

Public Document Pack  
**Bridgend County Borough Council**  
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



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

Legal and Regulatory Services /  
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**Date / Dyddiad:** Wednesday, 6 January 2016

Dear Councillor,

**CABINET**

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 12 January 2016 at 2.30 pm.**

**AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members / Officers for the reasons so stated.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 12  
To receive for approval the Minutes of the meeting of the Cabinet of 15 December 2015.
4. Communities First 2016/17 13 - 18  
To seek approval from Cabinet to submit a Single Delivery Plan to Welsh Government for grant funding for the Communities First programme for 2016/17; seek endorsement for a 12 month extension of contract arrangements for a Financial Well-Being and Support project provision with Bridgend Citizen Advice Bureau (CAB); authorise a waiver from the Council's Contract Procedure Rules under rule 3.2.3 to enable the Council to enter into a Service Level Agreement with Newport City Council for the provision of an on-line monitoring tool for the Communities First (C1st) programme and to update Members on the Communities For Work programme.
5. Medium Term Financial Strategy 2016-17 to 2019-20 19 - 54  
To present Cabinet with the draft Medium Term Financial Strategy 2016-17 to 2019-20, which includes a financial forecast for 2016-20 and a detailed draft revenue budget for 2016-17.

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6. Establishment of a Framework Agreement for the Provision of Domiciliary Care 55 - 60  
To seek Cabinet approval to award a framework agreement for the provision of domiciliary care to the providers listed.
7. Information Reports for Noting 61 - 96  
To inform Cabinet of the Information Reports and Minutes of Joint Committees which have been published since its last scheduled meeting.
8. Urgent Items  
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
9. Exclusion of the Public  
The minutes and reports relating to the following items are not for publication as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.  
If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
10. Approval of Exempt Minutes 97 - 98  
To receive for approval the exempt minutes of the meeting of Cabinet of 15 December 2015.
11. Disposal of Land at Former Maesteg Lower Comprehensive Site and Former Archbishop McGrath Site, Bridgend; and Selection of Preferred Registered Social Landlord (RSL) Partner to Develop Two Extra Care Housing Developments Including an Element Of Residential Care on Both Sites 99 - 112

Yours faithfully

**P A Jolley**

Assistant Chief Executive Legal and Regulatory Services

**Distribution:**

Councillors:

MEJ Nott OBE

HJ David

M Gregory

Councillors

CE Smith

HJ Townsend

PJ White

Councillors

HM Williams

MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 15 DECEMBER 2015 AT 2.30 PM

Present

Councillor MEJ Nott OBE – Chairperson

HJ David  
PJ White

M Gregory  
HM Williams

CE Smith

HJ Townsend

Officers:

Darren Mepham	Chief Executive
Ness Young	Corporate Director - Resources & Section 151 Officer
Deborah McMillan	Corporate Director - Education & Transformation
Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Assistant Chief Executive Legal & Regulatory Services and Monitoring Officer
Sarah Daniel	Democratic Services Officer - Committees

803. APOLOGIES FOR ABSENCE  
None

804. DECLARATIONS OF INTEREST

Declarations of Interest were received from the following Officers / Members for the reasons so stated:

Deputy Leader – personal interest in item 7 as Chair of Cefn Cribwr Community Association which had received grants from the fund in the past.

805. APPROVAL OF MINUTES

RESOLVED: That the minutes of a meeting of Cabinet of 24 November 2015 be approved as a true and accurate record

806. WALES AUDIT OFFICE - ANNUAL IMPROVEMENT REPORT ON BRIDGEND COUNTY BOROUGH COUNCIL SEPTEMBER 2015

The Chief Executive introduced a report of the Auditor General to the Cabinet Committee which included an assessment of whether the Council met statutory continuous improvement duties contained within the Local Government (WALES) Measure 2009. It focused on the Council's delivery of its improvement objectives that were defined for 2014-15 and its planning of improvement for 2015-16

The Chief Executive stated that the overall conclusion of the report was positive in that the Council continued to make progress in delivering improvements in its priority areas and recognised the need to support improvement of children's services; its forward planning arrangements and track record suggested it was well placed to secure improvement in 2015-16

RESOLVED: Cabinet noted the Annual Improvement Report produced by the WAO and that the report would be presented to Council at its meeting on 16 December 2015

807. OUTCOME OF THE CONSULTATION 'SHAPING BRIDGEND'S FUTURE'

The Corporate Director Resources submitted a report to Cabinet to inform them of the Outcome of the 'Shaping Bridgend's Future' consultation which asked citizens to share their views on the Councils corporate priorities and on a number of key budget proposals being considered over the Medium Term Financial Strategy (MTFS) period.

The Corporate Director Resources explained that in addition to questions on the proposed corporate priorities, respondents were also asked, to share their views on 12 key budget proposals being considered between 2016-17 and 2019-20, including: nursery services; residential and respite care; complex homecare support; lifeguard services; holiday support for people with a learning difficulty; highways maintenance and direct labour; reduction of supported bus services; looked after children; regeneration; cleaning service; parks and open spaces and online services. She added that budget consultations were undertaken in 2013/14 and 2014/15

The Corporate Director Resources stated that the budget consultation overview, document and survey was made available online via the Council's website between 28 September 2015 and 22 November 2015. The consultation was aimed at reaching key stakeholders that included citizens, schools, BCBC Cabinet Members/ Councillors, local businesses, the third sector, BCBC staff, trade unions, town and community councils, partner organisations, equality groups, youth services/ council and local media. Communication and promotional activities included a radio campaign with BridgeFM, various press release editorials in local media, a social media/ web campaign, development of three short films, poster/sign campaign, direct marketing to key target audiences e.g businesses, youth council, internal communications campaign for staff and elected members.

The Corporate Director Resources stated that 1819 responses were received via various consultation mechanisms which included online submissions, Citizens Panel, community engagement events/ workshops and social media. The overall response rate was very positive and exceeded the target of 1,400 set. In comparison the Authority had received 1338 more interactions than the previous year's combined responses

The Corporate Director Resources informed members of the headline figures and themes which included the following:

- All three proposed corporate priorities received strong support, with at least 80 per cent of respondents agreeing. 71 per cent however, believed the priorities are also missing important factors. Streamline the council; workforce and processes (39 responses), public transport, highways and infrastructure improvements (27 responses), and support local businesses and offer free parking (23 responses) were the three most suggested themes put forward by respondents.
- There was minority support for increasing council tax in order to keep services running (only 31% agreed).
- The majority (68%) believe schools should be expected to make efficiency savings. However, 73 per cent believe some services should be protected over others.
- 11 of the 12 budget proposals were supported by the majority of respondents. Online services were the most popular – a combination of 87 per cent either agreed with the proposal or chose to increase the proposed reduction. Highway

maintenance was the least supported proposal with 48 per cent either agreeing with the proposal or increasing the proposed reduction

- There was a high level of consistency when respondents chose to reduce (increase) specific proposals. The most common alternative was to cut elsewhere (spend elsewhere), followed by increasing (lowering) council tax.

The Cabinet Member Resources thanked the staff involved in the consultation and noted that more members of the public were engaged into this years' consultation than was previously. He stated that lessons would also be learned to achieve higher numbers again for following years including looking at more convenient locations for community engagement events and would also look at the possibility of a consultation desk in the foyer of Civic offices. He also recognised that overall the digital response was far more popular than other channels.

The Cabinet Member Regeneration and Economic Development supported the report and asked that in the future if more information could be sought from consultees such as location, gender and income band as this would improve reliability and validity of the responses.

The Cabinet Member Communities thanked the staff involved in engaging with the public on the consultation and advised that BCBC could be more active through social media channels to encourage the public to be more engaged, there was a lot of interest generated on Facebook and Twitter but not all fed into the consultation

RESOLVED: Cabinet noted the outcome of the consultation with interested parties as detailed in the attached consultation report

#### 808. LIBRARY SERVICE PERFORMANCE

The Corporate Director Communities submitted a report to Cabinet on the Council's performance against the Welsh Public Library Standards (WPLS) Fifth Framework for 2014-15. He stated that in order to assist in discharging this responsibility, the Welsh Government established, in 2002, 3-year Frameworks of Standards for local authority library managers, the WLGA and other relevant bodies. He explained that new targets of provision and performance were set every 3 years. The new Framework of Standards, "Libraries Making A Difference", was the fifth, 2014-17, and, in its first year, required local authorities to meet this range of provision and performance targets for public libraries by March 2015.

The Corporate Director Communities stated that BCBC transferred the management of a range of cultural services, which included the Library Service, to Awen Cultural Trust from 1<sup>st</sup> October 2015. The statutory duty to provide the library service and report on its performance remained with the Council but Awen, under the terms of the management agreement, provided the Council with the information it needed to satisfy itself that the service is meeting the desired outcomes.

The Corporate Director Communities highlighted the 2014/15 report from MALD in response to the Library Service self-assessment return against the fifth Framework of Welsh Public Library Standards 2014-17 that was attached at appendix 1 of the report. He added that on the whole the MALD Report was positive and demonstrated that the budgetary pressures notwithstanding, the service continued to deliver a comprehensive and quality service. All 18 of the core citizen entitlements for public libraries were met and of the 7 quality indicators which had targets, Bridgend met 4 in full and the other 3 in part.

The Corporate Director Communities advised Cabinet that in a ministerial statement of the 9 November 2015, The Deputy Minister for Culture, Sport and Tourism, outlined his commitment to public libraries by welcoming community hubs which delivered a range of digital, literacy and cultural services, as well as providing access to other services. The Minister re-emphasised also using the framework provided by the recommendations of Baroness Andrews' report, *Culture and Poverty* (2014), to encourage participation and engagement in cultural activities in deprived areas. He added that Bridgend was considered an area of best practice in implementing the hub model through its innovative Life Centres.

The Corporate Director Communities stated that Bridgend was considered an area of best practice in implementing the hub model through its innovative Life Centres. He added that it was prudent to continue with the strategy when considering solutions to the library provision at Maesteg and Porthcawl. He further added that ALMA-UK had recently published the report on its research into the economic value of public libraries. A key finding was that users of libraries placed a theoretical monetary value of between £24 and £27 per visit on their library services, which was between 5.5 and 7.5 times greater than the cost of provisions it was prudent to continue with this strategy in considering solutions to library provision at Maesteg and Porthcawl.

RESOLVED: That Cabinet:

1. Considered and noted the content of the report and the Appendix, noting progress against the Welsh Public Library Standards
2. Approved the Council's continued approach to library development through the life centre and cultural-hub model and supported partnership with Awen Cultural Trust

809. WELSH CHURCH ACT FUND REVISED CRITERIA AND IMPLEMENTATION ARRANGEMENTS

The Corporate Director Communities submitted a report to Cabinet to consider proposed changes to the selection criteria and implementation arrangements for the Welsh Church Act Fund. The Fund operated across the County Borough areas of Rhondda Cynon Taf, Bridgend and Merthyr Tydfil and was a charitable trust that was managed by Rhondda Cynon Taf Council, with all Councillors of Rhondda Cynon Taf acting as trustees. He added that over the 10 year period 2006-2016, grant awards to Bridgend County organisations under the Welsh Church Act Fund had ranged from £545 to £10,000 and have totalled on average around £57,000 per year.

The Corporate Director Communities added that the indicative annual budget was now proposed at £500,000, but this could be varied at the discretion of Rhondda Cynon Taf's Section 151 Officer. The amount included existing balances the Fund had previously accrued.

RESOLVED: That Cabinet approved the revised Welsh Church Act Fund Criteria and implementation arrangements set out in paragraphs 4.8-4.10

810. DRAFT DEMENTIA STRATEGY AND DELIVERY PLAN 2015-2018

The Corporate Director Social Services and Wellbeing provided Cabinet with an update in respect of the developments made to the BCBC/ABMU Dementia Strategy 2015-18 and Delivery Plan 2015-16 following the consultation exercise, and requested Cabinet approval of the Dementia Strategy and Delivery Plan for publication.

The Corporate Director Social Services and Wellbeing informed Cabinet that the Adult Social Care Commissioning Plan set out how it would be achieved through the delivery of a new model of assistance and support. The model required a change in traditional commissioning practices to a person-centered approach that promoted independence and positive outcomes for individuals and ensured value for money.

She added that the Adult Social Care Remodeling Programme was well underway, with a detailed schedule of work being taken forward to achieve the new model of assistance and support. As part of the Programme, a Dementia Strategy Project Team had been established.

The Corporate Director Social Services and Wellbeing advised that there had been a comprehensive consultation and engagement exercise on the dementia strategy and delivery plan during the summer period, which had included:-

- Coffee morning for carers and service users;
- Visiting BCBC dementia services to talk to service users and care staff;
- A Third Sector presentation and workshop;
- Attending service user and carer forums;
- Public consultation via the BCBC website

The Corporate Director Social Services and Wellbeing stated the Strategy identified five dementia priority areas which were as followed:

- Improved service provision
- Improved diagnosis and timely interventions
- Improved access to better information
- Improved training
- Improved accommodation

The consultation asked the following:

- Do you agree or disagree that the priority areas identified should be a priority in the strategy and delivery plan?

In respect of the lower-level objectives that sat beneath each of the priority areas –

- Do you agree or disagree with the measurements that had been identified to deliver against the priority?

The Corporate Director Social Services and Wellbeing advised that in the main, the feedback confirmed that the priority areas were the right ones. However, it was felt that Priority 5 (improved accommodation) was too narrow, and should be expanded to cover wider elements such as transport and communities.

The Cabinet Member Adult Social Care and Health and Wellbeing welcomed the report and recognised the hard work of staff that had gone into producing it. He stated that Dementia was on the increase in younger people and people were also living longer with the illness which had and would continue to put increased pressure on the Authority.

The Cabinet Member Resources stated that Dementia was a big strain, not only on the sufferer but also that of the family members of those who were affected by the illness. He added that Mental Health suffered with a lack of adequate funding and that more was needed to support sufferers and their families in the Borough.

RESOLVED: That Cabinet:

1. Noted the consultation exercises undertaken in order to further develop the draft Dementia Strategy and Delivery Plan
2. Approved the joint Dementia Strategy 2015-18 attached as Appendix A for publication
3. Approved the joint Dementia Delivery Plan 2015-16 attached as Appendix B for publication

811. SAFEGUARDING OF VULNERABLE ADULTS

The Corporate Director Social Services and Wellbeing informed Cabinet of the work undertaken to safeguard some of the most vulnerable people in the County Borough. She stated that the Welsh Assembly Government published "In Safe Hands" in 2000 and the document still provided guidance for local authorities and their partners, on how to develop codes of practice to prevent, identify, investigate and record allegations of adult abuse. In April 2011, The Wales Interim Policy and Procedure for the Protection of Vulnerable Adults was launched. The Corporate Director Social Services and Wellbeing advised that the Mental Capacity Act 2005 provided a statutory framework for acting and making decisions on behalf of individuals who lacked mental capacity to do so for themselves. She added that in 2007, the Deprivation of Liberty Safeguards (DoLS) was introduced to provide a legal framework to prevent breaches of the European Convention on Human Rights following the 'Bournewood' judgement.

The Corporate Director Social Services and Wellbeing stated that The White Paper Sustainable Social Services for Wales: A Framework for Action highlighted a number of challenges faced by public services in Wales. These included demographic changes, increased expectations from those who accessed care and support as well as continuing hard economic realities. The new Social Services and Wellbeing (Wales) Act 2014 aimed to address the issues and in doing so would give people greater freedom to decide which services they needed while offering consistent, high-quality services across the country. The 2014 Act would be implemented in April 2016 and expected collaboration across Local Authority Areas to improve consistency within the wider Health Board footprint. The Western Bay Safeguarding Adults Board (WBSAB) had been established to promote, inform and support multi agency safeguarding adults' work across Bridgend, Neath Port Talbot and Swansea local authority areas.

The Corporate Director Social Services and Wellbeing stated that a report was published in May 2015 by Margaret Flynn "In Search of Accountability" which she urged Members to read if they hadn't already had a chance to do so. It detailed the findings of Operation Jasmin, a major police investigation that concerned 63 deaths which were a cause for concern in care homes and nursing homes for older people in the Gwent area. She explained that Welsh Government set up a review of Operation Jasmin in order that authorities may 'learn for the future' and made a number of recommendations for the residential and nursing home sector, Public Health Wales, Adult Safeguarding Boards, Gwent Police, NHS Wales and the General Medical Council. In light of the report, the Council had reviewed the policies and procedures for monitoring the quality of care in residential and nursing home settings to take account of the recommendations that were set out in the report.

The Corporate Director Social Services and Wellbeing informed Cabinet that the Safeguarding Team had developed over the last two years to include three full time Contracting and Quality Monitoring Officers that undertake contract monitoring and quality visits in 25 residential and nursing establishments and 13 domiciliary care



providers. She added that Regional Quality Standards had been commissioned across Western Bay and they were used to benchmark standards against services monitored.

The Corporate Director Social Services and Wellbeing stated that the Mental Capacity Act 2005 clarified the law about decisions that needed to be made on behalf of those people who lacked mental capacity. She added that the Council as the Supervisory Body was responsible for considering requests from Managing Authorities (registered care settings) to deprive a person of their liberty. The supervisory body was responsible for managing the process and commissioning the assessments which comprised of six individual assessments which needed to meet the legal criteria and was in the person's best interest for the authorisation to be granted.

The Cabinet Member Adult Social Services and Health and Wellbeing stated that he attended The Western Bay Safeguarding Adults Board alongside the Corporate Director for Social Services and Wellbeing earlier in December and members of the panel were concerned and distressed by the report that was published by Margaret Flynn concerning the 63 deaths in the Gwent area. He added that £15 million was spent on investigating the deaths to establish who was responsible. He urged Members if they had not yet had a chance to read the report to do so as it was a real eye opener to him.

The Deputy Leader added that many of us would like to think that the findings in the report published by Margaret Flynn did not occur anymore but it was upsetting that it does still occur. He added that CSSIW, the Health Board and the Local Authority were aware of what was going on and had taken action to try and address the problem. However it was horrendous that the vulnerable adults were not receiving their basic rights such as food and water. He stated that we all like to think the best of people but that we should always remain vigilant, he added that we should be reassured that BCBC had taken action previously when the level of care in care homes had not met the required standards and that BCBC remained vigilant.

RESOLVED: That Cabinet:

1. Noted developments in the safeguarding of vulnerable adults across the County Borough of Bridgend
2. Noted that a further report would be presented to Cabinet on Operation Jasmine

812. PROPOSAL TO ESTABLISH A PARTNERSHIP WITH THE RNLI TO OPERATE A SEASONAL BEACH LIFEGUARDING SERVICE AT LOCAL BEACHES

The Corporate Director Social Services and Wellbeing submitted a report to Cabinet to request approval to establish a partnership with the RNLI to operate a seasonal beach lifeguarding service at local beaches. Bridgend County Borough Council had, for an extensive period of time, directly employed a seasonal beach lifeguarding workforce comprised of seasonal employees at Coney Beach, Rest Bay, Trecco Bay and Pink Bay. She added that there had been a strong tradition of working in partnership with surf lifesaving clubs and also the landowners of the respective beaches which were not in the ownership of the Local Authority. Whilst local clubs developed the skills and knowledge of surf lifesaving amongst their membership and provide periodic voluntary patrolling, this operated alongside the paid beach lifeguarding service at defined times of the year.

The Corporate Director Social Services and Wellbeing advised that it was proposed that Bridgend County Borough Council considered a partnership approach to operating seasonal beach lifeguarding services for the following reasons:

- The RNLI is a unique organisation due to its core focus on coastal safety to be able to support the Local Authority to maintain levels of service and achieve efficiencies also.
- The model that is being proposed currently operates successfully at Local Authorities across the Welsh coast including the neighbouring Local Authority areas of the Vale of Glamorgan, Neath Port Talbot and Swansea.

The Corporate Director Social Services and Wellbeing stated that the RNLI, through national and local fund raising activity, would generate investment towards the costs of operating the Porthcawl beaches, which would be supplemented through the partnership with the Local Authority and stakeholders. She added that Bridgend County Borough Council would agree a fixed seasonal fee that met the budget available to the service area and additionally would work with partners to generate support for operational costs or enhanced service development.

The Corporate Director Social Services and Wellbeing informed Cabinet that during the summer of 2015, the RNLI conducted a risk assessment of the four local beaches to identify the appropriate level of staffing required by local circumstances. The costs that had been presented would maintain service levels for 2016-17 and also support Bridgend County Borough Council to deliver its medium term financial strategy. The RNLI would manage recruitment, training, event cover, equipment, uniforms, supervision and management. She added that the initial discussions with beach owners had identified that beyond the model of a directly managed service, a partnership with the RNLI would be considered acceptable.

The Cabinet Member Adult Social Care and Health and Wellbeing thanked officers for their hard work in their deliberations. He added that support from all land owners of the private beaches would have been welcomed for the models of seasonal beach lifeguarding service rather than just receiving their permissions.

RESOLVED: That Cabinet approved the proposal to establish a partnership with the RNLI to operate seasonal beach lifeguarding services for 2016/17

**813. AMENDMENT TO THE SCHEME OF DELEGATION OF FUNCTIONS**

The Assistant Chief Executive Legal and Regulatory Services submitted a report to Cabinet that sought approval for the amendment to the Scheme of Delegation of Functions. It was proposed that the following amendment was made to the Scheme of Delegations:- Scheme B2 Paragraph 3.3 to be amended as follows:

To recommend to the Assistant Chief Executive Legal and Regulatory Services the commencement of criminal proceedings in respect of fraudulent Council Tax Reduction Claims. It was further proposed that the following amendments were made to the scheme of delegations:

- Scheme B2, paragraph 2.54 be removed as it is a duplicate of paragraph 2.21;
- "Scrap Metal Dealers Act 2013" be inserted into the legislative provisions listed at Scheme B2, paragraph 2.58;
- Scheme B2, paragraph 2.59 be amended as follows:

- To conduct age related surveillance under the Regulation of Investigatory Powers Act 2000
- Scheme A, paragraph 2.2 be amended as follows:
  - To allocate Capital Programme funds to Town and Community Councils to facilitate community projects, upon the recommendation of the Corporate Property Group.

**RESOLVED:** That Cabinet noted the content of the report and approved the amendments to the Scheme of Delegation of Functions

**814. ARMED FORCES COMMUNITY COVENANT - LEAD OFFICER**

The Assistant Chief Executive submitted a report to Cabinet to appoint a new Lead Officer for the Armed Forces Community Covenant. He informed Members that there was a significant amount of work being undertaken within Bridgend County Borough to underpin their commitment to Bridgend's Armed Forces Community Covenant. He stated that on 8 January 2013, Cabinet nominated the Assistant Chief Executive Legal and Regulatory Services to be the Lead Officer for the Covenant. It was proposed that the Head of Democratic Services was now appointed to take over the role.

**RESOLVED:** That Cabinet

1. Noted the work being undertaken in the County Borough
2. Approved the appointment of the Head of Democratic Services as the Lead Officer for the Armed Forces Community Covenant.

**815. INFORMATION REPORTS FOR NOTING**

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

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

<u>Title</u>	<u>Date Published</u>
Proposed Reconfiguration of the Community space at Coleg Cymunedol Y Dderwen	9 December 2015
Gambling Act 2005 Statement of Licensing Principles 2016-2019	9 December 2015

**816. URGENT ITEMS**

None

**817. EXCLUSION OF THE PUBLIC**

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

and 16 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

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

<u>Minute No.</u>	<u>Summary of Item:</u>
818	Procurement of Waste Management Services at the materials recovery and energy centre Crymlyn Burrows (MREC)

818. PROCUREMENT OF WASTE MANAGEMENT SERVICES AT THE MATERIALS RECOVERY AND ENERGY CENTRE CRYMLYN BURROWS

The meeting closed 3.33pm

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE CHIEF EXECUTIVE

#### COMMUNITIES FIRST 2016/17

#### 1. Purpose of Report.

1.1 The purpose of the report is to:

1. seek approval from Cabinet to submit a Single Delivery Plan to Welsh Government for grant funding for the Communities First programme for 2016/17;
2. seek endorsement for a 12 month extension of contract arrangements for a Financial Well-Being and Support project provision with Bridgend Citizen Advice Bureau (CAB);
3. authorise a waiver from the Council's Contract Procedure Rules under rule 3.2.3 to enable the Council to enter into a Service Level Agreement with Newport City Council for the provision of an on-line monitoring tool for the Communities First (C1st) programme;
4. update members on the Communities For Work programme. (C4W)

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

2.1 The actions in the report support the Welsh Government's (WG) national programme objectives. Locally the actions support all Corporate Plan objectives.

#### 3. Background.

- 3.1 Funding for the current Communities First Programme is scheduled to end on the 31<sup>st</sup> March 2016. This funding has been provided to support 3 separate Cluster Delivery Teams and Delivery Plans in Upper, Mid and Lower Cluster in the County of Bridgend. These clusters were designated via statistical data from the Welsh Index of Multiple Deprivation. Funding has been at a level of: Upper Cluster £602,614; Mid Cluster £568,464; and Lower Cluster £567,237.93 and has supported a broad range of activities for Learning, Health and Prosperity purposes with a staffing structure of 35 full time equivalent posts directly employed by the Council.
- 3.2 In addition, contract arrangements are in place with Bridgend CAB for the provision of a Financial Well-Being and Support project to the value of approximately £80,000 per annum. The contract has in place an extension of the contract clause which will allow the continuation of this project for the 2016/17 financial year.
- 3.3 Funding for 2015/16 has also included a Communities First and Pupil Deprivation Grant (PDG) match funded project with schools in the Lower Cluster. WG has confirmed that the current arrangements will not be taken forward for the 2016/17

year. It is therefore intended to enter into discussions with schools to ascertain whether activities can be taken forward under the Communities First Programme only.

- 3.4 WG has issued 'in principle' offer letters to award a maximum grant of £1,738,317 to the Council for the County of Bridgend. This is at the same level of funding as the current year. At this stage, this is an indicative level of funding which will be confirmed subject to the submission of a Delivery Plan by February 5<sup>th</sup> with financial approval expected in mid-March 2016 after the ratification of WG budgets on the 8<sup>th</sup> March.
- 3.5 Previously WG required the submission of separate plans for each of the 3 clusters. For 2016/17 WG are giving Local Delivery Bodies (LDB's) the option of developing a Single Delivery Plan rather than the 3 separate Cluster Plans Bridgend currently has in place. This is a welcome shift which will simplify the management of the grant and allow a move to more thematic way of working without adversely affecting delivery within the Cluster areas.
- 3.6 Cabinet has previously approved in principle to enter into discussions with WG to deliver a European Social Funded project Communities for Work. Discussions are on-going with WG regarding the legal arrangements with the Council which will require the signing of a Deed of Entrustment.
- 3.7 Newport City Council has developed a bespoke software system for the recording and monitoring of the Communities First Programme and is making the system available to other authorities for a small one-off fee of £3,000 per cluster, £9,000 in total, which will be covered by WG grant funding. As this is a unique and bespoke system for the purposes of the C1st Programme, WG has encouraged the take up of this system and has confirmed that it is eligible expenditure.
- 3.8 In accordance with the Council's Contract Procedure Rules, Rule 7.2.2 requires a minimum of three quotes to be requested from businesses preferably registered on the National Procurement Website for contracts between £5,000 to £25,000. However, because of its technical and unique merits it is considered that this service can only be provided by Newport City Council and is therefore exempt from such a requirement under rule 3.2.3. which states that a waiver from tendering or obtaining quotations may be obtained where:

The works/goods/services can be provided only by a particular Tenderer for reasons that are technical, artistic, or connected with the protection of exclusive rights

In order to enter into this arrangement it is proposed that the Council enters into a direct agreement in the form of a Memorandum of Understanding with Newport City Council.

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

##### Communities First

- 4.1 Due to the level of funding indicated for this Council there will not be a requirement to re-structure the Programme on a wholesale basis. Activities will be refined and

re-shaped to meet WG targets and outcomes framework to ensure that activities remain fit for purpose. It is intended therefore to implement a minor management re-shaping to simplify the management of the Programme to allow for the move to more thematic way of working. This will require consultation with affected members of staff before April 2016. Subject to WG confirmation of funding, staff contracts will be extended to the 31<sup>st</sup> March 2017. Any staff changes will follow the Council's Human Resources policies and be subject to any appropriate staff and Trade Union Consultation.

- 4.2 Redundancies are not expected given the indicative level of funding allocated to the Council as Lead Delivery Body (LDB). Recruitment issues and staff movement have been a major risk to the successful delivery of the Programme and continue to be a challenge for the Programme. Despite this, it is necessary to ensure that employment law is complied with and formal notices of redundancies may need to be served if the final funding allocation is not confirmed before the date notice must be given. If, once received, the confirmed funding levels are in line with the indicative level of funding, any redundancy notice if already given to staff will be withdrawn immediately. Should the confirmed final funding allocation differ greatly from indicative levels meaning redundancies would be necessary then the redundancy consultation would continue (if already started) or commence. In this situation, initially the intention would be to realise savings through the reduction of vacant posts within the current staffing. This would avoid or minimize potential redundancies. If the final funding level requires compulsory redundancies any possible redundancies would be subject to the appropriate staff and trade union consultation. Informal consultation and information sharing with staff has already started and will be on-going through this process.
- 4.3 The commissioned Financial Well-Being project currently delivered by CAB will be reviewed; subject to the findings of that review the current provider could continue to deliver this service, as the contract provides the option for a 12 month extension to the current arrangements for the 2016/17 financial year. No operational issues have occurred during the existing contract period and CAB has exceeded many of the outcomes targets set by the Programme. Cabinet is requested to endorse the continuation of this contract until March 2017 subject to the outcome of a successful review. Should the review identify any issues then the council would work with CAB to resolve these. Should the issues be substantial advice would be sought from WG and Council regarding alternative arrangements.
- 4.4 As in the current Programme, payment of funding will be made in arrears, subject to satisfactory monitoring information being provided to WG on a quarterly basis.
- 4.5 WG is seeking to move to closer alignment between the 4 main grant funding programmes of Communities First, Families First, Flying Start and Supporting People. Work on this alignment is continuing by WG with a report expected in the near future. Work has already commenced on mapping the 4 Anti-Poverty programmes (identified above) in the County of Bridgend. WG has indicated that guidance on this alignment is imminent. It is recommended that C1st progress with the submission of a single plan and when WG's longer term plans are known for all of the 4 Anti-Poverty programmes that internal discussions continue in preparation for this alignment when the details are available.

## Communities for Work (C4W) European Social Fund (ESF)

4.6 Subject to the successful conclusion of discussions with WG it is expected that the project will be implemented from April 2016 onwards. This European funded project is expected to work side by side and managed by the C1st programme. The project will work closely with employment advisors employed directly by the Department of Work and Pensions (DWP) and will provide a broad range of support and advice to long term unemployed adults and young people within the C1st Cluster areas. ESF funding will support a total of 10 posts, to support the work of each of the cluster areas –

- 1 x Finance, Governance and Quality Officer
- 3 x Triage posts
- 3 x Adult Mentor
- 3 x Youth Mentor

4.7 These posts will sit side by side with the C1st programme and recruitment to those posts will be implemented as soon as discussions with WG are successfully concluded. BCBC recruitment processes and policies will be followed and where possible secondment opportunities from partner organisations will be encouraged as part of the recruitment process.

### **5. Effect upon Policy Framework & Procedure Rules.**

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

### **6. Equality Impact Assessment**

6.1 An Equality Impact Assessment (EIA) will be completed for the C1st grant applications.

### **7. Financial Implications.**

7.1 The extension of current staff contracts for a further year may result in increased redundancy liabilities for the Council, if and when the Programme comes to an end. These potential costs are not covered by the WG grant and will need to be met in the event that WG decide to discontinue the Programme. WG proposals for the Programme after the 2017/18 year remain unclear.

7.2 Redundancy Payments may be incurred should the actual amount of funding confirmed in March 2016 differ greatly from the indicative allocation.

7.3 The implementation of C4W may cause further liabilities to be incurred by the Council as European funding for this project will cover only statutory redundancy costs for the period the person is employed on the project.

### **8. Recommendation.**

8.1 It is recommended that Cabinet –



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

**Darren Mepham Chief Executive**

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**Background documents**

None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE SECTION 151 OFFICER

#### MEDIUM TERM FINANCIAL STRATEGY 2016-17 to 2019-20

#### 1. Purpose

- 1.1 The purpose of this report is to present Cabinet with the draft Medium Term Financial Strategy 2016-17 to 2019-20, which includes a financial forecast for 2016-20 and a detailed draft revenue budget for 2016-17.

#### 2. Connections to the Corporate Plan

- 2.1 The Corporate Plan and Medium Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next four financial years, with particular focus on 2016-17.

#### 3. Background

##### Corporate Plan - Policy Context

- 3.1 The Council reviews its Corporate Plan each year to ensure it continues to reflect the Council's corporate improvement priorities, commitments and performance indicators. The Council's six corporate improvement priorities and specific commitments for 2016-17 are currently under review, with revised set of three priorities being included in the public consultation "Shaping Bridgend's Future". The final plan will be presented to Council for approval alongside the MTFS 2016-20 in March 2016. The final Corporate Plan and MTFS will be fully aligned and will include explicit links between resources and corporate priorities.
- 3.2 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities and legislative programme. The MTFS articulates how the Council plans to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over the next four years. It helps the Council work more effectively with partners in other sectors and provides a strategy for the use of balances to meet changes in resources or demands from year to year without impacting unduly on services or council tax payers.
- 3.3 The MTFS includes:
- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2016-17 and outline proposals for 2017-18 to 2019-20.

- The capital programme for 2016-17 to 2025-26, linked to priority areas for capital investment and Capital Financing Strategy.
- The Treasury Management Strategy and Corporate Risk Register, which will both be updated and included in the final MTFS in March 2016.

### **The Financial Context**

- 3.4 The Chancellor of the Exchequer announced the results of his Comprehensive Spending Review on 25 November 2015. Although the Westminster government remains committed to tackling the budget deficit and achieving a surplus by 2019-20, George Osborne announced an improvement of £27 billion in public sector finances over the next five years, according to figures from the Office of Budget Responsibility. As a result, he was able to halt the introduction of controversial changes to tax credits as well as announce increased investment of £3.8 billion in the English NHS and protection for policing budgets.
- 3.5 As a consequence of the Barnett formula and the increase in spending to relevant areas, particularly health, the UK Government Settlement to the Welsh Government for 2016-17 is a cash increase of 0.85%. The Welsh Government has not been given a firm settlement at this point for future years, but indicative figures in the HM Treasury Spending Review report suggest similar settlements in 2017-18 and beyond. That said, these figures are subject to change and there is much speculation from economic commentators regarding their reliability. On 8 December 2015 the Welsh Government published its draft budget which included £293 million of extra funding to the Welsh NHS in 2016-17.

### **Welsh Government Provisional Local Government Settlement 2015-16**

- 3.6 On 9 December councils received the provisional Local Government Settlement which provided an average -1.4% reduction in Aggregate External Finance (AEF) for 2016-17 across Wales (after allowing for transfers into and out of the Settlement). Bridgend's reduction in funding versus AEF received in 2015-16 is 1.2%. This takes into account the £1.4 million Outcome Agreement Grant which is now included in the Revenue Support Grant (RSG). Councils were advised that the settlement also includes sufficient funding to protect school budgets' equivalent to 1% above the change in the Welsh Government's Revenue Budget (£1.578 million or 1.85%) as well as additional funding to help councils support pressures in social services.
- 3.7 The provisional settlement compares favourably to the -4.5% "most likely" assumption that is contained within the Council's MTFS for 2016-17 and is better even than the "best" case scenario assumption of -3%.

### **Settlement Implications for 2017 to 2020**

- 3.8 In line with previous years, there is no indication of local government settlements for 2017-18 onwards. While the 2016-17 draft settlement is better than forecast, the prospect of interest rate rises and the continuing uncertainty around the economy and the subsequent pace of the Westminster government's ongoing austerity programme make future years' settlements highly unpredictable. Against this background and in the absence of any further clarity from Welsh Government, the MTFS "most likely" scenario assumptions have been revised to an annual reduction in AEF of -3.2% for 2017-18, 2018-19 and 2019-20. Based on these assumptions

the total recurrent budget reduction requirements are forecast to be £36.549 million from 2016-17 to 2019-20.

### **Grant Transfers into the 2016-17 Revenue Settlement**

- 3.9 The full picture on specific grants is not yet clear, but the draft settlement includes information on a number of changes to the level of grants at an all Wales level which impact on the Council's resources. Specifically:
- The Outcome Agreement grant funding of £1.4 million has been transferred into the RSG
  - A 6.4% reduction in the Single Environment Grant across Wales (BCBC received £2.904 million in 2015-16)
  - A reduction in the Families First grant of 16.7% across Wales. The actual reduction to Bridgend is 11.7%, or £223,000.

### **Regional Collaboration Fund (RCF) / Intermediate Care Fund (ICF)**

- 3.10 In line with previous announcements, Welsh Government has ceased the RCF in 2016-17. Bridgend has historically benefitted from the RCF to help establish collaborations, such as Western Bay, and the Regulatory Services collaboration. By contrast, the ICF has increased from £20 million in 2015-16 to a proposed £50 million across Wales for 2016-17 in the draft budget, which will again be allocated to the NHS to manage, albeit working in partnership with local authorities.

### **Council Tax**

- 3.11 In line with recent years, the Minister's statement included an expectation on Local Authorities "to take account of all the available funding streams in considering service provision and setting their budgets and Council Tax". The previous version of the MTFs assumed a 4.5% increase in Council Tax for 2016-17. However the 2016-17 draft Revenue Budget, shown in Table 7, assumes a Council tax increase of 3.9%. This change reflects the provisional settlement and recognises the views expressed in response to the Council's recent "Shaping Bridgend's future" consultation. This increase seeks to strike an appropriate balance between the needs of the Council and its citizens.

### **Welsh Government Capital Settlement**

- 3.12 In February 2015 Council approved a capital programme for 2015-16 to 2024-25, based on the assumption that annual Welsh Government capital funding would be flat lined from 2015-16 onwards. Council subsequently approved a revised capital programme in July and again in October 2015, to incorporate budgets carried forward from 2014-15 and any new schemes and grant approvals. The draft local government capital settlement for 2016-17 provides this Council with £6.293 million capital funding for 2016-17, which is £5,000 more than 2015-16. No indications have been given for 2017-18 or beyond.

## Current Year (2015-16) Financial Performance

3.13 The in-year financial position as at the 30 September 2015 is shown below.

**Table 1- Comparison of budget against projected outturn at 30 September 2015**

Directorate/Divisions	Revised Budget 2015-16 £'000	Projected Outturn 2015-16 £'000	Projected Over / (Under) Spend Qtr 2 2015-16 £'000	Projected Over / (Under) Spend Qtr 1 2015-16 £'000
<b>Directorate</b>				
Education and Transformation	105,860	105,639	(221)	7
Social Services and Wellbeing	61,944	61,937	(7)	60
Communities	24,988	25,092	104	145
Resources	14,510	14,177	(333)	(79)
Legal & Regulatory Services	6,065	5,951	(114)	(140)
<b>Total Directorate Budgets</b>	<b>213,367</b>	<b>212,796</b>	<b>(571)</b>	<b>(7)</b>
<b>Total Council Wide Budgets</b>	<b>38,834</b>	<b>38,059</b>	<b>(775)</b>	<b>(100)</b>
<b>Total</b>	<b>252,201</b>	<b>250,855</b>	<b>(1,346)</b>	<b>(107)</b>

3.14 At the half year stage, an overall under spend of £571,000 is projected on Directorate budgets. The main contributors are projected under spends on the Education and Transformation, Resources and Legal and Regulatory Services directorates, a projected over spend on the Communities directorate, and a projected under spend on the Council Tax Reduction Scheme (CTRS) and other corporate budgets.

3.15 In accordance with the Council's Financial Procedure Rules any planned over spends or under spends by directorates will be carried forward into next year to meet known funding pressures. Fortuitous under spends in budgets will be applied to offset over spends on other budgets.

## 4. Current Situation

### Medium Term Financial Strategy (MTFS) 2016-17 to 2019-20

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

4.2 The development of the MTFS 2016-17 to 2019-20 has been led by Cabinet and Corporate Management Board (CMB) and has taken into account auditors' views,

the recommendations of the Budget Research and Evaluation Panel and issues arising in 2015-16, underpinned by the ongoing aim to embed a culture of medium term financial planning closely aligned with corporate planning.

- 4.3 Implementation of the MTFS will continue to be led by Cabinet and CMB, supported by financial and performance data. As usual Cabinet and CMB will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners). As well as linking explicitly to the Council's corporate priorities the MTFS also links to other internal resource strategies (eg ICT strategy and the Council's Workforce Plan).

### **MTFS Principles**

- 4.4 As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which drive the budget and spending decisions over 2016-2020 and which Members and others can examine and judge the Council's financial performance against. The fourteen key principles are to ensure that:

1. The Council continues to meet its statutory obligations and demonstrates how it directs resources to meet the Council's corporate priorities.
2. Adequate provision is made to meet outstanding and reasonably foreseen liabilities.
3. The financial control system is sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
4. Budgets will be reviewed annually to ensure existing and forecast spend is still required and to identify further efficiency savings as required to meet inescapable budget pressures.
5. Financial plans provide an optimum balance between income and expenditure for both capital and revenue.
6. All services seek to provide value for money and contribute to public value.
7. Balances are not used to fund recurrent budget pressures or to keep down council tax rises unless an equivalent budget reduction or increase in council tax is made in the following year in recognition that balances are a one-off resource.
8. The Council Fund balance will be maintained at a minimum of £7 million over the MTFS period.
9. Capital investment decisions support the Council's corporate priorities and mitigate any statutory risks taking account of return on investment and sound option appraisals.
10. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.

11. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
12. Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS and a MTFS Budget Reduction Contingency Reserve will be maintained.
13. Other resource strategies (including the Workforce Development Plan, Treasury Management Strategy, ICT Strategy and Asset Management Plan) are kept under review to maintain alignment with the MTFS and the Corporate Plan.
14. Budgets will be managed by Corporate Directors in accordance with the Council's Financial Procedure Rules.

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. The current financial landscape of declining external funding demands that significant budget reductions need to be made to deliver a sustainable budget. It is therefore 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 following an assessment of budget reductions categorised as 'red' and deemed material within the MTFS. This will provide additional capacity for discretionary use by the Chief Financial Officer, on consultation with CMB and Cabinet to manage inescapable problems with delivery until a solution can be found.

### **MTFS Resource Envelope**

- 4.5 The MTFS planning assumptions for 2017-20 are based on an annual reduction in AEF of -3.2% and an assumed increase in council tax of 3.9% for 2017-18, 4.2% for 2018-19 and 4.5% for 2019-20, recognising the ongoing uncertainty around our funding in future years. The 2016-17 AEF figure is -1.2% based on the published Provisional Settlement. However, these assumptions, together with forecast pressures and risks are all subject to change, not least due to continuing economic uncertainty as well as national legislative and policy developments. The MTFS will be regularly reviewed against service performance and external economic and fiscal information to ensure that early action can be taken as necessary to keep it and the Corporate Plan on track. In view of the uncertainties, the MTFS has been developed taking into account possible resource envelope scenarios, based on percentage changes in AEF shown in Table 2.

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

	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
	% Change	% Change	% Change	% Change
Best Scenario		-1.5%	-1.5%	-1.5%
<b>Most Likely Scenario</b>	<b>-1.2%</b>	<b>-3.2%</b>	<b>-3.2%</b>	<b>-3.2%</b>
Worst Scenario		-4.5%	-4.5%	-4.5%



- 4.6 Table 3 shows the Council's potential net budget reduction requirement based on the forecast resource envelope (paragraph 4.5), inescapable spending assumptions (paragraph 4.7) and assumed council tax increases.

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

	<b>2016-17 Actual</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Total</b>
	£000	£000	£000	£000	£000
Best Scenario	7,495	7,002	6,509	5,979	26,985
<b>Most Likely Scenario</b>	<b>7,495</b>	<b>10,190</b>	<b>9,697</b>	<b>9,167</b>	<b>36,549</b>
Worst Scenario	7,495	12,628	12,135	11,605	43,863

### Managing within the MTFS Resource Envelope

- 4.7 The financial forecast is predicated on £36.549 million budget reductions being met from Directorate and Corporate budgets and these are referred to later in the report. It is also predicated on a number of spending assumptions, including:

- Projections for demographic changes, including an ageing population and an increasing number of young people with complex disabilities living into adulthood and adding progressively to the demand for care.
- Inflationary uplifts to support specific contractual commitments.
- Inflation for energy costs based on notification of known increases and projected forward pricing.
- The potential impact of national policies and new legislation not accompanied by commensurate funding e.g. Welfare Reform Bill, Social Services and Wellbeing Act, Housing Act and auto enrolment related to the provision of employee pension schemes.
- A projected increase of 0.3% in 2016-17, 0.2% in 2017-18 and a further 0.2% in 2018-19 in employers' pension contributions resulting from the triennial Actuarial Valuation. Teachers' pensions increased from 14.1% to 16.48% in September 2015 so there is also the additional increase in employers' contributions of 2.38% from April to August 2016.
- The removal of the National Insurance Contribution rebate as a result of the introduction of the single tier state pension in April 2016.
- Fees and Charges will increase by the statutory minimum or CPI (at prevailing rate, currently +0.1%) plus 1%.

- Services will absorb within budgets non contractual inflationary pressures up to the prevailing CPI rate.
- Significant increases in the cost of external contracts as a result of the implementation of the living wage from April 2016.

### Net budget reduction requirement

4.8 Table 4 shows the current position in respect of the addressing the forecast budget reduction requirement of £36.549 million. It shows that £17.4 million of budget reduction proposals have already been identified over the period of the MTFS, including the full £7.495 million required for 2016-17. The table shows that the Council still needs to develop proposals to the value of £19.2 million and a range of options are under consideration including:

- Digital transformation of council services
- Income generation opportunities
- Further reductions in employee numbers
- Reconfiguration of post 16 education provision;
- Working with partners to protect community facilities;
- Review of nursery education provision;

**Table 4 - Risk Status of Budget Reduction Proposals 2016-17 to 2019-20**

Year	<b>GREEN: Proposal developed and deliverable</b>	<b>AMBER: Proposal in development but includes delivery risk</b>	<b>Budget reductions Identified So far</b>	<b>RED: proposals not yet developed</b>	<b>Total Required</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
2016-17	3,469	4,026	7,495	0	7,495
2017-18	617	4,908	5,525	4,665	10,190
2018-19	0	2,769	2,769	6,928	9,697
2019-20	0	1,583	1,583	7,584	9,167
<b>Total</b>	<b>4,086</b>	<b>13,286</b>	<b>17,372</b>	<b>19,177</b>	<b>36,549</b>
Percentage of total required	11.2%	36.3%	47.5%	52.5%	100%

**Risk Status Key:**

- RED** Proposals not yet developed or under consideration
- AMBER** Proposal in development, but includes delivery risk
- GREEN** Proposal developed and deliverable

4.9 The budget reduction proposals identified can be categorised as:

- I. Making Best Use of Resources
- II. Managed Service Reductions
- III. Collaboration and Service Transformation; and
- IV. Policy Changes

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

**Table 5 – Budget Reduction Proposals Identified 2016-17 to 2019-20**

	2016-17	2017-18	2018-19	2019-20	Total	%
	£000	£000	£000	£000	£000	
<b>Making Best Use of Resources</b>	4,389	4,305	1,604	1,216	11,514	66%
<b>Managed Service Reductions</b>	735	504	335	0	1,574	9%
<b>Collaboration &amp; Service Transformation</b>	1,221	319	163	200	1,903	11%
<b>Policy Changes</b>	1,150	397	667	167	2,381	14%
<b>Total Identified as at 22.12.2015</b>	<b>7,495</b>	<b>5,525</b>	<b>2,769</b>	<b>1,583</b>	<b>17,372</b>	

4.11 The table shows that two thirds of the proposed budget reductions identified so far will come from Making Best Use of Resources, for example through:

- Retendering learner transport contracts
- A safe reduction in the number of Looked after children
- Income generation from other public sector bodies
- Development of online services
- Staffing restructures

4.12 Budget reduction proposals relating to Collaboration and Service Transformation amount to 11% of the total budget reductions. These include budget reductions within the Youth Offending Service, remodelling of adult social care and delivering further budget reductions from the regulatory services collaboration which has been created. Policy changes amount to 14% and include reducing services to the statutory minimum as well as cutting some discretionary services. These include eligibility criteria for adult social care, changes to childrens respite care and increasing planning application fees in line with Welsh Government guidelines. The policy change proposals are subject to consultation.

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

### **Scrutiny and Challenge**

4.14 A full consultation, "Shaping Bridgend's Future" has been undertaken over an eight week period during October and November, covering both the Council's proposed new priorities as well as a range of budget proposals under consideration. The consultation included an online survey, community engagement workshops, social

media debates, community engagement stands and a meeting with third sector organisations. Members had the opportunity to take part in a budget workshop similar to the public engagement events. The results have been presented in a separate Cabinet report, but in broad terms a total 1,819 responses were received, with nearly 1,000 people completing the full survey. There was positive support for the majority of proposals put forward. The level of responses was significantly higher than in previous years.

- 4.15 The budget consultation showed that at least 80% of participants agreed with the three proposed priorities. However, 71% believed something was missing, citing most commonly the themes of streamlining the council, public transport and infrastructure and local business support. The majority of respondents agreed with the idea of protecting some services over others, but equally around two thirds felt that schools, an area which has received Welsh Government protection in recent years, should be expected to make efficiency savings too. 11 of the 12 budget reduction proposals put forward received majority support, with the weakest support for reductions in highway maintenance, which received 48%. A full list is given below in table 6:

**Table 6 – Budget Reduction Proposals consultation response**

Rank	Proposal	Introduce or increase proposed budget reduction (%)	Introduce Smaller budget reduction (%)	Cut elsewhere (%)
1	Online services	87	9	5
2	Lifeguard services	83	14	3
3	Regeneration	82	13	5
4	Looked after children	73	18	9
5	Complex homecare	72	19	9
6	Holiday support for people with a learning disability	69	24	7
7	Nursery service	66	24	10
8	Subsidised bus routes	61	30	9
9	Parks and playing fields	59	29	12
10	Street cleaning	57	27	16
11	Respite care	54	33	13
12	Highway maintenance	48	37	15

### **2016-17 Draft Revenue Budget**

- 4.16 The following table shows the draft revenue budget for 2016-17.

**Table 7 – Draft Revenue Budget 2016-17**

	Revised Budget 2015-16 £000	Specific Grant Transfers from WG £000	Inter-Directorate Transfers £000	School Protection £000	NI & Pension Changes £000	Pay / Prices / Demographics £000	Inescapable Budget Pressures £000	Budget Reduction on Proposals £000	Revenue Budget 2016-17 £000
<b>Service Budgets</b>									
<b>Education &amp; Transformation</b>									
Education & Transformation	20,548				270	29	223	-910	20,160
Schools	85,287			1,578	0	0			86,865
	<b>105,835</b>	<b>0</b>		<b>1,578</b>	<b>270</b>	<b>29</b>	<b>223</b>	<b>-910</b>	<b>107,025</b>
<b>Social Services &amp; Wellbeing</b>									
Adult Social Care	40,173		-157		429	467	298	-1,544	39,666
Safeguarding	18,068				143	32		-850	17,393
Sport, Play and Active Wellbeing	2,746				16	0		-296	2,466
	<b>60,987</b>	<b>0</b>	<b>-157</b>	<b>0</b>	<b>588</b>	<b>499</b>	<b>298</b>	<b>-2,690</b>	<b>59,525</b>
Communities	25,075		255		290	67	70	-1,336	24,421
Resources	14,438		-105		291	36	363	-1,205	13,818
Legal & Regulatory Services	6,090				93	0		-398	5,785
<b>Corporate Budgets</b>									
Capital Financing	10,372		56					-300	10,128
Levies	6,912							-23	6,889
Repairs and Maintenance	1,100							-200	900
CTR Scheme	14,254					650		-300	14,604
Sleep Ins	800								800
Pension Related Costs	1,190				68				1,258
Insurance Premiums	1,634		-3			28		-100	1,559
Other Corporate Budgets	3,514	1,400	-46	-1,578		3,252	1,663	-33	8,172
<b>Net Budget Requirement</b>	<b>252,201</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>1,600</b>	<b>4,561</b>	<b>2,617</b>	<b>-7,495</b>	<b>254,884</b>

### Council Tax Implications

4.17 Based on the proposed budget of £254.884 million, the council tax increase for 2016-17 will be 3.9%.

### Pay, Prices and Demographics

4.18 At this point in time, a national pay settlement has not been agreed, but the Employers are offering 1% each year for two years. The draft budget assumes this

is accepted and the appropriate amount has therefore been allocated centrally to meet this cost, which will be allocated to directorate budgets once known.

- 4.19 Price inflation has been allocated to service budgets and includes provision for contractual increases in business rates, food costs and other commitments. In addition, provision has been made for an estimated increase in employer pension contributions from 1 April 2016.
- 4.20 The remaining inflation provision will be retained centrally within corporate budgets and reviewed pending the outcome of any unforeseen demand led contract price inflation in relation to, for example, Out of County Education placement agreements or adjustments which may be required to meet contractual increases where the index is set after the Council's budget is approved.

### **Unavoidable Pressures**

- 4.21 During 2015-16 a number of unavoidable 2016-17 service budget pressures have arisen totalling £2.617 million, detailed in Appendix A. These have been categorised into one-off pressures, with varying degrees of probability, and more certain and recurring pressures. In total for 2016-17, the recurring pressures total £2.290 million. The one-off pressures total £327,000. The pressures figures are provisional at this stage and will be refined as further information becomes available, for example specific information on Welsh Government grants. As such they may change between draft and final budget.

### **Schools Protection and Social Services Funding**

- 4.22 The draft settlement from Welsh Government included within it additional amounts in respect both of schools protection (1% above the Welsh Government's own settlement, in line with recent years) as well as in recognition of the pressures facing social care and the positive contribution it makes towards health outcomes and spending. Schools protection equates to 1.85% and the cost of this protection is £1.578 million. The funding provided for social care will help the Council to manage pressures on this service, including the impact of demographics, the living wage and support for carers.

### **Budget Reduction Proposals**

- 4.23 Budget reduction proposals of £7.495 million have been identified from service and corporate budgets to achieve a balanced budget, detailed in Appendix B.

### **Corporate Budgets**

- 4.24 Corporate budgets include funding for the Council tax reduction scheme, 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.
- 4.25 The Outcome Agreement Grant (OAG), which in 2015-16 underpins base budgets by £1.4 million, has been transferred into the main Revenue Support Grant from Welsh Government. It will therefore no longer be dependent on the achievement of specific outcomes.

## Fees and Charges

- 4.26 Generally, income from fees and charges will be increased by CPI (at the prevailing rate, currently +0.1%) plus 1%, subject to rounding, or in line with statutory or service requirements. Schedules of fees and charges will be reported separately, as usual, under Delegated Powers.

## Council Reserves

- 4.27 In line with the MTFs principle 8, the Council will maintain its general fund at no less than £7 million in 2016-17. Details of the Council's earmarked reserves forecast as at 30 September 2015 are shown in Table 8. These are kept under review and the forecast will be updated in the Final MTFs report to Council in March 2016.

**Table 8 – General Fund and Usable Earmarked Reserves**

Opening Balance 1 April 2015 £'000	Reserve	Forecast Movement 2015-16 £'000	Forecast Closing Balance 31 March 2016 £'000	Forecast Movement 2016-17 £'000	Forecast Closing Balance 31 March 2017 £'000
7,450	Council Fund	-	7,450	-	7,450
	<b>Earmarked Balances:-</b>				
10,531	Major Claims Reserve	(51)	10,480	(250)	10,230
3,177	Insurance Reserve	(500)	2,677	(200)	2,477
210	Waste Management Contract	-	210	(210)	-
1044	Treasury Management Reserve	(1,044)	-		-
300	Welfare Reform Bill	-	300		300
702	Asset Management Plan	(202)	500	-	500
300	Building Maintenance Reserve	-	300	-	300
627	Capital feasibility fund	(41)	586	(190)	396
115	DDA Emergency Works	-	115	(35)	80
6,434	Capital Programme Contribution	811	7,245	(2,987)	4,258
4,749	Service Reconfiguration	1,277	6,026	1,200	7,226
2,398	Change Management	(362)	2,036	(300)	1,736
861	ICT & Finance Systems	(283)	578	(250)	328
261	Invest to save / Joint projects	(133)	128	(128)	-
555	Car Parking Strategy	(120)	435	(435)	-
600	Wellbeing Projects	(67)	533	(250)	283
31	Connecting Families	-	31	(31)	-
1,490	Directorate Issues	(1,490)	-	-	-
824	Looked After Children	-	824	(400)	424
125	Porthcawl Regeneration	(15)	110	-	110

42,784	<b>Total Usable Reserves</b>	(2,220)	40,564	(4,466)	36,098
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### Capital Programme and Capital Financing Strategy

- 4.28 This section of the report deals with the proposed Capital Programme for 2016-17 to 2025-26, which forms part of, but extends beyond the MTFs. It also covers the Council's capital financing strategy (including prudential borrowing and capital receipts forecast). Both have been developed in line with the MTFs principles and reflect the Welsh Government capital settlement for 2016-17, which provides general capital funding (GCF) for the Council for 2016-17 of £6.293 million of which £3.912 million is un-hypothecated supported borrowing and the remainder £2.381 million as general capital grant. No indicative allocations have been provided for 2017-18, so for now it is assumed that this level of funding will remain constant for the years after 2016-17, but this will be indicative only.
- 4.29 The Programme was last revised in October 2015. Since then a review has been underway to identify the Council's capital investment requirements for 2016-2025, compared to available capital receipts, against the following criteria:
- Link to proposed new corporate priorities
  - High level of Risk of not progressing, in terms of impact on service delivery, ability to meet MTFs budget reductions, and prevention of building failure and closure
  - Service is able to meet any additional revenue costs arising from the scheme
  - Payback period (where appropriate)
- 4.30 The capital programme also contains a number of fixed annual allocations that are met from the total general capital funding for the Council. These allocations are shown in Table 9 below, and currently amount to 73.73% of the 2016-17 general capital funding:

**Table 9 – Current Annual Allocations of Capital Funding**

	2015-16 £'000	% of 2016-17 GCF
Highways Capitalised Repairs	200	3.18%
Transportation Capitalised Repairs	250	3.97%
Disabled Facilities Grant	2,350	37.34%
Housing Renewal Schemes	100	1.59%
Special Regeneration Funding	540	8.58%
Minor Works	1,100	17.48%
Community Projects	100	1.59%
<b>Total</b>	<b>4,640</b>	<b>73.73%</b>



- 4.31 These annual allocations are also in the process of being reviewed, and any changes will be reported in the Final MTFS report in March 2016.
- 4.32 In addition, Council approved a contribution of £1 million per year (£5 million total across the life of the 21<sup>st</sup> Century Schools Programme), as part of the local authority matched funding contribution for the Programme. This leaves a balance of general capital funding of £653,000.

### **Capital Programme**

- 4.33 The current programme contains a number of significant strategic investment projects that support a number of the proposed new corporate priorities. Appendix C sets out the current capital programme for the period 2016-17 to 2025-26 as approved by Council in October 2015, which will be updated for any new schemes in the MTFS 2016-17 to 2019-20 final report.
- 4.34 In October 2015, Council gave approval to the following additional capital projects:
- necessary works to the administrative estate
  - ICT investment to enable agile working
  - Updates to the 21<sup>st</sup> century schools programme
  - Community Asset Transfer support funding
  - Additions to the councils vehicle fleet
  - Sports facilities match funding

### **Raising Aspirations and Improving Educational Attainment**

- 4.35 The Schools' Modernisation and Investment Programme forms a cornerstone of the corporate priority making smarter use of resources. School modernisation and school improvement complement each other, and well established collaborative arrangements are taking forward strategies to enhance teaching and learning and school leadership, supported by state of the art buildings and the innovative use of new technology. The Welsh Government has committed to fund £22.475 million of the total costs (currently estimated at £45.510 million) for Band A priority projects, through a combination of capital grant and the Local Government Borrowing Initiative, with the balance met from Council resources. Council has agreed that this would be met from core funding allocations of £5 million, anticipated S106 funding of £5.228 million and projected receipts from the sale of schools and other sites, and central funding, of £12.747 million.
- 4.36 The programme is based on the current estimated expenditure profile over the funding period. This is an ambitious programme and it is essential that the planned capital receipts already committed and ring fenced from the sale of school sites to finance the programme are retained for this purpose. Any change to this commitment would require Council approval.
- 4.37 In the meantime, the following projects have been included in the Council's approved programme, but funding for each project will not be confirmed until Welsh Government approves the final business case and sufficient capital receipts have been generated:

<b>Project</b>	<b>Current Status</b>
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Coety / Parc Derwen Primary School	Construction complete – school opened 2 <sup>nd</sup> November 2015 as per the statutory notice.
Special Education Needs Provision	Construction completed – school opened 15 <sup>th</sup> June 2015 as per the statutory notice. The Bridge Alternative Provision and education support services have transferred into the campus.
Garw Valley South Primary Provision	Revised OBC submitted to Welsh Government - awaiting approval to move to FBC. The design is being progressed.
Pencoed Primary School	Design commenced. School opening date revised to April 2018.
Gateway Primary Provision	Cabinet approved the enlargement to Brynmenyn Primary School. OBC approval has been received from WG. Appointed a cost consultant and project manager for the scheme. Cabinet approval received to tender the scheme, which will be undertaken in due course via the SEWSCAP framework
Mynydd Cynffig Primary School	Primary school opened on a split site on 1 <sup>st</sup> September 2015 as per the statutory notice. Feasibility study completed. Additional funding sought for preferred option.
Héronsbridge Special School	Exploring opportunities for additional capacity to meet needs of children with ASD.

### **Capital Financing Strategy**

4.38 The Capital Financing Strategy is underpinned by the Council's Treasury Management Strategy. The two key principles used in the Capital Financing Strategy are:

1. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
2. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.

### **Capital Receipts**

4.39 The Council estimates that around £21 million could be generated as part of the enhanced disposals programme, with circa £9.3 million already delivered (anticipated to reach £10 million by the end of 2015-16) and circa £11 million of capital receipts to be generated over the next three years 2016-17 to 2018-19, of which £4 million is expected to be realised in 2016-17. Of the £21 million, £8.8 million relates to school buildings and land vacated through the 21st Century Schools Programme, to be used as match funding for the programme. It also includes receipts anticipated from the sale of the Waterton site along with the sale of other surplus sites within the County Borough. Receipts are subject to the

exchange of contracts, so it is prudent not to commit them until we have a contractual agreement.

### **Prudential Borrowing**

- 4.40 Prudential Borrowing totalling £41.5 million was approved by Council on 25 February 2015, which included £5.6 million of Local Government Borrowing Initiative (LGBI) funding towards the costs of the 21<sup>st</sup> Century Schools Programme.
- 4.41 Total prudential borrowing taken out by the end of 2016-17 is estimated to be £41.745 million, of which approximately £32 million is still outstanding.

### **5. Effect on Policy Framework and Procedure Rules**

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

### **6. Equality Impact Assessment**

- 6.1 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.
- 6.2 Equality Impact Assessments will be undertaken on all budget reduction proposals before the final recommendations are made concerning next year's revenue budget.

### **7. Financial Implications**

- 7.1 The financial implications are reflected in the report.

### **8. RECOMMENDATIONS**

- 8.1 It is recommended that Cabinet:-
- submits for consultation the 2016-17 annual budget and development of the MTFS 2016-17 to 2019-20 as set out in this report.

Ness Young CPFA  
Section 151 Officer and Corporate Director - Resources  
December 2015

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Background Papers:  
Cabinet Report – MTFS 2016-17 to 2019-20 – 14 July 2015  
Council Report – Capital Programme 2015-16 to 2024-25 – 7 October 2015

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Directorate	Service Area	Description of pressure	Recurrent Pressure	One Off Pressure
			£000s	£000s
Education	Integrated Working	To mitigate the reduction in the Families First grant from Welsh Government	223	
Wellbeing	Adult Social Care	The Social Services and Wellbeing Act will place a responsibility on Local Authorities to arrange for advocacy services to be made available to people with needs for care and support, whether or not those needs are being met by a local authority. There is currently a very low level of advocacy services in Bridgend which is located in the voluntary sector. There is a clear need for a specifically commissioned advocacy service with a focussed remit to meet the requirements of the Act.	50	
Wellbeing	Adult Social Care	To provide recurrent funding for a carers development officer role for which grant funding has ended. The Social Services and Wellbeing Act places local authorities duty of care for Carers on an equal footing with the cared-for.	31	
Wellbeing	Adult Social Care	To comply with new requirements of the Social Services and Wellbeing act to provide a secure service to the inmates of Parc Prison located with the county borough. Should this new requirement be fully funded by a specific grant from Welsh Government, this pressure will be removed from the final budget	217	19
Wellbeing	Childrens	Additional requirement for supervised contact for Looked After Children population due to increased volume ordered by courts		50
Communities	Public Transport	To mitigate the reduction in a specific grant from Welsh Government. The obligation on Local Authorities to administer passes has not diminished however the support from Welsh Government has dropped from £3 to £1 per pass.	70	
Communities	Waste	To mitigate the reduction in the Single Environment grant from Welsh Government, which provides financial support for waste collection and recycling activities.	186	
Resources	Welsh Language	To meet the costs of implementation of the Welsh Language Standards. Failure to comply with the standards will result in a fine of £5,000 for each standard no adhered to.	1,150	258
Resources	Homelessness	A new Emmaus facility for the homeless has opened in the county borough. As the accomodation is classed as exempt, the full rental cost must be met by the authority whereas only the level agreed by the rent officer can be recovered from the Department for Work and Pensions (DWP), leaving a shortfall	143	
Resources	Benefits	In line with other local authorities, there has been an increase in the financial value of overpayments in housing benefits, regardless of reason/fault, as both the overpayment rate has increased and the level of housing benefit has risen with rents. A proportion of overpayments cannot be reclaimed from DWP	220	
<b>Total Budget Pressures</b>			<b>2,290</b>	<b>327</b>

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Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
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**BUR- Making Best Use of Resources**  
**MSR- Managed Service Reductions**  
**CST - Collaboration and Transformation**  
**PC - Policy Changes**

<b>RAG STATUS KEY</b>	
<b>RED</b>	Proposals not yet developed or under consideration
<b>AMBER</b>	Proposal in development but includes delivery risk
<b>GREEN</b>	Proposal developed and deliverable

**EDUCATION & TRANSFORMATION**  
**CENTRAL EDUCATION & TRANSFORMATION**

CH1	MSR	Out of County budgets - reduction of Education costs by returning children with additional needs to in-house provision with additional support if required	Potentially, the needs of children will not be totally met and this could lead to legal challenge. Currently children's complex needs are met out of county and therefore bringing these in-house will bring them closer to home but they may need additional support which in turn may have a financial impact on a case by case basis.	1,513	13%		200			
CH2	CST	Youth Offending Service Collaboration	Posts which have become vacant have not been replaced and there are a number of posts which BCBC now do not hold ( eg information officer post which is shared with NPT ). The YOT is combined with Swansea and NPT and the reduction needs to be agreed with them.	419	23%		95			
CH3	BUR	Retender Learner Transport contracts	Lower cost contracts may result in reduced quality of service as well as an increase in the number and complexity of complaints regarding the service.	4,310	2%	400	100			
CH4	MSR	Rationalise Special Education Needs transport	Children with special educational needs may see changes to their current modes of transport and they will have to share transport when they have had dedicated transport in the past. This will inevitably lead to complaints from parents and could result in successful challenge.	4,310	3%	100	150			
CH5	PC	Review of Learner Transport Policy regarding statutory distances for free travel	The number of children receiving free transport will reduce, this could affect the choice of schools parents make which may skew our current pupil projection numbers leading to an imbalance in numbers. It could also lead to a reduction in the number of parents and children choosing Welsh medium or faith provision. This could negatively affect the WESP and also the PIs in relation to Welsh medium education.	4,310	5%			67	67	67
CH9	BUR	School transport route efficiencies	Minimal impact. More efficient routes to be identified.	4,310	9%	200	200	200		

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
CH15	BUR	Staff Restructure - Inclusion and Additional Learning Needs	Potential redundancies and reduction in the staffing resources available. There will be inevitable delays in children receiving an assessment of their needs and then a further delay in services being available to meet those needs. This may negatively affect some children's ability	3,202	3%		100			
CH36	BUR	Saving on premises budget due to amalgamation of SEN services	Minimal impact. Amalgamation of services has led to savings on premises budgets.	66	45%		30			
CH38	BUR	Efficiency review of Catering Service	Efficiencies have been identified year on year within this service and the service will be unable to continue to make such efficiencies year on year without compromising on quality.	663	15%			100		
CH40	BUR	Reduction in cost of Central South Consortium arising from efficiencies generated from transfer of additional services.	Additional services will be provided to all member authorities by the Central South Consortium, generating efficiency savings through collaboration. The danger of this approach is the LA will lose the remnants of the locally retained services.	676	5%		35			
<b>Total Education and Transformation central</b>				<b>20,777</b>	<b>6.8%</b>	<b>700</b>	<b>910</b>	<b>367</b>	<b>67</b>	<b>67</b>
<b>SCHOOLS</b>										
SCH1	BUR	Agreement in principle: Cabinet have agreed that schools should be expected to find 1% efficiency savings.	The details of these efficiencies and the potential impact on each individual school has been detailed in a separate document. It is however clear that even a 1% budget reduction has the potential to make some schools unviable, will result in many schools going even further into a deficit position and will result in some teacher redundancies.	85,086	3%			842	834	826
<b>Total Schools</b>				<b>85,086</b>	<b>2.9%</b>	<b>0</b>	<b>0</b>	<b>842</b>	<b>834</b>	<b>826</b>
N/A	N/A	Proposals under consideration or not yet developed within Education & Transformation Directorate						59	1,623	2,021
<b>Total Education &amp; Transformation Directorate</b>				<b>105,863</b>	<b>7.2%</b>	<b>700</b>	<b>910</b>	<b>1,268</b>	<b>2,524</b>	<b>2,914</b>
<b>SOCIAL SERVICES &amp;</b>										
<b>Theme 1 - Remodel Service Delivery</b>										
ASC1	CST	Focus local authority homecare on specialist and complex care	Focus in-house homecare provision on specialist and complex care and retain 2,268 hours to achieve this. Commission the remaining 2,132 hours from the independent sector to deliver more generic packages of care	1,895	13%	307	250			



Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
ASC2	CST	Support increased independence through enablement and progression in Learning Disability services	The reviews of care packages will include a consideration of the authorities statutory obligation to provide support and that which the service user could fund themselves. Advice has been sought from the legal team and these reviews will be done on an individual basis and based on a needs assessment.	3,280	1%	220	40			
ASC3	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	This saving proposal is based on the adoption of a whole system transformation to the assessment framework with a view to improve the well-being outcomes for people who need care and support and reduce the numbers of people requiring long term support This has and will transform the way we respond to people contacting social care services; it will be a balance between offering people high quality advice and information to assist them to resolve their problems by maximising the use of community resources, developing solutions that don't require complex assessment or the formal provision of care and therefore reducing the level of individuals that require long term managed care. The savings represent a 6% reduction in commissioned care packages	21,459	4%	1,399	662	150		
ASC7	CST	Reprovision and remodelling of Shared Lives	The saving will reduce dependence on residential placements to a Shared Lives setting for all adults. There will always be a need for residential placements which places pressure on this saving however work is currently progressing with the new provider to identify individuals that would benefit from this type of service model	968	10%	135	50	50		
ASC9	CST	Review CHC-eligible cases to secure appropriate contribution to packages of care	This is managed as one of the work streams under the Changing the Culture Project Board overseen by the Remodeling Adult Services Board. Where CHC applications are being made the progress is tracked and the financial impact recorded. All applications are monitored and where necessary engagements with the Health Board are overseen by Senior Management. These savings have been based on between 7 to 12 individual being eligible for CHC funding.	21,459	1%	70	118			
ASC17	MSR	Managed Service Reductions Residential & Respite Care	A review of the level of residential respite care provided to individuals may impact on the level of service received. Figures are based on a 13% reduction in current levels of demand and spending.	5,777	13%			414	335	

**Budget Reduction Proposals 2016-17 to 2019-20**

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
ASC18	PC	Development of Extra Care Housing	Development of Extra Care as an alternative to Residential Care, to meet the future needs of Bridgend Residents	2,017	33%			160	500	
ASC19	CST	Develop a Delivery Model for the Bridgend Resource Centre	Development of an income stream for the service via 'selling' 4 weekly placements to other public sector organisations and reviewing the management arrangements of the centre. A working group has been established and project management arrangements are being developed.	1,306	8%		108			
ASC21	MSR	Transfer Family Care Service to the Community Hubs	A transfer plan will be produced during 2015/16	237	89%		210			
CH25	BUR	Reduction in Safeguarding LAC numbers and related reduction in costs	It is envisaged that costs can be reduced if children at risk can be identified early and alternative support be provided instead of them becoming 'Looked after'	9,862	9%		357	520		
ASC27	PC	Redesign respite and emergency services, including a review of transition services	Redesign respite and emergency services across Adults and Children Services						100	100
<b>Theme 1 - Remodel Service Delivery - sub-total</b>				<b>68,260</b>		<b>2,131</b>	<b>1,795</b>	<b>1,294</b>	<b>935</b>	<b>100</b>
<b>Theme 2 - Service Efficiencies</b>										
ASC6	BUR	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	There will be a low impact on the public.	2,550	3%	215	76			
ASC12	BUR	Continued efficiencies within LD Day Services	A staff restructure is being implemented and an options appraisal for the future management arrangements of the service is being produced	1,062	15%	35	36	120		
ASC15	BUR	Achieve transport efficiencies	There will be no impact on staff or service users by this arrangement which involves some of the in-house routes being provided by a community transport organisation.	724	2%	37	18			
ASC23	BUR	Changes in Workforce	Work will commence in October 2015 to plan a new structure for the Social Services and Wellbeing Directorate. This will involve bringing services together across Adults, Children and Sport, Play and Active	Cross service budget			100			
CH22	PC	Remodelling of Childrens Respite Care	Remodelling childrens respite services in Bridgend, a review of current provision is underway in line with partners.	430	47%		200			

Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
HL 2	BUR	Review Healthy Living Partnership Contract	Decisions would be needed following presentation of options and consideration of financial penalties and capital claw-back.	2,140	24%		181	188	140	
HL3	CST	Continued savings associated with the Halo leisure partnership	None if the business plan can continue to be delivered with reduced financial support from the Council	2,140	4%	247	80			
HL5	MSR	Transfer management of Porthcawl dual use hall to school management	Potential withdrawal of facility for community use or increase in pricing by School. Usage is low, in comparison to other sites, and could be managed by School.	12	100%		12			
HL4	MSR	Review of Lifeguard services to consider length of season and beach coverage.	Removing the lifeguard service would reduce support for rescues, assists, advice, first aid and lost children. Partnership with lifeguarding clubs would increase voluntary patrolling arrangements alongside paid cover for school holiday periods.	151	15%		23			
<b>Theme 2 - Service Efficiencies - sub-total</b>				<b>9,209</b>		<b>534</b>	<b>726</b>	<b>308</b>	<b>140</b>	<b>0</b>
<b>Theme 3 - Income Generation</b>										
ASC10	BUR	Develop income stream for specialist Mental Health placements at Glyn Cynffig	There is currently a service review underway for this care provision, one of the areas being explored could be the potential generation of income for the directorate from other public sector organisations .	113	78%	15	15	73		
ASC20	PC	Introduce charges for supplementary holiday support in Learning Disabilities	Implementation of this process will bring a consistent model across all learning disability support living services	Cross service budget			100			
ASC22	BUR	Income Generation at Bryn y Cae	To work in partnership with Health and other public sector organisations to reconfigure the use of beds at this provision. This could include further development of reablement beds or creation of transition beds	555	10%		54			
<b>Theme 3 - Income Generation</b>				<b>668</b>		<b>15</b>	<b>169</b>	<b>73</b>	<b>0</b>	<b>0</b>
N/A	N/A	Proposals under consideration or not yet developed within Social Services & Wellbeing Directorate			0%			1,806	2,826	1,849
<b>Total Social Services &amp; Wellbeing Directorate</b>				<b>62,002</b>	<b>19.4%</b>	<b>0</b>	<b>2,690</b>	<b>3,481</b>	<b>3,901</b>	<b>1,949</b>

COMMUNITIES

Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
COM4	BUR	Review staffing structures within the Communities Directorate to identify possible savings	The proposal in 2016/17 on top of previous reductions, may impact on the Council's ability to develop projects and programmes to support a successful economy and draw in external funding. The impact will be mitigated by focusing the remaining resources on strategic projects, and by integrating support for business and tourism. Any community based regeneration will be funded through externally funded programmes such as the RDP	17,263 (staffing budget for Communities Directorate as a whole)		544	260			
COM7	MSR	Review of Grounds Maintenance & Bereavement Services	The introduction of wild meadow flowers to some grassed areas accompanied by a reduction in grass cutting will give a more natural look to verges and grassed areas, with less neatly cut and mown verges. Sports pitches and bowling greens will receive less maintenance. Changes to the provision of park pavilions will also be required. Budget reductions attached to Bereavement Services may lead to a reduction in general grounds maintenance activities..	1,234	6%	437	69			
COM9	BUR	Review of Highways maintenance/DLO Services	This will result in staffing reductions and service reconfiguration which will deliver efficiency savings but will also require a reduction in highways service provision such as winter gritting operations, flooding, highway damage and maintenance (including pot hole repair), hazarding and street lighting. Any necessary reduction in service will be mitigated as far as possible through greater prioritisation of resources to meet areas of greatest need and demand.	6,373	11%	308	417	290		
COM16	MSR	Review of supported bus services	Depending on the public consultation outcome this would reduce the subsidy currently provided to some of the least used routes in some parts of the County Borough.	322	5%	120	15			
COM18	PC	15% Increase in planning application fees in line with Welsh Government guidelines	Planning fees have not increased in Wales since 2009. It is not considered that there will be any major impact on attracting development to Bridgend as the increase is national and comparative fees in England have already been increased. Developers are aware of the increase and will be prepared although there may be a consequent 'rush' to submit applications before the increase takes effect. There is the risk of planning fee income being dependent on the number of applications submitted. If there is another downturn in the economy then we may not achieve the predicted levels.	-499	-15%		75			
COM20	MSR	Reduction to Winter Maintenance Budget	This cut is in addition to the reductions to the highways maintenance /DLO services already approved. It will mean that the service standard reduces further resulting, for example, in less winter road gritting.	319	19%			60		

**Budget Reduction Proposals 2016-17 to 2019-20**

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
COM21	PC	Review of overtime across Highways/Streetscene	This reduction is part of a corporate project to seek to review and reduce overtime payments across the Council. It will result in less out of hours work and may therefore lead to delays in response across the service	£3,669K total staffing budget for Highways Services			90			
COM22	MSR	Reduction of current weed spraying to one spray per annum	A reduction of 50 % from two sprays per annum to one will result in greater weed growth on the highway network including pavements.	30	50%			15		
COM23	MSR	Technical Surveys - Reduction in budget to cover only costs of SCRIM/SCANNER and a number of other required inspections	The digital scanning of the highway network can be reduced to cover the minimum required for Welsh Government purposes.	20	25%			5		
COM24	MSR	Reduction in road marking maintenance	This proposal will result in less frequent maintenance and re-marking of line painting on roads	100	10%			10		
COM26	PC	Removal of Security budget Waterton	A technological solution is being sought to remove the need for the current security arrangements	20	100%			20		
COM27	CST	Fleet budgets	This is an efficiency savings based on is expected to be delivered through joint procurement, increased commerciality, economies of scale and administrative efficiency	-96	N/a - Fleet has a net income budget				93	
COM28	MSR	Review of Housing budgets for efficiency savings in 2016/17. Saving in 19/20 from Homelessness Budget (fully committed until this year)	This is an efficiency savings which, dependent on demand (eg arising from the introduction of Universal Credit), should be deliverable without an impact on service performance.	941	6%		56			
COM32	BUR	Implementation of Digital working and Touch screens in Workshop equating to a saving of 0.5FTE	Nil Public Impact	24	50%		12			
COM33	BUR	Review of all budget heads in Business Support creating less resilience for unexpected expenditure	Nil Public Impact	81	31%		25			
HL5	CST	Library Service Options appraisal and implementation of agreed service model	Implementation will be delivered by Awen Trust and is in the partnership agreement	Total culture budget for 15 16 is £3,250. Total of savings = £719K	22%		150			
COM17	CST	New models of service delivery will be in place for Cultural Services by 16/17. Savings required for 17/18 will comprise an extension of these.	Implementation will be delivered by Awen Trust and is in the partnership agreement	Saving would be pursuant to Partnership Agreement (Cultural Trust)	"			101		

**Budget Reduction Proposals 2016-17 to 2019-20**

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
HL6	CST	Development of arts venues trust	Implementation will be delivered by Awen Trust and is in the partnership agreement	Saving would be pursuant to Partnership Agreement (Cultural Trust)	"		100			
ASC5	BUR	Service efficiencies - work related schemes	Efficiencies delivered from Bleaf and WoodB joining the Cultural trust.	278	24%	67	67			
N/A	N/A	Proposals under consideration or not yet developed within Communities Directorate						1,591	518	1,469
		<b>Total Communities Directorate</b>		<b>24,884</b>	<b>22.1%</b>	<b>1,476</b>	<b>1,336</b>	<b>2,092</b>	<b>611</b>	<b>1,469</b>

**RESOURCES**

**FINANCE**

RES1	BUR	To reduce the number of Finance and accountancy staff	Detailed plans to be developed and consulted upon at the appropriate time, but expectation is that some savings, particularly in future years, would come from collaboration. Capacity will be reduced to undertake statutory financial functions and support schools and directorates.	2027	11%	119	51	169		
RES3	BUR	To reduce costs of ICT systems	Plan to bring finance system back in-house and to reduce number of software applications and licenses as Council reduces	1423	26%	0	192	182		
RES4	CST	To reduce the number of Internal Audit hours commissioned from joint service	Reduced internal audit capacity within the Council focused increasingly on statutory work only, increasing risk of failure of internal controls	403	18%	20	19	34	20	
RES7	BUR	To reduce the number of ICT service staff	Detailed plans to be developed and consulted upon at the appropriate time. Capacity will be reduced to undertake key support functions and participation in corporate transformation projects	2,056	4%	52	18	70		

Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
RES27	BUR	To put Council Tax and some aspects of benefits online and to collaborate with others	Digitisation should result in better customer access and service, but savings are likely to be delivered through staff reductions from putting council tax and some benefits on line. A detailed plan is being developed and will be consulted upon.	2198	23%	0	60	150	290	
RES28	BUR	To secure reductions in External Audit Fees	Agreed reduction in external auditor's fees	420	21%	0	87			
RES33	BUR	To recover grant audit fees from grant	Plan to negotiate with Welsh Government to ensure audit of grants covered by grant. Expected reduction in grants in future years should also reduce pressure on net budget.	47	64%	0			15	15
RES34	BUR	To repay prudential borrowing on ICT capital	Net revenue budget has been released by repaying loan early from 2014-15 fortuitous under spend.	220	77%		170			
<b>Total Finance and ICT</b>				<b>7,531</b>	<b>20%</b>	<b>191</b>	<b>597</b>	<b>605</b>	<b>325</b>	<b>15</b>
<b>HUMAN RESOURCES</b>										
RES12(b)	CST	Reduce CCTV Services Operations	Quality of service (i.e. response time) likely to be compromised, subject to the pace and scale of roll out of digital services across the Council.	297	10%	30	30			
RES13	BUR	To reduce number of staff in HR, OD and Communications and business support	Staff reductions will be managed by reprioritising and reconfiguring work programmes.	2,689	4%	164	95			
RES15	BUR	To publish County Bulletin and Bridgendors electronically only	Digitisation of content is better use of resources and hard copies would be made available at council offices	19	84%	3	16			
RES36	BUR	To reduce DBS checks budget	A reduction in net budget is possible due to a sustained reduction in demand	100	10%		10			
<b>Total Human Resources</b>				<b>3,926</b>	<b>4%</b>	<b>197</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>

Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
<b>PROPERTY (ESTATES AND BUILT ENVIRONMENT)</b>										
RES19	BUR	To increase non-operational estate income	Increased income provided an additional investment property can be purchased. Increasing rental and fees to commercial tenants will generate additional income but this puts occupancy levels at risk.	-752	-11%	25	5	50	25	
RES21	BUR	To rationalise the core office estate - disposal of Sunnyside	Staff have moved into Civic Offices making better use of space and saving on running costs	1,148	23%	120	191	25	25	25
RES29	BUR	To rationalise the core office estate - leasing of Raven's Court	Plan to move staff into Civic Offices, generate rental income and save on running costs, will require investment in ICT to enable staff to work in an agile manner and to achieve staff to desk ratio of 3:2.	411	47%		195			
RES30	BUR	To review the Resources Directorate Service Level Agreement with Schools	SLA to be reviewed to ensure principle of full cost recovery is in place for services provided by Resources Directorate. Assumption is there is an imbalance between the SLA and the cost of its delivery.	312	38.1%		44	75		
RES32	BUR	To reduce the number of non-Trading Account staff in the Built Environment Service	Service is exploring potential commercial opportunities to sell its design and construction services to other public sector partners. Increase in income dependent on securing new business	725	21%			150		
RES40	BUR	Change Out of Hours Service provided by Built Environment	Will require Built Environment and Highways staff to provide cover for each other, with stand by cover partly provided by Emergency Planning officers to achieve saving	725	3%		22			
RES38	BUR	To maximise the productivity of the Built Environment DLO	Review of DLO productivity levels and charging structure to identify productivity gain opportunities	2,935	5%			145		
		<b>Total Property</b>		<b>2,431</b>	<b>40%</b>	<b>145</b>	<b>457</b>	<b>445</b>	<b>50</b>	<b>25</b>
N/A	N/A	Proposals under consideration or not yet developed within Resources Directorate						531	960	1302
		<b>Total Resources Directorate</b>		<b>14,548</b>	<b>37.6%</b>	<b>533</b>	<b>1,205</b>	<b>1,581</b>	<b>1,335</b>	<b>1,342</b>



Budget Reduction Proposals 2016-17 to 2019-20

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**LEGAL & REGULATORY SERVICES**

LRS1	CST	Public Protection Collaboration	The project is intended to reduce costs and maintain resilience. The project is expected to provide savings over and above those originally stated and it is important that the project provides proportionate savings to its costs to avoid other parts of the department taking an unacceptably high burden of cuts in one area. Savings targets for years 2018 on are speculative.	1,953	29%	286	181	134	50	200
LRS2	BUR	Restructure of Legal & Democratic, Performance & Partnership Services.	Concern in relation to the ability of the department to provide services to the authority impacting not only on performance but on the ability to meet wider MTFS savings. Disproportionate effect on Legal Services. Reductions place significant burden on service requiring	3416	2%	268	70			
LRS3	BUR	Increase income targets Registrars	Unlikely but must retain ongoing monitoring of income	0	0%		66			
LRS4	BUR	Staff reductions already made	Reduction in capacity	3416	3%		81			
LRS5	BUR	Corporate savings target Procurement	Requires new structure and business model with Corporate support	0	0%				25	50
N/A	N/A	Proposals under consideration or not yet developed within LARS Directorate						587	69	328
<b>Total LARS</b>				<b>6,043</b>	<b>30.5%</b>	<b>554</b>	<b>398</b>	<b>721</b>	<b>144</b>	<b>578</b>

**CORPORATE / COUNCIL WIDE**

CS1	BUR	Rationalise and reduce voluntary sector funding by 10%	Minimal Impact	Cross directorate		78	33			
CS3	BUR	Reduction in provision for corporate building maintenance	Sale of Sunnyside building and additional investment in Civic Offices has reduced the call on the corporate R & M budget	1,100	18%	50	200			
CS5	BUR	Review capital financing budgets, including increase in investment income	Reduce the amount of interest paid on investments and increase the amount of interest generated from external investments.	10,315	9%	200	300	216	150	300

Budget Reduction Proposals 2016-17 to 2019-20

Page Ref.	Categories	Budget Reduction Proposal	Impact	Budget 2015-16 £'000	Total Budget Reduction 2016-2020 as % of 2015-16 Budget	2015-16 Savings Achieved £000	Indicative 2016-17 £000	Indicative 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000
CS7	PC	Reduction in the Coroner's precept	This will require discussions with precepting authorities e.g. Fire and Rescue Authority to secure reductions in precepts, in line with overall reductions in public sector funding.	6,928	0%	102	23			
CS8	BUR	Reduction in other Corporate budgets including pay and price provision.	Impact to be determined depending on economic climate, inflationary rates etc.	6,027	6%	72		340		
CS9	BUR	Reductions in Insurance Premiums	Reduction in the annual amount put aside to increase the estimated cost to the Council of the outstanding liability for Employer's Liability, Public Liability and Property.	1,736	17%	100	100	100	100	
CS13	BUR	Reduction in provision for Council Tax Reduction Scheme	Budget underspent by £800k in 2014-15. Impact will need to be monitored as this budget is demand led.	14,254	4%		300	300		
N/A	N/A	Proposals under consideration or not yet developed within Corporate Budgets						91	932	615
		<b>Total Corporate / Council Wide</b>		<b>38,861</b>	<b>10.6%</b>	<b>602</b>	<b>956</b>	<b>1,047</b>	<b>1,182</b>	<b>915</b>

		<b>GRAND TOTAL REDUCTIONS</b>		<b>252,201</b>	<b>14.5%</b>	<b>3,865</b>	<b>7,495</b>	<b>10,190</b>	<b>9,697</b>	<b>9,167</b>
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	Total Costs to 31-3-15 £'000	October 2015 £'000	New Approvals £'000	Vire £'000	Slippage £'000	Revised 2015/16 £'000	Indicative										Total to 2025/26 £'000	
							2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000		
Transport Grant		1,211				1,211	-		-	-	-	-	-	-	-	-	-	1,211
EU		104				104	-		-	-	-	-	-	-	-	-	-	104
S106		3,628			131	3,759	504		-	-	-	-	-	-	-	-	-	4,263
Other Contributions		1,019				1,019	450	450	-	-	-	-	-	-	-	-	-	1,919
<b>Sub-Total External Funding Approvals</b>		<b>16,313</b>	<b>0</b>	<b>0</b>	<b>-36</b>	<b>16,277</b>	<b>11,511</b>	<b>10,755</b>	<b>1,358</b>	-	-	-	-	-	-	-	-	<b>39,901</b>
<b>Total Funding Available</b>		<b>40,223</b>	<b>0</b>	<b>0</b>	<b>-3,447</b>	<b>36,776</b>	<b>31,862</b>	<b>26,677</b>	<b>7,730</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>147,061</b>
<b>Funding Shortfall/Surplus</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**Glossary of terms**

SBIG - School Building Improvement Grant

WG - Welsh Government

SEN - Special Educational Needs

TG - Transport Grant

SUSTRANS - Org. focused on making smarter travel choices

EU - European Union

WVSRA - Western Valleys Special Regeneration Area

HLPP - Healthy Living Partnership Programme

S106 - Section 106 of the Town and Country Planning

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

12 JANUARY 2016

#### REPORT OF THE CORPORATE DIRECTOR OF SOCIAL SERVICES AND WELLBEING

#### ESTABLISHMENT OF A FRAMEWORK AGREEMENT FOR THE PROVISION OF DOMICILIARY CARE

##### 1. Purpose of Report.

- 1.1 To seek Cabinet approval to award a framework agreement for the provision of domiciliary care to the providers listed in **Appendix 1**.

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

- 2.1 This report links to the following improvement priorities in the Corporate Plan:

- Working together to help vulnerable people to stay independent;
- Working together to make best use of our resources.

Plus the following local strategic priorities:-

- Adult Social Care Commissioning Plan 2010-20: Living Independently in Bridgend in the 21<sup>st</sup> Century;
- The Remodeling Adult Social Care Programme;
- The Remodeling Homecare Plan;
- The Councils Medium Term Financial Strategy (MTFS).

##### 3. Background.

- 3.1 In November 2014, Cabinet approved the remodeling homecare implementation plan, which set out the Council's intentions for meeting the increasing demands for internal homecare and external domiciliary care in a sustainable and managed way. This plan recommended remodeling the internal homecare service into a provider of specialist homecare services and to commission generic domiciliary care services from the independent sector.
- 3.2 The implementation of the remodeling homecare plan will result in an increase of domiciliary care hours commissioned from independent domiciliary care providers. It was agreed in the November 2014 Cabinet report that an update report setting out the commissioning plan for the independent sector would be reported to Cabinet within six months.
- 3.3 Cabinet was informed of the proposed commissioning plan for the independent domiciliary sector and approved the following on May 12<sup>th</sup> 2015:-
- Endorsement of the commissioning plan for the independent domiciliary care sector in Bridgend;

- Officers to undertake development of a robust service specification and contracts for the provision of domiciliary care services;
- Implementation of the procurement timetable and invite tenders to establish a framework agreement for the provision of domiciliary care;
- The progression of the communication and engagement plan with service users, carer, domiciliary care providers and the wider population.

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

4.1 Commissioning Officers have since developed a service model that will enable the Council to meet the increasing demands for services through the commissioning of high quality, flexible and sustainable domiciliary care support. The service model was developed in consultation with a wide range of stakeholder's including individuals in receipt of a domiciliary or homecare services, social workers and providers.

4.2 A range of methods were implemented in order to ensure that those who use services, their families and their carers were aware of, and consulted about, the proposed new service model. This included:-

- A questionnaire included in the citizen panel;
- Business cards handed out by providers when undertaking calls to individuals who require services and their carers, containing details on how to undertake a phone questionnaire and provide comments;
- A questionnaire published on the BCBC website;
- Officers attending the carers forum to discuss domiciliary care and inform them of the questionnaire published on the BCBC website.

4.2.1 During the consultation, feedback indicated the importance of staff being reliable and on time. As such, we have made it a contractual requirement for all framework providers to implement electronic call monitoring (ECM) that will generate alerts if staff arrive late to a scheduled visit or miss a scheduled visit.

4.3 A robust service specification and call-off contract were developed based on this service model. The tender documents set out the Councils requirement to commission providers that promote the Councils aims, values and vision for social care services.

4.4 In October 2015, a tender process was commenced by the Council in order to appoint providers onto a framework agreement for the delivery of high quality and sustainable domiciliary care services across Bridgend County Borough. The framework agreement will be for an initial period of 2 years with an option to extend for up to a further 24 months and will enable the Council to purchase individual packages of domiciliary care from framework providers using the call off procedure, set out in the framework documents. As the estimated value of the spend under the framework is anticipated to exceed £5 million, Cabinet approval is required to award the framework (see the Council's Scheme of Delegations).

4.5 The assessment criteria set out in the tender documents were based on 60% quality (which is made up of 45% method statement and 15% presentation/interview) and 40% price. Both the method statement and interview questions were developed to ensure that the Council can commission providers



who share our commitment to quality, and who will deliver a person centered, asset based and outcome focused enabling service.

- 4.6 The Council received responses from 14 bidders, of which 13 bidders sufficiently demonstrated their commitment to our quality requirements through their method statement submissions; these 13 bidders were subsequently invited to interview. The interviews further tested the bidders' commitment and gave further assurance that they would provide a high quality service that will enable and empower individuals to live as independently as possible in their own homes and communities.
- 4.7 Bidders were required to submit a pricing schedule to provide their costings for delivering 15, 30, 45 and 60 minutes of domiciliary care. When awarding call-off contracts, providers will be checked against essential criteria including quality, performance, safeguarding and contract compliance, in addition to cost considerations.
- 4.8 In accordance with the requirements of the Public Contract Regulations 2015, subject to Cabinet's approval, letters will be sent to the successful and unsuccessful providers and a 10 day standstill period will be applied. Subject to there being no challenge received during the standstill period, the framework will commence on April 1<sup>st</sup> 2016.
- 4.9 It is essential that changes to the current arrangements for commissioning the domiciliary care sector are undertaken in a manner that is sensitive to the needs of those currently in receipt of a domiciliary care service. For that reason, officers will work closely with all current providers who do not become framework providers to ensure there is a managed and robust process for winding down current arrangements in a planned way.

## **5. Effect upon Policy Framework and Procedure Rules.**

- 5.1 The tender process referred to in this report was undertaken in line with the Councils Contract Procedure Rules.

## **6. Equality Impact Assessment**

- 6.1 An Equality Impact Assessment (EIA) screening assessment was undertaken in April 2015. This indicated that a full EIA was not required. The screening highlighted that there is no differential impact on individuals within the cohort of this service provision.
- 6.2 A communication and engagement plan was developed and undertaken to ensure that those who use services, their families and their carers formed part of the service modeling process. This enabled offers to develop a service specification and contract that reflected elements of the service deemed important to those that receive domiciliary care, their family and their carers.

## **7. Financial Implications.**

- 7.1 There will be an increased cost to the authority due to framework prices in 2016/17 being higher than 2015/16 to take effect from April 2016. The main reason for the increase is due to the introduction of a national living wage, resulting in a general

inflationary cost pressure for providers of social care services. The exact financial implications are unknown until packages of care are agreed, however, this is anticipated to be an increase in the region of 5%

- 7.2 The Directorate has submitted an inflationary budget growth request to meet this pressure. This request will be considered as part of the Council budget setting process.
- 7.3 The estimated value of new packages of care expected to be commissioned under the framework agreement is approximately £8.5 million over a four year period.

## **8. Recommendation.**

- 8.1 Cabinet is requested to approve the award of a framework agreement for the provision of domiciliary care for the period 1<sup>st</sup> April 2016 to the 31<sup>st</sup> March 2018 (with an option to extend for a further period of up to 24 months), to the bidders listed in Appendix 1, subject to no challenge being received during the standstill period.

**Susan Cooper**  
**Corporate Director – Social Services and Wellbeing**  
**December 2015**

**Contact Officer:** Chelé Zandra Howard  
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## **Background documents**

None

## **BRIDGEND COUNTY BOROUGH COUNCIL**

### **ESTABLISHMENT OF A FRAMEWORK AGREEMENT FOR THE PROVISION OF DOMICILIARY CARE**

#### **APPENDIX 1 – BIDDERS LIST**

13 bidders have been identified through the tender process as being able to meet our quality and price requirements to deliver domiciliary care services. One Bidder did not meet our quality requirements at the method statement stage and did not proceed any further in the process. The below bidders are those providers who have been identified as sufficiently meeting the requirements of the tender evaluation to become framework providers, which are listed in alphabetical order:-

- 1st Grade Care Ltd
- Allied Healthcare Group Limited
- Bridgend County Crossroads
- CareDirect (Wales) Ltd
- Doria Ltd. T/A Eldercare
- Everycare Bridgend Ltd
- Glamorgan Care Ltd
- Hafod Care Association
- Reach Supported Living
- Serendipity Care and Support Ltd
- Sevacare (UK) Ltd
- Steddy Ltd
- The Human Support Group Ltd. T/As Homecare Support

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

12 JANUARY 2016

#### REPORT OF THE ASSISTANT CHIEF EXECUTIVE - LEGAL AND REGULATORY SERVICES

##### INFORMATION REPORTS FOR NOTING

##### 1. Purpose of Report .

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

##### 2. Connection to Corporate Improvement Objectives.

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

##### 3. Background.

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

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

##### 4.1 Information Reports

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

<u>Title</u>	<u>Date Published</u>
Archbishop McGrath Outcome of Estyn Monitoring Visit	6 January 2016
Estyn Inspection Outcomes for Cefn Glas Infants School	6 January 2016
Estyn Inspection Outcomes for Coleg Cymunedol Y Dderwen	6 January 2016
Nantymoel Primary School Outcome of Estyn Monitoring Visit	6 January 2016
St Mary's and St Patrick's Primary Outcome of Estyn Inspection Monitoring	6 January 2016
Homecare – Status Report at the End of November 2015	6 January 2016
Kenfig National Nature Reserve Management Plan	6 January 2016

#### 4.3 Minutes for Noting

The minutes of the following Joint Committees have published since the last meeting of Cabinet.

<u>Title</u>	<u>Date Published</u>
Coychurch Crematorium of 18 September 2015	6 January 2016
Catalogue Supplies of 24 September 2015	6 January 2016

#### 4.4 Availability of Documents

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

#### **5. Effect upon Policy Framework and Procedure Rules.**

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

#### **6. Equality Impact Assessment**

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

#### **7. Financial Implications.**

7.1 There are no financial implications regarding this report.

#### **8. Recommendation.**

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

**P A Jolley**  
**Assistant Chief Executive Legal and Regulatory Services**  
**5 January 2016**

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**Background documents:** Reports referred to in this covering report.

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# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

#### ARCHBISHOP MCGRATH OUTCOME OF ESTYN MONITORING VISIT

##### 1. Purpose of Report

- 1.1 The purpose of this report is to advise Cabinet of the progress against the post inspection action plan drawn up in response to the Estyn inspection of Archbishop McGrath Catholic School, undertaken in February 2013, and the measures being taken to help the school improve.

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

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

##### 3. Background

- 3.1 Archbishop McGrath Catholic School was inspected by Estyn in February 2013 and the report was published in April 2013. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)
- 3.2 In 2013, Inspectors reached the following judgements:

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

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

- R1 Raise standards and improve performance at key stage 3 and key stage 4  
R2 Improve pupils' attendance

- R3 Improve the consistency of provision for developing pupils' skills in literacy, numeracy, ICT skills across the curriculum
- R4 Improve the quality of teaching
- R5 Develop the leadership skills of middle leaders
- R6 Strengthen line management arrangements to provide suitable support and challenge to raise standards
- R7 Improve self-evaluation procedures to inform development planning, and to set clear and appropriate priorities and targets for improvement

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

R1 Raise standards and improve performance at key stage 3 and key stage 4

**Satisfactory progress**

R2 Improve pupils' attendance **Strong progress**

R3 Improve the consistency of provision for developing pupils' skills in literacy, numeracy, ICT skills across the curriculum **Satisfactory progress**

R4 Improve the quality of teaching **Satisfactory progress**

R5 Develop the leadership skills of middle leaders **Strong progress**

R6 Strengthen line management arrangements to provide suitable support and challenge to raise standards **Satisfactory progress**

R7 Improve self-evaluation procedures to inform development planning, and to set clear and appropriate priorities and targets for improvement **Satisfactory progress**

3.5 In March 2015, Her Majesty's Chief Inspector of Education and Training in Wales recommended maintaining the level of follow-up activity. Estyn inspectors continued to monitor the school and requested that the school provide a report on the progress made against the recommendations in the Autumn Term 2015.

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

4.1 The CSC challenge adviser monitored the progress made by the school each term throughout the academic year during the period the school fell within in the category of Estyn monitoring. The reports which were generated as a result of the monitoring visits were placed on the CSC portal which is a secure web site to which LA officers have access. At the end of the twelve month period from the publication of the report by Estyn in which they notified the school it was placed in the category of Estyn monitoring, the local authority provided a brief written report on the school's progress

4.2 Estyn conducted a follow-up inspection in October 2015 and the team judged that Archbishop McGrath Catholic School had made good progress in respect of the key issues for action following the Estyn review in October 2015 and recommended that the school be removed from the list of schools requiring Estyn monitoring. There will be no further Estyn monitoring visits in relation to this inspection.

#### **5. Effect upon Policy Framework and Procedure Rules.**

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

#### **6. Equality Impact Assessment**

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

## **7. Financial Implications**

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

## **8. Recommendation**

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

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### **Background documents**

Estyn 'Outcome of Monitoring Visit' letter via the following link:

[http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en\\_19.pdf](http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en_19.pdf)

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# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

#### ESTYN INSPECTION OUTCOMES FOR CEFN GLAS INFANTS SCHOOL

##### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Cefn Glas Infants School.

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

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

##### 3. Background

- 3.1 This school was inspected by Estyn on 12<sup>th</sup> October 2015 and the report was published on 15<sup>th</sup> December 2015. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

##### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

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

The current performance of the school is good because:

- Nearly all pupils make good progress during their time in the school
- Standards of behaviour are good and nearly all pupils are polite and courteous
- Nearly all pupils have a very good understanding of how to stay healthy

- Levels of attendance are high and compare well to those in other similar schools
- Teachers focus effectively on developing pupils' literacy, numeracy and thinking skills in imaginative ways across the curriculum
- Teachers and learning assistants work well together as a team
- Most teachers prepare lively and imaginative presentations that motivate most pupils well
- The school is a warm, welcoming and nurturing community, placing a high priority on ensuring that pupils are well cared for, and feel safe
- There are good arrangements in place to support pupils with additional learning needs
- Pupils benefit from using a wide range of good quality resources
- The school makes good use of its extensive and well-resourced outdoor areas, and these support pupils' learning well

The school's prospects for improvement are good because:

- The headteacher and senior management team share a clear vision for school improvement
- Staff have clear responsibilities and they work purposefully together as a strong team
- The headteacher has high expectations and supports staff at all levels to give of their best and reach their full potential
- Governors support the school well and are aware of its strengths and areas in need of development
- Self-evaluation and development planning are a regular part of the school's working life
- The school uses information from the self-evaluation process appropriately to set suitable priorities such as improving pupils' higher order reading skills
- The partnership with parents is a particularly strong feature of the school, contributing very effectively to the school's highly inclusive ethos
- Many continuous professional development opportunities help staff to acquire new knowledge and skills that lead to good quality learning experiences for pupils
- There is a strong emphasis on developing and sharing good practice within the school and with other providers, ensuring a climate of continuous improvement.

4.2 The report included the following recommendations:

- R1 Improve pupils' independent writing and their creative and extended writing skills
- R2 Improve pupils' input into what and how they learn
- R3 Improve opportunities for pupils to make choices and take meaningful decisions

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

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

4.5 Estyn will invite the school to prepare a written case study, describing the excellent practice identified during the inspection.

**5. Effect upon Policy Framework and Procedure Rules.**

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

**6. Equality Impact Assessment**

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

**7. Financial Implications**

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

**8. Recommendation**

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

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**Background documents**

Estyn Inspection Report

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# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

#### ESTYN INSPECTION OUTCOMES FOR COLEG CYMUNEDOL Y DDERWEN

##### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Coleg Cymunedol y Dderwen.

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

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

##### 3. Background

- 3.1 This school was inspected by Estyn in October 2015 and the report was published on 15<sup>th</sup> December 2015. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

##### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

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

Despite improvements in levels of attendance and in outcomes at key stage 3, current performance is judged to be unsatisfactory because:

- Performance at key stage 4 over the last four years has been poor in many indicators when compared with that of similar schools and pupils' prior attainment

- The majority of pupils have weak literacy skills and do not develop these skills well enough across the curriculum
- Rates of fixed-term exclusions are high
- Curriculum arrangements in Year 9 and at key stage 4 have contributed significantly to poor outcomes in GCSE examinations
- Strategies to develop pupils' literacy and numeracy skills across the curriculum are not co-ordinated or planned well enough
- The quality of teaching and assessment is not having enough impact on improving standards
- There are important shortcomings in arrangements for the care, support and guidance of pupils
- The school does not comply with its statutory duty to provide a daily act of collective worship for all pupils

The school's prospects for improvement are judged to be unsatisfactory because:

- There has been a lack of clear direction and high expectations about many aspects of the school's work
- Leaders and managers do not demonstrate the capacity to secure the necessary improvement in key areas of the school's work
- The roles and responsibilities of senior leaders are not well balanced or defined clearly enough
- Systems of accountability and processes for quality assuring all aspects of the school's work are not robust enough
- The school does not have suitable procedures to manage teachers' performance
- Self-evaluation and development planning processes are not effective in securing improvements across important areas of the school's work
- The governing body does not contribute fully to the strategic development of the school.

4.2 Her Majesty's Inspectorate for Education and Training in Wales, Estyn, made the following recommendations:

- R1 Raise standards, particularly in key stage 4 and improve pupils' literacy and numeracy skills
- R2 Ensure that curriculum arrangements meet the needs of all pupils
- R3 Improve the quality of teaching and the effectiveness of assessment
- R4 Strengthen arrangements for the care, support and guidance of pupils and meet the statutory requirement to provide a daily act of collective worship
- R5 Improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school's work
- R6 Strengthen self-evaluation and improvement planning arrangements

The School has been advised and supported by the Welsh Government's Schools Challenge Cymru programme since it was launched in 2014.

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendations. The Action Plan will set out the work proposed to enable the school to make sufficient improvement to address the deficiencies identified by Estyn as soon as possible. Most schools are expected to make the

required improvements within one year of being found to require significant improvement or within 2 years of requiring special measures. The Local Authority with Schools Challenge Cymru (SCC) and the Central South Consortium will support the school to improve outcomes and address all the recommendations. Many actions have already been taken to address the issues raised and are being overseen by the SCC Accelerated Improvement Board, as well as the Governing Body and the Local Authority. The local authority will work closely with the interim head teacher and governing body of the school in drawing together the school's Action Plan. Under Section 40 of the Education Act 2005, the local authority is also required to prepare a written statement of any action it proposes to take in the light of the school inspection report that identifies a school as requiring special measures. The written statement will also set out the period within which it is proposed to take such action. The written statement of support must be produced within 10 working days from the date that the local authority received a copy of the school's Action Plan or within 12 working days from the date by which the appropriate authority is required to have distributed the school's Action Plan (whichever is the earlier).

The written statement will provide:

- an assessment of the governing body's Action Plan and the school's ability to implement the plan;
- detail on the action the local authority plans to take to address the areas for improvement identified in the inspection report;
- identified responsibilities for ensuring the action takes place;
- timescales with key milestones;
- success criteria including targets for improvements in learner outcomes against which progress will be judged;
- detail on how progress will be monitored e.g. who, when and how;
- resources to be applied to the work;
- whether the local authority intends to use its powers of intervention to require the governing body to secure advice or collaborate, give directions to the governing body or head teacher and take any other steps, appoint additional governors, withdraw the school's delegated budget or replace the governing body with an IEB; and how it will inform parents and carers about the actions planned for the school. How it will ascertain parents' views on these actions and how it will take those views into account.

4.4 The school is to be placed in the Estyn category of Estyn special measures and Estyn will monitor the school's progress. Estyn will carry out termly monitoring visits to the school starting the term following publication of the inspection report. Estyn will assess the progress made by the school and the local authority in implementing the action plan and the written statement to address the issues identified in the school inspection report. Estyn will write to the Chair of the governing body, the local authority and the Welsh Ministers following each monitoring visit to report the progress made by the school since the initial inspection.

4.5 In September 2015, following the resignation of the previous headteacher, the local authority appointed an interim headteacher from a very successful school within the authority to oversee the strategic development of the school. This appointment will continue for 3 terms. The appointment process for a Head of School post is underway and has been advertised publically. A Consultant Governor has been

asked to support the governing body. Parents are being kept fully informed by the interim headteacher. Feedback from stakeholders is that the school is beginning to make some progress in the short period of time since the inspection whilst recognising the significant progress that needs to be made.

## **5. Effect upon Policy Framework and Procedure Rules.**

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

## **6. Equality Impact Assessment**

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

## **7. Financial Implications**

7.1 The school has received further monies from the Directorate's revenue budget towards meeting the costs of additional staff.

## **8. Recommendation**

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

8.2 It is recommended that Cabinet receive termly progress reports

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### **Background documents**

Estyn Inspection Report

# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

#### NANTYMOEL PRIMARY SCHOOL OUTCOME OF ESTYN MONITORING VISIT

##### 1. Purpose of Report

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

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

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

##### 3. Background

- 3.1 Nantymoel Primary School was inspected by Estyn in June 2014 and the report was published in August 2014. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

- 3.2 In 2014, Inspectors reached the following judgements:

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

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

- R1 Raise standards so that more pupils achieve the higher-than-expected outcome 6 in the Foundation Phase and level 5 in key stage 2;
- R2 Improve attendance;

- R3 Make effective use of assessment information;
- R4 Develop the outdoor area for pupils in the Foundation Phase to improve opportunities for outdoor learning;
- R5 Stabilise the senior leadership team and ensure that the governors fulfil their role as critical friends;
- R6 Embed self-evaluation processes and ensure that self-evaluation focuses rigorously on raising standards.

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

4.1 These recommendations provide the structure for the Post Inspection Action Plan (the PIAP).

4.2 The CSC challenge adviser monitored the progress made by the school each term throughout the academic year during the period the school fell within in the category of Estyn monitoring. The reports which were generated as a result of the monitoring visits were placed on the CSC portal which is a secure web site to which LA officers have access. At the end of the twelve month period from the publication of the report by Estyn in which they notified the school it was placed in the category of Estyn monitoring, the local authority provided a brief written report on the school's progress. Estyn conducted a follow-up inspection in September 2015. Estyn judged the progress made towards each of the recommendations as follows:

- R1 Raise standards so that more pupils achieve the higher-than-expected outcome 6 in the Foundation Phase and level 5 in key stage 2 **Strong progress**
- R2 Improve attendance **Satisfactory progress**
- R3 Make effective use of assessment information **Strong progress**
- R4 Develop the outdoor area for pupils in the Foundation Phase to improve opportunities for outdoor learning **Satisfactory progress**
- R5 Stabilise the senior leadership team and ensure that the governors fulfil their role as critical friends **Strong progress**
- R6 Embed self-evaluation processes and ensure that self-evaluation focuses rigorously on raising standards **Satisfactory progress**

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

#### **5. Effect upon Policy Framework and Procedure Rules.**

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

#### **6. Equality Impact Assessment**

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

#### **7. Financial Implications**

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

## **8. Recommendation**

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

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### **Background documents**

Estyn 'Outcome of Monitoring Visit' letter via  
[http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en\\_10.pdf](http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en_10.pdf)  
Estyn follow-up report

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# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

#### ST MARY'S AND ST PATRICK'S PRIMARY OUTCOME OF ESTYN INSPECTION MONITORING

##### 1. Purpose of Report

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

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

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

##### 3. Background

- 3.1 St Mary's and St Patrick's Primary School was inspected by Estyn in July 2014 and the report was published in September 2014. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

- 3.2 In 2014, Inspectors reached the following judgements:

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

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

- R1 Improve outcomes in key stage 2;  
R2 Increase pupils' confidence in speaking Welsh;

- R3 Improve attendance;
- R4 Ensure that teachers plan all areas of the ICT curriculum systematically and progressively;
- R5 Ensure consistency in assessment for learning across all classes.

#### 4. Current situation / proposal

4.1 These recommendations provide the structure for the Post Inspection Action Plan (the PIAP).

4.2 The CSC challenge adviser monitored the progress made by the school each term throughout the academic year during the period the school fell within in the category of Estyn monitoring. The reports which were generated as a result of the monitoring visits were placed on the CSC portal which is a secure web site to which LA officers have access. At the end of the twelve month period from the publication of the report by Estyn in which they notified the school it was placed in the category of Estyn monitoring, the local authority provided a brief written report on the school's progress. Estyn conducted a follow-up inspection in October 2015.

4.3 In October 2015, Estyn judged the progress made towards each of the recommendations as follows:

- R1 Improve outcomes in key stage 2 **Strong progress**
- R2 Increase pupils' confidence in speaking Welsh **Very good progress**
- R3 Improve attendance **Very good progress**
- R4 Ensure that teachers plan all areas of the ICT curriculum systematically and progressively **Very good progress**
- R5 Ensure consistency in assessment for learning across all classes **Very good progress**

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

#### 5. Effect upon Policy Framework and Procedure Rules.

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

#### 6. Equality Impact Assessment

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

#### 7. Financial Implications

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

#### 8. Recommendation

8.1 It is recommended that Cabinet note the content of this report and the significant progress made by St Mary's and St Patrick's Primary School which has been recognised by Estyn

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**Background documents**

Estyn 'Outcome of Monitoring Visit' Letter –via  
[http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en\\_12.pdf](http://www.estyn.gov.wales/sites/default/files/documents/Letter%20out%20of%20EM%20-%20Webuploads%20en_12.pdf)  
Estyn Follow-Up Report

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# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

12 JANUARY 2016

### REPORT OF THE CORPORATE DIRECTOR – SOCIAL SERVICES AND WELLBEING

#### HEMOCARE – STATUS REPORT AT THE END OF NOVEMBER 2015

#### **1 Purpose of Report**

- 1.1 The purpose of this report is to provide Cabinet with a quarterly monitoring and status update, in respect of the Homecare Remodeling project.

#### **2 Connection to Corporate Improvement Objectives / Other Corporate Priorities**

- 2.1 This report links to the following improvement priorities in the Corporate Plan:

- Working together to help vulnerable people to stay independent;
- Working together to make best use of our resources.

Plus the following background documents:

- Adult Social Care Commissioning Plan 2010 – 2020: Living Independently in Bridgend in the 21<sup>st</sup> Century;
- The Remodeling Adult Social Care Programme;
- Medium Term Financial Strategy 2014-2018 (MTFS).

#### **3 Background**

- 3.1 There are significant pressures on community-based services, which are having a considerable impact on homecare services. The demographic changes, different expectations for services, increases in demand, and complexity of need require the Council to remodel the current homecare services.
- 3.2 The Council is also working in a challenging financial climate that requires social care to make financial efficiencies. This means changes have to be made to the current service, so that it can effectively meet future demand and provide value for money, whilst continuing to deliver high-quality support.
- 3.3 In October 2013, Cabinet approved the option to transfer the internal homecare service to independent sector providers, and in March 2014, the Council initiated the procurement exercise for the internal homecare service.
- 3.4 However, in May 2014, a decision was made for the tender process to be cancelled. The evaluation of the tenders indicated that some of the organisations met the quality requirements, however the majority of pricing submissions suggested a

higher hourly rate than the internal homecare service, and it was apparent that they did not meet the projected savings within the MTFs.

- 3.5 In July 2014, Cabinet was presented with a report, informing them of the outcome of the tender process in relation to the Homecare Service, and outlining the actions being taken as part of the emerging delivery plan for the internal Homecare Service. Subsequently, Cabinet approved the implementation of the initial delivery plan for 2014-15, and requested that a further implementation plan be presented to Cabinet, outlining the detailed arrangements for 2015-16, 2016-17 and 2017-18.
- 3.6 In November 2014, a report was presented to Cabinet, seeking approval to retain only critical and complex care internally, and an implementation plan was presented, detailing how this change would happen over time, with the plan originally forecast to be implemented by the end of December 2015.
- 3.7 Cabinet approved the Council retaining specialist care provision, and noted that generic homecare hours will be commissioned from the independent sector, in line with the implementation plan.
- 3.8 It was also agreed that Cabinet should be provided with monitoring & status reports on a quarterly basis, charting progress made against the implementation plan.

#### 4 Current situation / proposal

##### Transfer Plan – Internal Homecare Services hours

- 4.1 **Baseline** – based on June 2014 information, the breakdown of how many hours were delivered on a weekly basis by internal homecare services is shown below:

Internal Homecare Services	Assessed Hours
Social Care Worker Scheme (dementia)	832
Bridgeway	120
Critical-complex packages	1,136
Generic packages	2,316
<b>TOTAL</b>	<b>4,404</b>

- 4.2 **Target** – the below table shows the projected change in the amount of weekly hours delivered by internal homecare services, following implementation of the plan to retain only specialist packages internally:

Internal Homecare Services	Assessed Hours
Social Care Worker Scheme (dementia)	860
Bridgeway	300
Critical-complex packages	1,170
Better at Home (new service)	250
<b>TOTAL</b>	<b>2,580</b>

The figures above included a projected demand increase of 2.5%, which is anticipated due to forecast demographic changes and increasing rates of dementia.

4.3 **Progress** – the table across shows the assessed hours actually delivered by internal homecare services, compared to the planned amount, as per implementation plan.

- Internal homecare services are actually delivering 837 more hours (+30%) than forecast in the plan at November 2015.
- This is because the turnover of packages has been slower than identified in the transfer plan. Also, new packages of care resulting from a reassessment of an existing placement have not (to date) been subject to the eligibility criteria for internal services, resulting in internal services continuing to deliver non critical-complex or non-critical dementia care.
- If the reduction in hours delivered by internal services continues in line with the current trends, the estimated date that internal homecare will meet the target hours is circa April 2017, over 12 months later than originally forecast.

Date (End of month)	Assess Hours (Plan)	Assess Hours (Actual)
Baseline (June 14)	4,404	
Jul-14	4,384	
Aug-14	4,254	
Sep-14	4,124	
Oct-14	4,402	4,243
Nov-14	4,272	4,133
Dec-14	4,142	4,261
Jan-15	4,012	4,130
Feb-15	3,882	4,080
Mar-15	3,752	4,118
Apr-15	3,622	3,924
May-15	3,492	3,850
Jun-15	3,362	3,796
Jul-15	3,231	3,786
Aug-15	3,101	3,721
Sep-15	2,971	3,590
Oct-15	2,841	3,674
Nov-15	2,711	3,548
Target (Dec 15)	2,580	

4.4 To bring the hours back in line with the implementation plan, the service is implementing a corrective action plan to redress the balance between internal services and the independent sector. Analysis showed that internal homecare services are currently providing over 200 packages of care, totaling over 1,000hrs, to individuals with an eligibility criteria less than critical, which is one of the key criteria to receive internal homecare services.

4.5 The corrective action plan focuses on reducing the proportion of the total homecare hours provided by internal homecare services, by reassessing non-critical-complex packages provided by internal homecare services, in line with their scheduled review dates, and identifying the most appropriate provider based on the eligibility criteria for internal services. Through reassessing these packages, the balance of hours will come back more in-line with the planned performance as stated in the original implementation plan. Cabinet will be kept informed of the progress as this plan is implemented, as part of the regular homecare remodeling update reports.

#### Transfer Plan – Independent Providers

4.6 **Baseline** – based on June 2014 information, the amount of weekly hours that were actually delivered by the independent sector is shown below:

Homecare Service	Assessed Hours
IDC generic packages	5,812

- 4.7 **Target** – the below table shows how we project the amount of hours will change, following implementation of the plan for all generic packages to be provided by the independent sector:

Homecare Service	Assessed Hours
All generic packages	8,453

The figure above includes a projected demand increase of 4%, which is anticipated due to forecast demographic changes across the Borough.

- 4.8 **Progress** – the table across shows the assessed hours actually delivered by the independent sector, compared to the planned amount, as per implementation plan.

- Independent homecare providers are delivering 777 fewer hours (9%) than forecast in the implementation plan.
- The variance is mainly due to the fact that the turnover of generic packages from internal homecare services been slower than the rate forecast in the original implementation plan.
- Generic packages are coordinated via Brokerage, and extra capacity is being made available in the independent sector through a commissioning plan, that is being implemented in order to meet future changes in needs and demand (see Market Management section).

Date (End of month)	IDC Hours (Plan)	IDC Hours (Actual)
Baseline (June 14)	5,812	
Jul-14	6,178	
Aug-14	6,312	
Sep-14	6,446	
Oct-14	6,580	6,697
Nov-14	6,714	6,771
Dec-14	6,847	6,825
Jan-15	6,981	6,867
Feb-15	7,115	6,941
Mar-15	7,249	6,801
Apr-15	7,383	6,761
May-15	7,516	6,819
Jun-15	7,650	6,978
Jul-15	7,784	7,360
Aug-15	7,918	7,482
Sep-15	8,052	7,515
Oct-15	8,185	7,747
Nov-15	8,319	7,542
Target (Dec 15)	8,453	

#### Transfer Plan – sector comparison

- 4.9 The table below provides a sector comparison, charting actual hours against the hours balance forecast in the implementation plan, at the end of November 2015:

Homecare Service – 30/11/2015	Hours forecast in the implementation plan		Actual	
	Hours	Split	Hours	Split
Internal services	2,711	25%	3,548	32%
Independent sector	8,319	75%	7,542	68%
<b>TOTAL</b>	<b>11,030</b>		<b>11,090</b>	<b>+60</b>

- 4.10 In line with the Council's Corporate Improvement Priorities and in keeping with the Social Services and Wellbeing (Wales) Act 2014, the service works with individuals to help them to live independently within their own homes for as long as possible, which has meant that demand for homecare services is higher (60 hours per week)



than initially forecast in the implementation plan. The additional 60 hours per week of homecare services that is being provided equates to approximately three packages of care, on average. As a direct consequence, during the same period, demand for high-cost residential placements has reduced.

#### Internal Service Planning – Home Care Workers

- 4.11 **Baseline** – in October 2014, there were 240 home care workers providing care in internal homecare services.
- 4.12 **Target** – as 2580 hours would be retained by internal homecare services, it had been calculated that 198 home care workers would be needed in December 2015, 42 fewer than the 240 employed in October 2014. These plans were the subject of Staff and trade union consultation during Autumn 2014 and the change continues to be managed carefully going forward through on-going consultation with staff and trade unions. As, at the time of the prediction, home care staff were leaving the service at a rate of approximately 3 per month, it was anticipated that 42 staff would leave the service in the 14 months between October 2014 and December 2015. Therefore, the forecast was that there would not be a requirement to reduce the numbers of staff, in addition to those who leave due to 'natural turnover'.
- 4.13 **Progress** – at the end of November 2015, there were 215 permanent home care workers employed by internal homecare services, which was 25 fewer than the baseline amount employed in June 2014. This figure of 215 was in-line with the amount of staff required to deliver the 3548 hours of care being provided at that time, although was significantly lower than the 198 target figure due to the higher than forecast hours being delivered by internal homecare services.
- 4.14 Based on care hours projections and staffing trends, it still remains unlikely that a redundancy situation will arise, and all attempts will be made to ensure that it does not. If a redundancy situation is contemplated, any potential redundancy would be subject to the correct HR process being followed and consultation with the unions.

#### Internal Service Planning – Coordinators, Team Leaders and Managers

- 4.15 **Baseline** – to deliver 4404 hours of home care in June 2014, the coordinator and management structure in place within internal homecare services is shown below:
- 2 FTE Locality Managers
  - 8 FTE Team Leaders
  - 9 FTE Coordinators
- 4.16 **Target** – as 2580 hours will be retained by internal homecare services, based on the reduction in hours, it has been calculated that the coordinator and management structure needed to deliver the internal service (based on optimal service levels) is:
- 1.6 FTE Locality Manager – reduction of 0.4 FTE by the end of implementation
  - 6 FTE Team Leaders – reduction of 2 FTE by the end of implementation
  - 5 FTE Coordinators – reduction of 4 FTE by the end of implementation
- 4.17 **Progress** – at the end of November 2015, 3548 hours were delivered by internal homecare services, supported by the coordinator and management structure below:

- 2 FTE Locality Managers
- 7 FTE Team Leaders – a reduction of 1 FTE compared to June 2014 baseline
- 7.2 FTE Coordinators – a reduction of 1.8 FTE compared to June 2014 baseline

4.18 There was no redundancy resulting from the above changes to the staff structure.

4.19 The impact that ‘remodeling homecare services’ is having on staff continues to be managed carefully through on-going consultation with staff and trade unions.

#### Market Management

4.20 There has been considerable growth across the independent domiciliary care sector over the last 5 years. As this growth continues in line with the transfer plan, there has been a need to review current arrangements to ensure there is a robust local market, that is responsive and reactive to future changes in need and demands.

4.21 In May 2015, Cabinet approved the recommendations set out in the recommissioning independent domiciliary care commissioning plan to undertake consultation and a procurement exercise to invite tenders to establish a framework agreement of experienced domiciliary care providers for the provision of generic domiciliary care.

4.22 Market testing, including two provider events to test elements of the proposed service model and to inform the market of anticipated demand was undertaken to help inform the service model. In addition, a range of consultation activities were progressed to ensure the service model meets the needs and requirements of those requiring services.

4.23 A robust service specification, service agreement and contract based on the service model have been produced, to ensure the Council commission providers that support and promote our objectives of delivering person centred and outcome focused enabling care and support. In this way individuals will be enabled, empowered and supported to live as independently as possible in their own homes and communities.

4.24 The procurement exercise is now in progress, submissions were evaluated in December 2015 and Cabinet will be asked for approval to award contracts to successful providers in January 2016. The agreement period will be for 2 years with an option to extend for a further 24 months, with the expectation that the new contracts will commence in April 2016.

4.25 The effect that the recommissioning exercise will have on the hourly rates of independent domiciliary care providers from April 2016 will be analysed and financially profiled, in order to assess the impact this may have on the homecare remodeling plan and the MTFs savings target of £357k identified in 2016-17.

#### Summary

4.26 In conclusion, as at November 2015:

- The homecare sector as a whole is providing slightly more hours compared to the performance forecast in the implementation plan, delivering 60 more hours per week than planned (approximately three packages of care, on average) – a difference of less than 1%;
- Internal homecare services are delivering a greater proportion of hours (32%) than the 25% forecast to be provided at this point in time in the implementation plan, with the independent sector delivering proportionately fewer hours;
- Two Coordinators (Total 1.8 FTE) and one Team Leader (1 FTE) have voluntarily left the management structure since the remodeling project commenced, and the vacancies have not been filled;
- It remains unlikely that a redundancy situation will arise and all attempts will be made to ensure that it does not; and
- The Council is slightly off-target to deliver the MTFs savings target for 2015/16, and a corrective action plan is being implemented to address the shortfall.

## **5 Effect upon Policy Framework and Procedure Rules**

5.1 There is no impact on the policy framework and procedure rules.

## **6 Equality Impact Assessments**

6.1 A comprehensive equality impact screening has been undertaken, which informed the report presented to Cabinet in November 2014. Screening highlighted that there is no differential impact on service users within the cohort of this service provision; existing service users will see no change to their service as they will continue to receive the same service as they currently have, and new service users will receive care that meets their assessed needs.

6.2 In respect of the impact on home care staff, once officers are in a position to know which staff are affected by this proposal, a separate EIA screening (and a full EIA if necessary) will be undertaken, to assess the potential impact on staff.

## **7 Financial Implications**

7.1 The estimated savings in respect of the transformation plan and MTFs proposals for the homecare service, as reported to Cabinet in November 2014 were:

- £20k in 2014-15
- £307k in 2015-16
- £357k in 2016-17

Giving a total estimated saving of £684k.

7.2 The Council achieved its savings target of £20k in 2014-15.

7.3 The Homecare budget for 2015-16 is £5.463m, which includes the £307k MTFs budget reduction stated above. At the end of October 2015, the projected outturn for Homecare is £45k (0.8%) over budget. The service plans to address this overspend by the end of the year, through putting effort into reducing the total amount of homecare provided, and also reducing the proportion of the total homecare hours provided by internal homecare services, as per the corrective action plan.

- 7.4 The overspend in homecare is currently being off-set by the projected underspend in residential services, which is being made as a result of individuals requiring care services living independently within their own homes for longer. At the end of October 2015, the projected year-end position for 'independent residential & nursing placements' is an underspend of £86k.
- 7.5 Whilst it is still unlikely that a redundancy situation will arise, any costs arising should redundancies become essential will be met as part of the MTFS strategy. The impact on staff and managers continues to be monitored as implementation progresses. At present, there still remains little risk of redundancy to existing staff and consultation with staff and trade unions is ongoing.

## **8 Recommendation**

- 8.1 It is recommended that Cabinet note the contents of this status and monitoring report.

### **Susan Cooper**

Corporate Director – Social Service and Wellbeing  
December 2015

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- 10 Background documents:**  
None

**BRIDGEND COUNTY BOROUGH COUNCIL**

**REPORT TO CABINET**

**12 JANUARY 2016**

**REPORT OF THE CORPORATE DIRECTOR COMMUNITIES**

**KENFIG NATIONAL NATURE RESERVE MANAGEMENT PLAN**

**1 Purpose of Report**

- 1.1 The purpose of the report is to update Cabinet on progress in relation to the delivery of aspects of the 5 year management plan.

**2 Connection to Corporate improvement Plan**

- 2.1 This proposal will contribute to the Community Strategy Theme *Green Spaces* by protecting and promoting wildlife, landscapes and the general environment and enabling visitors to enjoy the area's wildlife, landscapes and natural assets.

**3. Background**

- 3.1 Kenfig National Nature Reserve (KNNR) comprises approximately 1300 acres of managed coastal sand dunes and wetlands on coastline between Porthcawl and Port Talbot and is regarded as one of the finest examples of a sand dune habitat in Europe.
- 3.2 Kenfig Pool and Dunes was designated a Site of Special Scientific Interest (SSSI) in 1953, a Local Nature Reserve in 1978 and a National Nature Reserve (NNR) in 1989. Furthermore, in 2006 the majority of Kenfig dunes were designated a Special Area of Conservation (SAC), under the EC Habitats Directive (Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Flora and Fauna), giving the site both national and international protection.
- 3.3 Cabinet at its meeting of the 11 November 2014 authorised the Head of Regeneration and Development to cease the process of investigating alternative options for the management of KNNR and to operate the KNNR in line with current agreements, prioritising the Council's statutory obligations to protect the Reserve's ecological features.
- 3.4 A 5 year management plan was developed in January 2015 through extensive ecological and site management expertise. It is based on widely researched and accepted best practice in nature conservation. It is a plan that provides detail of where human and financial resources will be deployed over the period.

**4. Current Situation/Proposal**

***Landscape Area Partnership***

- 4.1 Between February 2015 and August 2015 Officers from the Communities Directorate have been working on a proposal for funding from the Heritage Lottery Fund (HLF) Landscape Area Partnership Fund. The aim of the proposal was to conserve the distinct landscape character of the coastline within the area of the County Borough of Bridgend and the seven bays it contains, and included a range of activities to protect, enhance and share the landscape's rich natural, archaeological and maritime heritage. The proposal was developed in partnership with Keep Wales Tidy, Natural Resources Wales (NRW), local land owners, and Glamorgan Gwent Archaeological Trust.
- 4.2 Unfortunately, despite being taken forward by HLF Wales to the full UK Board of HLF for decision (October 2015) the proposal was not successful. Despite that the HLF has encouraged a re-submission in May 2016. Officers will meet with the HLF and partners who helped develop the proposal to determine what work will be involved in re-submitting and what the implications will be for all potential partners.

### ***Partnership activity***

- 4.3 As outlined in the 5 year management plan, opportunities to work in partnership to deliver the priorities for site management have and continue to be welcomed at KNNR. However, it should be noted that the management plan has to comply with the legal agreements that the Council has entered into with NRW and the Kenfig Corporation Trust.
- 4.4 A process has been put in place whereby any groups or organisations wishing to undertake organised and/or management activity on the site will need to formally request permission from the Council (BCBC) and provide documentation as appropriate to their proposed activity. Priority will be given to those proposals that align with priorities for site management.

### ***Competitive Grant Fund project***

- 4.5 At the beginning of 2015 the Council was successful in securing funding from NRW's competitive grant fund for a 3 year piece of work at KNNR. Following approval of the Bridgend Local Development Strategy, the Bridgend Local Action Group has agreed that Rural Development Programme (RDP) resources can be used as match funding for the NRW grant.
- 4.6 The project referred to in 4.5 aims to manage the site sensitively, by providing opportunities for people to learn about the environment and foster behavioural change so that visitors have less impact on the ecosystem.
- 4.7 In parallel to this, work will be carried out to improve the ICT infrastructure at KNNR which in turn will enhance the capabilities of the site for staff, volunteers and visitors.

### ***Public conveniences***

- 4.8 Following the review of public conveniences by the Streetscene Team, an agreement has been reached for the Cornelly Community Council to fund the cost of keeping the visitor toilets open. The Council's Cleaning Services team will liaise directly with Cornelly Community Council.

## **Site Management**

4.9 Since the last report in May 2015 the KNNR Manager has supported in excess of 1,400 volunteer hours to assist with site management. In excess of 68 educational activities have taken place on the site with over 2208 people taking part. As detailed in the 5 year management plan, the Manager has focused resources on slack and grassland mowing, scrub clearance, grazing, dune rejuvenation, surveying and monitoring and general site upkeep.

## **5. Effect Upon Policy Framework and Procedure Rules**

5.1 None

## **6. Equalities Impact Assessment**

6.1 None required

## **7. Financial Implications**

7.1 Delivery will be met using existing budgets for the remainder of existing agreements.

7.2 If those resources were to reduce then activity would inevitably be affected. Any additional actions will require those proposing them to identify their own human and financial resources for their delivery and any on-going maintenance implications. Any additional actions must be agreed in the first instance by BCBC and if specified by the terms of current agreements and legal requirements by NRW and Kenfig Corporation Trust.

## **8. Recommendations**

8.1 Cabinet is recommended to:

8.1.1 Note the contents of the report.

**MARK SHEPHARD**  
**Corporate Director Communities**

15<sup>th</sup> December 2015

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### **Background documents:**

Report to Cabinet entitled 'Kenfig National Nature Reserve' dated 11<sup>th</sup> November 2014.

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