

Legal and Regulatory Services /
Gwasanaethau Cyfreithiol a Rheoleiddiol
Direct line / Deialu uniongyrchol: 01656 643387
Ask for / Gofynnwch am: Sarah Daniel

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

Date / Dyddiad: 16 March 2016

Dear Councillor,

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Corporate Resources & Improvement Overview & Scrutiny Committee will be held in the Committee Rooms 2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Tuesday, 22 March 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. Approval of Minutes 3 - 20
To receive for approval the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee of 19 January 2016 and 9 February 2016
4. Forward Work Programme Update 21 - 24
5. Directorate Business Plans 2016-17 25 - 114
Invitees:

Cabinet and CMB
All Scrutiny Chairs
Randal Hemingway - Head of Finance and ICT
Yuan Shen - Corporate Improvement and Integrated Partnerships Manager
Darren Mepham – Chief Executive
6. Budget Monitoring - Quarter 3 2015-16 115 - 142
Invitees:

Cabinet and CMB
All Scrutiny Chairs
Randal Hemingway - Head of Finance and ICT
Deborah Exton, Group Manager Finance
Darren Mepham – Chief Executive

7. Nomination for Standing Budget Research and Evaluation Panel 143 - 146

8. 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

Rydym yn croesawu gohebiaeth yn y Gymraeg. Rhowch wybod i ni os yw eich dewis iaith yw'r Gymraeg. We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.

Public Document Pack Agenda Item 3

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE - TUESDAY, 19 JANUARY 2016

MINUTES OF A MEETING OF THE CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 19 JANUARY 2016 AT 2.00 PM

Present

Councillor M Reeves – Chairperson

G Davies	GW Davies MBE	E Dodd	CA Green
EM Hughes	RC Jones	DRW Lewis	JR McCarthy
CL Reeves	JC Spanswick		

Officers:

Kym Barker	Scrutiny Officer
Andrew Rees	Senior Democratic Services Officer - Committees
Ness Young	Corporate Director - Resources & Section 151 Officer

181. APOLOGIES FOR ABSENCE

None.

182. DECLARATIONS OF INTEREST

None.

183. APPROVAL OF MINUTES

RESOLVED: That the minutes of the Corporate Resources & Improvement Overview and Scrutiny Committee of 10 December 2015 be approved as a true and accurate record subject to Councillor E Dodd's apologies being recorded in Minute No. 174.

184. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the items to be considered at the next meeting of the Committee to be held on 5 February 2016 and sought confirmation of the information and invitees required for the subsequent meeting to be held on 22 March 2016.

Conclusions:

- (1) Noted the topics to be considered at its meeting on 5 February 2016 and the invitees to attend to attend the meeting;
- (2) Determined the invitees to be invited to attend the meeting on 22 March 2016;
- (3) That the Chairperson of the Audit Committee be invited to attend future meetings of the Committee.

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

The Scrutiny Officer introduced a report, the purpose of which was to present the draft Medium Term Financial Strategy (MTFS) 2016-17 to 2019-20, which includes a financial forecast for 2016-20 and a detailed draft revenue budget for 2016-17.

The Corporate Director Resources informed the Committee that the draft MTFS had been considered by Cabinet on 12 January 2016 and had agreed that it be submitted for consultation. The draft MTFS reflected the UK Government, Welsh Government and local government settlements based on the Council's settlement being -2.5% which compared favourably to the provisional settlement of -4.5%. The budget reduction requirement was now £36.9m over the life of the MTFS, compared to £49m previously forecast. The Corporate Director Resources highlighted the position on 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. The Corporate Director Resources informed the Committee 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 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. The Corporate Director Resources informed the Committee of the comparison of budget against projected outturn at 30 September 2015, which at the half year stage showed an overall under spend of £1.3m.

The Corporate Director Resources 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 Corporate Director Resources reported that the MTFS planning assumptions for 2017-20 are based on an annual reduction in Aggregate External Finance (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 Corporate Director Resources 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. She stated that the draft settlement was better than forecast but there continued to be uncertainty around the economy and the prospect of interest rate increases. The Corporate Director Resources informed the Committee 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.

The Corporate Director Resources informed the Committee of the impact of pay, prices and demographics and unavoidable pressures on the revenue budget. 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 Corporate Director Resources informed the Committee that 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 Capital Financing Strategy is underpinned by the Council's Treasury Management Strategy.

The Committee referred to the settlement being better than anticipated and questioned whether some of the budget reductions proposals which would have been made in 2016-17 would be pursued in 2017-18. The Corporate Director Resources confirmed that the settlement announced by the Chancellor which led to a better settlement for local government was better than anticipated. She stated that officers had reviewed the deliverability of the budget and considered effects of the proposed council tax increase. Budget reductions of £7m had been identified and proposals were still under consideration and the improved settlement would allow reductions to be better paced. She also stated that a list of budget pressures had been identified but these were subject to change in the Final Budget, For example, the provision of a secure service to the inmates of Parc Prison located in the County Borough had been taken out as this would be funded by the Welsh Government. The Fire Authority's precept had now been received which would affect the budget.

The Committee questioned the reason for including provision for a Budget Reduction Contingency Reserve in Principle 12 of the MTFs. The Corporate Director Resources informed the Committee that provision had been made to reflect the fact that the delivery of some budget reduction proposals would be dependent on factors outside the Council's control, such as the MREC procurement which creates a risk to the Council.

The Committee requested clarification of the terminology used to describe the living wage. The Corporate Director Resources informed the Committee that the term living wage had been introduced by the UK Government and it could impact on contracts with third parties. She stated that she would clarify the difference between the terms living wage and minimum wage, however employers would be required to pay employees a minimum of £9.00 per hour from 2020.

The Committee requested clarification of the income generation opportunities under consideration. The Corporate Director Resources informed the Committee that one of the income generation opportunities under consideration was for the Built Environment Team to be able undertake work for other public bodies. A commercialisation programme would be commenced on charging and creating opportunities by doing more commercial activities.

The Committee referred to the budget consultation process undertaken and questioned whether officers had taken notice of the suggestions made by participants in developing the budget reduction proposals of £7.5 m. The Corporate Director Resources informed the Committee that the budget consultation responses had been broadly supportive of the budget reduction proposals consulted on and that the Draft Budget reflected the responses received.

The Committee questioned the reasons for the low sum of money identified for Collaboration and Service Transformation and whether collaboration is working as it should be. The Corporate Director Resources informed the Committee that new collaboration opportunities were being considered in light of proposals for local government mergers and added that collaboration arrangements take time to establish. As such they would only ever be part of the solution to austerity. She stated that the

highest budget reduction proposals related to Making Best Use of Resources as pay costs accounted for approximately 70% of the Council's expenditure. The Cabinet Member Resources informed the Committee that for collaboration to take place it required willing partners. The Committee considered that procurement activity should take place on an all Wales basis and that the Welsh Government should compel local authorities to buy in procurement on a national basis. The Corporate Director Resources informed the Committee that collaboration was taking place in procurement with the establishment of the National Procurement Service and the implementation of the Welsh Community Care Information System was another example of national procurement. More use of national framework contracts is being made and that this Council is making the most of opportunities of procurement services. The Cabinet Member Resources informed the Committee that the Council had a commitment to procure locally where possible to support the local economy.

The Committee requested examples of income generation from other public sector bodies. The Corporate Director Resources informed the Committee that the Council was looking at providing computer audit services to other public sector bodies. She stated that opportunities were also being sought for corporate services such as property and built environment to provide services to other public bodies. She also stated that steps were being taken to make more services available online. She also informed the Committee that the re-structuring of Directorates would continue and was fundamental to how the Council will manage as a smaller organisation.

On earmarked reserves, the Committee requested clarification of the term Directorate Issues. The Corporate Director Resources informed the Committee that these were reserves that were created at year end in response to requests from to meet foreseen budget pressures the following year.

The Committee requested clarification of how the Major Claims Reserve of approximately £10m, Service Reconfiguration of approximately £6m and Change Management of approximately £2m had been calculated. The Corporate Director Resources informed the Committee that the Major Claims Reserve covered the risk of a number of potential claims against the Council, including the provision towards the Council's pension deficit. She stated that the funding for Service Reconfiguration reserve provided funds to meet the costs associated with developing new service models and the Council's redundancy and early retirement costs. The Change Fund reserve provided funds to support the delivery of budget reduction proposals in the MTFS. She informed the Committee that earmarked reserves were reviewed periodically during the financial year. At the same time new risks and pressures were identified and if necessary money set aside to manage these, for example a need to make an investment in order to fund the digital transformation programme had been identified for which a business case was being developed.

The Committee questioned the provision made in the general fund and Usable Earmarked Reserves for a Car Parking Strategy. The Corporate Director Resources clarified that this related to provide for the loss of car parking income during the re-development of the Rhiw and for changes to be made at Porthcawl.

The Committee questioned the risk of reducing the number of Internal Audit hours commissioned from the joint service. The Corporate Director Resources clarified that the Internal Audit Service had been able to reduce the number of internal audit and had also made an under spend. The Internal Audit Service is also looking at selling its computer audit services to other local authorities. She informed the Committee that the Internal Audit programme is focused on what it needed to do. The Committee referred to the concerns identified by the Audit Committee of difficulties experienced in recruiting auditors which could affect the deliverability of the audit programme. The Corporate

Director Resources informed the Committee that she regularly met the Head of Internal Auditor to discuss the deliverability of the audit programme where there was an opportunity to those concerns.

The Committee expressed concerns at the proposal to reduce the number of ICT staff. The Corporate Director Resources informed the Committee of the need for investment to be made in the ICT service to support the digital transformation programme. She stated that there is a need to review the operation of the Helpdesk to reduce the demand on its services. In response to a question from the Committee on the amount of savings that would be derived from bringing the finance system back in-house; the Corporate Director Resources stated that it was estimated at £250k.

The Committee requested an update on leasing Raven's Court. The Corporate Director Resources informed the Committee that negotiations are continuing to lease Raven's Court to a third party. The business case was predicated on staff vacating Raven's Court to be re-located to the Civic Offices, where staff would work in agile manner to a desk ratio of 3:2. Around 200-300 staff remained in Raven's Court. It was planned to commence work to the roof of the Civic Offices in May 2016.

The Committee requested an update on the budget reduction proposal to put Council Tax and aspects of benefits online. The Corporate Director Resources informed the Committee that 2 options were being considered both of which involved engaging an external partner and a report would be brought to a future meeting of Cabinet. The programme was about changing the operating model of the Council using digital technology to facilitate this. It would enable the Council to reduce in size while allowing for service improvement. Digital opportunities were being looked at throughout each Directorate.

The Committee referred to the budget reduction proposal which related to the reduction of CCTV services operations and questioned whether steps were being taken to recover the costs of the operation. The Corporate Director Resources explained that the CCTV service is a collaboration with the Vale of Glamorgan Council and that the Police and Crime Commissioner is looking at CCTV provision across South Wales. She stated that the CCTV service is staff intensive and ways are being looked at to work with the police at making best use of the service. Opportunities were also being taken to allow out of hours calls to be dealt with by the CCTV service.

The Committee questioned the reason for the costs of the Resources Directorate Service Level Agreement with schools not being recovered. The Corporate Director Resources explained that an imbalance in recovery had been identified with Service Level Agreements and a project was therefore identifying ways to address this including consideration of an indexation method in the recovery of costs. She stated that the Built Environment Team provided health and safety services to schools.

The Committee requested that proposal CS1 relating to voluntary sector funding should not be included in the list of budget reduction proposals. The Corporate Director Resources informed the Committee that the funding of the CAB and BAVO was in its final year and there was a need for the voluntary sector to be self-reliant and to not receive core funding from the Council. In the future the aim was to increase the arrangements between the Council and the voluntary sector for the provision of specific services.

The Committee questioned the impact of reducing insurance premiums. The Corporate Director Resources informed the Committee that as a consequence of the Council having reduced its estate and having less buildings and the transfer of buildings to the

Awen Cultural Trust there had been a reduction in insurance premiums. The reduction in insurance premiums would not have an effect on employees and the public.

Conclusions

The Committee noted the report, which provided Members with the draft Medium Term Financial Strategy 2016-17, including a financial forecast for 2016-20 and a detailed draft revenue budget for 2016-17.

- 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. The Officer responded that the situation is still difficult but that changes to the savings requirement had provided a breathing space and the opportunity for a more considered and more sustainable approach.
- 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. The Officer responded 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.
- Members asked for clarification on the changes to Principle 12 and the reference to the Budget Reduction Contingency Reserve. The Officer responded 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.
- Members asked for examples of income generation opportunities. The Officer gave some examples, such as Built Environment bidding for contracts and providing advice on estates management and the Authority pursuing attainment of the General Power of Competence.
- Members asked for examples of what is covered by the Usable Earmarked Reserves listed in the report. The Officer responded that these reserves covered, for example, 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.
- Members raised concerns regarding the potential risk in reducing the number of audit hours. The Officer responded that the service had delivered the necessary hours and come in underspent and that Chief Internal Auditor and the Corporate Director – Resources meet regularly to monitor the situation and ensure that the work programme is delivered.
- 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. The Officer 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.
- 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. The Officer responded that options for collaborative working and funding are currently being explored.
- Members raised concerns regarding the Corporate/Council Wide proposal to rationalise and reduce voluntary sector funding.

- Member raised concerns regarding the Corporate/Council Wide proposal to reduce insurance premiums. The Officer responded this was possible as the Authority had transferred some services to Trusts and confirmed that employees and the public were not at risk.

Further Information requested

- 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.
- 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.

186. URGENT ITEMS

There were no urgent items.

The meeting closed at 4.21 pm

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MINUTES OF A MEETING OF THE CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 9 FEBRUARY 2016 AT 2.00 PM

Present

Councillor M Reeves – Chairperson

G Davies	GW Davies MBE	CA Green	EM Hughes
RC Jones	DRW Lewis	CL Reeves	JC Spanswick
G Thomas			

Invitees:

Darren Mepham	Chief Executive
Ness Young	Corporate Director Resources
Mark Shepherd	Corporate Director Communities
Andrew Jolley	Assistant Chief Executive Legal and Regulatory
Randal Hemmingway	Head of Finance and ICT
Cllr MEJ Nott	Leader
Cllr HJ David	Deputy Leader
Cllr M Gregory	Cabinet Member Resources
Cllr C E Smith	Cabinet Member Regeneration and Economic Development
Cllr H J Townsend	Cabinet Member Childrens Social Services and Equalities
Cllr P J White	Cabinet Member Adult Social Care and Health and Wellbeing
Cllr H M Williams	Cabinet Member Communities
Cllr N Clarke	Chairperson Partnerships and Governance Overview and Scrutiny
Cllr E P Foley	Chairperson Children and Young People Overview and Scrutiny

Officers:

Rachel Keepins	Democratic Services Officer - Scrutiny
Andrew Rees	Senior Democratic Services Officer – Committees
Kevin Stephens	Democratic Services Assistant - Committees

187. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Members:

Councillor E Dodd
Councillor J R McCarthy
Councillor C E Smith – Cabinet Member Regeneration and Economic Development

188. DECLARATIONS OF INTEREST

Councillor G Davies declared a prejudicial interest in part of agenda item 5 – Medium Term Financial Strategy 2016-17 to 2019-20 which dealt with the Cultural Trust as his daughter works for the Trust. He withdrew from the meeting during consideration of the Cultural Trust.

189. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the items to be considered at the next meeting of the Committee to be held on 22 March 2016 and the invitees due to attend. She requested the Committee consider items for inclusion on the Committee's Forward Work Programme and email the Scrutiny Team with potential items.

Conclusions:

(1) Noted the topics to be considered at its meeting on 23 March 2016 and the invitees to attend to attend the meeting;
That the list of future potential items for the Forward Work Programme be revisited and considered.

190. CORPORATE PLAN 2016-2020

The Scrutiny Officer introduced the draft Corporate Plan 2016-20 for the Committee's consideration.

The Chief Executive provided the Committee with an outline of the draft Corporate Plan which had been developed to deliver the revised corporate priorities with programmes and priorities identified to deliver the Corporate Plan. He stated that the Corporate Plan has a strong link to the Medium Term Financial Strategy (MTFS) with the Council's overall revenue and capital budgets forming an integral part of it. The draft Corporate Plan will be in line with the requirements of the Local Government (Wales) Measure 2009 and will be presented for approval to Council along with the MTFS on 10 March 2016. He informed the Committee the Corporate Plan had been developed taking into account that the Council will be a shrinking organisation in terms of its budget and resources. The Corporate Plan had been guided by a One Council approach with the following priorities developed:

- Supporting a successful economy
- Helping people to be more self-reliant
- Smarter use of resources

In response to a question from the Committee, the Corporate Director Communities undertook to provide the Committee with information on where this Council sits overall in Wales on the percentage of children living in households where no one is working.

The Committee asked whether the local heating generation project could be considered as a project to be developed with other local authorities as part of the Cardiff Capital Region City Deal. The Committee congratulated officers on the Council's involvement in such an innovative project to establish local heating projects. The Corporate Director Communities informed the Committee that the Council is involved in two schemes putting the Council at the forefront of energy developing projects. He informed the Committee that it was too early at present to determine the nature of the projects that would be part of the Cardiff Capital Region City Deal.

The Committee questioned the percentage of respondents who had responded to the consultation process on the draft Corporate Plan expressed as a percentage of the population of the County Borough. The Corporate Director Resources informed the Committee that the consultation had been responded to by 1,800 – 1,900 citizens representing approximately 1.8% of the population, which had improved significantly on the previous year and demonstrated that consultation was more effective than in the previous year.

The Committee questioned the progress being made with the Youth Guarantee whereby young people who reach the age of 16 are in further education, training or employment until at least the age of 24. The Corporate Director Education and Transformation informed the Committee that under the Youth Guarantee the Council aims to provide 16 – 24 year olds with a package of learning / training with the overall ambition to have no NEETS. She stated that the current rate of NEETS is 3.6% but the numbers are reducing. The Council in 2013 had the worst rate of NEETS in Wales but was now performing in the top quartile for providing 16 – 24 year olds with a package of learning / training. The Corporate Director Education and Transformation informed the Committee that she would provide a briefing on the Youth Guarantee. The Committee commented that the Council needed to develop the use of apprenticeships in all its disciplines.

The Committee expressed concern at the target increasing in 2015-16 and then decreasing in 2016-17 for pupils achieving the level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics. The Corporate Director Education and Transformation informed the Committee that the actual performance for Level 2 is 59.2%. She stated that there is a need to raise ambition and improve performance; however the target is an accurate reflection of the performance of the current cohort. The Deputy Leader informed the Committee that the results by pupils in the County Borough in the level 2 threshold is the best achieved and amongst the best in Wales. He stated that there is a need to improve outcomes year on year.

The Committee commented that the target for the average external qualifications point score for 16 year old Looked After Children should be more ambitious. The Corporate Director Education and Transformation informed the Committee that the actual performance for 2015-16 is 217 which is a very small cohort, with the cohort for this year being a similar size. It was hoped that the point score would be higher in future years. The

Corporate Director Education and Transformation also informed the Committee that there was a disconnect with the figures reported due to them being reported on the basis of financial years and not academic years. She stated that there would be a footnote to clarify this in the final version of the Corporate Plan. She informed the Committee that the targets contained in the Education Service Plan were more stretching.

The Committee requested that the data on Actual and targets be expressed more consistently as percentage symbols have been missed off some Measures.

The Committee requested clarification of the percentage and numbers of year 11 leavers from schools identified as not being in education, employment or training. The Corporate Director Education and Transformation informed the Committee that the target for 2015-16 is 3.5% and the target for 2016/17 is 3.4%, which represented a small number of Looked After Children. The Deputy Leader informed the Committee that the authority is performing in the top quartile in Wales and it aimed to be the best performing authority in Wales for providing employment or training for year 11 leavers.

The Committee questioned how the Council would respond to the 3 priorities in the Corporate Plan with shrinking resources. The Chief Executive confirmed that the Council will have fewer resources at its disposal and that it would have to make better use of those resources by building better economic communities.

The Committee questioned the reasons for the target for the number of vacant premises in Town Centres being static. The Corporate Director Communities informed the Committee the target is a recognition of the current economic climate and that the target remained challenging due to a lack of resources. He was hopeful the Vibrant and Viable

Places programme would act as a catalyst for reducing the number of vacant properties. The Committee questioned how the number of vacant properties would contribute to a successful economy. The Corporate Director Communities informed the Committee that there had been a considerable amount of work had been undertaken on the Vibrant and viable Places scheme and that the Council has a role to play with partners in developing the Business Improvement District. He stated that the targets set are realistic and that officers were doing all they can with the traders to ensure the vibrancy of town centres. In response to a question from the Committee, the Corporate Director Communities informed the Committee that tourist industry modelling was used to identify the numbers of tourists visiting town centres.

The Committee questioned the safeguards in place to ensure that there are a fixed set of standards in place to ensure the assets transferred are managed with integrity and to the same levels as they were managed by the Council. The Committee also questioned how the Council encouraged take up of the Community Asset Transfer process of playing fields and pavilions as take up had not been great so far. The Corporate Director Communities informed the Committee that the process of Community Asset Transfer was still in its infancy and that a strategy is being developed for asset transfer to deliver savings to the Council. He stated that there was a need to present a timeline to clubs interested in pursuing an asset transfer and informed the Committee that the CAT Officer is in contact with clubs on a daily basis. He also informed the Committee that the CAT process needs to be robust with due diligence being carried out and condition surveys would be undertaken. There is a four stage process involved in the transfer of an asset and a number of organisations are at the various stages of that process. He anticipated that there would be more community asset transfers taking place. The Committee questioned what would happen to facilities should clubs not pursue community asset transfer of the facilities they currently use. The Corporate Director Communities informed the Committee that clubs should take the opportunity to work with the Council on the asset transfer process in order to safeguard the future of the facilities they use, which would inevitably be cut should the asset be not transferred.

The Committee referred to the aim of supporting carers and questioned the support for young carers. The Corporate Director Education and Transformation informed the Committee that the aim also referred to support being given to young carers. She stated that young carers are supported by a member of staff who works with the carers and the schools they attend. All young carers receive an assessment to ensure their needs are met. The Cabinet Member Childrens Social Services and Equalities informed the Committee that all young carers are reached and support given to ensure educational attainment and so that they receive the correct support at home. A card has been developed which young carers can show to teachers to enable them to receive additional support at school.

In response to a comment from the Committee that the Community Asset Transfer element of the draft Corporate Plan appeared light on compliance with the Future Generations Act and Social Services and Wellbeing Act and Green and Open Spaces, the Corporate Director Communities undertook to take this point on board. The Chief Executive commented on the difficulties in squaring legislation with shrinking resources.

The Committee referred to the reduction in the percentage of final duty homelessness acceptances as a proportion of all homelessness presentation and questioned whether the Council was assisting more citizens or is the process harder for registering as homeless. The Chief Executive informed the Committee that the approach undertaken is one of prevention and early intervention and that the downward trajectory is to be welcomed. He stated that the figures are going down as the Council is being more successful in its intervention work in preventing homelessness. The Cabinet Member

Adult Social Care and health and Wellbeing confirmed that homelessness has reduced due to intervention work and through a more professional approach being undertaken and people being more receptive to those approaches although homelessness remained as some citizens did not want to be housed.

The Committee requested that the abbreviation MASH be written in full in the Corporate Plan to aid clarity.

The Committee questioned the reason for the target being higher than the actual for Looked After Children with 3 or more placements during the year and that the target for 2016-17 is lower than in 2015-16. The Cabinet Member Childrens Social Services and Equalities informed the Committee that a great deal of work was being undertaken in the Wellbeing Directorate with getting children previously fostered through independent agencies back in house foster care. There had also been an increase in the number of foster carers in house with short term and long term foster carers. Children are often placed with foster carers in house on a short term basis whilst a decision is made on the best type of placement in the longer term. There was a need to get the matching process right so that children receive the most appropriate placement.

The Committee questioned the reason for the number of people supported through a Disabled Facilities Grant reducing and the reason why the target for 2016-17 is to be confirmed. The Chief Executive informed the Committee that applicants have up to 12 months to implement the work and it was during this time the Council was not in control of the DFG. He stated that the thrust is how the Council is helping people to become independent by taking some relatively straight forward adaptations out of the DFG process which explains the reduction. In some cases work has been given to Registered Social Landlords for them to carry out the adaptation which would not show as a DFG. He informed the Committee that work was being undertaken to measure how many people are being supported through DFGs and non-DFGs but no conclusions had been arrived at yet. The Chief Executive informed the Committee DFGs for adults and children are looked at differently and that officers are looking at the business processes behind DFGs and how many people are being helped. The Committee considered that a measure should be developed for the time when the Council is in control of DFGs.

The Committee requested an explanation of the new procurement opportunities and practices being pursued. The Assistant Chief Executive Legal and Regulatory Services informed the Committee that a great deal of use had been made through Framework Agreements in procuring services and increasingly through the use of the National Procurement Service who are developing a framework in the use of Barristers and Solicitors. In addition there are also Framework Agreements for all kinds of services and by entering into Framework Agreements it guarantees having greater buying power and being able to buy at the right price and at the same time saving on administrative costs. In response to a question from the Committee on the procurement of stationery on all Wales basis the Assistant Chief Executive Legal and Regulatory Services confirmed that Framework Agreements exist for all types of services which the Council procures.

The Committee questioned which assets the Council will retain apart from schools. The Corporate Director Resources informed the Committee that the Council assets are held for a variety of purposes. She stated that the disposals programme looks at the potential for disposing of assets and to secure best value either by renting or selling assets. The schools programme is linked to the 21st century schools modernisation programme. The Council previously had rationalised its assets going from 21 operational assets which have since been reduced to 11 operational assets. The Council is seeking to lease out Raven's Court to generate running costs savings which will contribute to the maximising best use of resources programme. The Deputy Leader

informed the Committee that whilst the Council's estate is rationalised the Council continues with its schools modernisation programme with the use of a framework agreement for the construction of schools procured through SEWSCAP. He stated that the Council's had to match fund the schools modernisation programme by generating capital receipts of £23m.

The Committee questioned the income generation initiatives which are being pursued. The Corporate Director Resources informed the Committee that a programme is being established to expand the commercial portfolio. She stated that the Built Environment Team is looking at opportunities to sell its services to other partners in the public sector. The Built Environment Team had also taken forward construction projects and the design of schools. A review of charges by local authorities across Wales had been undertaken and the Council will be reviewing its charges against that exercise. The Council has introduced charges for the collection of garden waste, mooring fees and pre-application fees for planning applications.

The Committee questioned how the reduction in carbon emissions had been calculated and questioned the reason for the target not being achieved and also not being stretching. The Corporate Director Resources informed the Committee that this relates to the Council's buildings and through the rationalisation of assets the Council was securing efficiencies on its carbon footprint. She stated that once the outturn had been received the target would be stretching.

The Committee questioned the progress being made in streamlining internal and public facing systems and business processes and the number of services to be made available online so that services could be accessed outside normal business hours. The Corporate Director Resources informed the Committee that having more services available online is a priority with Council Tax and Housing Benefit being a target in the MTFS for online transactions. She stated that there is a focus on developing services online which would have the most impact quickly.

The Committee questioned the plans for reducing the number of days lost due to sickness absence. The Corporate Director Resources informed the Committee that the target for 2015-16 was unlikely to be met due to a number of sickness problems in Directorates. The WLGA and Neath Port Talbot Council had undertaken a project on sickness absence which would be looked at. She stated that the work was being undertaken to manage and support long term sickness cases in the Wellbeing Directorate by HR more proactively and through the training of staff.

The Committee thanked the invites for their contributions.

Conclusions

Members made the following recommendations and conclusions in relation to the Corporate Plan 2016-20:

- The Committee recommend that Officers explore the viability of including Electricity Regeneration as part of the Energy Technologies Institute Programme as well as looking at local heating projects. Furthermore, the Committee recommend that Officers explore any possible collaborations on the same subject with other local authorities involved in City Deal.
- The Committee commented that whilst mentioned, there needs to be more recognition in the Corporate Plan of the Wellbeing and Future Generations Act 2015, the work that sits under it such as Open Spaces, Community Assets etc and how the Authority is going to comply with this.

- The Committee recommend that the role of Apprenticeships needs to be incorporated into the Corporate Plan with the Authority as a main employer taking the lead by increasing its own numbers of apprenticeships.
- The Committee requested that detail be included in the Corporate Plan to clarify how the consultation figures presented in the report relate to the wider context of the County Borough, in terms of the percentage of respondents against the whole population.
- The Committee queried some of the targets set for 2016-17 in that it was not clear in some cases whether they were percentages or numbers. Members also commented on the fact that some figures were either remaining stagnant, or in some cases, were targeting lower than the previous year. Members stated that the Authority should be looking to improve year on year.

The Committee therefore recommend that as well as tidying up some of the figures; for example where actuals for last year are known they should be included and clarification provided of where they are percentages or numbers; Officers should also look to be aspirational and whilst targets should not be unattainable, the Authority should seek to improve year on year. The Committee also commented that where actuals were not known for last year, this should not prevent targets being set for the following year.

- The Committee wished to progress the proposal that further information be provided in the Corporate Plan as to the context or rationale behind each target and recommend that this indicate how the target has been determined for example how we compare to other Local Authorities.

Further Comments

- Members expressed concerns over the proposals for income generation in relation to the 3 initiatives being proposed for this year. Members expressed concern over the mention of the Authority becoming a commercial property owner to rent out at a time when the Authority was trying to reduce its portfolio of properties. Members also raised concerns over the available resources within the Authority for the other 2 initiatives and therefore questioned the achievability of the targets.

Referral to the Community, Environment and Leisure Overview and Scrutiny Committee

- The Committee expressed concerns over the proposals for Community Asset Transfer and questioned whether there was a document or Framework already developed for Asset Transfer for the whole of the County Borough which was currently being presented or available to all voluntary and community organisations, or whether the transfers were occurring on an ad hoc basis with those who have shown an interest. Members stated that it would be useful to know where this is in order to point their constituents in the right direction.

The Committee requested that this subject be followed up by the Community, Environment and Leisure Scrutiny Committee under their forward work programme. The Committee asked that the following be considered:

1. Assurance that organisations looking to take on Community Assets have got the correct procedures in place such as those for vulnerable people, and DBS Checks etc.

2. Whether organisations have the experience to take on Community Assets. Members stressed the need to ensure that any transfer made was robust in that it was with the right people, with the right business plan in place and that the right support was provided to them to help them take on the asset.
3. What would happen if organisations and communities did not want to take up the offer of the asset transfer?

Additional Information

- The Committee requested that further information be provided as to how Bridgend compares to others in Local Authorities in Wales in relation to the percentage of children living in households where no one is working.

191. **MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20 AND DRAFT BUDGET CONSULTATION PROCESS**

The Scrutiny Officer reported on the findings of the Budget Research and Evaluation Panel (BREP) and the responses from the Overview and Scrutiny Committees in relation to the draft budget proposals. She stated that the Standing BREP had met on a number of 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. In addition, the BREP had met the Chief Executive and the Leader to discuss the budget proposals.

The Committee was requested to consider the findings of the BREP and determine whether the recommendations should be forwarded to Cabinet along with the consolidated responses from each of the Overview and Scrutiny Committees as part of the budget consultation process.

The Committee questioned the cumulative impact of the budget reduction proposals has been taken into account in the Equality Impact Assessment year on year. The Assistant Chief Executive Legal and Regulatory Services confirmed that an EIA is done at each budget round and on each proposal and is taken into account for future years from the current situation.

The Committee questioned the progress made in moving the pay date to the middle of the month and also questioned the robustness of the argument against moving the pay date. The Head of Finance and ICT informed the Committee that two options had been considered in relation to pay day harmonisation with negotiations to moving the pay date to the end of the month with the Trade Unions not being successful. He stated that the option to move the pay date forward to the middle of the month would lead to an increase in administrative costs which would mitigate against any savings to be made. The Assistant Chief Executive Legal and Regulatory Services informed the Committee that as no collective agreement could be sought with the Trade Unions moving the pay date to the end of the month could be progressed. The Head of Finance and ICT informed the Committee that moving the pay date forward to the middle of the month would incur additional administrative costs of recovering overpayments. The Cabinet Member Resources that as the Council, has in place a collective agreement with the Trade Unions the proposal to move the pay date to the end of the month could not be achieved as one of the Trade Unions were not in favour of the change following a ballot of its members.

In response to a question from the Committee, the Head of Finance and ICT informed that the Teckal approach refers to an arm's length company. The Assistant Chief

Executive Legal and Regulatory Services informed the Committee that a Teckal gives an exemption from EU rules and state aid.

The Committee expressed concern at the disparity between Directorates regarding actual savings and budget pressures with there being elements of growth in the Wellbeing Directorate to account for demographic pressures. The Head of Finance and ICT informed the Committee that officers seek to provide information behind the budget reductions and there is a desire for continued efficiencies and linkages with the Corporate Plan, if this approach was not adopted the Council would be in a position of 'salami' slicing budgets. The Committee expressed concern at the impact of budget reductions in the Communities Directorate and its effect on visible services with a deterioration in the appearance of the County Borough which hampered efforts to attract visitors and businesses to Bridgend. The Committee considered that these services are of value to the public as they contribute to the majority of Member referrals such as the frequency of weed spraying and grass cutting being reduced which seemed to be a short term solution which did not justify the long term cost and risk. The Assistant Chief Executive Legal and Regulatory Services informed the Committee he was concerned with the wording of paragraph 2.5 of the report in relation to the balancing of savings as the equalisation of budget reductions moves the process away from the Corporate Plan. He stated that it was right and proper that the comments of the Community Environment and Leisure Overview and Scrutiny Committee in relation to paragraph 1.9 be conveyed to Cabinet. The Committee considered that there had been a disparity in budget reductions between the Directorates with all Directorates apart from the Wellbeing Directorate having to make budget reductions of 15% whereas the Wellbeing Directorate had made budget reductions of 3% over the same period.

The Committee commented on the effectiveness of the BREP process in examining the budget proposals which had been chaired effectively and served well by the Scrutiny Officers. The Cabinet Member Resources commented on the effectiveness of the BREP and that Cabinet takes cognisance of its views.

The Committee thanked the invites for their contributions.

Conclusions

The Committee accepted the recommendations and comments from both the BREP and the five Scrutiny Committees and agreed to submit them to Cabinet subject to the following amendments and incorporations:

BREP recommendations:

1. That a further recommendation be added to the section on City Deal to state the following:

Furthermore that the Authority embrace the need for collaboration in City Deal particularly on the subject of Electricity Regeneration in order that Bridgend does not miss out on any potential opportunities and benefits.

2. That the recommendation on Balancing of Savings be reworded to state the following:

Members raised concerns that visible services valued by the public are at risk due to continued cuts and that the previous level of cuts is not sustainable for future without significant impact. The Committee therefore recommend that this is seriously taken into consideration when decisions are made regarding budget cuts for future years.

3. That the BREP comment at 2.17 regarding the public consultation be amended to highlight that there is a limited view in the consultation process from young people and that future consultation needs to work closely with the Youth Council and Schools to improve this.
4. The Committee asked that the point made in the BREP report that year on year opportunities to identify budget reductions are becoming fewer and less sustainable be reinforced in the final report to Cabinet.
5. The Committee upheld the recommendation in relation to Pay Day Harmonisation and the proposal to move the pay day for all staff to the middle of the month.
6. That Committee noted the positive comments from the Cabinet Members Resources regarding BREP and its continued value.

The Committee commented that all Equality Impact Assessments take into account the accumulative impact of budget cuts on specific services, groups and individuals.

192. URGENT ITEMS

There were no urgent items.

The meeting closed at 4.58 pm

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

22 MARCH 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 present the items due to be considered at the Committee's next meeting to be held following the Annual General Meeting of Council.

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 Committee's next meeting the table below lists the potential items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Year End Performance and Budget Monitoring Report	<ul style="list-style-type: none"> • Corporate Director – Resources and Section 151 Officer, • Cabinet and CMB • All Scrutiny Chairs • Yuan Shen - Corporate Improvement and Integrated Partnerships Manager 	Annual/Year End report for financial and performance year 2015-16	Detail research / To be confirmed
Annual Forward Work Programme	None	Forward Work Programme proposed items and related information	Detail research / To be confirmed

Extra Items for Consideration

4.2 The list below contains potential items as yet to be decided for the 2016-17 forward work programme. The prioritisation and timings of these will be agreed at the Committee meeting following the Annual General Meeting.

Topic	Purpose of Report	Invitees
Rationalising the Council's Estate and Digital Transformation Programme	Originating out of the Corporate Plan – two of the five key projects/programmes under Corporate Priority 3 – Smarter Use of Resources. Rationalising the Council's Estate – Once decision made in relation to Ravens Court Committee's role to assist in developing the next phase. Digital Transformation - Report going to Cabinet in May, Committee's role is to assist in the design and development for the future.	TBC
2016-17 Quarter 1: Budget Monitoring Financial Performance	To review 2016-17 financial performance as at 30 June 2016: forecast out-turn against revenue and capital budget and reasons for variance.	TBC
2016-17 Half Year Financial Performance and Half Year Corporate Plan Performance Report	To review performance including financial performance as at 30 September 2016 against 2016-17 corporate plan commitments, milestones and indicators.	TBC
Directorate Budget Consultation Process	Consideration of Directorate Budget for 2016/17	TBC
Budget Responses and Budget REP	Collate all OVSC BREP feedback and comments.	TBC
Commercialisation Programme and Procurement Programme	Originating out of the Corporate Plan – further two of the five key projects/programmes under Corporate Priority 3 – Smarter Use of Resources. Consideration of the wider opportunities for income generation and getting best value for money on services and goods that we buy in; what are other LAs doing – in UK and wider?	TBC
Corporate Plan	To comment on the Council's Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators for 2017-18.	TBC

Business Plan 2016/17	To comment on Directorate 2016-17 business plans including its actions, milestones and performance measures	TBC
2016-17 Quarter 3 Financial Performance	To review 2016-17 financial performance as at 31 December 2016	TBC

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

- 7.1 None.

8. Recommendations

The Committee is recommended to:

- (i) Note the topics due be considered at the next meeting of the Committee to be scheduled at the Annual General Meeting of Council;
- (ii) Determine the invitees to be invited to attend, any specific

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

information it would like the invitees to provide and any research that it would like the Overview & Scrutiny Unit to undertake in relation to this meeting.

Andrew Jolley,
Assistant Chief Executive – Legal & Regulatory Services

Contact Officer: Rachel Keepins, Democratic Services Officer - Scrutiny

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Bridgend,
CF31 4WB

Background Documents: None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

23 MARCH 2016

REPORT OF THE CHIEF EXECUTIVE

Directorate Business Plans 2016-17

1. PURPOSE OF REPORT

- 1.1 This report presents extracts of the Council's draft Directorate Business Plans for 2016-17 for the Committee to comment.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The business plans have been developed to implement the commitments in the Council's new Corporate Plan 2016-20, as well as other service priorities.

3. BACKGROUND

- 3.1 On 10th March 2016, Council approved both the new Corporate Plan 2016-20 and the Medium Term Financial Strategy (MTFS) 2016-17 to 2019-20.
- 3.2 Directorate business plans are developed each year to implement and support the Corporate Plan, the MTFS, other strategic plans and service priorities in line with the Councils' Performance Management Framework.
- 3.3 To enable effective scrutiny of the business plans, the Committee requested that each directorate provide an extract of their business plan containing:
- the resources section, including finance, staffing and assets; and
 - the action plans and performance measures section linked to the Corporate Plan priorities.

A copy of the latest corporate risk assessment was also requested to show corporate risks that each director owns.

4. CURRENT SITUATION / PROPOSAL

- 4.1 An extract from each directorate business plan has been attached, as requested. They are saved separately for ease of reading and scrutiny. In each extract, Corporate Plan indicators have been highlighted in yellow. These indicators have already been approved by Council. They have been included for information only and to show all indicators in context. It should be noted that full business plans are more comprehensive and diverse in appearance, reflecting the diversity of services each Directorate provides as well as carrying out corporate commitments.

Action Plans and Performance Measures Section

- 4.2 In order to provide the key information for Corporate Performance Assessment (CPA) and the performance management system, the action plans and performance

measures section is prepared to a common corporate format. For each commitment in the Corporate Plan, directorates set out:

- the milestones that will be taken to achieve them, and the target date for completion;
- measures they will use to assess performance with targets set for 2016-17; and
- responsible officers for the milestones and measures.

4.3 To reflect the synergy between the Corporate Plan, Directorate Business Plans and the Transformation programmes, the action plans and performance measures section identifies the associated Transformation projects and programmes.

4.4 In addition each measure has been assigned an indicator type that will be used to support monitoring of performance.

4.5 Some targets in these draft plans will be updated when the final performance of 15-16 is known. Business plans are intended to be 'live' documents that are amended to reflect changes in services throughout the year.

Monitoring Progress 4.6 Progress against the commitments and performance indicators in the business plans are monitored on a regular basis by directorate management teams. Corporate commitments and related key performance indicators are monitored quarterly by the Council's Corporate Performance Assessment (CPA) Panel attended by Corporate Management Board, Heads of Service and Cabinet Members, and scrutinised by this Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

5.1 Developing and implementing Directorate Business Plans forms part of the Council's Performance Management Framework and will ensure our improvement priorities are embedded into delivery at every level of the organisation.

6. EQUALITY IMPACT ASSESSMENT

6.1 An Equality Impact Assessment was conducted on the Corporate Plan. Specific changes to policy or practice identified in the directorate business plans will need a separate equality impact assessment.

7. FINANCIAL IMPLICATIONS

7.1 The Directorate Business Plans are drafted to support the Corporate Plan, which is aligned with the MTFS.

8. RECOMMENDATION

8.1 The Committee consider this report and comment on the attached extracts of draft Directorate Business Plans for 2016-17 (Appendix A-E).

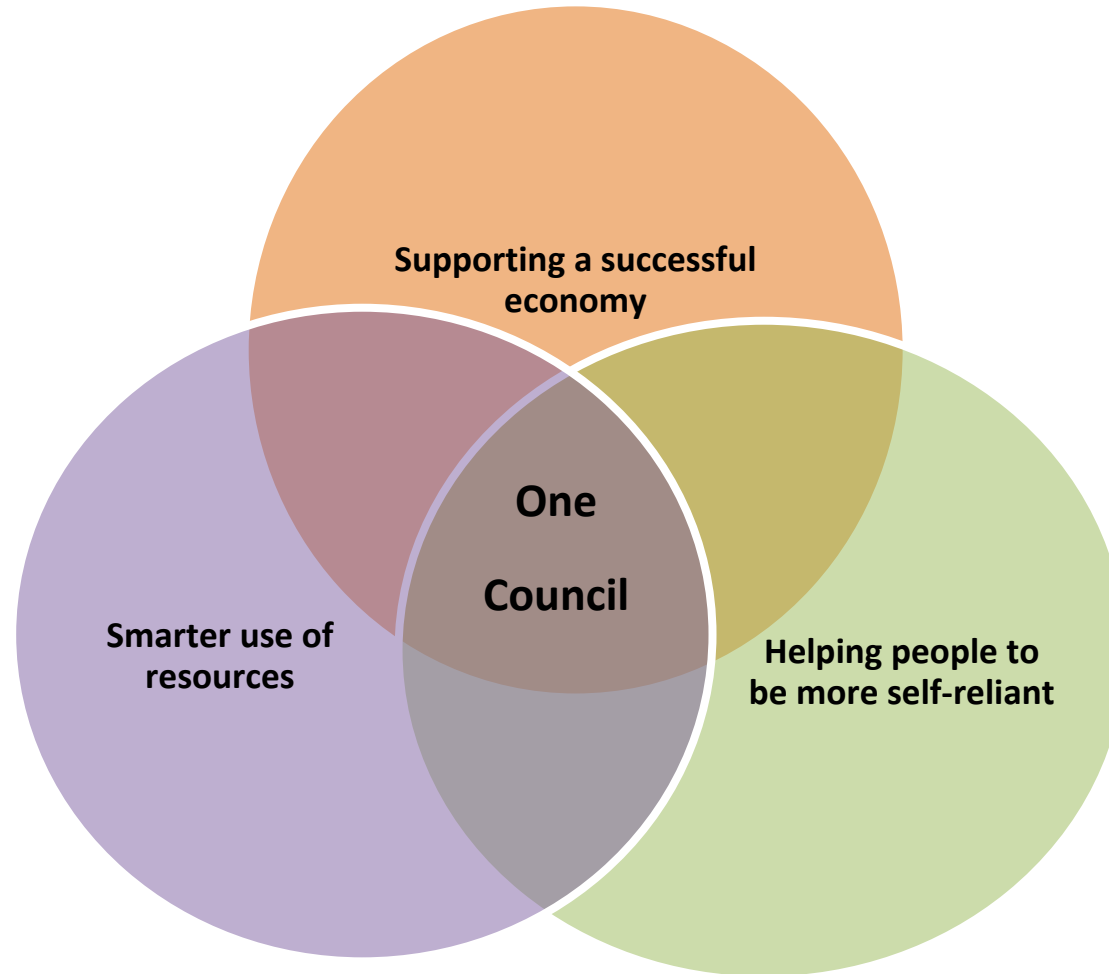
Darren Mephram
Chief Executive

Contact Officer: Yuan F Shen
Telephone: 01656-643224; email: yuan.shen@bridgend.gov.uk

Background Documents - None

Bridgend County Borough Council

Education & Transformation Directorate Business Plan 2016-2017 (Extract)



EDUCATION AND TRANSFORMATION DIRECTORATE

Resources

Service	2014-15 (1.4.2014)		2015-16 (1.1.2015)		2016-17 (31.12.2015)	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Business Strategy & Performance	59.46	65	64.59	71	27.10	32
Catering Services	142.82	292	119.36	395	115.55	346
Corporate Director	Included elsewhere	Included elsewhere	1	1	1	1
Schools	2430.98	3301	2242.06	3083	2,257.76	3,125
Strategy Partnership & Commissioning (incl. Learning)	338.69	508	334.91	462	323.09	447
Safeguarding & Family Support	227.79	273	168.78	201	N/A	N/A
TOTAL	3,200.75	4,440	2,930.69	4,213	2,724.50	3,951

Finance

Budgets	2016-17	2017-18	2018-19	2019-20
	(Actual)	(Indicative)	(Indicative)	(Indicative)
	£'000	£'000	£'000	£'000
LEARNING				
Inclusion	3,330	3,330	3,330	3,330
Foundation	1,085	1,085	1,085	1,085
Youth Service	469	469	469	469
Transition	0	0	0	0
Post 14	0	0	0	0
Statutory Advice & Psychology	494	494	494	494
Emotional Health & Behaviour	1,523	1,523	1,523	1,523
School Improvement	750	750	750	750
Music Service	0	0	0	0
STRATEGY, PARTNERSHIPS & COMMISSIONING				
Strategic Planning & Resources	3,943	3,943	3,943	3,943
Business Strategy & Performance	452	452	452	452
Support for Children & Learners	4,968	4,601	4,534	4,467
Commissioning & Partnerships	1,087	1,087	1,087	1,087
Strategic Management	1,457	1,457	1,457	1,457
Youth Offending Service	347	347	347	347
Individual Schools Budget	86,865	86,023	85,189	84,363
Contingency	30	30	30	30
Transformation	225	225	225	225
MTFS proposal under consideration	0	0	- 1,623	- 3,644
TOTAL	107,025	105,816	103,292	100,378

Future Property Needs

The strategic review into the development and rationalisation of the curriculum and school estate for primary, secondary and post 16 education will clarify the future property needs relating to our school buildings. The model of delivering education services will dictate the structure of primary, secondary and post 16 education for band B of the school modernisation programme from 2019. The outcome of the review cannot be predicted nor pre-empted as any outcomes will need a full public consultation prior to any decision being made on implementation by the LA. Nevertheless, there are a number of immediate issues in respect of the current demand for pupil places that are likely to mean that additional capacity will be required in certain parts of the LA irrespective of the outcome of that review. These pressures are likely to originate from the larger housing development of Parc Afon Ewenny and Brackla North East in particular. Furthermore, there is significant pressure for Welsh medium pupil places in Bridged town which is unlikely to be met by the current available places without investment in the school capital estate.

Improvement Priority One – Supporting a successful economy

1.1 Aim - To help local people develop skills and take advantage of opportunities to succeed

1.1.5 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.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.5.1	Identify efficient methods of tracking and monitoring educational attainment of LAC pupils.	Children's Change Programme	Group Manager (School Improvement)	n/a	n/a	31/07/2015	Sept 2016
1.1.5.2	Implement the CSC Closing the Gap draft strategy and action plan	Children's Change Programme	Group Manager (School Improvement)	n/a	n/a	n/a	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SCC037	Average external qualifications point score for 16 year old Looked After Children in any local authority maintained learning setting	NSI/Service User Outcomes	Group Manager (School Improvement)	202	262	217	217
SCC002	Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	NSI/Service User Outcomes	Group Manager (School Improvement)	12.5	8.8	14	12.5

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

SCC024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March.	NSI/Service User Outcomes	Group Manager (School Improvement)	56.6	64.6	100	100
Tbc	Percentage of Looked After Children in schools meeting their IEP targets from interventions or educational support packages	Local/Service User Outcomes	Group Manager (School Improvement)	n/a	n/a	n/a	Baseline
DCH2.1.4	Size of the gap in educational attainments between KS4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator)	OA/ Service User Outcomes	Group Manager (School Improvement)	31.7%	36.30%	24%	23.8%
1.3.6	Continue to work with schools to develop a range of options for young people who are more able and talented than their peers.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.3.6.1	Agreed definition of more able and talented (MAT) and roll out across schools	Children's Change Programme	Group Manager (School Improvement)	n/a	n/a	n/a	June 2016
1.3.6.2	Continue to work with schools develop a range of options for young people who are more able and talented than their peers	Children's Change Programme	Group Manager (School Improvement)	n/a	n/a	n/a	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Tbc	The % of pupils achieving A-A* at GCSE	Local/Service User Outcomes	Group Manager (School Improvement)	16.7%	17.2%	17.5%	17.7%
Tbc	The percentage of pupils at A level achieving level 3 threshold	Local/Service User Outcomes	Group Manager (School Improvement)	96.6%	97.6%	n/a	98.6%
Tbc	The percentage of pupils achieving 3 A*-A grades at A level	Local/Service User Outcomes	Group Manager (School Improvement)	7.1%	5.3%	7.9%	7.5%
Tbc	% of pupils, at end of FP, achieving Outcome 6+ in teacher assessments (LCE).	Local/Service User Outcomes	Group Manager (School Improvement)	35.8%	41.5%	45.4%	46.3%
Tbc	% of pupils assessed at end of KS2 achieving Level 5+ in the core subjects (E/W, Maths, Science), as determined by Teacher Assessment	Local/Service User Outcomes	Group Manager (School Improvement)	35.9%	38.1%	39.6%	44%
Tbc	% of pupils assessed at end of KS3 achieving Level 6+ in the core subjects (E/W, Maths, Science), as determined by Teacher Assessment	Local/Service User Outcomes	Group Manager (School Improvement)	49.0%	53.4%	55.2%	54%
1.3.7	Co-ordinate and implement the Youth Engagement and Progression Framework to reduce the number of NEETS.						

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.3.7.1	Continue to implement the Youth Engagement and Progression Framework with an emphasis on early identification and support arrangements for potential NEETs	Children's Change Programme	Group Manager (Integrated Working)	n/a	n/a	n/a	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
DCH2.3.1	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	Local/Service User Outcomes	Group Manager (Integrated Working)	3.7% (67 leavers)	3.6% (60 leavers)	3.5%	3.4%
EDU002i	Leavers of compulsory education, training or work based learning without an approved external qualification	Local/Service User Outcomes	Group Manager (Integrated Working)	0.4	0.1	0.1	0.1
EDU002ii	LAC: leavers of compulsory education, training or work based learning without an approved external qualification	Local/Service User Outcomes	Group Manager (Integrated Working)	0.0	0.0	1.1	0.0
1.3.8	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.						
Ref	Milestone Description	Transformation	Responsible	2013/14	2014-15	2015-16	2016-17

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		Programme	Officer	Actual	Actual	Target	Target
1.3.8.2	Implement the Youth Guarantee that will help to ensure that every young person has access to a suitable place in learning post-16.	Children's Change Programme	13-19 Co-ordinator	n/a	n/a	n/a	Sep 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Tbc	% learners in KS4 & Post 16 with active Learning Pathway Plan	Local/Service User Outcomes	13-19 Co-ordinator	n/a	n/a	n/a	Baseline
Tbc	% Year 11 who have applied and received an offer of a place by (i) end of the Spring term and (ii) by end of the Summer Term	Local/Service User Outcomes	13-19 Co-ordinator	n/a	n/a	n/a	Baseline
Tbc	The percentage of schools meeting Learning & Skills Measure at Key Stage 4 & Post 16	Local/Service User Outcomes	13-19 Co-ordinator	n/a	n/a	100%	100%
Tbc	Average wider points score for learners aged 17	Local/Service User Outcomes	13-19 Co-ordinator	806	777	n/a	810
Tbc	Percentage of NEETs aged 16 to 18	Local/Other	Group Manager (Integrated Working)	tbc	tbc	tbc	4.0%

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1.3.9	Work with all 'Pathways Pathway to Success' schools to maximise opportunities for learners to develop and improve.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.3.9.1	Implement LA Statement of Action in respect of the Coleg Cymunedol Y Dderwen (CCYD) Post Inspection Action Plan (PIAP)	Children's Change Programme	Group Manager (School Improvement)	n/a	n/a	n/a	July 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Tbc	Percentage of objectives in the LA Statement of Action in respect of the Coleg Cymunedol Y Dderwen (CCYD) Post Inspection Action Plan (PIAP) which have been completed.	Local/Service Outcome	Group Manager (School Improvement)	n/a	n/a	n/a	100%
1.3.10	Deliver the Strategic Review into the rationalisation of curriculum and school estates.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.3.10.1	Approve the technical specification for the strategic review into the development and rationalisation of the curriculum and school estate for primary, secondary and post 16 education in Bridgend County Borough.	Children's Change Programme School Modernisation Programme	Head of Strategy Partnerships & Commissioning	n/a	n/a	n/a	March 2016
1.3.10.2	Deliver the strategic review in line with the	Children's Change	Head of Strategy Partnerships &	n/a	n/a	n/a	August

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	technical specification	Programme School Modernisation Programme	Commissioning				2016
1.3.10.3	Consult on the proposals from the review into the development and rationalisation of the curriculum and school estate for primary, secondary and post 16 education in Bridgend County Borough	Children's Change Programme School Modernisation Programme	Head of Strategy Partnerships & Commissioning	n/a	n/a	n/a	September 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
tbc	Number of Welsh Medium primary schools unable to meet the demand for places at nursery and reception admissions round.	Local / Organisational Capacity	Group Manager (Business, Strategy and Performance)	-	1	n/a	1
Tbc	Number of English Medium primary schools unable to meet in catchment demand for places at nursery and reception admissions round.	Local/Organisatio nal Capacity	Group Manager (Business, Strategy and Performance)	-	3	n/a	2
Tbc	Percentage of strategic review objectives met	Local/Value for Money	Group Manager (Business, Strategy and Performance)	-	n/a	n/a	100%

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Improvement Priority Two – Helping people to be more self-reliant

2.2 Aim - To give people more choice and control over what support they receive by providing early access to advice and information

2.2.8	Work with partners to ensure early identification of children and families in need of support.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.8.1	Integrate Early Help arrangements with MASH.	Remodelling Children's Social Care	Group Manager (Integrated Working)	n/a	n/a	March 2016	March 2017
2.2.8.2	Ensure implementation of the relevant parts of the Social Services and Well-being Act relating to Preventative Services.	Bridgend Change Programme - Remodelling Childrens Services - Multi Agency Safeguarding Hub	Head of Strategy Partnerships & Commissioning	n/a	n/a	n/a	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
DCH3.2.2.1	Number of JAFF assessments completed (families).	Local/Internal Processes	Group Manager (Integrated Working)	190	228	350	400

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Improvement Priority Two – Helping people to be more self-reliant

2.3 Aim - To support carers in maintaining their role

2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.3.1.1	Provide awareness events for staff in schools to ensure they discharge their responsibilities to young carers	Children's Change	Group Manager (Integrated Working)	n/a	n/a	n/a	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
tbc	Number of completed young carers assessments	Local/Internal Processes	Group Manager (Integrated Working)	n/a	n/a	n/a	60
tbc	Percentage young carers following assessment issued with 'young carer' ID cards.	Local/Internal Processes	Group Manager (Integrated Working)	n/a	n/a	n/a	90%

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2.4 Aim - To support the third sector, town and community councils and community groups to meet local needs.

2.4.1	To develop capacity of the 3rd sector by finding new ways of working together.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.1.2	Develop a third sector programme	Third Sector Review	Head of Regulatory Services, Partnerships and Transformation	n/a	n/a	n/a	July 2016
2.4.2	To enable community groups and third sector to have more voice and control over community assets.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.2.1	To review and revise the existing Town and Community Council Charter	Third Sector Review	Head of Regulatory Services, Partnerships and Transformation	n/a	n/a	n/a	31 May 16
2.4.1.2	The adoption of the revised Charter by all 20 Town & Community Council of the County Borough	Third Sector Review	Head of Regulatory Services, Partnerships and Transformation	n/a	n/a	n/a	30 Sep 16

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Improvement Priority Three – Smarter use of resources

3.1 Aim – To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1.1 Implement the planned budget reductions identified in the 2016-17 budget							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.1.1	To monitor as planned the budget reductions over the year to meet the MTFS.	MTFS	Director	n/a	n/a	March 2016	March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
tbc	Value of proposed budget reductions achieved	Local / Value for Money	Director	-	-	£2,451,000	£910,000

3.2 Aim – To improve the efficiency of and access to services by redesigning our systems and processes

3.2.1 Develop a range of automated and online services that are easy for citizens to use							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.1.1	Procurement of suitable platform for online Council services	Digital Programme Board	Head of Regulatory Services	n/a	n/a	n/a	June 2016

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3.2.1.2	Start implementation of successful platform	Digital Programme Board	Head of Regulatory Services	n/a	n/a	n/a	August 2016
3.2.1.3	Initial transfer of services to online environment	Digital Programme Board	Head of Regulatory Services	n/a	n/a	n/a	November 2016
3.2.2	Move most common internal processes to automatic to reduce transaction costs and streamline processes;						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.2.1	Identification of strategic and key processes that will enable the reduction of transaction costs	Digital Programme Board	Head of Regulatory Services	n/a	n/a	n/a	June 2016
3.2.2.2	Evaluation of strategic and key processes for digital shift	Digital Programme Board	Head of Regulatory Services	n/a	n/a	n/a	September 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
tbc	Number of services that are available to the public online	Local/Internal Process	Head of Regulatory Services	n/a	n/a	n/a	6

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3.4 Aim - To develop the culture and skills required to meet the needs of a changing organisation

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.1	To put in place robust processes to analyse and report on sickness data for the Directorate	Children's Change	Group Manager Business Strategy and Performance	n/a	n/a	n/a	June 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP PAM	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Local / Organisational Capacity	Director	11.4	12.47	9.10	9.10
CORP	Number of days lost per FTE through industrial injury	Local / Organisational Capacity	Director	n/a	n/a	0.57	0.57
CORP	Number of industrial injury incidences	Local / Organisational Capacity	Director	n/a	n/a	10	10

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Additional Reportable Indicators

PI Ref No	PI Description	Indicator Type	Responsible Officer	2013-14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
DCH.OA5.5	Percentage of children in the Flying Start areas reached, exceeding or within one age band of their development milestones at age 3 years	OA/Service User Outcomes	Group Manager (Integrated Working)	72	77	82	82
EDU003	Percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	NSI&PAM/Service User Outcomes	Group Manager (School Improvement)	82.6	86.2	85	88.4
EDU004	Percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator as determined by Teacher Assessment	PAM/Service User Outcomes	Group Manager (School Improvement)	73.5	79.3	78.9	87.2
EDU006ii	Percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	NSI/Service User Outcomes	Group Manager (School Improvement)	5.1	6.6	6.5	5.3
EDU008a	The number of permanent exclusions during the academic year per 1,000 pupils from: a) primary schools	SID/Service User Outcomes	Group Manager (Inclusion)	0	0.1	0.2	0.1
EDU008b	The number of permanent exclusions during the academic year per 1,000 pupils from: b) secondary schools	SID/Service User Outcomes	Group Manager (Inclusion)	1.6	1.3	0.8	0.7

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EDU010a	The percentage of school days lost due to fixed-term exclusions during the academic year, in: a) primary schools	SID/Service User Outcomes	Group Manager (Inclusion)	0.008	0.008	0.012	0.012
EDU010b	The percentage of school days lost due to fixed-term exclusions during the academic year, in: b) secondary schools	SID/Service User Outcomes	Group Manager (Inclusion)	0.07	0.042	0.065	0.065
EDU011	Average point score for pupils aged 15, at the preceding 31 August, in schools maintained by the local authority	NSI&PAM/Service User Outcomes	Group Manager (School Improvement)	442.1	486	515	550 provisional
EDU015a	Percentage of final statements of special education need issued within 26 weeks: (a) Including exceptions;	NSI/Service User Outcomes	Group Manager (Business, Strategy and Performance)	6.1	50	100	90
EDU015b	Percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions	NSI/Service User Outcomes	Group Manager (Business, Strategy and Performance)	100	100	100	100
EDU016a	Percentage of pupil attendance in primary schools	PAM/Service User Outcomes	Group Manager (Integrated Working)	93.5	94.8	95.8	95.7
EDU016b	Percentage of pupil attendance in secondary schools	PAM/Service User Outcomes	Group Manager (Integrated Working)	92.5	93.9	94.9	95.1
EDU017	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	NSI&PAM/Service User Outcomes	Group Manager (School Improvement)	52.3	54.8	65	61.1

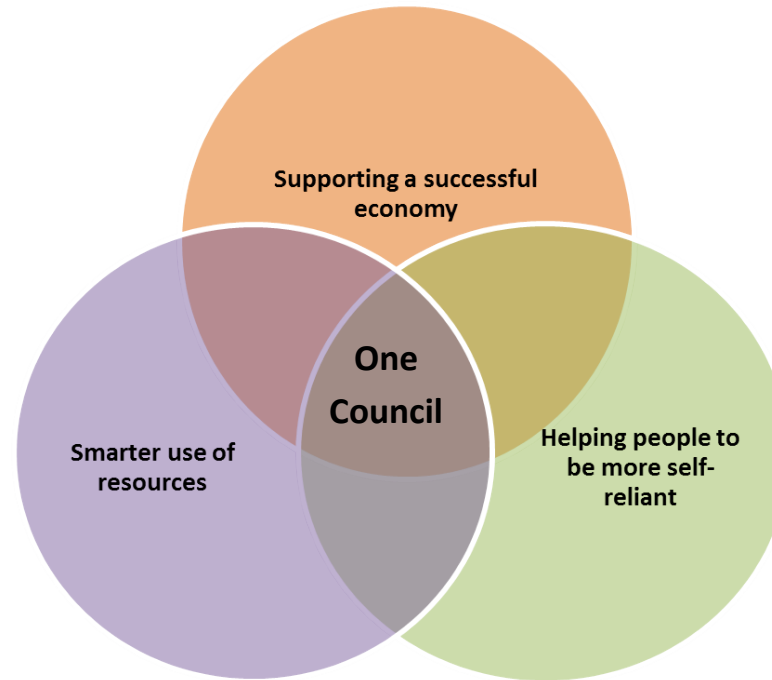
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Legal and Regulatory Services Directorate
Business Plan 2016-2017 (Extract)



Our Priorities



Bridgend County Borough Council
Working together to improve lives

1. Resources

Service	2014/15		2015/16		2016/17	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Legal Services	29.55	31	28.05	29	24	26
Business Support	6.5	7	6	9*	11	11**
Register Office	4.7	6	4.7	6	4.35	5
Regulatory Services	52.49	55	49.99	52	N/A	N/A
Democratic Services	19	21	13.1	15	13.61	15
Procurement & County Supplies	38.6	40	37.6	39	28.73	30
Corporate Performance & Partnerships	10	11	10	11	9.5	10
LARS DIRECTORATE	160.84	171	149.44	161	91.19	97

*Team clerks transferred from Legal to business Support

** CMB added to this figure 16/17 only

Budget

Budget	2015/16	2016/17	2017/18	2018/19*
		(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
Legal Services	2007	1988	1988	1988
Business Support	187	190	190	190
Register Office	29	-33	-33	-33
Democratic Services (Including Scrutiny & Members)	1562	1528	1528	1528
Procurement	288	295	295	295
Corporate Performance and partnerships	353	297	297	297
Regulatory Services	1664	1486	1352	1302
Proposals under consideration or not yet developed within LARS Directorate			-530	-599
LEGAL AND REGULATORY SERVICES	6090	5783	5062	4918
SAVINGS TARGETS:	2016-17		307	
	2017-18		664	
	2018-19			144
NET BUDGET TOTAL	6090	5783	5062	4918

Assets

The department's accommodation assets are commensurate with the current staffing levels from time to time in accordance with the corporate accommodation policy.

2. Priorities

Part A

Improvement Priority One – Supporting a successful economy

1.3 Aim - To help local people develop skills and take advantage of opportunities to succeed

1.1.1 Implement projects with public sector bodies and local businesses to establish employer skill needs and influence local provision;							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.1.1	Support the Wealthy Programme Board to develop career sector specific events e.g. construction, hospitality, care etc. to help young people make informed career choices	N/A	Head of Regulatory, Partnerships and Transformation				March 2017
1.1.1.2	Help and support the Wealthy Programme Board develop a two way communication system to keep the private sector informed of public sector initiatives and programmes including EU funded projects	N/A	Head of Regulatory, Partnerships and Transformation				July 2016
1.1.1.3	Undertake a programme of business advice, support and training events Support business through the delivery of advice and education services	N/A	Head of Regulatory, Partnerships and Transformation				March 2017

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Ref	Indicator Description	Indicator Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.1.1	Number of young people attending sector specific events	Local ; to be reported to CPA and DMT. Service user outcomes	Head of Regulatory, Partnerships and Transformation	New for 2016-17			15

1.3.3 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.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.3.1	Manage the FF programme to secure Employment, Education & Training advice, guidance and support	N/A	Head of Regulatory, Partnerships and Transformation				Mar 2017
Ref	Indicator Description	Indicator Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.3.1	Number of young people & adults gaining employment, education or training.	Local; reported to	Head of Regulatory, Partnerships		260*	200	200

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		CPA and DMT Service user outcomes	and Transformation				
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* 2014/15 data was unreliable because it was not supported by evidence. The issue has been addressed.

1.1.4	Implement the LEAD (more able and talented) project with partners to develop a programme to support young people with leadership potential to succeed.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.4.1	Support the Wise Board to arrange a series of promotional sessions to encourage young people to apply to the LEAD project	N/A	Head of Regulatory, Partnerships and Transformation	New for 2016-17			May 2016
1.3.4.2	Support the Wise Board to secure funding and organise the delivery of the residential element of the LEAD programme	N/A	Head of Regulatory, Partnerships and Transformation	New for 2016-17			Sept/Oct 2016
1.3.4.3	Support the LEAD participants to establish a Community Interest Organisation (CIO) to allow them to develop their own community-based	N/A	Head of Regulatory, Partnerships	New for 2016-17			Dec 2016

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	projects.		and Transformation				
Ref	Indicator Description	Indicator Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.3.4.3	Number of participants successfully completing community LEAD projects	CP and Local; to be reported to CPA and DMT Service user outcome	Head of Regulatory, Partnerships and Transformation	New for 2016-17			12

Improvement Priority Two – Helping people to be more self-reliant

2. Aim- Give people more choice and control over what support they receive by providing early access to advice and information

2.2.6	Provide support to families through the Families First programme to help reduce child poverty.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.6.1	Manage contract & financial compliance for all 6 commissioned FF Lead Providers for: <ul style="list-style-type: none"> Family Learning & Engagement; Parenting Support; Childcare Support; 	N/A	Head of Regulatory, Partnerships and Transformation				Ongoing

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	<ul style="list-style-type: none"> • Family Support; • Physical & Emotional Wellbeing; and • Disability Support 						
2.2.6.2	Ensure completion of WG financial & performance quarterly and end of year claims.	N/A	Head of Regulatory, Partnerships and Transformation				WG claim deadlines (Quarterly); Qtr 1. 31 July 16 Qtr 2. 31 Oct 16 Qtr 3. 31 Jan 17 Qtr 4. 30 Apr 17
2.2.6.3	Secure extension of FF Lead Provider Contracts and provide & agree Budget Spend Profiles for 2016/17 with WG	N/A	Head of Regulatory, Partnerships and Transformation				Lead Providers begin implementation and delivery in April 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.6.3	A. The number of financial non-compliances B. The number of performance non	Local, service user outcome	Head of Regulatory, Partnerships and				0 0

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	compliances		Transformation				
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Improvement Priority Three – Smarter use of resources

3.1 To achieve the budget reductions identified in the MTFS

3.1.1	Implement the planned budget reductions identified in the 2016-17 budget						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.1.1	To meet our budget savings target for 16/17 of 398k		Assistant Chief Executive LARS				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.1.1	Value of budget reductions achieved	CP, value for money	Assistant Chief Executive LARS		£474,000	£554,000	£398,000

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3.2 Aim – to improve the efficiency of and access to services by redesigning our systems and processes

3.2.4 Review legal and regulatory software and systems to streamline business processes.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.4.1	Review and standardise policies and procedures across Shared Regulatory services undertaking process redesign and applying lean thinking techniques and best practice	N/A	Head of Regulatory, Partnerships and Transformation				March 2017
3.2.4.2	Develop a performance management framework for the Shared Regulatory Services based on outcomes	N/A	Head of Regulatory, Partnerships and Transformation				November 2016
3.2.4.3	Review fees and charges across the service	N/A	Head of Regulatory, Partnerships and Transformation				January 2017
3.2.4.4	Continue to develop opportunities for innovative ICT based technical mobile working practices.	N/A	Head of Regulatory, Partnerships and Transformation				March 2017

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3.2.4.5	Electronic Report Approval Process using Modern.gov - Approval of Roll-out plan by CMB		Head of Democratic Services				30 Apr 16
3.2.4.6	Electronic Report Approval Process using Modern.gov - Begin use of e-report approval for Committees		Head of Democratic Services				31 May 16
3.2.4.7	Electronic Report Approval Process using Modern.gov - All Committees (other than Appeals Panel) to be use e-report approval process		Head of Democratic Services				31 Dec 16
3.2.4.8	Develop the effectiveness of Webcasting - Review Webcasting viewing statistics and meeting content to determine future webcasting programme including implication of Welsh translations		Head of Democratic Services				18 May 16
3.2.4.9	Develop the effectiveness of Webcasting - Assess opportunities for use of webcasting facilities for matters other than formal meetings to provide income generation		Head of Democratic Services				30 Jun 16

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3.2.4.10	Develop the effectiveness of Webcasting - Provide Draft Webcasting Plan for to Cabinet/Council for approval		Head of Democratic Services				31 Jul 16
3.2.4.11	Develop the effectiveness of Webcasting - Implement approved Webcasting Plan		Head of Democratic Services				30 Sep 16
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Monitor webcasting viewing figures to achieve an increased number of unique views using the webcast meetings until 10 March 2016	Local, Service user outcome	GP Jones	New PI			?

3.2.5	Implement the next phase of the remodelled Shared Regulatory Service.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.5.1	Introduce and examine new and innovative ways to generate income that complements existing services	N/A	Head of Regulatory, Partnerships and Transformation				December 2016

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3.2.5.2	Develop a communications and marketing strategy to ensure services are marketed effectively to public and stakeholders	N/A	Head of Regulatory, Partnerships and Transformation				June 2016
3.2.5.3	Identify and resource staff learning and development needs to address immediate needs of the service together with long term aims.	N/A	Head of Regulatory, Partnerships and Transformation				June 2016

3.4.1	Support managers to lead staff through organisational change						
Ref		Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
PI							
Sickness	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence LARS	Local, organisational capacity	Assistant Chief Executive	7.29	6.92	6.9	6.9
Industrial injury	Number of days lost per FTE through industrial injury LARS	Local, organisational capacity	Assistant Chief Executive	0	0	0	0

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

3.5.1	Restructure the procurement process and monitor our contracts register to ensure best value is achieved through e procurement and the contracts framework.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.5.1.1	Review creditor spend across all of the authority against the Corporate Contracts Register to ensure all spend above EU threshold are compliant with the Public Contracts Regulations 2015.	N/A	CPP Officers				Lead Provider Compliance
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.5.1.1	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant	CP Value for money	Corporate Procurement Manager	New			100%

Other National Indicators

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
PPN-009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PAM , service user	Lee Jones - Shared Regulatory	88%	93%	85%	TBC

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

		outcomes	Services				
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NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

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(Extract)

Our Priorities:



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

1. Finance

	<u>Budget</u> <u>15/16</u>	<u>Net</u> <u>Reductions</u> <u>16/17</u>	<u>Budget</u> <u>16/17</u>	<u>MTFS</u> <u>17/18</u>	<u>Budget</u> <u>17/18</u>	<u>MTFS</u> <u>18/19</u>	<u>Budget</u> <u>18/19</u>
	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>
Financial Services	1,662	28	1,690	-169	1,521	0	1,521
Taxation & Sundry Debtors	93	-13	80	-75	5	-145	-140
Housing Benefit - Payment to Claimants	51,071	-912	50,159		50,159		50,159
Housing Benefit Subsidy and Overpayment Income	-51,285	1,278	-50,007		-50,007		-50,007
Financial Assessments and Benefits Administration	693	-11	682	-75	607	-145	462
Exchequer Services and Insurance	249	16	265		265		265
Bank Charges & Audit Fees	493	-92	401		401	-15	386
Internal Audit	396	-24	372	-34	338	-20	318
ICT	4,104	-420	3,684	-252	3,432		3,432
Finance & ICT	7,476	-150	7,326	-605	6,721	-325	6,396
HR and Organisational Development	1,628	-12	1,616		1,616		1,616
Communications, Marketing & Engagement	518	-33	485		485		485
Customer Services	1,236	-3	1,233		1,233		1,233
Business Services (includes Caretaking service)	525	-59	466		466		466
Human Resources and Organisational Development	3,907	-107	3,800	0	3,800	0	3,800
Building Services	723	-7	716	-370	346		346
Property Services	1,674	-362	1,312	-170	1,142	-50	1,092
Property	2,397	-369	2,028	-540	1,488	-50	1,438
Chief Exec	414	3	417		417		417
Cont to Vol Orgs	244	0	244		244		244
Chief Exec	658	3	661	0	661	0	661
Proposals under consideration or not yet developed within Resources Directorate				-311	-311	-960	-960
Net Budget Total	14,438	-623	13,815	-1,456	12,359	-1,335	11,335

2. Resources

Staff

Service	2014/15 (1.4.14)		2015/16 (31.03.15)		2016/17 (31.12.2015)	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Finance and ICT	191.52	206	188.08	203	167.26	183
HR and Organisational Development	142.40	158	131.08	143	113.26	124
Property	90.55	174	73.55	145	60.51	128
Built Environment	67.00	67	62.00	62	61.00	61
RESOURCES DIRECTORATE	491.47	605	454.71	553	402.03	496

Future Property Needs

- The school modernisation programme (see Education directorate business plan)
- Redevelopment of Waterton depot and relocation of staff (including Resources staff) : see Communities plan
- Review opportunities for further rationalisation of admin estate / core offices
- Ongoing review and release of assets within miscellaneous non-operational estate
- Review opportunities to purchase additional investment properties.

3. Action Plan and Performance

Improvement Priority One – Supporting a successful economy

1.1 Aim – 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

1.1.1	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21 st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.1.1	Facilitate ICT Apprenticeship positions within the ICT structure		Group Manager, ICT				Mar 2017
1.1.1.2	Understand the Welsh Government and European funding structure in relation to apprentices and trainees on capital programme.		Group Manager, Built Environment				Jun 2016
1.1.1.3	Explore the opportunities to develop contracts and agreements to enable BCBC to retain the WG or European funding opportunities to employ apprentices or trainees in connection to the capital programme		Group Manager, Built Environment				Dec 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Maintain 3 Apprenticeship posts	Local - Org Capacity	Group Manager, ICT	No data collected			3 posts

Improvement Priority Two – Helping people to be more self-reliant

2.4 Aim - To support the third sector, town and community councils and community groups to meet local needs

2.4.1	To increase capacity of the third sector by finding new ways of working together.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.1.1	Work with other areas of the council to explore and implement further opportunities for joint working and/or commissioned services between resources directorate and the third sector		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Number of citizens supported by new arrangements	Local O	Head of Finance and ICT	No data collected			Baseline Year

Improvement Priority Three – Smarter use of resources

3.1 Aim – To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1.1	Implement the planned budget reductions identified in the 2016-17 budget						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.1.1	Monitor MTFS budget savings proposals 2016-17 on a monthly basis		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage MTFS budget savings achieved	CP Local – V	Head of Finance and ICT	95.3%	92.5%	100%	100%

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Value of proposed budget reductions achieved	Local – V	Head of Finance and ICT	£410k	£1.399m	£1.153m	£1.205m
	Value of proposed reductions to corporate budgets	Local – V	Head of Finance and ICT	No data collected			£938k
3.1.2	Identify and take forward at least three new income generation initiatives						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.2.1	Diversify treasury management activity		Head of Finance and ICT				Dec 2016
3.1.2.2	Ensure charges for card payments are cost reflective		Group Manager, Chief Accountant				Mar 2017
3.1.2.3	Deliver new commercial income opportunity		Group Manager, Property Services				Mar 2017
3.1.2.4	Develop a portfolio of architectural services linked to the flexible workforce platform in 3.4.1.5 (Understand the difference between Council and external market rates and work within current recruitment processes to attract temporary relevant skill sets to deliver within the commercial market)		Group Manager, Built Environment				Dec 2016
3.1.2.5	Approaching external bodies such as SWP or SWFRS to understand their architectural		Group Manager,				Dec 2016

	and facilities management needs and requirements to consider potential contracts for 2017/18		Built Environment				
3.1.2.6	Establish a contractual agreement and forecast of potential income generation.		Group Manager, Built Environment				Mar 17
3.1.2.7	Establish a Built Environment Business Plan enabling income generation in 2017/18 for BCBC		Group Manager, Built Environment				Mar 17
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.2.8	Set up cross directorate programme group to identify new initiatives for future years		Head of Finance and ICT				Jun 2016
3.1.2.9	Programme group established and terms of reference agreed		Head of Finance and ICT				Jun 2016
3.1.2.10	Income generation proposals considered and shortlist taken to CMB for consideration		Head of Finance and ICT				Oct 2016
3.1.2.11	Finalised proposals included in 2017-2018 budget		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Total Value of Investments made in new financial instruments	Local – V,O	Head of Finance and ICT				£2million
	Net cost for card payments	Local – V	Group Manager,				£0

			Chief Accountant		
	The number of new income generating initiatives in place and income generated	CP Local – V	Corporate Director	9 new initiatives over the 3 year period, generating some £1.511m over the 3 year period	3 new initiatives

3.2 Aim – To improve the efficiency of and access to services by redesigning our systems and processes

3.2.1	Develop a range of automated and online services that are easy for citizens to use						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.1.1	Go Live of initial Online Services to citizens		Corporate Director				Jan 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Number of services that are available to the public online	CP Local – P	Corporate Director	No data collected			6
	Percentage of Council Tax customers accessing on line service through 'my account'	CP Local – P	Head of Finance and ICT	No data collected			30%

3.2.2	Move most common internal processes to automatic to reduce transaction costs and streamline processes.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.2.1	Develop Trent to enable line managers (desk top users) direct access to absence management module		Operations Manager (HR)				Dec 2016
3.2.2.2	Develop Trent to enable line managers (desk top users) direct access to employee training records		Operations Manager (HR)				Dec 2016
3.2.2.3	Develop Trent to enable employees (desk top users) to update personal details i.e.		Operations Manager				Dec 2016

	name, address		(HR)				
3.2.2.4	Increase proportion of feeder files used for invoice payments		Head of Finance and ICT				Mar 2017
3.2.2.5	Develop and implement digital purchase to pay process		Head of Finance and ICT				Mar 2017
3.2.2.6	Evaluate and implement alternatives to school's cheque book process		Head of Finance and ICT				Mar 2017
3.2.2.7	Engage with HR and ICT to develop and online accident reporting form to achieve a more efficient process of reporting and recording accidents and incidents		Health & Safety Manager				Jun 2016
3.2.2.8	Develop a specification for an online accident reporting system accessible by managers through Bridgenders		Health & Safety Manager				Dec 2016
3.2.2.9	Implement and launch the online accident reporting system across the council		Health & Safety Manager				Mar 2017
3.2.2.10	Successful implementation of new WCCIS combined health and social care system		Group Manager, ICT				Mar 2017
3.2.2.11	Supplier/Delivery Partner selected to support delivery of online services to citizens		Corporate Director				Jun 2016

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of feeder invoices over all invoices processed	Local – P	Group Manager,		52.5%	60%	60%

			Chief Accountant				
	Percentage of undisputed invoices paid within 30 days (OA)	NSI – O	Group Manager, Chief Accountant	96.48%	96.06%	95%	95%
	Percentage of invoices processed through digital purchase to pay (P2P) process	Local – V	Head of Finance and ICT	No data collected			10%
	Number of schools still using cheque book process	Local – V	Group Manager FPBM	No data collected			0 by March 17
	An implemented accurate accident incident reporting and recording system	Local – P	Health & Safety Manager	No data collected			100%
3.2.3	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.3.1	Improve representation of public consultation and engagement responses by continuing to make better use of technology available		Marketing and Engagement Manager				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Improve range of responses to Citizen's Panel surveys. Key areas are: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards	Local - Service User Outcomes	Marketing and Engagement Manager			5%	10% increase

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the council via Customer Service Centre	Local - Service User Outcomes	Customer Service Manager		52%	60%	60%
	Citizens' Panel: percentage rating service very good or fairly good: Customer Service Centre	Local - Service User Outcomes	Customer Service Manager	85%	85%	75%	75%
	Citizens' Panel: percentage rating service fairly good or very good: Phone	Local - Service User Outcomes	Customer Service Manager	80%	82%	75%	75%
	Customer Service Centre: percentage of calls answered within 30 seconds	Local - Service User Outcomes	Customer Service Manager	75%	75%	70%	70%
	Written enquiries received by Customer Service Centre responded to within 5 working days	Local - Service User Outcomes	Customer Service Manager	100%	100%	100%	100%
	Customer Service Centre: percentage customers seen within 10 minutes	Local - Service User Outcomes	Customer Service Manager	70%	70%	70%	70%
	The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter)	CP Local - Service User Outcomes	Marketing and Engagement Manager	No data collected		Establish baseline	10% increase

Improvement Priority Three – Smarter use of resources

3.3 Aim - To make the most our physical assets, including school buildings

3.3.1 Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.1.1	Progressing milestones and outcomes of Band A school modernisation programme for 2016/17, ensuring delivery on time and budget	School Modernisation Programme	Group Manager, Property Services				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	School modernisation Programme expenditure profile met	CP Local – V	Gaynor Thomas	£0.797m	£5.677m	£7.112m	£7.510m
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of surplus capacity of school places in primary schools	Local – C	Group Manager, Property Services				5%
	Percentage of surplus capacity of school places in secondary schools	Local – C	Group Manager, Property Services				19%
3.3.2 Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.2.1	Procure and deploy ICT to support move from Raven's Court		Group Manager, ICT				Jun 2016

3.3.2.2	Identify and deliver further opportunities for EDRM		Head of Finance and ICT				Mar 2017
3.3.2.3	Complete leasing of Raven's Court to new tenant	Rationalising council's estate	Group Manager, Property Services				Jun 2016
3.3.2.4	Commence Civic Office envelope works	Rationalising council's estate	Corporate Director				May 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Reduction in operational assets running costs (Raven's Court)	CP Local - V	Group Manager, Property Services	£34,277	£89,290	£400,000	£195,000
	Total useable office accommodation per employee in our core offices linked to the maximising space project (m2)	Local – C	Group Manager, Property Services	11.7m2	11.7m2	10m2	8m2
	Percentage increase of documents managed through EDRM	Local – P	Group Manager, ICT	No data collected		10%	20%
	Ratio of employees to desk space	CP Local – C	Group Manager, Property Services	No data collected		6:5	3:2
	Percentage of staff (desk top users) primarily based in Civic Offices to work agile within and without corporate network	Local - C	Group Manager, ICT				50% by Sept 2016
3.3.3	Deliver the enhanced asset disposal programme to achieve £4 million capital receipts by March 2017						

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.3.1	Complete sale of key sites, including land at Ogmores Comp, Jennings building, land at Coychurch Road	Rationalising council's estate	Group Manager, Property Services				Mar 2017
3.3.3.2	Review disposal strategy	Rationalising council's estate	Group Manager, Property Services				Dec 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Capital receipts generated	CP Local – V	Group Manager, Property Services	£193k	£4.2m	£6m	£4m
3.3.4	Make the Waterton site available to market for housing development as part of the Parc Afon Ewenni scheme						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.4.1	Produce marketing technical pack and progress marketing in line with milestones for the programme	Rationalise the council's estate	Group Manager, Property Services				Sep 2016
3.3.5	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						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.5.1	Installation of SMART and AMR metering Programme across corporate buildings		Energy Manager				Dec 2016
3.3.5.2	Renewal of Display Energy Certificates (DECs) for sites over 1000m ² (European Directive on the Energy Performance of		Energy Manager				Dec 2016

	Buildings).						
3.3.5.3	Carbon Reduction Energy Efficiency Scheme: Ensure Annual Reporting of Carbon Emissions to the Environment Agency (Mandatory UK Scheme)		Energy Manager				Aug 2016
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.5.4	Implement low Carbon Schools Collaborative Programme at six primary schools		Energy Manager				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of change in carbon dioxide emissions in the non-domestic public building stock (reduction target of 3% per year from the Base Year)	CP – O	Energy Manager	8.8%	26.35%	3%	3%
	Average Display Energy Certificate (DEC) energy performance operational rating for buildings over 1000m2	CP NSI - V	Energy Manager	89.48	84.21	85.72	85.72
3.3.6	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.6.1	Review effectiveness of Community Asset Transfer (CAT) protocol	Rationalising council's estate	Group Manager, Property Services				Mar 2017

Improvement Priority Three – Smarter use of resources

3.4 Aim - To develop the culture and skills required to meet the needs of a changing organisation

3.4.1 Support managers to lead staff through organisational change							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.1.1	Develop a range of resources to support managers in their role as change leaders i.e. toolkits, development programmes		Workforce Development Manager				Mar 2017

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.1.2	Develop a comprehensive toolkit to assist line managers in all aspects of managing employees' performance ranging from recruitment of employees through induction, probation, appraisal and capability		Workforce Development Manager				Mar 2017
3.4.1.3	Phase 1 - Roll out the absence management training (primarily focused on long term absence) to all managers		Workforce Development Manager				Jun 2016
3.4.1.4	To gain an full understanding of pay rates and commercial sector demands to seek commercial ventures		Group Manager, Built Environment				Sep 2016
3.4.1.5	Understand the difference between Council and external market rates and work within current recruitment processes to attract temporary relevant skill sets to deliver within the commercial market		Group Manager, Built Environment				Sep 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target

	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Corporate)	CP PAM - Org Capacity	Group Manager, Human Resources	9.8	10.83	8.5	8.5
	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Resources)	Local - Org Capacity	Group Manager, Human Resources	11.76	11.61	9.4	9.4
	Number of days lost per FTE through Industrial Injury (Corporate)	Local - Org Capacity	Health & Safety Manager			0.10	0.10
	Number of individual injury incidences (Corporate)	Local - Org Capacity	Health & Safety Manager			52	52
	Number of days lost per FTE through Industrial Injury (Resources)	Local - Org Capacity	Health & Safety Manager			0.06	0.06
	Number of individual injury incidences (Resources)	Local - Org Capacity	Health & Safety Manager			3	3
	The number of managers receiving training to improve their people management skills (including absence management)	CP Local - Org Capacity	Workforce Development Manager	No data collected			200

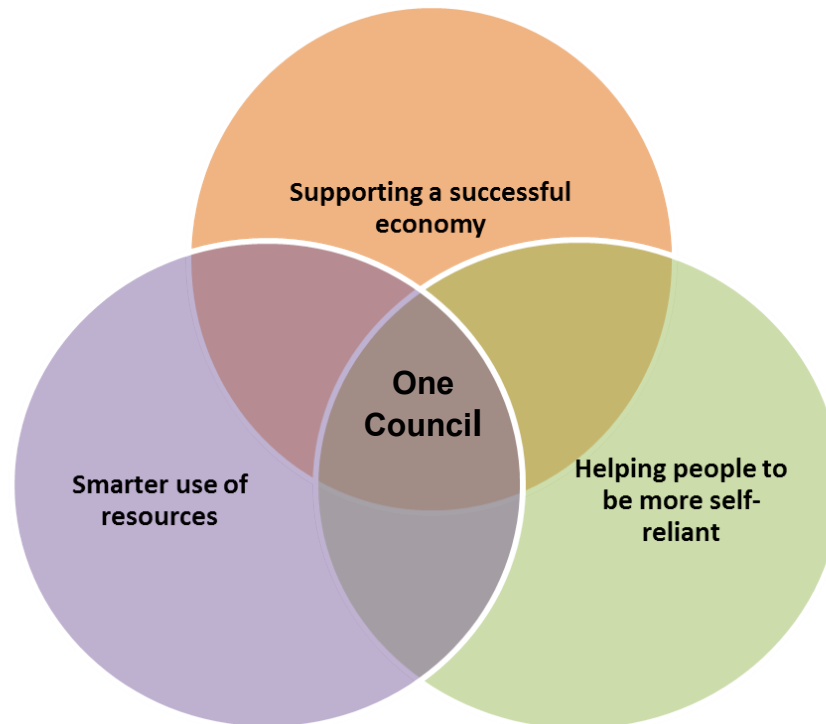
3.4.2	Provide the learning and development opportunities for staff to meet future service needs.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.2.1	Commission and develop learning and		Workforce				Sep 2016

	development opportunities arising corporately and from service plans eg. Welsh language, project management		Development Manager				
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.2.2	Establish strategy to develop bilingual workforce		Workforce Development Manager				Jul 2016
3.4.2.3	Develop Resources directorate workforce plan		Workforce Development Manager				Jun 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of employees completing e-learning modules	CP Local - Org Capacity	Workforce Development Manager	No data collected		24%	40%
	Number of employees receiving training to improve Welsh Language skills	CP Local - Org Capacity	Workforce Development Manager	No data collected			150

Communities Directorate
Business Plan 2016-2017 (extract)



Our Priorities



Bridgend County Borough Council
Working together to improve lives

1. Resources

1.1 Staff

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Service	2014/15		2015/16		2016/17	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Regeneration & Development	147.89	154	124.65	130	128.11	133
Development (Planning)	32.50	34	26.76	28	25.50	26
Regeneration	55.11	58	40.77	42	42.39	44
Housing	60.28	62	55.12	58	58.21	61
Street Scene (Neighbourhood Services)	283.86	308	265.20	389	258.37	285
Highways	159.23	180	144.97	166	147.95	171
Street Works	122.76	126	117.37	120	108.56	112
Management & Business Support	15.97	17	20.28	21	12.78	13
Adult Community Learning (prev. Culture)	82.42	102	69.49	88	4.51	6
COMMUNITIES DIRECTORATE	532.14	583	480.62	529	403.78	438

1.2 Finance

Budget	2014/15	2015/16	2016/17	2017/18*	2018/19
	(Approved) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
Regeneration & Development					
Development (Planning)	565	334	290	290	290
Housing	1,370	1,342	1,309	1,309	1,309
Regeneration	2,003	1,905	1,671	1,671	1,671
Total Regeneration & Development	3,938	3,581	3,270	3,270	3,270
Street Scene (Neighbourhood Services)					
Street Works	10,348	10,187	10,317	10,302	10,302
Highways	7,856	7,136	6,870	6,485	6,392
Total Street Scene (Neighbourhood Services)	18,204	17,323	17,187	16,787	16,694
Culture	3,331	3,450	3,394	3,293	3,293
Communities Business Support	727	723	700	700	700
MTFS proposals under consideration				(1,425)	(1,943)
NET BUDGET TOTAL	26,200	25,077	24,551	22,625	22,014

1.3 Property

Main property implications arising from the business plan:

- New main depot requirement (assuming PAE project progression and vacation of Waterton).
- The rationalisation of the Parks depots into Bryncethin, enabling the potential release or other use of Maesteg, Pandy and Porthcawl.
- Alternative book processing location for Awen Trust (assuming move from current location at Bryncethn Depot)
- Maesteg Town Hall redevelopment.
- Potential property implications for the college project (assuming site acquisition on this project).

Including significant property involvement in the following:

- Community Asset Transfer
- VVP and Bridgend Town Centre regeneration
- Porthcawl Regeneration, including the Cosy Corner developments and Salt Lake phase 1 proposals
- Llynfi site developments

Commitments, Milestones and Indicators

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Improvement Priority One – Supporting a successful economy

1.1 Aim - To create successful town centres

Commitment	Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend	Responsible Officer		
		Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
Vibrant and Viable Places (VVP) project – complete new Rhiw Car Park		Successful Economy Programme	Team Leader Regeneration Projects & Approaches	October 2016
Vibrant and Viable Places project – complete full Rhiw project (in addition to the car park, new housing and commercial development)		Successful Economy Programme	Team Leader Regeneration Projects & Approaches	March 2017
VVP2 – develop project proposals to submit a bid under the successor VVP2 programme (subject to ministerial approval of the new VVP programme)		Successful Economy Programme	Manager Regeneration Projects and Built Environment	September 2016
Subject to Stage 1 European funding approval (via Welsh Govt), develop detailed business case, plan and governance arrangements for the Building for the Future Programme - Bridgend		Successful Economy Programme	Manager Regeneration Projects and Built Environment	March 2017
Subject to Stage 1 European funding approval (via Welsh Govt), develop detailed business case, plan and governance arrangements for the Building for the Future Programme - Maesteg		Successful Economy Programme	Manager Regeneration Projects and Built Environment	March 2017
Assess THI application and award grant to support the commencement of Jennings development scheme		Successful Economy Programme	Team Leader Conservation & Design	September 2016
Develop proposals and submit funding bid for second phase of Porthcawl THI		Successful Economy Programme	Team Leader Conservation & Design	September 2016
Undertake public consultation on the updated Porthcawl Masterplan and agree a marketing strategy for phase 1		Successful Economy Programme	Manager Regeneration Projects and Built Environment	December 2016

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Commitment	Support the development of a Business Improvement District in Bridgend Town Centre to help local traders pursue initiatives and projects important to them	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Arrange and co-ordinate BID ballot	Successful Economy Programme	Town Centre Manager	June
	Subject to 'yes' vote, establish BID Management Company	Successful Economy Programme	Town Centre Manager	October

Commitment	Increase the amount of residential accommodation available by working with partners to bring empty properties back into use	Responsible Officer Group Manager Housing		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Review the assistance provided in the Private Sector Housing Renewal Policy to bring empty properties back into use, to ensure it is fit for purpose and meets the needs of owners and prospective owners	Successful Economy Programme	Housing Strategy Team Leader	June 2016
	Develop and implement a communication and engagement plan to inform owners and prospective owners of empty properties of the opportunities available to them	Successful Economy Programme	Housing Strategy Team Leader	Sept 2016
	Increase the number of private sector landlords applying for the Homes in Town grant	Successful Economy Programme	Housing Solutions Team Leader	Feb 2017

Indicators - To create successful town centres

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP	Total annual expenditure by tourists	V	National	£289m	£306.62m	increase	maintain
CORP	The number of visitors to Bridgend town centre	V	Town Centre Manager	5,565,023	5,354,363	5,000,000	5,800,000
CORP	The number of visitors to Porthcawl town centre	V	Town Centre Manager	3,135,193	3,975,792	2,700,000	3,000,000

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

CORP	The number of vacant premises in Bridgend town centre	O	Town Centre Manager	65	55	55	55
CORP	The number of vacant premises in Porthcawl town centre	O	Town Centre Manager	17	17	17	17
CORP	The number of vacant premises in Maesteg town centre	O	Town Centre Manager	19	19	19	19
CORP	The number of residential units in Bridgend town centre that have been consented	O	Development and Building Control Manager	new 16-17	new 16-17	new 16-17	8
CORP	The number of residential units in Bridgend town centre that have been completed	O	Manager Regeneration Projects and Built Environment	new 16-17	new 16-17	new 16-17	28
CORP	Financial value of externally funded town centre regeneration projects underway/ in development	V	Team Leader Regeneration Funding	new 16-17	new 16-17	£18.2m	£23m

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

1.2 Aim - To create conditions for growth and enterprise

Commitment	Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
Reach agreement on final scheme with funder and partners		Successful Economy Programme	Manager Countryside and Tourism	March 2017
Establish governance and compliance framework		Successful Economy Programme	Manager Countryside and Tourism	March 2017
Launch programme		Successful Economy Programme	Manager Countryside and Tourism	March 2017

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Commitment	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.	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Contribute to the development of the business plan for the Cardiff Capital Region City Deal	Successful Economy Programme	Head of Service Regeneration & Development	March 2017

Commitment	Work with Bridgend business Forum to review business support in the context of the City Deal and establish a development strategy	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Undertake research activity with Bridgend Business Community	Successful Economy Programme	Manager Countryside and Tourism	March 2017
	Finalise development plan with Bridgend Business Forum	Successful Economy Programme	Manager Countryside and Tourism	March 2017
	Deliver annual programme of activity	Successful Economy Programme	Manager Countryside and Tourism	March 2017

Commitment	Develop a local low Carbon Transition Strategy as part of Energy Technologies Institute (ETI) programme to establish local heating projects and explore collaborative opportunities for energy programmes on a regional basis;	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Access EPC data from DCLG to feed into EnergyPath model.	Successful Economy Programme	Sustainable Development Officer	April 2016
	Working in partnership with the Energy Systems Catapult begin using the EnergyPath suite of tools to generate area based low carbon heating transition proposals for Bridgend County Borough.	Successful Economy Programme	Sustainable Development Officer	May 2016
	Develop a Low Carbon Transition Plan for Bridgend County Borough utilising outcomes generated from the EnergyPath model.	Successful Economy Programme	Sustainable Development Officer	March 2017

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Indicators - To create conditions for growth and enterprise

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Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP	The number of VAT/ PAYE registered businesses in the borough	V	National	4,090	4,440	increase	increase
CORP	The number of construction schemes for which the local authority has negotiated community benefits	O	Manager Countryside and Tourism	new 16-17	new 16-17	new 16-17	Establish baseline
CORP	The percentage of working age population that is in employment	O	National	69.9%	70.1%	increase	increase

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

1.3 Aim - To help local people develop skills and take advantage of opportunities to succeed

Commitment	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21 st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses;	Responsible Officer Head of Service Regeneration & Development					
Milestones		Transformation Programme	Responsible Officer	2016-17 Target			
	Implement and deliver a skills based provision (to include Digital Skills) to enable learners to gain skills and enhance employability options linked to WG ACL Priorities, Communities First BESP priorities and local Skills Plan	N/A	Principal Officer Community Learning and Engagement	March 2017			
	Deliver and work with partners on a range of engagement activities to progress learners into skills based learning	N/A	Principal Officer Community Learning and Engagement	March 2017			
	Agree traineeship/ apprenticeship offer with Kier and contractor on Betws phase 1	N/A	Manager Local Enterprise Initiatives and Rural Development	July 2016			
	Advertise opportunities through the BELP network	N/A	Manager Local Enterprise Initiatives and Rural Development	March 2017			

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Support traineeships/apprenticeships to sure future employment	N/A	Manager Local Enterprise Initiatives and Rural Development	March 2017
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Commitment	Work with individuals and families who are unemployed, or economically inactive, face barriers to work, or at risk of poverty by providing employment mentoring, training or other support to improve their job opportunities.	Responsible Officer Head of Service Regeneration & Development		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
Implement the Communities for Work European Funded Programme when legal agreement reached with Welsh Government		N/A	Partnership and Integration Manager	March 2017
Deliver the Communities First Single Plan for 2016/17 when approved by Welsh Government		N/A	Partnership and Integration Manager	March 2017
Work with 227 participants by March 2017 to set them in to employment, training or volunteering		N/A	Manager Local Enterprise Initiatives and Rural Development	March 2017

Indicators - To help local people develop skills and take advantage of opportunities to succeed

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP	Number of participants we expect to work within 16/17 under Communities First (BESP and Communities for Work)	O	Partnership and Integration Manager	new 16-17	new 16-17	new 16-17	549
CORP	Number of participants we expect to work with in 16/17 under Bridges in to work	O	Manager Local Enterprise Initiatives and Rural Development	new 16-17	new 16-17	new 16-17	227
CORP	The number of apprenticeships and traineeships a) arising from the 21 st Century schools programme and other BCBC led projects and b) taken up by people who live in Bridgend	O	Manager Local Enterprise Initiatives and Rural Development	new 16-17	new 16-17	new 16-17	a)4 b)2
	Percentage of people engaged gaining qualifications to enhance employability	O	Principal Officer Community Learning and	New 16-17	new 16-17	new 16-17	85%

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			Engagement				
	Percentage of people engaged completed skills/employability related provision	O	Principal Officer Community Learning and Engagement	new 16-17	new 16-17	new 16-17	80%
	Increase Digital Skills and ICT provision by 50% in 2016/17	O	Principal Officer Community Learning and Engagement	new 16-17	new 16-17	new 16-17	550 sessions

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

Improvement Priority Two – Helping people to be more self-reliant

2.2 Aim - To give people more choice and control over what support they receive by providing early access to advice and information

Commitment	Take reasonable steps to help prevent homelessness, through early intervention, and cooperation from the household.	Responsible Officer Group Manager Housing		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Develop an online housing information / advice self-service facility	Digital Transformation Programme	Housing Solutions Team Leader	March 2017
	Commission an independent housing advice and financial inclusions service to be part of the Housing Solutions Team	N/A	Housing Solutions Team Leader	Dec 2016
	Work with RSLs to mitigate the impact of central government welfare reforms	N/A	Housing Solutions Team Leader	March 2017

Indicators – To give people more choice and control over what support they receive by providing early access to advice and information

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	The percentage of applicants who were prevented from becoming homeless as a proportion of all applicants threatened with homelessness	O	Housing Solutions Team Leader	74.19%	73.86%	74.19%	74.52%
CORP	The percentage of final duty homelessness acceptances as a proportion of all homelessness presentations	O	Housing Solutions Team Leader	44.56%	32.43%	23.60%	17.19%**

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

CORP	The number of people supported through a disabled facilities grant to help them remain independent	O	Sustainable Renewal Team Leader	176	150	193	222**
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* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

** Target may change depending on outcome of review

2.4 Aim - To support the third sector, town and community councils and community groups to meet local needs.

Commitment	Enable community groups and the third sector to have more voice and control over community assets.	Responsible Officer Head of Service Regeneration & Development (&Resources)			
Milestones		Transformation Programme	Responsible Officer	2016-17 Target	
To meet with organisations to raise awareness of the CAT process.		Third Sector Programme	Community Asset Transfer Officer	March 2017	
To organise information sessions, training, events and briefings for groups regarding CAT		Third Sector Programme	Manager Countryside and Tourism	March 2017	
To appoint a consultant to develop a toolkit to provide groups with the tools to go through the CAT process		Third Sector Programme	Community Asset Transfer Officer	March 2017	
To develop an advisory panel with specialist support, to provide added value to the CAT process		Third Sector Programme	Community Asset Transfer Officer	March 2017	
Support organisations through the CAT process which includes completion of Expression of Interest, Business and financial planning		Third Sector Programme	Community Asset Transfer Officer	March 2017	
Provide (or outsource) aftercare support to transferred assets		Third Sector Programme	Community Asset Transfer Officer	March 2017	
To launch the Rural Development Programme for Bridgend County, 2016-2020.		Third Sector Programme	Manager Countryside and Tourism	March 2017	
To support the delivery of 5 RDP funded schemes aligned to the themes of the Local Development Strategy		Third Sector Programme	Manager Countryside and Tourism	March 2017	

Indicators - To support the third sector, town and community councils and community groups to meet local needs.

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
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NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

CORP	The number of community groups using packages of support to manage transferred assets	O	Manager Countryside and Tourism	new 16-17	new 16-17	new 16-17	Establish baseline
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* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

Improvement Priority Three – Smarter use of resources

3.1 Aim - To achieve the budget reductions identified in the MTFS

Commitment	Impliment the planned budget reductions identified in the 16-17 budget	Responsible Officer Corporate Director Communities		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Meet budget savings target for 16-17	MTFS	Corporate Director Communities	March 2016

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP	Budget reductions achieved	V	Corporate Director Communities		£1,269,750	£2,488,000	£1,336,000

3.3 Aim - To make the most of our physical assets, including schools

Commitment	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations.	Responsible Officer Head of Neighbourhood Services (&Childrens)		
Milestones		Transformation Programme	Responsible Officer	2016-17 Target
	Review the facilities provided by the Parks and Playing fields service with a view to providing direction for the MTFS savings including any potential asset transfer	Third Sector Programme	Green Space and Bereavement Manager	March 2017

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Indicators - To make the most of our physical assets, including schools

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Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Number of Community Asset Transfers run by the community	O	Community Asset Transfer Officer	new 16-17	new 16-17	new 16-17	5
	Provide investment (including through prudential borrowing) to improve the facilities pre transfer	V	Community Asset Transfer Officer	new 16-17	new 16-17	new 16-17	£400,000

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

3.4 Aim - To develop the culture and skills required to meet the needs of a changing organisation

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
CORP PAM	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Communities – CHR002i)	C	Group Manager Business Support	9.01	11.52	8.5	8.5
Local	Number of days lost per FTE through industrial injury	C	Group Manager Business Support	New to 15-16	New to 15-16	0.34	tbc
Local	Number of industrial injury incidents	C	Group Manager Business Support	New to 16-17	New to 16-17	New to 16-17	tbc

Other Indicators

Ref	Indicator Description	Indicator Category*	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
THS 0111/12 PAM (12) SID (11)	The percentage of: Principal (A) roads, no principal (B) roads and non-principal (C) roads in overall poor condition	O	Manager Highways Network	Overall 6.9% (A)5.00% (B)6.10% (C)11.40%	Overall 7.7% (A)5.1% (B)5.7% (C)12.4%	Overall 9.42% (A)6.96% (B)9.88% (C)13.5%	Overall 8.7% (A) 5.1% (B) 5.1% (C) 12.5%
CMT001 SID	The percentage of total length of rights of way which are easy to use by members of the public	O	Rights of Way Manager	83%	78.21%	80%	80%
THS007 NSI	Percentage of adults aged 60 or over who hold a concessionary bus pass	O	Assistant Passenger	88.55%	90.65%	89%	89%

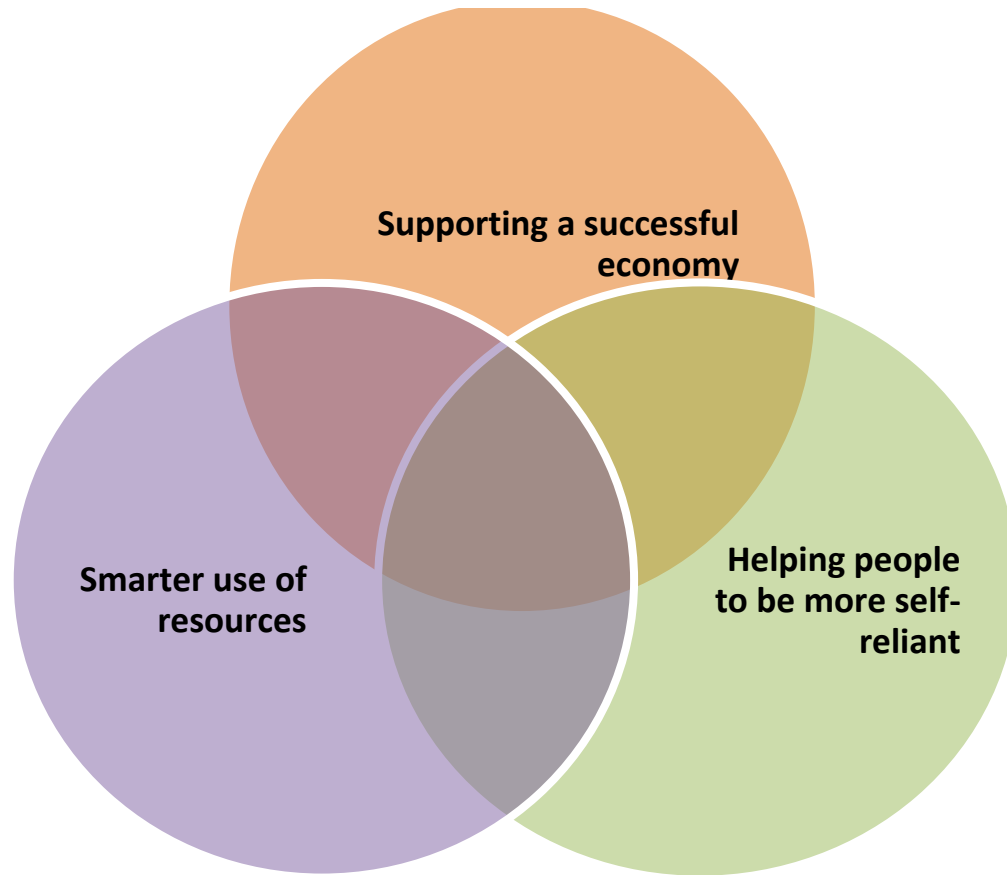
NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

			Transport Officer				
PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant	O	Sustainable Renewal Team Leader	222	182	307	251
PSR009a SID	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people	O	Sustainable Renewal Team Leader	349.27	321.33	411	421
PSR009b SID	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Adults	O	Sustainable Renewal Team Leader	200.95	173.38	237	240
PSR004 NSI	The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority	V	Housing Strategy Team Leader	5.04%	6.48%	7.86%	7.86%
STS/005b PAM	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness	C	Waste and Cleaner Streets Manager	99%	93.45%	99%	97%
STS006	Percentage of reported fly tipping incidents cleared within 5 working days	O	Waste and Cleaner Streets Manager	96.7%	96.03%	98%	98%
WMT009b NSI, PAM	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way	V	Waste and Cleaner Streets Manager	57.65%	52%	58%	58%
WMT004b NSI, PAM	Percentage of municipal waste collected by local authorities sent to landfill	V	Waste and Cleaner Streets Manager	21.68%	13.14%	42%	30%

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

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Social Services and Wellbeing Directorate Business Plan 2016-2017 (extract)



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

3 Resources

3.1 Staff

Service	2014/15 (01.04.14)		2015/16 (01.04.15)		2016/17 (31.12.15)	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Adult Social Care	722.64	1047	691.48	975	643.83	908
Safeguarding and Family Support	227.79	273	162.33	183	165.12	187
Sport, Play and Active Wellbeing (exc. Culture in 14-15)	23.74	102	21.07	25	17.51	22
Business Support	30.91	34	49.06	53*	60.07	62*
SOCIAL SERVICES AND WELLBEING DIRECTORATE	1005.08	1,456	923.94	1,236	2256.32	1,180

*increase due to merging of service areas

3.2 Finance

Budget	2015/16	2016/17	2017/18	2018/19
	(Final) £'000	(Proposed) £'000	(Indicative) £'000	(Indicative) £'000
Adult Social Care	39,744	38,967	36,671	32,910
Safeguarding & Family Support	17,489	17,052	16,257	16,257
Business Support	1,009	1,073	1,047	1,047
Sport, Play and Active Wellbeing	2,746	2,466	2,218	2,078
NET BUDGET TOTAL	60,988	59,558	56,193	52,292

3.3 Changing property needs

- We intend to develop two new Extra Care Housing schemes;
- Review local day service bases due to an increase in demand for support and services for people with autism and to support the wellbeing agenda
- Bakers Way – review of service

4 Action Plan and Performance Measures

Improvement Priority Two – Helping people to be more self-reliant

2.1 Aim - To reduce demand by investing in targeted early help and intervention programmes

4.1.1 Further develop local community coordination to enable communities to be more self-reliant.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.1.1	Progress community development opportunities by increasing the number of Local Community Coordinators from three to five and developing a social enterprise framework	Remodelling Adult Social Care Board (RASC)	Group Manager, Learning Disability				March 2017
2.1.1.2	Support the development of community opportunities to increase physical activity including the promotion of the “Getting Bridgend Moving” programme linked to National campaigns.	Healthy Living Partnership Board	Group Manager, Sports and Physical Activity				December 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 1	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible	Local O	Group Manager, Learning Disability	N/A	12	24	40
Data Item 12	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year	National Data Item CP V	Group Manager, Learning Disability	New Indicator for 2016/17			Estimate 50-60 but establish baseline in 16/17
LCS002b	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity	NSI O	Group Manager, Sports and Physical Activity	9588	9528	9450	9450

2.1.2	Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.2.1	Develop the ability to more effectively provide information, advice and assistance to the public including the development of the Council website	RASC	Group Manager, Learning Disability				July 2016
2.1.2.2	In collaboration with the third sector, increase the number of individuals who access drop in facilities at Assisted Recovery in the Community (ARC)	RASC	Group Manager, Learning Disability				March 2017
2.1.2.3	Implement phase 2 of the intermediate care community services model as part of the Western Bay Collaborative	RASC	Integrated Community Services Manager/ Group Manager, Older People				March 2017
2.1.2.4	Develop the common access point (CAP) across all adult integrated services through the implementation of the Social Services and Wellbeing Act	RASC	Integrated Community Services Manager				Nov 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Data item 1a	The number of adults who received advice and assistance from the information, advice and assistance service during the year	National Data Item CP O	Group Manager, Older People	New Indicator for 2016/17			Estimate 4500 but establish baseline in 16/17
PM 23	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service again	National Performance Measure	Group Manager, Older People / Group Manager,	New Indicator for 2016/17			Estimate 25% of above but establish

	during the year		Learning Disability				baseline in 16/17
PM 20a	The percentage of adults who completed a period of reablement and 6 months later have: a) a reduced package of care and support; or b) no package of care and support	National Performance Measure CP	Integrated Community Services Manager	New Indicator for 2016/17			Establish baseline
PM 20b		O					
PM 18	The percentage of adult protection enquiries completed within 7 days	National Performance Measure O	Adult Safeguarding & Quality Manager	New Indicator for 2016/17			Establish baseline
PM 19	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	National Performance Measure O	Group Manager, Older People	0.88	1.03	< 2.5	2.25
National survey	The percentage of people reporting that they felt involved in any decisions made about their care and support	National (Survey) CP O	Head of Adult Social Care	N/A	N/A	N/A	70%
National survey	The number of people reporting that they have received the right information and advice when they needed it	CP O	Head of Adult Social Care/Head of Safeguarding and Assessment	New indicator for 2016-17			Establish baseline
National survey	The number of people who are satisfied with the care and support they received	CP O	Head of Adult Social Care/Head of Safeguarding and Assessment	New indicator for 2016-17			Estimate 300 but establish baseline in 16/17

2.1.3 Involve service users, carers and communities in developing and commissioning services.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.1.3.1	Develop and implement a new domiciliary care quality framework to monitor and improve the quality of care	RASC	Commissioning Manager				November 2016
2.1.3.2	Develop and implement new model for short break services for older people and people with a learning disability through engagement and consultation with people and their carers	RASC	Commissioning manager Group Manager, Older People Group Manager, Learning Disability				Develop - October 2016 Implement – April 2017
2.1.3.3	Implement the Extra care communication plan in order to develop the service model for Extra Care	RASC	Head of Adult Social Care/ Group Manager, Housing				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 2	The percentage of domiciliary care contracts reviewed	Local V	Commissioning Manager	New Local Measure for 2016/17			100%
SSWB 3	The percentage of our providers receiving a quality payment	Local V	Commissioning Manager	N/A	N/A	90%	90%
SSWB 4	The percentage of Adult Social Care Third Sector Contracts reviewed	Local V	Commissioning Manager	N/A	100%	100%	100%

SSWB 5	Number of service users (of IDC) who provide feedback as part of the contract monitoring arrangements	Local 0	Commissioning Manager	N/A	72	54	54
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Improvement Priority Two – Helping people to be more self-reliant

2.2 Aim - To give people more choice and control over what support they receive by providing early access to advice and information

2.2.2	Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.2.1	Implement arrangements to provide Information, advice and assistance in line with the requirements of Part 3 of the SSWB (Wales) Act 2014.	Remodelling Children's Social Care Board	Group Manager, Assessment and Case Management				April 2016
2.2.2.2	Finalise a project plan for the development of a MASH	Remodelling Children's Social Care Board	Group Manager, Assessment and Case Management				July 2016
2.2.2.3	Establish a co-located team which will deliver the functions of a MASH, our existing assessment team and early help screening/ allocation functions.	Remodelling Children's Social Care Board	Group Manager, Assessment and Case Management				March 2017
2.2.2.4	Develop and implement a joint action plan with early help services to safely reduce the number of looked after children.	Remodelling Children's Social Care Bd	Group Manager, Safeguarding and Quality Assurance				April 2016

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
Data Item 1b	Number of children who received advice or assistance from the Information, Advice and Assistance Service during the year	Nat Data item CP O	Group Manager, Assessment and Case Management	New Indicator for 2016/17			Establish baseline
PM 24	The percentage of assessments completed for children within statutory timescales	National Performance Measure O	Group Manager, Assessment and Case Management	New Indicator for 2016/17			80%
PM 25	The percentage of children supported to remain living within their family at 31 st March	National Performance Measure CP O	Group Manager, Disability, Transition and Case Management / Group Manager, Assessment and Case Management	New Indicator for 2016/17			65%
PM 26	The percentage of looked after children returned home from care during the year	National Performance Measure O	Group Manager, Disability, Transition and Case Management	13.3%	16.7%	N/A	18%
PM 30	The percentage of children seen by a registered dentist within 3 months of becoming looked after.	National Performance Measure O	Group Manager, Disability, Transition and Case Management	New Indicator for 2016/17			Estimate 70-80% but establish baseline in 16/17

PM 31	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement.	National Performance Measure O	Group Manager, Disability, Transition and Case Management	78%	97.5%	100%	100%
SSWB 6	Number of appropriate contacts to Multi Agency Safeguarding Hub	Local CP O	Group Manager, Assessment and Case Management	New local indicator for 2016/17			Establish baseline

2.2.3	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.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.3.1	Establish a range of alternative delivery models for short breaks services for children and young people with disabilities.	Remodelling Children's Social Care Board	Group Manager, Children's Regulated Services /Group Manager, Disability, Transition and Case				September 2016

			Management				
2.2.3.2	Undertake a review of residential provision to safely reduce reliance on out of county placements and specialist therapeutic services.	Remodelling Children's Social Care Board	Group Manager, Children's Regulated Services				October 2016
2.2.3.3	Establish in house parent and child fostering placements.	Remodelling Children's Social Care Bd	Group Manager, Children's Regulated Services				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
PM 29a PM 29b	Percentage of children achieving the core subject indicator (children known to SS – CP/CIN/LAC) a) At Key Stage 2. b) At Key Stage 4	National Performance Measure O	Group Manager, School Improvement / Group Manager, Assessment and Case Management	New Indicator for 2016/17			Establish baseline
PM 32	The percentage of looked after children who have experienced one or more changes of school during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March.	National Performance Measure O	Group Manager, Disability, Transition and Case Management / Group Manager, Assessment and Case Management	12.5%	8.8%	<14%	< 14%

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

PM 33	The percentage of looked after children on 31 March who have had three or more placements during the year.	National Performance Measure CP O	Group Manager, Children's Regulated Services	9%	11.8%	12%	12%
PM 21	The average length of time older people (aged 65 or over) are supported in residential care homes	National Performance Measure CP O	Group Manager, Older People	New Indicator for 2016/17			1055 days
PM 22	Average age of adults entering residential care homes	National Performance Measure CP O	Group Manager, Older People	New Indicator for 2016/17			84yrs

2.2.4	Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.4.1	In conjunction with the supporting people team, develop a range of move on and accommodation support services for children leaving care	Remodelling Children's Social Care Board	Group Manager, Children's Regulated Services /Group Manager, Disability, Transition and				June 2016

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

			Case Management				
2.2.4.2	Finalise and consult on a new operating model for a Transition Team across adult and children social care.	Remodelling Children's Social Care Board / RASC	Group Manager, Learning Disability/ Group Manager, Disability, Transition and Case Management				Sept 2016
2.2.4.3	Implement new arrangements for Transition Team	Remodelling Children's Social Care Board /RASC	Group Manager, Learning Disability/ Group Manager, Disability, Transition and Case Management				Jan 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 7	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17	Local O	Group Manager, Learning Disability/ Group Manager, Disability, Transition and Case Management	New local indicator for 2016/17			100%
	The percentage of all care leavers who are in education, training or employment at:	National Performance	Group Manager,	New Indicator for 2016/17			70%

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PM 34a PM 34b	a) 12 months after leaving care. b) 24 months after leaving care	Measure O	Disability, Transition and Case Management		
PM 35	The percentage of care leavers who have experienced homelessness during the year	National Performance Measure O	Group Manager, Disability, Transition and Case Management/ Group Manager, Housing	New Indicator for 2016/17	Establish baseline

2.2.5	Ensure appropriate services are available to children at risk from child sexual exploitation (CSE).						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.2.5.1	Embed arrangements to monitor the effectiveness of timely information sharing which leads to adherence to protocols in respect of individual cases and risks being managed / addressed efficiently.	Remodelling Children's Social Care Board	Group Manager, Safeguarding and Quality Assurance				July 2016
2.2.5.2	Undertake a CSE training needs analysis across the council and formulate a plan to address any gaps.	Remodelling Children's Social Care Board	Group Manager, Safeguarding and Quality Assurance				July 2016
2.2.5.3	Contribute to the development of a regional CSE strategy to identify children at risk as early as possible.	Remodelling Children's Social Care	Group Manager, Safeguarding				October 2016

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 8	The percentage of children and young people subject to the CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework)	Local O	Group Manager, Safeguarding and Quality Assurance	New Local indicator for 2016/17			100%
SSWB 9	The percentage of cases subject to an initial CSE strategy meeting where the plan was reviewed within three months	Local O	Group Manager, Safeguarding and Quality Assurance	New Local indicator for 2016/17			100%
PM 27	The percentage of re-registrations of children on the Child Protection Register.	National Performance Measure O	Group Manager, Safeguarding and Quality Assurance	New Indicator for 2016/17			6.5%
PM 28	The average length of time on the Child Protection Register.	National Performance Measure O	Group Manager, Safeguarding and Quality Assurance	New Indicator for 2016/17			265 days

Improvement Priority Two – Helping people to be more self-reliant

2.3 Aim - To support carers in maintaining their role

2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

2.3.1.1	In partnership with the carers' centre, increase the number of carers who receive information, advice and assistance	RASC	Group Manager, Disability, Transition and Case Management				December 2016
2.3.1.2	Increase the number of staff who complete the carers and young carers e-learning modules	RASC	Social Care Workforce Development Manager				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 10	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	Local O	Group Manager, Older People / Group Manager, Learning Disability	96.9%	94.7%	93%	94%
Data Item 3	Number of assessments of need for support for carers undertaken during the year i) Of those, the number that lead to a support plan	National Data Item CP O	Head of Adult Social Care	New indicator 2016/17			35

2.4 Aim – Support the third sector, town and community councils and community groups to meet local needs

2.4.1	Enable community groups and the third sector to have more voice and control over community assets.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.1.1	Support the development of community opportunities to increase physical activity for children, young people and adults thereby contributing to their overall health	Healthy Living Partnership Board	Group Manager, Sports and Physical				March 2017

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

	and wellbeing.		Activity				
2.4.1.2	Work closely with BAVO and Third Sector groups to develop the prevention and well-being strategy for the use of volunteers.	Third Sector Board	Group Manager, Sports and Physical Activity				Jan 2017
2.4.1.3	Working with partners, produce a Third Sector Strategy and Action Plan	Third Sector Board	Group Manager, Sports and Physical Activity				March 2017
2.4.1.4	Work with partners to implement actions identified within the Ageing Well Plan for Bridgend, and develop a performance framework to measure the outcomes of the programme.	RASC	Group Manager, Sports and Physical Activity				March 2017
2.4.1.5	Produce action plan for play sufficiency and report to Welsh Government annually	TBC	Group Manager, Sports and Physical Activity				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 11	Schools engaged in the national sports programme <ul style="list-style-type: none"> • Primary • Secondary 	Local O	Group Manager, Sports and Physical Activity	N/A	95% 100%	95% 100%	95% 100%

3. Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1	Implement the planned budget reductions identified in the 2016-17 budget						
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

SSWB 12	Budget reductions achieved	Local/CP V	Corporate Director	£1.128m	£4.162m	£3.534m	£2.690m
3.2	Develop the culture and skills required to meet the needs of a changing organisation						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.1	Work with Corporate Health and Safety colleagues to ensure all appropriate staff are registered on i-call, or alternative, lone working management system	Local	Head of Adult Social Care/ Head of Safeguarding and Assessment				March 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
SSWB 13	The number of working days/shifts per FTE local authority employee lost due to sickness absence (Wellbeing)	Local/CP C	Corporate Director	15.05	18.46 (incl S&FS at qtr 4)	11.3	11.3
SSWB 14	Number of working days lost per FTE due to industrial injury (Wellbeing)	Local C	Head of Adult Social Care /Head of Safeguarding and Assessment	-	-	-	0.014 (120 days)
SSWB 15	Number of individual injury incidences	Local C	Head of Adult Social Care /Head of Safeguarding and Assessment	-	-	-	13 per year
SSWB 16	% of targeted staff who have attended manual handling training	Local C	Head of Adult Social Care/Head of Safeguarding and	-	82%	88%	90%

NB: Those indicators highlighted in yellow are corporate indicators and have already been approved by Council. They are included for information and context only.

			Assessment				
SSWB 17	Increase number of apprenticeships in the directorate		Corporate Director	-	-	-	4

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

22 MARCH 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 the Committee 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 MTF 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 being 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

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

Ness Young
Corporate Director Resources
February 2016

Contact Officer

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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	
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 OBAU -Other Business as Usual				BUR- Making Best Use of Resources MSR- Managed Service Reductions CST - Collaboration and Transformation PC - Policy Changes	
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 Yn Ffai 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

	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													
Page 136	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
	Flying Start Provision	966	685	281			281	0	281	0		0	Project to be completed in 2015/16
	Ysgol Y 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		

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
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	
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.

	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
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	
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	

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
Total Communities Resources	49,077	26,414	16,168	-180	27	16,015	5,115	14,565	-1,450	1,450	0	
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	
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 CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

22 MARCH 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL & REGULATORY SERVICES

NOMINATION TO STANDING BUDGET RESEARCH AND EVALUATION PANEL

1. Purpose of the Report

- 1.1 The purpose of the report is to seek nominations for the Budget Research and Evaluation Panel.

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

- 2.1 The priorities identified in the Corporate Plan 2013-2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 19 February 2014 and 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 The BREP was originally set up on an annual basis and focussed on examining the annual draft budget proposals to aid the scrutiny process. In contrast, the standing BREP whilst examining annual draft budget proposals, also undertakes informal consideration of proposals related to medium and longer term reviews linked with the Council's Strategic Change Management Programme. It seeks to assist management in the delivery of the plans to support change and the Medium Term Financial Strategy by fully utilising its community representational role to inform policy changes and provide challenge and the BREP will develop its terms of reference and methodology within that function.

4. Current Situation

- 4.1 The BREP 2015/16 agreed that the Panel should 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.
- 4.2 The BREP noted the recent review of the Corporate Priorities and considered that there should be an ongoing role for the Panel to take part in a wider discussion with Cabinet and CMB about the future delivery of services.
- 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 considered 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 In addition to this the Panel requested that the 2015/16 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. This is due to take place in April/June 2016.

Membership and Relationship to Overview and Scrutiny Committees

- 4.7 To ensure the focus and analytical depth necessary for the Panel, total membership should be no more than ten Members, therefore the Standing BREP will consist of the Chair and one other Member nominated from each of the five Overview and Scrutiny Committees. The Chair of the BREP will be nominated by the members of the BREP itself at its first meeting. A further nomination is also being proposed as a reserve, to try to alleviate any potential impact resulting from any changes to the Committee membership at the Annual General Meeting of Council.
- 4.8 The standing Panel's Forward Work Programme (FWP) should be informed by the Council's Medium Term Financial Strategy and Strategic Change Management Programme.

5. Effect upon Policy Framework and Procedure Rules

- 5.1 The report has no direct effect but seeks to broadly support the Authority in the development of future services.

6. Equalities Impact

- 6.1 There are no implications in this report.

7. Financial Implications

- 7.1 None

8. Recommendations

The Committee is asked to:

- Nominate the Chair and one other Member of the Committee onto the standing Budget Research & Evaluation Panel.
- Nominate a further Member as a reserve, to try to alleviate any potential impact resulting from any changes to the Committee membership at the Annual General Meeting of Council.

Andrew Jolley,
Assistant Chief Executive – Legal and Democratic Services

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Scrutiny Officer

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Email: Scrutiny@bridgend.gov.uk

Background Documents:

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

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