of service delivery for respite and residential care to ensure a flexible support and service to people when they need it;
- Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care;
- Ensure appropriate services are available to children at risk from child sexual exploitation;
- Take reasonable steps to help prevent homelessness, through early intervention, and cooperation from the household;
- Provide support to families through the Families First programme to help reduce child poverty;
- Work with partners to ensure early identification of children and families in need of support;
- Work with partners to support carers by providing the right information, advice and assistance where relevant;
- Develop capacity of the third sector by finding new ways of working together; and
- Enable community groups and the third sector to have more voice and control over community assets.

Who will help us?

- ABMU Health Board;
- Third Sector partners;
- Western Bay Partners;
- South Wales Police;
- Safeguarding G Plus;
- Schools;
- Registered Social Landlords;
- Bridgend Carers Centre; and
- People in receipt of services and their carers and families

Our spending on this priority includes:

- Learning disabilities supported living model £369,000; and
- Families First Programme of £1.8 million.

How will we know we are successful?

Aim	Measure	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Reduce demand by investing in targeted early help and intervention programmes	The number of appropriate contacts to MASH	Not applicable. New indicator identified for 2016-17			Establish baseline
	The percentage of final duty homelessness acceptances as a proportion of all homelessness presentation.	44.56%	32.43%	23.60%	17.18%
	The percentage of children supported to remain living within their family	Not applicable. New indicator identified for 2016-17			Establish baseline
	The average length of time older people (aged 65 or over) are supported in residential care homes	Not applicable. New indicator identified for 2016-17			Establish baseline
	The average age of adults entering residential care homes	Not applicable. New indicator identified for 2016-17			Establish baseline
	The percentage of looked after children on 31 March who have had three or more placements during the year	9.0%	11.8%	12%	12%
	The percentage of children in Flying Start areas reached, exceeding or within one age band of their development milestones at age 3 years)	72	77	82	82
Give people more choice and control over what support they receive by providing early access to advice and information	The number of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year	Not applicable. New indicator identified for 2016-17			Establish baseline
	People reporting that they felt involved in any decisions made about their care and support	Not applicable. New indicator identified for 2016-17			Establish baseline

Aim	Measure	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Give people more choice and control over what support they receive by providing early access to advice and information	The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support	Not applicable. New indicator identified for 2016-17			Establish baseline
Support carers in maintaining their roles	The number of people supported through a disabled facilities grant to help them remain independent	176	150	193	tbc
	The number of assessments of need for support for carers undertaken during the year i) of those, the number that lead to a support plan	Not applicable. New indicator identified for 2016-17			Establish baseline
Support the third sector, town and community councils and community groups to meet local needs	The number of community groups using packages of support to manage transferred assets	Not applicable. New indicator identified for 2016-17			Establish baseline
	Third Sector Strategy	Not applicable. New indicator identified for 2016-17			In place
	Town and Community Council Charter	Not applicable. New indicator identified for 2016-17			In place

Priority Three - Smarter use of resources

This means we will ensure that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

Why is this important?

Over the next four years the Council will have to cut the budget by more than £35 million. This year as in previous years, we are committed to finding at least 50% of this figure by making smarter use of resources, and thus to minimise its impact on services. As austerity continues it becomes harder each year to make further budget reductions, but we continue to seek ways of working that will save us money, primarily by making smarter use of our buildings, our people and our spending.

We will also be looking at new ways of generating income. In our public consultation we asked for views on some proposals in this area and we found that 76% of respondents favoured council services being provided by other organisations as opposed to increasing Council Tax. In addition, 71% of respondents suggested that to cut costs we should streamline the Council, our workforce and processes and provide more services online. We will do these things, and more besides, to ensure that the Council is making smarter use of its resources.

Our aims are:

- To achieve the budget reductions identified in the Medium Term Financial Strategy;
- To improve the efficiency of and access to services by redesigning our systems and processes;
- To make the most of our physical assets, including school buildings;
- To develop the culture and skills required to meet the needs of a changing organisation; and
- To make the most of our spend on goods and services;

Our key projects and programmes that will help us to achieve this aim over the life of this corporate plan are:

Digital Transformation Programme – changing the way we operate to enable customers to access information, advice and services on line.

Rationalising the Council's estate – disposing of assets, transferring assets to communities to manage while making the most of the assets we retain.

Schools' Modernisation Programme – investing in a sustainable education system in school buildings that reduce cost and their carbon footprint.

Procurement Programme – pursuing new opportunities and practices to maximise the benefit we get when we buy goods and service.

Commercialisation Programme – identifying the opportunities for generating additional income to support and protect core services.

What we will do in 2016-17:

- Implement the planned budget reductions identified in the 2016-17 budget;
- Identify and take forward at least three new income generation initiatives.
- Develop a range of automated and online services that are easy for citizens to use;
- Move most common internal processes to automatic to reduce transaction costs and streamline processes;
- Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations;
- Review legal and regulatory software and systems to streamline business processes;
- Implement the next phase of the remodelled Shared Regulatory Service;
- Review assets and services and enable the successful transfer of those most suitable to community groups and organisations;
- Support managers to lead staff through organisational change;
- Provide the learning and development opportunities for staff to meet future service needs;
- Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme;
- Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017;
- Deliver the enhanced asset disposal programme to achieve £4 million capital receipts by March 2017;
- Make the Waterton site available to market for housing development as part of the Parc Afon Ewenni scheme;
- Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint and achieve 3% carbon reduction; and
- Restructure the procurement process and monitor our corporate contracts register to ensure best value is achieved through e procurement and the contracts framework.

Who will help us?

- Employees
- Schools
- Contractors
- Trade Unions

Our spending and savings on this priority include:

- Schools Modernisation Programme £31.9 million capital (2016-20);
- Rationalising the administrative estate to save £290,000 per annum;
- £4 million income from asset disposal 2016-17;
- Re-modelling the Shared Regulatory Service to save £181,000 in 2016-17; and
- Total of £7.495 million forecast recurrent savings in 2016-17

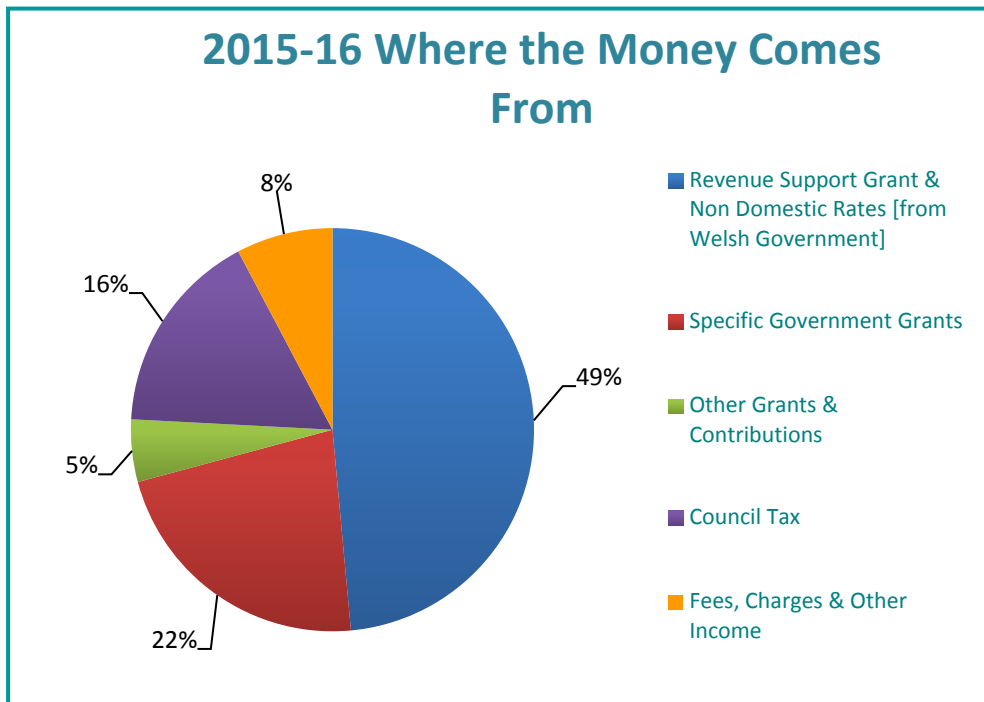
How will we know we are successful?

Aim	Measure	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
To achieve the budget reductions identified in the Medium Term Financial Strategy	Percentage of budget reductions achieved	95.3%	92.5%	100%	100%
	The number of new income generating initiatives in place and income generated	9 new initiatives over the 3 year period, generating some £1.511m over the 3 year period.			3 new initiatives
Streamline internal and public facing systems and business processes	Number of services that are available to the public online	0	0	New indicator for 2016-17	6
	Percentage of Council Tax customers accessing on line service through 'my account'	0%	0%	0%	30%
	The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter)	Data not collected		Establish baseline	10% increase on previous year
	The number of beneficiaries of the 'Get Bridgend on line' project	Not applicable. New indicator for 2016-17			Establish baseline
To make the most of our physical assets, including school buildings	School modernisation Programme expenditure profile met	£0.797m	£5.677m	£7.112m	£7.510m
	Reduction in operational assets running costs	£34,277	£89,290	£400,000	£195,000
	Ratio of staff to desk in Civic Office	Data not available		6:5	3:2
	Realisation of capital receipts target	£193k	£4.2m	£6m	£4m
	Percentage reduction in carbon emissions on previous year	6%	11%	3%	3%
	Average Display Energy Certificate (DEC) energy performance operational rating for buildings over 1000m ²	89.48	84.21	85.72	85.72

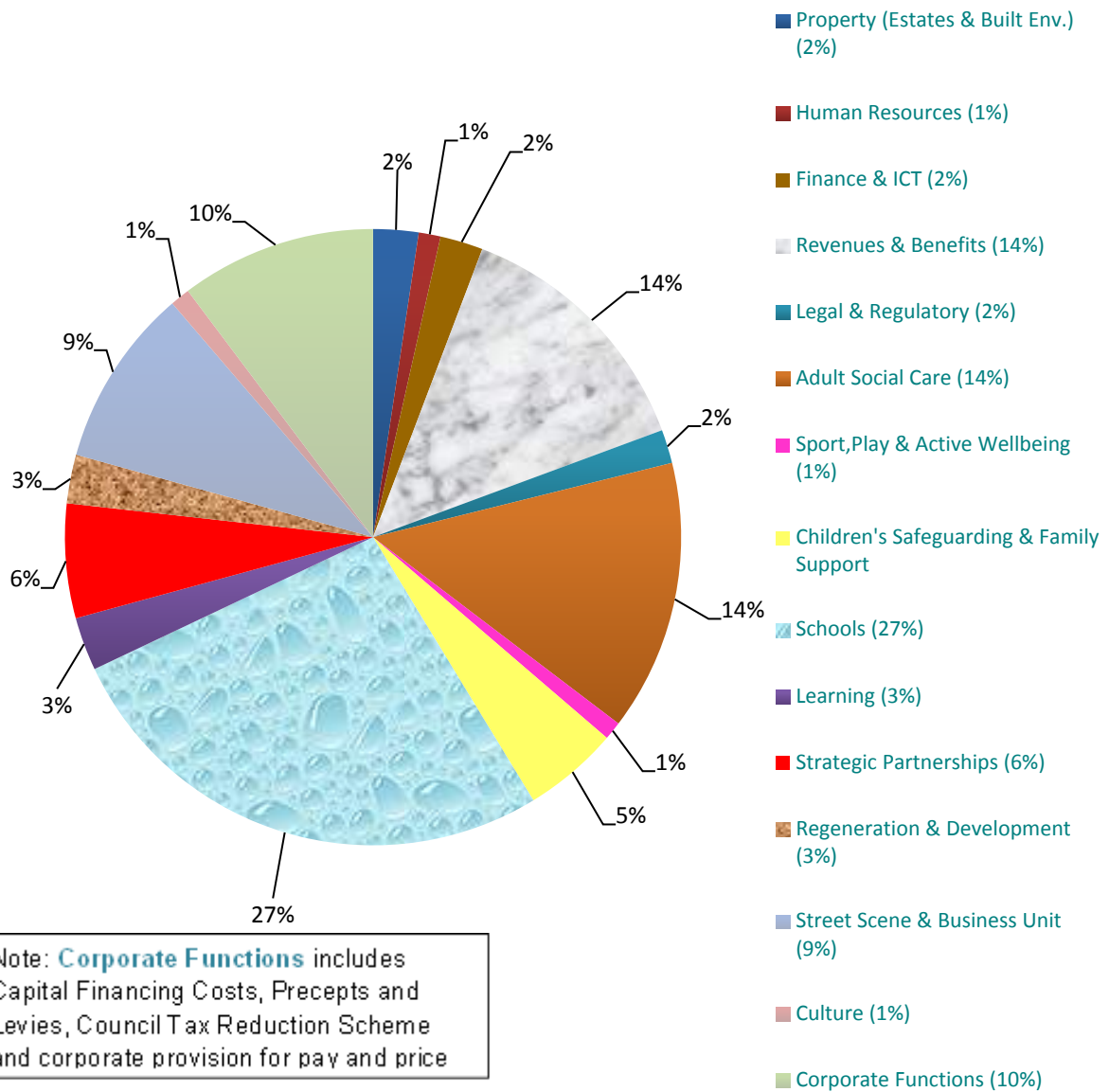
Develop the culture and skills required to meet the needs of a changing organisation	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	9.8	10.83	8.5	8.5
	Percentage of employees completing e-learning modules	Data not collected in these years		24%	40%
To make the most of our spend on goods and services	<i>[Measure is being identified]</i>	tbc	tbc	tbc	tbc

Appendix – An outline of our income and spending

GROSS REVENUE BUDGET AS AT 26.1.2016



2015-16 Where the Money Is Spent



BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

9 FEBRUARY 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL & REGULATORY SERVICES

MEDIUM TERM FINANCIAL STRATEGY 2016-17 to 2019-20 AND DRAFT BUDGET CONSULTATION PROCESS

1. Purpose of the Report

1.1 The purpose of the report is to present the Committee with:

- a) the findings of the Budget Research and Evaluation Panel (BREP) attached at Appendix A;
- b) the responses from all the Overview & Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B.

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

2.1 The key improvement objectives identified in the Corporate Plan 2013-2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Improvement Objectives adopted by Council on 25 February 2015 formally set out the improvement objectives that the Council will seek to implement between 2013 and 2017. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

3. Background

3.1 In considering the challenges associated with continued budget reductions, Members of the 2013/14 BREP recognised the need for a 'whole Council' response to be adopted in managing anticipated cuts to services against a backdrop of increasing demand, public sector reform and the challenging financial outlook.

3.2 The BREP recommended that a Standing BREP be established to engage members on budget proposals as well as to enable members to feed in community intelligence gained from their representative role and engage in shaping future service provision. This recommendation was endorsed by both the Corporate Resources and Improvement Overview & Scrutiny Committee and Cabinet as part of the 2013/14 draft budget consultation process.

3.3 It was agreed that each Scrutiny Committee would nominate two members to sit on the Standing BREP and for 2015-16 consisted of:

Cllr M Reeves (Chair of BREP and Chair of Corporate Resources and Improvement)

Cllr J Spanswick (Chair of Community Environment and Leisure)

Cllr D Sage (Chair of Adult Social Care)

Cllr N Clarke (Chair of Partnerships and Governance)

Cllr P Foley (Chair of Children and Young People)

Cllr C Green

Cllr C Reeves

Cllr C Westwood

Cllr A Owen

Cllr M Thomas

3.4 The primary purpose of the approach was :

- To achieve consensus on the direction of the budget over the life of the Medium Term Financial Strategy.
- To achieve a detailed overview and assessment of the budget proposals where the expertise and knowledge pertaining to each Committee service area contributes to a corporate understanding and appreciation of the draft budget proposals.
- To assist the Council to develop a budget for 2016/17 that aims to meet the needs of the communities of Bridgend County Borough.
- To facilitate firmer understanding of the budget setting process and the draft proposals in order to assist the Committees in making informed comments, constructive challenge or recommendations to Cabinet as part of the budget consultation process.

Methodology

3.5 The Standing BREP has met on seven separate occasions and examined by means of semi-structured interviews with Directors and Officers the Budget Strategy for the Council as a whole, as well as individual draft budget proposals for each Directorate.

3.6 The Panel requested presentations and detailed information to inform discussions regarding the direction of future budget cuts across the Authority including the rationale behind the early draft proposals and how they linked to the new Corporate priorities.

3.7 In addition the Standing BREP met with the Chief Executive and the Leader to discuss the budget proposals in line with the points set out in 3.4.

4. Current Situation / Proposal

- 4.1 The Corporate Resources and Improvement Overview & Scrutiny Committee is asked to consider the findings of the Budget Research and Evaluation Panel and determine whether the recommendations should be forwarded to Cabinet along with the consolidated responses from all five Overview and Scrutiny Committees as part of the budget consultation process.
- 4.2 To assist Members in their deliberations, the other Chairs of Overview & Scrutiny Committees have been invited as representatives of their Committees as well as nominated members of the Panel. The Cabinet Member – Resources, the Corporate Director Resources and the Head of Finance and ICT have also been invited to attend to facilitate discussions.

5. Effects on the Policy Framework and Procedure Rules

- 5.1 This item relates to the role of Overview & Scrutiny Committees as consultees in respect of the budget setting process.

6. Equalities Impact

- 6.1 The report received by cabinet on 12 January 2016 on the Medium Term Financial Strategy 2016-17 to 2019-20 states that the proposals contained within the report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, Officers reported that consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.
- 6.2 The cabinet report further stated that Equality Impact Assessments will be undertaken on all budget reduction proposals before the final recommendations are made concerning next year's revenue budget.

7. Financial Implications

- 7.1 The report relates to the budget setting process and the financial implications associated with that.

8. Recommendations

The Committee is asked to determine whether it wishes to submit the recommendations outlined at Appendix A and B to Cabinet as part of the budget consultation process, subject to any modifications and amendments that the Committee decides are appropriate.

Contact Officer: Rachel Keepins
Democratic Services - Scrutiny

Tel: (01656) 613613

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Background Documents:

Bridgend County Borough Council Constitution
Part II of the Local Government Act 2000: Executive Arrangements

Outcome Of The Consultation 'Shaping Bridgend's Future'

Findings of the Budget Research and Evaluation Panel (BREP) 2015-16

1. Background

- 1.1. The BREP has considered the draft budget proposals for the year 2016-17. It has also continued to monitor the deliverability and achievability of the Medium Term Financial Strategy (MTFS); for example, by considering the progress of the Schools Strategic Review and the current situation regarding the tendering process in relation to the Materials Recovery and Energy Centre (MREC).
- 1.2. The work of the BREP helps to ensure financial transparency and accountability with regard to the draft budget proposals and the draft Corporate Priorities. This ensures that elected Members have the opportunity to help to develop and shape Council policies on the delivery of services, which is particularly important at a time of increasing demand for services, public sector reform and the challenging financial outlook.
- 1.3. The BREP acknowledge the financial challenges facing the authority and the need to make substantial savings over the term of the MTFS and therefore stress the importance of BREP and Scrutiny Committees taking an active role in monitoring the savings in the context of a 'One Council' approach.
- 1.4. The BREP are concerned that year on year the opportunities to identify additional budget reductions to offset shortfalls in planned savings become fewer and less sustainable. Therefore it is increasingly vital that budget savings are delivered as planned.
- 1.5. BREP were advised that previous budget reductions identified and agreed by Council on 25 February 2015 will still stand and that further or new budget reductions be concentrated primarily areas that are not 'Areas of Focus' (AOF) identified by CMB and Cabinet as aligning with the Corporate Strategy.

2. Recommendations

2.1 Transport

The Panel discussed Learner Transport and commented that transport provision for the whole Local Authority needs consideration. For example, they raised the point that minibuses owned by the LA are not utilised throughout the day and therefore greater use of the assets might be made.

Recommendation

The Panel recommend that a whole Authority review be undertaken in relation to transport to ensure that we are running these services as effectively and efficiently as possible. Members requested that a Project Manager be identified from outside of the Education and Transport departments to take this forward.

2.2 Nursery Education

The Panel discussed the ongoing work related to potential changes to Nursery Education. Members questioned whether there was any evidence to indicate the success of nursery education similar to that used to evaluate Flying Start and expressed concern over the disparity of the level of provision under Flying Start due to it being dependent on postcodes and not necessarily on need. Members also questioned whether the need within the LA was nursery education or whether it was a childcare issue, concluding that as with Flying Start the need was different in different areas of the County Borough.

The Panel expressed some concern over the disparity of provision under Flying Start due to it being dependent on postcodes. Officers reported that there are plans being considered to combine Flying Start and Families First under one grant and the possibility of a pilot being run next year based on need rather than postcode, subject to a decision by Welsh Government.

Recommendation

The Panel support the plan to revisit Nursery Education savings in future and expressed concerns over how the shortfall would be met if savings could not be found from Nursery Education. Members requested that this work look into the childcare aspect and the associated cost of childcare provision against Nursery Education. Furthermore, the Panel recommend that future provision be more targeted and based on need rather than a universal provision, to acknowledge and address the differing need across the County Borough.

2.3 Pay Day Harmonisation

The Panel questioned the proposal to reduce the number of monthly pay day dates from two to one, querying why this had not been progressed. Officers reported that they had looked at moving the pay date to the end of the month but negotiations had not been successful. The Panel proposed that this saving could still be made by moving the pay date to the middle of the month. Officers responded that this change would be deemed unacceptable to the general public as it would exacerbate the problem we currently have of overpayments and claw-back. The Panel did not feel that the argument against the changes was robust enough, and upheld their view to move the pay date to the middle of the month for all staff and therefore make the saving.

Recommendation

The Panel recommend that BCBC proceed with the proposal to move pay dates for all staff to the middle of the month.

2.4 City Deal

The Panel discussed the City Deal and expressed their support for the initiative and the development of a regional approach across the Cardiff Capital Region, including investment in areas such as business, regeneration and innovation, with an investment in infrastructure across South Wales that will improve opportunities for all communities in the region. The panel were

keen to encourage participation by the Authority in the initiative and recognise that where any local changes or developments are proposed they will need to be considered in context with plans for the Authority to link in with the City Deal.

Recommendation

The Panel supports City Deal and recommends that it is explored further to identify links to local initiatives, such as transportation infrastructure and regeneration, and the possibility of tapping into University Sectors by utilising colleges within the Authority where people may not wish to travel to Cardiff or Swansea.

2.5 Balancing of savings

The Panel recognised that different Directorates have been subject to varying levels of budget reductions over the past five years. For example, the Communities Directorate has, for some time, been subject to levels of cuts which, in the view of the Panel, could result in legal issues and ensuing costs. The Panel highlighted the impact of this as a risk to the Authority in achieving the required level of budget reduction.

Recommendation

The Panel acknowledged the savings that had been made in the Local Authority so far, however Members recommend that savings be rebalanced across Directorates. Members recommend specifically that there is a reduction in cuts being made in the Communities Directorate and an increase in the percentage of cuts made within the Social Services and Wellbeing Directorate to address the disparity over the last six years.

2.6 Public Realm Services

The Panel consider that to achieve investment in the County Borough and grow the economy, the appearance of the Borough needs to be improved and maintained.

Members also queried the Directorate priority of Supporting Local Economy stating that it needs clarification regarding the meaning of this priority, as the links between the new corporate priorities and Streetscene and neighbourhood services are not clearly defined, making it difficult for these services to identify and evidence links to the corporate priorities. The Panel believe that if BCBC are trying to attract businesses the County Borough towns must be attractive and appealing.

The Panel commented on planning changes and raised concerns over the reduction in staff at a time when there is pressure to put through applications faster and when, if staffed sufficiently, we could be gaining more income from planning.

Recommendation

The Panel recommend that in order to attract investment to the County Borough greater consideration needs to be given to the need to maintain the appearance and attractiveness of the Borough.

2.7 Legal and Regulatory Services

The Panel expressed concerns regarding the impact on other directorates or areas of service from the diminishing of individual budgets. This was raised in relation to the LARS budget where staff shortages were impacting on the support provided to other Directorates. The Panel supported the possibility of offering more training contracts for lawyers which may assist in providing legal support to the Authority.

The Panel also expressed concern over the diminishing support for Scrutiny which had led to the inability to undertake further Research and Evaluation Panel investigations. It was the view of the Panel that these REPs had the potential to have a direct impact on achieving future budget reduction.

Recommendation

The Panel requested that consideration be given to the provision of a full time equivalent Scrutiny Officer post to reinstate the support level at 2.6 to ensure that an effective Scrutiny function is maintained for the Local Authority.

2.8 Payroll

The Panel discussed the possibility of joint working with a Regional Payroll function recognising that any portal and systems would need to be of generic design to enable regional working effectively.

Recommendation

The Panel recommend that the Authority seek to establish a joint regional Payroll function.

2.9 Income Generation

Recommendation

The Panel recommend the Authority pursue attainment of General Power of Competence to enable the Authority to sell skills or and services to generate income.

2.10 Council Tax

The Panel queried the disparity between the proposed amount of council tax increase and the recent adjustment to savings required by the Authority, and commented that this may be perceived as unfair as the benefit of the reduction in savings requirement will not be passed on.

Recommendation

The Panel recommend adjusting the proposed increase in Council Tax to bring it more into line with recent changes to savings requirement throughout services.

2.11 MREC

The Panel discussed various aspects surrounding the Materials Recovery and Energy Centre (MREC).

The Panel recommended that the subject of MREC be added as an item to the Forward Work programme by the Community Environment and Leisure Overview and Scrutiny Committee as soon as possible. This was scheduled immediately following the meeting of BREP on 18 November 2015 and the item has now been considered by the CEL Overview and Scrutiny Committee at their meeting held on 27 January 2016.

2.12 Highways

The Panel expressed concern over the lack of detailed information currently presented under the proposal for a Review of Highways in order to enable Members to make an informed decision and commitment to this.

The Panel were advised that there is no plan to wholly outsource highways but there may be opportunities for collaborative working. It was reported to them that a joint venture with Capita currently covers only part of the services i.e. design and engineering.

Recommendation

The Panel recommend that a full options appraisal for future service delivery be carried out in order to identify and consider all available options, including the Teckal approach.

2.13 Cultural Trust

The Panel raised concerns regarding some services currently managed by the Cultural Trust. Members discussed in particular the care elements relating to vulnerable adults in B Leaf and Wood B and were concerned that the provision of these services may be at risk in future, despite the benefits that the Trust may currently be able to provide.

Recommendation

The Panel recommend that the work of the Cultural Trust be monitored closely by the relevant Scrutiny Committee, paying particular attention to activities linked to B Leaf and Wood B.

2.14 Local Authority Innovation

It was reported to the Panel that there are plenty of potential ideas for change but the capacity to explore these is limited and very difficult due to diminishing resources. They were advised that most of the ideas are speculation with no guarantee that they will work and the Authority cannot risk losing sight of the day to day work in favour of unproven ideas.

Recommendation

The Panel recommend that support should be given to identifying and developing innovative ways of working to help to address the amount of savings required for the future.

2.15 ICT

The Panel commented that the Council is too cautious in relation to using ICT innovatively.

Recommendation

The Panel recommend that ICT within the Authority needs a change of pace and an openness to embrace it, whilst also recognising that in some instances such as the development of online services, an alternative provision still needs to be maintained for those who cannot access them.

2.16 Schools Strategic Review and Schools Budget

The Panel received information on the Schools Strategic Review regarding the various options that were being considered, particularly in relation to the future of Post-16 Education.

It was also reported to the Panel that the 14-19 budget was being reduced by WG for forthcoming years.

Panel was informed that a 1% efficiency saving was being proposed, and that schools had expressed the view that this should take place over two years as it would be more achievable. This was later superseded by the Welsh Government decision to continue to protect school budgets.

Recommendation

The Panel expressed support for the 1% saving proposal in relation to school budgets and recommend that savings are phased in starting immediately.

The Panel recommend that teaching trade unions are involved in the work of the Strategic Review of schools at the earliest possible stage and are particularly engaged in any proposed changes to Post-16 education in order to make the process as harmonious as possible.

The Panel further recommend that all staff are engaged throughout the change process to Post-16 Education to ensure they are involved and encouraged to take ownership of the changes.

2.17 Consultation

It was reported to the Panel that, at 1,800 responses, the overall response rate was better than last year by approximately 1,300. However, the Panel agreed that this is still a very small proportion of potential responses and were concerned that the sample may not be representative enough to provide any robust analysis or conclusion.

The Panel also questioned the cost of the exercise compared to the low response rate, particularly in relation the events where only 80 people in total attended the 6 events and the YouTube video.

During the early meetings of BREP, the Panel put forward numerous suggestions for consultation and engagement; for example, working with Bridgend Business Forum, Halo and the housing associations but it is unclear which of these suggestions were used during the consultation.

Members raised concerns regarding the estimated cost of using You Tube and Bridge FM during early meetings however Members were later advised that the actual cost was significantly less.

Members also raised concerns regarding the cost of hiring venues to host engagement/consultation activities and whether this provided best value for money considering the low turn out

Recommendation

The Panel recommend that Cabinet Members are involved in future budget consultation events.

The Panel recommend that suggestions and proposals provided by the Panel to help to improve the consultation and engagement regarding the budget be taken forward to inform the exercise in future years.

Members recommend that an interview with BridgeFM is arranged to communicate the outcome of the consultation and raise more awareness of the savings going forward.

3. Review of Budget Information

3.1 The Panel requested and received information on the budget savings/pressures for 2010/11 to 2015/16. The Panel commented that the information was extremely useful and accessible and presented in such a way as to enable a clearer assessment of the situation regarding budgets for individual directorates.

3.2 The Panel highlighted the disparity between directorates regarding actual savings and budget pressures. Members also noted that the information does not explain what is and isn't included, for example Demographic Growth.

3.3 There were concerns about the lack of information, such as a comprehensive risk assessment and information on the actual impact and outcomes of proposals for service users.

3.4 The Panel also expressed concerns over the lack of timeliness in the provision of the final draft budget proposals which left little opportunity for Members to be prepare prior to discussion with invitees. This was a particular concern due to the proposals having been revised quite significantly as a result of the better than expected budget settlement, some of which the Panel felt merited serious consideration.

Recommendation

The Panel recommend that:

- Clear information to be provided where any changes or omissions are made to proposals during the BREP process, this to include rationale for changes.

- Cover reports to be provided by Officers specific to individual Overview and Scrutiny Committees when they consider budget proposals at meetings during the consultation process.
- All information to be provided to the Panel in an accessible format.
- Information is provided to the Panel in timely manner to enable them to have time to read and consider the reports, to identify areas for discussion and to formulate questions. This will make the best use of Member and Officer time and ensure that meetings are effective.

4. The Future Role of the BREP

- 4.1 The current pattern of budget reductions, whereby some service areas are routinely more protected from budget reductions than others, is likely to prove unsustainable. The BREP considers that service areas which in previous years have provided the majority of the savings will no longer be in a position to do so. Consequently, recommendations relating to this have been made by the BREP and these will form part of the focus of their future monitoring.
- 4.2 The Panel will continue to consider which services will be delivered differently, which will no longer be provided directly by the local authority and which services will no longer be provided at all. This consideration should be extended to all service areas, regardless of the extent of the budget savings required of them.
- 4.3 The BREP requested that as part of their future work they be involved at the planning stage of any public consultation or engagement surrounding the draft budget and at key stages throughout the process such as where questions and methodology are formulated.
- 4.4 The BREP note the recent review of the Corporate Priorities and consider that there is an ongoing role for the Panel to take part in a wider discussion with Cabinet and CMB about the future delivery of services.
- 4.5 The BREP consider that the work of the Panel is a vital and important mechanism for budget setting and monitoring to ensure an objective, democratic approach from the start of the budget setting process.
- 4.6 The Panel requested that this year's BREP undertake a review of the process following the setting of this year's budget. The purpose of this would be to evaluate the effectiveness of BREP, to identify any potential improvement, establish how recommendations are taken forward and to provide evidence of the impact and outcomes from the work of the Panel.

Comments from individual Overview and Scrutiny Committees 2015-16

1. Community Environment and Leisure Overview and Scrutiny Committee

- 1.1. Members asked the Officers to clarify any changes or omissions to proposals as a result of recent changes to the requirement for savings. The Officer identified the changes and explained the rationale for them.
- 1.2. Members were concerned that the required savings for several of the proposals would result in a deterioration of the appearance of the county and that this would make the area less attractive to businesses and visitors.
- 1.3. Members raised concerns that carrying out less maintenance work on public facilities within the County Borough may result in more claims and costs in the long term.
- 1.4. Members noted that there is currently good service provision in place for responding to issues with pot holes in roads and raised concerns that this is an example of a 'visible' service which will now be at risk due to the requirement for savings.
- 1.5. Members queried what would happen if the proposals relating to savings for services covered by Cultural Trust are not achieved. The Officer responded that the Trust is aware of the requirement and has greater flexibility than the Authority in the way it can manage services.
- 1.6. Members noted the budget reductions attached to Bereavement Services which may lead to a reduction in general grounds maintenance activities and raised concerns that the cost to the public for the services is going up while the quality of services is diminished. Members queried whether the service should be 'standalone' so that the increased charges could be re-invested into the service and therefore not be subject to a reduction in standards due to the cut backs in other areas.
- 1.7. Members commented that regeneration would be badly hit and that, for example, this could impact on the ability of the Authority to deliver on their part of any potential opportunities link to City Deal. The Officer responded that there would be a need to focus resources on the most viable activities to ensure resilience and sustainability.
- 1.8. Members queried whether the 'Invest to Save' proposal which is currently being worked up for highways to inform a business case includes resurfacing and drainage, the Officer responded that it does.
- 1.9. Members queried whether the amount of savings linked to the reduction in weed spraying and in road marking maintenance justify the long term risk.
- 1.10. Members supported the corporate project to reduce overtime payments across the council and asked for examples of where this is happening within the Communities directorate. The Officer responded that some overtime occurs when work is required on or around the M4 but that costs can be recovered from this. Other overtime work linked to, for example, local roadworks, parks and playing fields and the call centre is part of the current review.
- 1.11. The Committee requested further information on the proposal 'COM9' which covers the review of highways maintenance/DLO services. The Committee requests detailed information on how this service is expected to look following staffing reductions and service reconfiguration to enable them to

decide whether an item on the review should be included in the 2016-17 Forward Work Programme.

- 1.12. The Committee request further information on the recurrent pressure relating to public transport.

Consultation/engagement

- 1.13. Members noted the public support for community services from the consultation exercise 'Shaping Bridgend's Future' and queried whether these findings had been taken into account when prioritising revisions to budget reductions. The Officer responded that there had been some adjustment for some services, such as highways, as a result of feedback from the consultation.

Recommendation

- 1.14. The Committee recommend that a review of weed spraying be undertaken to ensure that this is carried out in a timely manner for maximum effect.

2. Corporate Resources and Improvement Overview and Scrutiny Committee

- 2.1. Members noted recent changes to the requirement for savings and asked for clarification regarding any changes or omissions to proposals as a result of this.
- 2.2. Members asked for clarification on the changes to Principle 12 and the reference to the Budget Reduction Contingency Reserve. It was explained that this reserve was in place to bridge the gap where some projects under the remit of individual directorates may provide a risk, for example, if they take longer than expected.
- 2.3. Members asked for examples of income generation opportunities. Some examples were provided, such as Built Environment bidding for contracts and providing advice on estates management and the Authority pursuing attainment of the General Power of Competence.
- 2.4. Members asked for examples of what is covered by the Usable Earmarked Reserves listed in the report. Some examples given were - Major Claims Reserve – equalities and old claims against the Authority, Change Management - digital transformation and Car Parking Strategy - lost income while the Rhiw work is taking place.
- 2.5. Members raised concerns regarding the potential risk in reducing the number of internal audit hours. The service had delivered the necessary hours to gain sufficient assurance in 2014/15 and come in underspent and that the Chief Internal Auditor and the Corporate Director – Resources meet regularly to monitor the situation and ensure that the work programme is delivered.
- 2.6. Members expressed concern that the reduction of ICT service staff would impact on the ability to achieve other proposals, for example bringing ICT systems back in-house. It was confirmed that in-house systems can be managed by existing staff and that digital transformation would enable ICT provision to be reviewed to identify where demand could be reduced, for example where the ICT helpdesk staff are currently required to deal with

- issues which could be dealt with easily without their input, such as password resetting.
- 2.7. Members raised concerns regarding the comparatively small amount of savings to be gained from the proposal to reduce CCTV services operations compared to the high risk and queried whether costs could be reduced by seeking opportunities to work collaboratively with other interested parties. Options for collaborative working and funding are currently being explored.
 - 2.8. Members raised concerns regarding the Corporate/Council Wide proposal to rationalise and reduce voluntary sector funding.
 - 2.9. Members raised concerns regarding the Corporate/Council Wide proposal to reduce insurance premiums. The Authority had transferred some services to Trusts and confirmed that employees and the public were not at risk.
 - 2.10. The Committee requested further information to clarify the situation regarding the implementation of the living wage in April 2016, to include information on the distinction between living and minimum wage, the staff that this applies to, whether the amount paid is dependent on age, the costs to the council and whether this cost is likely to become a pressure.
 - 2.11. The Committee requested further information on CCTV services operations, to include information on who is using it, who can access it, what is being identified using CCTV and the potential for working collaboratively with other interested agencies as an opportunity for income generation.

Consultation/engagement

- 2.12. Members noted the response to the budget consultation and asked whether some smaller budget items which impact on the public may be looked at again in the light of the changes to savings requirements. It was reported that there had been some adjustment for some services as a result of feedback from the consultation and that there were still a few things to be decided between the draft and final budget and time to reflect on the consultation responses.

3. Partnerships and Governance Overview and Scrutiny Committee

- 3.1. Members asked the Officer to clarify any changes or omissions to proposals as a result of recent changes to the requirement for savings.
- 3.2. Members queried the impact on Legal and Regulatory Services of the discontinuation of the Regional Collaboration Fund and what would happen when the funding ceases. It was reported that, while the funding had benefitted the service, BCBC are currently still in a good position to continue collaborative working.
- 3.3. Members asked about the overall picture regarding the regulatory services budget and how the changes in the department would impact on service provision and support. It was reported that the changes would impact on everyone, and examples were given of ways that the service will respond to the requirement for saving and work more efficiently, such as using the 'Modern Gov' system and frameworks for procurement and legal services. Performance would be measured and monitored against Lexcel standards.
- 3.4. Members noted the amounts allocated to proposals under consideration or not yet developed within the LARS directorate. It was reported that the

proposals yet to be developed would be planned and managed through the Programme Management Board.

Consultation/engagement

- 3.5. Members acknowledged the successful use of social media and Twitter Q and A sessions during the budget consultation period.

Recommendations

- 3.6. The Committee recommend that information on all BCBC services, projects and activities which involve partnership working is collated and provided to the Committee to enable them to identify areas which fall under the remit of Partnerships and Governance. This will help to inform the Forward Work Programme, increase the effectiveness and impact of the Committee and identify areas which may be suitable for partnership working in future.
- 3.7. The Committee are concerned that the scrutiny function of the authority is at risk of being jeopardised due to current staffing levels and would strongly recommend that the staffing levels are maintained at 2.6 to ensure that the Authority is supported by an effective scrutiny function.

4. Children and Young People Overview and Scrutiny Committee

- 4.1. The Committee raised concerns over the process for retendering the bus contracts as Members reported that some bus companies hadn't reapplied as they did not view it as a profitable contract. Members questioned the fact that the Children's Directorate does not have any input into the tendering process and as a result, whether the Local Authority was getting the bottom end of the market in terms of Bridgend children being put on buses that are not of a quality that we would expect.
- 4.2. Members asked for further detail in relation to the savings associated with CH3 – Retender Learner Transport Contracts, specifically:
- how close were the Authority in achieving the £400,000 this year and how achievable was next year's target of £100,000
 - have any complaints been received in relation to these changes?
- 4.3. The Committee asked for further information into the Science behind the Cabinet decision, in principle, that schools should be expected to find 1% efficiency savings specifically what information the Cabinet are basing their decision on?
- 4.4. The Committee asked for further detail of how many schools within the County Borough were in a deficit position in order to assist them in understanding the impact of any future budget reductions.

Consultation/engagement

- 4.5. The Committee referred to the proposed consultation area that was planned for development in the Civic Offices, as indicated by the Cabinet Member-Children's Social Services and Equalities, and asked that the Committee be kept fully involved with the progress of this work. Members were keen that

they were notified of when things were happening and any issues feedback to them so that they could assist in addressing these.

- 4.6. The Committee expressed general concerns in relation to collaborations and partnership working particularly those under Western Bay. Members were concerned that these collaborations would not be able to continue to make savings and moreover, should Local Government reorganisation take place, these collaborations and the work underneath them will all have to be unravelled at a cost to the Authority.
- 4.7. The Committee wished to formally acknowledge their awareness of the plans for further education services previously delivered locally are to be transferred out of the Local Authority and placed under the Consortium, such as Governor Support. Members expressed concerns over this due to the Consortium being a non-elected body and having no formal democratic accountability.

Recommendations

Learner Transport

- 4.8. The Committee expressed concerns over the implementation of the budget cuts for Learner Transport. Members reiterated prior concerns over the apparent lack of coordination and cooperation between the Education Directorate who hold the budget for this service and the Transport Department, who are responsible for the direct provision. The Committee supported the notion of the need for proper project management of Learner Transport and recommend that this comes from outside of the two responsible areas in order to provide an objective oversight.
- 4.9. Members expressed concern over the suggestion that there was a significant reduction in the amount of pupils utilising the school transport service at the beginning of the school year and those remaining half way through and at the end of the school year. The Committee recommend that Learner Transport contracts be continually reassessed throughout the year in order that should there be any significant decrease in the numbers utilising this service, any unviable buses can be combined.
- 4.10. The Committee questioned the use of the Authorities own minibuses and the fact that they sit idle at various times throughout the day. The Committee recommend that Transport for the Authority be reviewed to consider whether changing the times of various services such as day centres, marginally, would assist in being able to utilise the Authority's own minibuses in a more effective and efficient way and achieve further savings. Furthermore Members added that the Authority needs to look at what technology can be introduced and used to monitor where the buses are throughout the day, what they are doing and who they are picking up in order to run the service more efficiently.

Nursery Education

- 4.11. The Committee raised concerns over Nursery Education provision in that funding is being used from the schools budget for provision that exceeds the statutory requirement and encompasses children as young as 3 years of age. Members recalled the reduction proposal to go to the statutory requirement indicated in the previous MTFs, which amounted to a saving of £1.5m. The

Committee questioned where this budget reduction would come from in the future if not through Nursery Education and expressed concerns over the fact that this could further impact on schools if their budget is not protected. The Committee recommend that this subject area be revisited both by the Directorate and the Scrutiny Committee to examine the options for future Nursery Education provision and its associated implications for schools.

- 4.12. The Committee referred to SCH1 - Agreement in principle: Cabinet have agreed that schools should be expected to find 1% efficiency savings'. Given the fact that some schools are already experiencing a deficit and issues regarding classroom sizes, the Committee recommend that the proposal be reworded to state that schools 'could', not 'should', be expected.

5. Adult Social Care Overview and Scrutiny Committee

- 5.1. Members asked for clarification regarding any changes or omissions to proposals as a result of recent changes to the requirement for savings.
- 5.2. Members requested that the paragraph on page 25 of the report on the Medium Term Financial Strategy 2016-17 which relates to the increasing number of young people with complex disabilities is reworded.
- 5.3. Members queried whether the savings figures quoted could be perceived as target savings to reach rather than looking at making as much savings as possible, which could be over and above the saving figures quoted.
- 5.4. Members were concerned that the Authority would not be in a position to take up opportunities to work with recipients of Direct Payments except in cases of complex care. The Officer responded that provision of specialist care is still in-house, and that there is a need to explore all potential opportunities and to look at the experience of other authorities.
- 5.5. Members noted the unavoidable pressure of £31,000 relating to a Carers Development Officer role for which grant funding has ended and queried whether the Authority could find other ways to use the allocated budget to support Carers.
- 5.6. The Committee requested further information to show evidence of the impact and outcomes related to the work of the Carers Development Officer.
- 5.7. Members supported the use of a transitional approach in reconfiguring the use of beds at Bryn Y Cae.