

Public Document Pack

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

*Rydym yn croesawu gohebiaeth yn Gymraeg.
Rhowch wybod i ni os mai Cymraeg yw eich
dewis iaith.*

*We welcome correspondence in Welsh. Please
let us know if your language choice is Welsh.*



Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: 016565 643147
Gofynnwch am / Ask for: Andrew Rees

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

Dyddiad/Date: 1 December 2016

Dear Councillor,

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE

A meeting of the Corporate Resources & Improvement Overview & Scrutiny Committee will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Wednesday, 7 December 2016 at 2.00 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including Whipping declarations)
3. Approval of Minutes 3 - 12
To receive for approval the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee of 21 September 2016.
4. Forward Work Programme Update 13 - 16
5. Council Performance Against its Commitments and a Summary of its Financial Position at Quarter 2 of 2016-17 17 - 84
Invitees:

All Members of Cabinet and Corporate Management Board
All Chairpersons of the Overview and Scrutiny Committees
Representative of the Adult Social Care Overview and Scrutiny Committee
6. Medium Term Financial Strategy 2017-18 - 2020-21 85 - 134
Invitees:

Cllr H Williams Deputy Leader & Cabinet Member Resources
Darren Mepham, Chief Executive
Andrew Jolley, Corporate Director – Operational & Partnership Services

By receiving this Agenda Pack electronically you will save the Authority approx. £5.36 in printing costs

Randal Hemingway, Head of Finance & Section 151 Officer

7. Urgent Items

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

Yours faithfully

P A Jolley

Corporate Director Operational and Partnership Services

Councillors:

G Davies
GW Davies MBE
E Dodd
CA Green

Councillors

EM Hughes
DRW Lewis
JR McCarthy
D Patel

Councillors

M Reeves
JC Spanswick
G Thomas
RE Young

Agenda Item 3

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE - WEDNESDAY, 21 SEPTEMBER 2016

MINUTES OF A MEETING OF THE CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 21 SEPTEMBER 2016 AT 2.00 PM

Present

Councillor M Reeves – Chairperson

G Davies	E Dodd	EM Hughes	DRW Lewis
JR McCarthy	D Patel	JC Spanswick	G Thomas
RE Young			

Apologies for Absence

GW Davies MBE, EP Foley, CA Green and PJ White

Officers:

Julie Ellams	Democratic Services Officer - Committees
Rachel Keepins	Democratic Services Officer - Scrutiny

Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Randal Hemingway	Head of Finance & Section 151 Officer
Andrew Jolley	Corporate Director Operational & Partnership Services
Deborah McMillan	Corporate Director Education & Family Support
Mark Shephard	Corporate Director – Communities
Councillor HJ David	Deputy Leader
Councillor C Reeves	Cabinet Member – Communities
Councillor CE Smith	Cabinet Member - Regeneration and Economic Development
Councillor HM Williams	Cabinet Member – Resources
Councillor N Clarke	Chairperson – Partnerships & Governance Overview and Scrutiny Committee

210. DECLARATIONS OF INTEREST

None

211. APPROVAL OF MINUTES

Under the Sickness Absence Report item, Members were advised that the recommendation that the Chief Executive's appraisal contain a target to reduce sickness absence across the Authority by 10%, was rejected following legal advice that it was not within the Committee's remit to set a target. Members were advised that they would receive an update on progress to a future meeting.

RESOLVED That the Minutes of the Corporate Resources & Improvement Overview and Scrutiny Committee of 11 July 2016, be approved as a true and

accurate record, subject to the minutes being amended to reflect that Councillor N Clarke had attended the meeting.

212. BUDGET MONITORING - QUARTER 1 2016-17

The Head of Finance & Section 151 Officer presented the budget monitoring report providing an update on the Council's financial position as at 30th June 2016 and projected outturn for the year against the budget approved by Council in March 2016.

On 10th March 2016 Council approved a net revenue budget of £254.891 million for 2016-17, along with a capital programme for the year of £43.553 million which was recently revised to £49.530 million. As part of the Performance Management Framework, budget projections were reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions was also kept under review and reported to Cabinet as part of this process.

The overall projected position as at 30th June 2014 was a net over spend of £164,000 comprising £564,000 net over spend on directorates and £400,000 under spend on corporate budgets.

At year end consideration was given to requests from directors to carry forward any planned directorate under spends for specific purposes the following year in line with protocol, providing these could be met from within the Council's cash limited budget for 2016-17.

A report presented to Cabinet on 5 July 2016 highlighted that of the £11.225 million budget reduction proposals for 2015-16, £2.692 million were not met in full with a shortfall in the financial year of £1.909 million. A summary of the latest position showed that progress had been made although there remained an ongoing shortfall of £1.172 million in 2016-17 against these specific proposals.

Members referred to the table demonstrating a comparison of budget against projected outturn at 30th June 2016 and suggested that in future it would be useful to include the original budget so that a comparison could be made.

The Committee asked if the procedure for carrying forward an over spend was a recent change to procedure. The Head of Finance & Section 151 Officer explained that it was not a new change this year and the principle behind it was to incentivise budget holder behaviour because it should not be assumed that they would start with a zero balance. Members asked if this had ever happened and they were advised that it had happened in the previous two years.

The Committee referred to corporate issues outside the councils control and the way that the individual Directorate was expected to find the shortfall. Members suggested that some corporate issues should be re-profiled as they were outside the Council's control such as MREC, Blue Badges and School Transport.

The Committee referred to the list of AMBER savings and in particular, the lease of Raven's Court building. Members felt that it should show as red because of the delay in securing a tenant. The Head of Finance & Section 151 Officer explained that the report was originally prepared at the end of quarter 1 and at that time negotiations were still underway with an interested tenant. The category was therefore amber because there was some risk around delivering the saving. The Corporate Director – Communities explained that as soon as any savings were known to be at risk then they looked for

alternatives. Members asked if the position was better or worse now. They were advised that nothing had changed therefore the position was worse.

Members asked if one of the reasons for the amber proposals not progressing was because of a lack of staff. The Head of Finance & Section 151 Officer explained that each proposal was different but he was not aware of this being an issue.

Communities Directorate

Members referred to the projected over spend in Transport and Engineering and suggested it was time to take a decision in relation to staff and Member car parking and car parking charges overall.

Members referred to the closure of the Household Waste and Recycling Centre in Ogmore and queried how much more it had cost the council to collect fly tipping as a comparison. The Head of Finance & Section 151 Officer explained that the saving achieved was £100,000 and that incidents of fly tipping were quite rare and mainly trade waste. Some Members disagreed with this statement because they were reporting fly tipping on a weekly basis. The lack of enforcement was also an issue. The Cabinet Member Communities explained that Cabinet were considering other options for dealing with this issue such as private companies monitoring litter and fly tipping whilst taking into account criticism against authorities for using covert cameras.

The Committee referred to the Council Tax Reduction Scheme and asked if demand had fallen because the scheme was no longer advertised. The Head of Finance & Section 151 Officer reported that he was not aware if the scheme was advertised or not but that not all residents who were entitled had applied. He agreed to look into whether or not the scheme was advertised.

The Committee referred to the grounds maintenance budget reduction already achieved of £437,000. Members were concerned that the service was now in crisis with reduced staff levels that no longer communicated effectively. Any further cutbacks would impact on the service even more and it was important for Members to understand that resilience was reduced and the consequences. A member suggested there should be a column for the impact on the service of budget cuts, in addition to all the other information. This was the only authority in Wales where cuts had been so severe that the service no longer functioned.

The Corporate Director Communities explained that there were very few options when it came to cuts in this area and the problem was compounded by expensive waste disposal costs. Supervisors and managers had been reduced and any further cuts would require significant changes such as closing facilities. Savings of £437,000 had been made but more than £2 million was still being spent. The Parks service usually generated a lot of correspondence which was challenging to respond to in a timely manner ordinarily, however staff levels were no longer sufficient to cope with between 60 and 70 letters per week, for example when a particular issue 'blew up' such as the reaction to changing the way in which parks and playing fields charges were calculated all requiring a separate response.

Members thanked the Cabinet Member Communities and the Corporate Director Communities for attending the meeting.

Education and Family Support

The Corporate Director – Education and Family Support explained that it was important to recognise the work undertaken over the last two years and savings already made of in excess of £1 million. School route efficiencies and procurement changes had been implemented successfully and changes to the walking distances had been agreed by Cabinet in September to be implemented on a phased basis. It was agreed that there would be no changes to transport for over 16's. From September 2016 there were 100 fewer children in the system spread across 59 schools. They were not in a position to cut buses yet but these savings would be achieved in future. There had been an over spend in LAC placed out of county. 11 Children were transported from their foster homes back to Bridgend to attend school at a cost of £12,000 per child each year. This was something the authority had no control over and there was pressure within to continue this rather than children moving schools.

The Committee asked why pupils were not able to catch service buses. The regulations stated that if a pupil lived more than 3 miles away then they were entitled to free transport. Officers would investigate this to see if it was an option. The Deputy Leader explained that the Council could look into this particularly for post 16 students where economies of scale could not be achieved. They could be given the option of a bus pass for a service bus or the train fare as an incentive to make their own way to school/college. This would not apply to SEN provision where challenging behaviour made it difficult to share vehicles.

Members raised concerns that almost 50% of the Directorate was in the red and asked why this was the case and what was being done about it. The Deputy Leader explained that the £450,000 related to over spend on home to school/college transport, particularly in respect of school transport route efficiencies and rationalisation of special education needs transport. Savings from the previous year were not made and officers were trying to find alternatives.

The Deputy Leader reported that there had been many meetings about learner travel and comments made about not making the anticipated savings. If they pursued the policy re transport for Post 16's then that could have an impact on the number that stay on in school, and that could lead to an increase in NEETS. A phased introduction would have an impact on savings but would be considerably less problematic than the alternative. There would be significant savings in the future but this would be a gradual process over a number of years.

The Corporate Director – Education and Family Support explained that there was new legislation regarding safer routes to school which allowed pupils to legally challenge safe routes based on a pupil's perception. Even though the routes were checked, if a pupil still did not feel safe, that was sufficient for a claim. Changes in legislation make it more difficult to implement. In order to be compliant they had to establish safe routes (not short routes) and there was a duty to get each child to school if there was no safe route.

The Corporate Director – Education and Family Support reminded the Committee that even though discussions had been focussed on the budget and school transport, results had continued to improve better than the Welsh average and Bridgend were currently second in Wales for improving results.

Social Services and Wellbeing

The Committee referred to Learning Disabilities Residential Care and the projected over spend of £570,000 as a result of the transfer of clients from children to adult services and asked why this had not been planned for. The Corporate Director – Social Services and Wellbeing explained that they did plan for the transitional group from age 14

onwards. This related to four transitional cases and the use of funding to keep people local or at home. The reality was that there were a number of children to plan for and a number of different funding streams available making this a difficult area to deal with. Members requested a breakdown of the over spend. The Head of Finance and Section 151 Officer added that under different circumstances funds could be taken from the Looked After Children budget but it was not feasible given the existing pressure on that budget.

The Deputy Leader explained that a transition team was being created to help with planning from childhood to adulthood and this would help to reduce the problem.

Social workers covering the 14 to 25 age group would help to smooth the issues and a paper was being prepared regarding this matter and consultation had already started.

Members queried the number of staff vacancies resulting in the under spend of £295,000 in the Learning Disabilities Day Opportunities area. If the service was running without these staff what would be the implications of not filling these posts and if staff were recruited there would not be a saving.

The Corporate Director – Education and Family Support explained that as part of the transformation change programme, a new model was being introduced. There was now a different way of delivering the service involving 3rd sector voluntary groups which had considerable success in the first year. The vacancies were being held to see if they need to be changed to reflect the current position and to be sure that the system was working before the posts were deleted. The number of posts would be emailed to Members.

The Committee asked for clarification regarding the number of LAC because they were under the impression that numbers were decreasing. Concerns were raised that savings of £357k previously identified, were not going to be achieved. Members also asked how Bridgend compared to other authorities and what they were doing to address the problem.

The Corporate Director – Education and Family Support reported that at the end of the previous week, there were 378 Looked After Children. Money had been taken out of the social services budget for 2016/17, some relating to LAC and some for residential and respite services. The savings profile for LAC was based on numbers reducing by 35 each year although there were a number of different placements all with a variety of costs. If directed by the Court, a placement could be for as much as £160,000 a year whilst others were between £40,000 and £9,000 for a family based placement. If a Court directed that a child be held in a high security unit then the cost could be between £4,000 and £5,000 per week. Staff were drilling down into each individual plan with the intention of making savings whilst keeping children close to home.

Numbers were still high compared to other authorities but slow and steady progress was being made reducing the figures. Children were moved back if foster carers with the right skills and experience were available. Some were out of county following a direction by the court and some were in need of highly specialised therapeutic support.

The Head of Finance and Section 151 Officer said that he would provide details of the base budget and the number of children. There was a need to safely reduce LAC within Bridgend and the development of a multiagency safeguarding hub would help the position. The team were well aware that savings had to be realised.

A Member stated that because it was difficult to anticipate the number of LAC, it should not be included as a budget saving. The Corporate Director – Social Services and Wellbeing explained that even if it came out of the budget, there were still too many LAC

and work would be undertaken to repair rather than rescue families. The Deputy Leader added that the financial consideration was secondary and the welfare of the child was paramount. High cost placements made by the court were in the best interests of the child. It was important to try to bring out of county placements back to family, friends and the community to rebuild links.

The Committee asked if the remodelling of children's residential care was internal or external. Members were advised that it would be an internal review of two establishments and a report would be circulated shortly.

Members commented that there could be a more efficient way to run Bridgend Resource Centre involving community groups to maximise use in the evenings and on weekends. Members were advised that other options were being considered.

Members thanked the officers for attending the meeting.

Members asked why the Chief Executive was not able to attend the meeting but officers were not aware of the reasons for him sending his apologies.

The Head of Finance and Section 151 Officer explained that the under spend of £140,000 in the Chief Executives Directorate related to the vacant position following the departure of the Corporate Director Resources and shows as an under spend this year but would come out next year.

The budget reduction from putting Council Tax and some aspects of benefits online had an amber status because it reflected the expectation that it would go live at the end of the year but the procurement process was taking longer than anticipated. Members raised concerns for residents that did not have access to the internet and they were advised that people were encouraged to self-serve but the traditional channels would remain in place. At the moment all outbound communication was by mail at a high cost with more than 100,000 bills a year. Interim letters were sent on line if an account was set up in that way allowing the account holder to check payments and the balance outstanding. Agents were trained to encourage residents by saying this could be done on line and helping them to set it up.

The Cabinet Member Communities confirmed that there were no plans to close down the customer service centre. This was a way of providing a 24 hour service in addition to the service already provided.

Operational and Partnership Services

The Committee asked about future plans for the Transformation Team. The Corporate Director – Operational and Partnership Services explained that the team consisted of Project Managers working within each directorate and the section was fully staffed at the moment. The under spend was a result of vacancies in the past.

Members commented on the large amount of green in the Budget Reductions Monitoring table for Operational and Partnership Services. The value of publishing the County Bulletin and the Bridgenders electronically was also discussed.

Under the heading "to reduce costs of ICT systems", savings of £192,000 had already been delivered by the rationalisation and procurement of systems. Server equipment had been purchased which meant there was no longer the need to pay the hosting fee and further rationalisation and reductions would continue.

Recruitment of staff was in a healthier position partly due to the use of apprentices in ICT and training in house staff in legal services.

Members questioned why the column "Overspend/(Under) Spend £000" in the table "Capital Budget Monitoring to 30th June 2016" was unpopulated. The Head of Finance and Section 151 Officer explained the report had been presented to the June Council meeting and was up to date at that time.

Members thanked the officers for attending the meeting.

Conclusions:

Communities

- a) The Committee requested they receive the statistics on fly tipping reported incidents in the County Borough, by ward level, for the last twelve to eighteen months, along with information on enforcement. Members asked to receive detail of how the Authority is enforcing the laws surrounding fly-tipping including a full explanation of the role of enforcement officers and evidence of their work.
- b) The Committee asked that an additional column be added to the appendices within future report to detail the impact of the budget reductions.

Education

- c) The Committee asked for further information on whether any work has been undertaken to explore the viability of secondary school pupils using service buses for home to school transport and whether this would be at a reduced cost to current expenditure. Members requested that if this has not yet been considered, that work be undertaken to look at the feasibility of utilising service buses, including exploring if any other Local Authorities have had any success using such methods.
- d) The Committee asked for further information as to what reductions were planned to offset the Home to School Transport overspend.

Social Services

- e) Whilst understanding the rationale behind not wanting to assume individual's transitional needs from Children's services to Adult's in terms of Learning Disabilities Residential Care, the Committee maintained concern over the lack of planning for individuals transitioning between the two teams, such that it causes an overspend of £570,000 as reported. The Committee asked for a breakdown of the £570,000 overspend and also recommended that this be an area to flag up with the Children and Young People (CYP) or Adult Social Care (ASC) Overview and Scrutiny Committees as an item for consideration on their forward work programme.
- f) The Committee asked that they receive a breakdown of the reduced costs within the LAC Budget as a result of LAC leaving or coming out of care as well as costs associated with individuals moving from out of county to in house provision.
- g) The Committee requested that they receive detail of the base budget for LAC which led to the £357,000 predicted saving for 2016-17.
- h) The Committee requested comparative data for LAC from other LAs across Wales to understand where Bridgend stands in its numbers and associated costs.

- i) Members requested that their serious concerns over the rise in the number of LAC be raised with the CYP Overview and Scrutiny Committee for consideration during their next meeting under the item of Early Help and Permanence. The Committee requested that questions be raised to try and determine why Bridgend's figures for LAC are reported to be high in comparison to other LAs in Wales; whether Bridgend is more risk averse; whether other LAs have better preventative services?

Operational and Partnership Services

- j) The Committee commended the work being undertaken to 'grow your own' staff in the legal and IT department, with an increase in the number of apprenticeships in response to difficulties in filling posts. Members recommended that this be encouraged across the Authority with a Corporate approach as it enables staff career progression.

Recommendations to Cabinet

Communities

1. The Committee expressed concern over the ongoing budget reductions not achieved from 2015-16, specifically those in relation to the implementation of charging Blue Badge Holders for parking as well as the review of staff car parking charges. The Committee recommend that a decision be made as to whether these proposals are going to be progressed or not and if so that they be actioned within the current financial year.

The Committee recommends that if budget pressures are outside of the control of the individual Directorate, consideration be given, on a case by case basis, as to whether the budget should be dealt with corporately across the Authority in order to share the burden. Whilst appreciating that all Directorates are experiencing budget pressures, the Committee consider that the services within the Communities Directorate are being disproportionately affected by the difficulties in the savings being achieved in relation to MREC. The Committee therefore recommends that as these pressures are outside of the Directorates control, the budget for MREC be dealt with corporately.

213. PROCUREMENT

The Corporate Director Operational and Partnership Services presented a report on how the Local Authority was getting best value for money on services and goods and what other local authorities were doing in the UK and wider. He explained that it was common sense to secure the best deal possible. It was important to understand the value of procurement as demonstrated by savings of £800,000 in school transport alone.

The corporate procurement project had a number of work streams to deliver the outcome of ensuring efficiency in the purchase of goods and services through the management of contracts and effective cross directorate overview of procurement. A task and finish group had been set up to review and update the internal contract procedure rules to ensure the authority had the ability to be innovative and flexible in the way it bought goods and services. This would include a review of the contract thresholds to ensure procurement could be undertaken at the right level with a balance of probity but also speed.

The Procurement Team worked with local providers to ensure they had access to the Authority's service requirements, encouraging small to medium size enterprises to bid for business. Purchasing cards had been rolled out across the relevant departments in

the authority. The team was working closely with Finance and Welsh Government to ensure implementation of EProcurement and the roll out of Basware, an electronic system providing an electronic marketplace across the authority. The team continued to roll out eTendering with full electronic tendering to be implemented by April 2017. A Corporate Contracts Register had been implemented via the etenderwales portal and staff trained on how to upload any contracts/spend. The introduction of a pre tender form, a category management approach, the use of fully procured frameworks offering the best value for money, E auctions and non-cashable savings all contributed to an improvement in the efficiency of the authority in the purchase of goods and services.

The Authority was in a good position to maintain its improvement in procurement across the Authority and to further develop a culture ensuring that procurement was seen as a positive force in the delivery of services and cost reduction.

The Committee asked why purchasing cards were not well accepted locally. The Corporate Director Operational and Partnership Services explained that they were useful for small purchases in the same way you would use a debit card but not normally used in larger purchases.

Members referred to the number of national procurement frameworks and asked if in order to drive costs down, staff in these frameworks were on zero hours contracts. The Corporate Director Operational and Partnership Services explained that staff were employed by Welsh Government and not by the Authority on zero hours contracts. There was one National Procurement Service and a number of frameworks within e.g. solicitors and food. There were other organisations in England with frameworks that the Authority could join and this was better than undergoing an individual procurement process.

The Committee acknowledged that County Borough Supplies were already using these systems. They provided an excellent service particularly to schools and were supported by the frameworks however; there was an element of internal trading which was not efficient .

Members asked how frequently prices were updated. The Corporate Director Operational and Partnership Services explained that this was one of the reasons for looking at other frameworks and being an intelligent client.

The Committee questioned the etender process and the savings of £800,000. They asked if there was an increase in the number of companies that applied and if they were new companies. The Corporate Director Operational and Partnership Services explained that he was not aware of any increase from outside the area but those that were already contracting with us were prepared to drop their fees. This process did drive down the prices although he would not expect to see the same savings again. Members thanked the Corporate Director Operational and Partnership Services for the presentation and for providing clarity when it came to the procurement process and potential for the future.

Conclusions:

- a) The Committee expressed positive comments regarding the initiatives and work being undertaken under the corporate procurement project particularly in relation to the potential for saving money and the way in which procurement frameworks can help local businesses. Members strongly encouraged the sharing of this culture across the Local Authority with the objective of making savings and ensuring best value for money.

The Committee requested that a future report be received at an appropriate time in next year's forward work programme with focus on outcomes and progression of the various workstreams of the procurement project.

214. FORWARD WORK PROGRAMME UPDATE

The Corporate Director Operational and Partnership Services submitted a report, the purpose of which, was to present the items due to be considered at the Committee's meeting on 7 December 2016, and seeking confirmation of the information required for the subsequent scheduled meeting to be held on 17 January 2017, and finally, present a list of further potential items for prioritisation by the Committee.

RESOLVED That Committee:

1. Noted the topics due to be considered at the meeting of the Committee for 7 December 2016 and confirmed that it did not require any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;
2. Determined the invitees to be invited to attend, any specific information it would like the invitees to provide as well as any research that it would like the Overview & Scrutiny Unit to undertake in relation to its following meeting scheduled for 17 January 2017;
3. Revisited and considered the list of future potential items for the Committee's Forward Work Programme and reprioritised as the Committees deemed appropriate. "Rationalising the Council's Estate including Depot Rationalisation" due to be considered at 8 February 2017 meeting changed to 15 March 2017 and "Business Plan 2016/17" moved to 8 February 2017.

215. URGENT ITEMS

None.

The meeting closed at 5.40 pm

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

7 DECEMBER 2016

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

FORWARD WORK PROGRAMME UPDATE

1. Purpose of Report

1.1 The purpose of this report is to:

- a) present the items due to be considered at the Committee's meeting to be held on 17 January 2017 and seeks confirmation of the information required for the subsequent scheduled meeting to be held on 08 February 2017;
- b) present a list of further potential items for prioritisation by the Committee.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The improvement priorities identified in the Corporate Plan 2016-2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Plan adopted by Council on 10 March 2016 formally set out the improvement priorities that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

3. Background

3.1 At its meeting 11 July 2016, the Corporate Resources and Improvement Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2016/17.

4. Current Situation / Proposal

Meetings of the Corporate Resources and Improvement Overview and Scrutiny Committee

4.1 In relation to the Committee's next scheduled meeting to be held on 17 January 2017, the table below lists the items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Budget Responses and Budget REP	Cllr Hywel Williams, Cabinet Member - Resources Andrew Jolley, Corporate Director -	Collation of all OVSC BREP feedback and comments	Detail research / To be confirmed

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
	Operational and Partnership Services Randal Hemingway, Head of Finance		
Corporate Plan	Cabinet and CMB All Scrutiny Chairs Randal Hemingway, Head of Finance	Council's draft 2017-2020 Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators for 2017-18	

4.2 The table below lists the item to be considered and the invitees due to attend in respect of the subsequent meeting of the Committee to be held on 08 February 2017.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Digital Transformation Programme	Cllr Hywel Williams, Cabinet Member – Resources; Darren Mephram, Chief Executive; Martin Morgans, Head of Regulatory and Partnership Services; Randal Hemingway, Head of Finance.	Digital Transformation - Report going to Cabinet in May, Committee's role is to assist in the design and development for the future.	Detail research / To be confirmed
Business Plan 2016/17	Cabinet and CMB; All Scrutiny Chairs; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance, Partnership and Transformation Manager.	To comment on Directorate 2016-17 business plans including its actions, milestones and performance measures	Detail research / To be confirmed

4.3 The table below lists all potential items that the Committee approved at their meeting on 11 July 2016, which are put to the Committee for reprioritisation as appropriate.

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
--------------	----------------------	---------------------------------------	--

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Rationalising the Council's Estate including Depot Rationalisation	15-Mar-17	Originating out of the Corporate Plan – one of the five key projects/programmes under Corporate Priority 3 – Smarter Use of Resources. Rationalising the Council's Estate – Once decision made in relation to Ravens Court Committee's role to assist in developing the next phase. Depot Rationalisation relates back to 2014 where there were concerns over the budget - increase in the cost of the project and the need for consultants, the disposal of land and the gaining of a capital receipt for this.	Detail research / To be confirmed
2016-17 Quarter 3 Financial Performance	15-Mar-17	To review 2016-17 financial performance as at 31 December 2016	Detail research / To be confirmed

Corporate Parenting

- 4.4 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.¹
- 4.5 In this role, it is suggested that Members consider how the services within the remit of their Committee affects children in care and care leavers, and in what way can the Committee can therefore assist in these areas.
- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

5. Effect upon Policy Framework and Procedure Rules

- 5.1 The work of the Corporate Resources and Improvement Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy

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

relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.

6. Equality Impact Assessment

6.1 None

7. Financial Implications

7.1 None.

8. Recommendations

8.1 The Committee is recommended to:

- (i) Note the topics due to be considered at the meeting of the Committee for 17 January 2017 and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;
- (ii) Determine the invitees to be invited to attend, any specific information it would like the invitees to provide as well as any research that it would like the Overview & Scrutiny Unit to undertake in relation to its following meeting scheduled for 08 February 2017;
- (iii) Revisit and consider the list of future potential items for the Committee's Forward Work Programme and reprioritise as the Committees deems appropriate.

Andrew Jolley,
Corporate Director – Operational and Partnership Services

Contact Officer: Gail Jewell, Scrutiny Officer

Telephone: 01656 643695

Email: gail.jewell@bridgend.gov.uk

Postal Address: Democratic Services - Scrutiny
Bridgend County Borough Council,
Civic Offices, Angel Street, Bridgend,
CF31 4WB

Background documents: None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

7 DECEMBER 2016

REPORT OF THE CHIEF EXECUTIVE

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AND A SUMMARY OF ITS FINANCIAL POSITION AT QUARTER 2 OF 2016-17

1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2016-17, as of Quarter Two. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2016-20.
- 1.2 This report also provides the Committee with an update on the financial position as at 30th September 2016.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2016-20, which sets out the Council's improvement priorities and identifies actions to realise those priorities and its Medium Term Financial Strategy 2016-17 to 2019-20.

3. BACKGROUND

- 3.1 In March 2016, the Council published its new Corporate Plan for 2016-20. The Plan defined 46 commitments to deliver the three new Improvement Priorities and set out 59 outcome-focused indicators to measure the progress for the financial year.
- 3.2 At the same time the Council reviewed and published its Medium Term Financial Strategy (MTFS), setting out how it would use its reduced resources to support the improvement priorities. Council approved a net revenue budget of £254.891 million for 2016-17 along with a capital programme for the year of £43.553 million, which was revised to £46.412 million. The MTFS was updated in a report to Cabinet in July 2016 to include the 2020-21 financial year. This identified the need to develop recurrent budget reduction proposals, based on the most likely budget scenario, amounting to around £36.9 million over the next four years.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the 46 corporate commitments. Those plans also identified performance indicators for the year. In all, 149 indicators have been nominated by directorates to report to the Corporate Performance Assessment (CPA) Panel.
- 3.4 As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. Performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by Directorate Management Teams and quarterly by the Council's CPA Panel consisting of Cabinet, Corporate Management Board and Heads of Service.
- 3.5 The Corporate Resources and Improvement Overview and Scrutiny Committee has a role in monitoring and scrutinising both the financial performance of the authority

against budget and the progress of the delivery of improvement objectives to deliver efficient services.

4. CURRENT SITUATION / PROPOSAL

4.1 Summary of Performance in delivering Corporate Plan commitments

4.1.1 Commitments

4.1.1.1 Data collected for the half-year returns suggests that the Council is on track to deliver 39 (85%) of its commitments to its Improvement Priorities (green). The other 6 (13%) are missing some of their milestones (amber), with one (2%) commitment falling significantly behind schedule.

4.1.2 Indicators

4.1.2.1 Data were submitted for 63 of the 149 indicators, of which 45 (71.4%) are on target (green), 9 (14.3%) are off target by less than 10% (amber) and 9 (14.3%) missed the target by more than 10% (red).

4.1.2.2 Comparable data against the same period (Q2) of last year is available for 37 of the 63 quarterly PIs. Of these, 28 (75.7%) have shown an improvement; performance has stayed the same for 2 (5.4%); and performance dropped since last year for 7 (18.9%). Overview information about commitments and indicators is set out in Part A of the *Annex*, with Directorate dashboards Appendices 2 to 6 providing more detailed analysis.

4.1.3 Sickness Absence

4.1.3.1 The half-yearly data suggests that the Council as a whole is likely to miss its target of 8.5 days FTE. As of quarter two, cumulative days lost per FTE were 4.71 days, which is an improvement compared with 5.02 days for the same period last year. It should be noted that 76% of the Council's sickness absence is long-term, which is the same as the same quarter last year.

4.1.3.2 Sickness in relation to industrial injury at the half year shows that the number of absences due to industrial injury was 15, below the half yearly target of 26, which is an improvement on the same period last year, where the number of absences was 31. The number of days lost per FTE due to industrial injury was also below its target of 0.105 days per FTE at 0.09 days. Detailed information is included in Part B of the *Annex*.

4.2 Summary of Financial Position at 30th September 2016

4.2.1 Revenue Budget

4.2.1.1 The overall projected position as at 30th September 2016 is an under spend of £3.677 million on the Council's net revenue budget, comprising £333,000 net under spend on directorates and £3.344 million under spend on corporate budgets.

4.2.1.2 Directorate Budgets

The main contributors are projected under spends on the Operational and Partnership Services and Chief Executive and Finance directorates and a projected over spend on the Communities and Social Services and Wellbeing directorate. In addition there is a projected under spend on Capital Financing, the Council Tax

Reduction Scheme (CTRS) and other corporate budgets. An overview of the position is set out in Part C of the Annex, with a detailed analysis of the more significant projected Directorate under and over spends set out in each of the Directorate dashboards, Appendix 2 to 6.

4.2.1.3 Council wide Budgets

The council wide budget total is £42.117 million and the projected outturn is £38.773 million, resulting in a projected under spend of £3.344 million. The main variances are detailed below:

Council Wide Budgets	Net Budget	Outturn	Variance Over/ (under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	10,128	8,834	(1,294)	-12.8%
Council Tax Reduction Scheme	14,304	13,654	(650)	-4.5%
Other Corporate Budgets	6,114	4,714	(1,400)	-22.9%

Capital Financing

- The projected under spend of £1.294 million is as a result of an under spend on interest paid due to lower borrowing than anticipated, because the Council has used its own internal resources in the first instance to fund major schemes within the capital programme. A review will be undertaken during quarter 3 to identify any debt repayment opportunities.

Council Tax Reduction Scheme

- The projected under spend of £650,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This is a demand led budget which is based on full take up but actual take up is not known until year end. The projection is based on take up at the end of September 2016. Budget reductions are planned for future years.

Other Corporate Budgets

- The under spend of £1.4 million is a combination of:
 - Reduced requirement from Directorates in relation to pay and prices, including superannuation and National Insurance increases.
 - Lower than expected in-year cost of implementing auto enrolment for new entrants. This cost is due to increase incrementally as the Council works towards September 2017.
 - Projected under spends on other corporate budgets e.g. redundancy budget, funding held centrally for budget pressures.

4.2.1.4 It should be noted that this projection could change significantly during the financial year, depending on the total cost of redundancies incurred during the financial year, the extent of inclement weather, inflationary changes, and demands on the Council Tax Reduction Scheme. At this point in the financial year it is prudent to assume that all other budgets will be fully spent by year end.

4.2.1.5 These budgets have been reviewed as part of the MTFS 2017-18 to 2020-21 and will be subject to significant reductions over the life of the MTFS.

4.2.1.6 The budget was set on the assumption of full implementation of the current year budget reduction requirements across the Council's budget which amount to £7.477

million. However, where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year.

4.2.2 **Budget Reductions 2015-16**

4.2.2.1 A report was presented to Cabinet on 5th July 2016 on Financial Performance 2015-16. In the report it was highlighted that, of the £11.225 million budget reduction proposals for 2015-16, £2.692 million were not met in full, with a shortfall of £1.909 million. The report stated that these proposals would continue to be monitored alongside current year proposals, with mitigating action to achieve them identified. Whilst positive progress has been made, there remains an ongoing total shortfall of £1.167 million in 2016-17. These are set out in each of the Directorate dashboards.

4.2.2.2 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 12 states that *“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 will be maintained”*. Further to this, a MTFS Budget Reduction Contingency was established as an earmarked reserve and is being used to partly mitigate the shortfalls on the following budget reduction proposals in this financial year.

COM 1	MREC	£150,000
COM 11	Blue Badges	£83,000
CH 9	School Transport	£100,000

Directorates are seeking to identify mitigating actions to meet the balance of the budget reduction shortfalls in this financial year. However, now the position on some of the proposals is clearer, consideration will be given by the Section 151 Officer to further allocations from the MTFS Budget Reduction Contingency in quarter 3 to meet some of these shortfalls. In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position. These will continue to be closely monitored and draw down from this contingency fund will be made as part of the overall review of earmarked reserves.

4.2.3 **Budget Reductions 2016-17**

4.2.3.1 The budget approved for 2016-17 included budget reduction proposals totalling £7.477 (compared with the budget reduction requirement for 2015-16 of £11.225 million. At quarter 2, 83% (£9.301 million) of the total value of proposals were green, 8% (£894,000) amber and 9% (£1.03 million) red). For 2016-17 Amber and Red proposals account for one third of overall proposals, with the total value of these (£2.540 million) higher than for 2015-16, despite the lower overall savings requirement. This is also higher than in quarter 1 following an update to the budget reduction projections and RAG status as the year progresses. Given the scale of budget reductions, any non-achievement will have a significant impact on the outturn position.

4.2.3.2 Six of the proposals are currently RED, totalling £1.202 million. Three are in the Education and Family Support Directorate, totalling £450,000. Two proposals are in the Social Services and Wellbeing Directorate, totalling £457,000 and one is in the Communities Directorate, totalling £195,000. There are 14 savings proposals which

are AMBER, totalling £1.338 million. Detailed information on these is included in each of the Directorate dashboards, Appendix 2 to 6.

4.4 Capital programme monitoring

4.4.1 The original capital programme budget approved by Council on 10th March 2016 was further revised and approved by Council in May, July and October to incorporate budgets brought forward from 2015-16, budgets carried forward into 2017-18, and any new schemes and grant approvals. Since then, only one additional scheme has been built into the programme which is funded through external resources (Section 106 and insurance). The revised programme now totals £47.102 million of which £31.940 million is met from BCBC resources with the remaining £14,162 coming from external resources. There are no significant underspends or overspends at this point of the year.

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

4.5 Review of earmarked reserves

4.5.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. A quarter 2 review of the particular pressures that were to be covered by earmarked reserves was undertaken, and Directorates have drawn down the following funding:-

Directorate	Period 6 Drawdown £'000
Education & Family Support	90
Social Services & Wellbeing	72
Communities	859
Operational and Partnership Services	311
Chief Executives & Finance	18
Total	1,350

4.5.2 This was broken down into £856,000 from Corporate Reserves and £494,000 from their specific earmarked reserve. These are detailed in each of the Directorate dashboards.

4.5.3 A full breakdown of total movement on earmarked reserves at 30th September is set out below:

Opening Bal 1.04.16 £'000	Reserve	Movement as at Quarter 2		Closing Bal 30.09.16 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
	Corporate Reserves:-			
10,874	Major Claims Reserve	-	-	10,874
5,833	Capital Programme Contribution	612	(357)	6,088
5,625	Service Reconfiguration	1,000	(54)	6,571
2,500	Digital Transformation	-	-	2,500
2,035	Insurance Reserve	-	-	2,035
1,950	Change Management	-	(165)	1,785
1,491	Asset Management Plan	-	(76)	1,415
715	ICT & Finance Systems	-	(62)	653
631	Capital Feasibility Fund	(374)	(46)	211
500	Welfare Reform Bill	-	-	500
356	Building Maintenance Reserve	(238)	(23)	95
234	Property Disposal Strategy	10	-	244
103	DDA Emergency Works	-	(23)	80
92	Waste Management Contract	-	(50)	42
-	MTFS Budget Contingency	1,000	-	1,000
32,939	Total Corporate Reserves	2,010	(856)	34,093
	Directorate Reserves:-			
1,409	Wellbeing Projects	-	-	1,409
1,368	Directorate Issues	-	(287)	1,081
824	Looked After Children	-	-	824
692	Highways Reserve	-	(125)	567
623	Car Parking Strategy	-	(82)	541
285	School Projects Reserve	-	-	285
76	Porthcawl Regeneration	-	-	76
66	Partnership Reserve	-	-	66
48	Donations Reserve Account	-	-	48
31	Community Safety Reserve	-	-	31
26	Webcasting Reserve	-	-	26
5,448	Total Directorate Reserves	-	(494)	4,954
38,387	Total Usable Reserves	2,010	(1,350)	39,047

4.5.4 During the first half of the year, £1 million was transferred to the Service Reconfiguration Reserve in accordance with the MTFS for Extra Care Housing Schemes and a further £1 million was used to create the MTFS Budget Reduction Contingency identified within MTFS Principle 12. The final addition to the reserves of £10,000 is for the Property Disposal Strategy and represents the de-minimis capital receipts received during the period April to September 2016.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

- 5.1 Monitoring the Council's performance against its Corporate Plan forms part of the Council's Performance Management Framework.
- 5.2 As required by section 3 (budgetary control) of the Financial Procedure Rules, Chief Officers in consultation with the appropriate cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 There are no implications in this report.

7. FINANCIAL IMPLICATIONS

- 7.1 These are reflected in the body of the report.

8. RECOMMENDATION

- 8.1 The Committee is requested to consider the half year performance against the Corporate Plan and note the projected financial position for 2016-17.

Darren Mepham
Chief Executive

Randal Hemingway
Head of Finance and Section 151 Officer

Contact Officers:

Deborah Exton – Group Manager – Financial Planning and Budget management; ext. 3604
email; deborah.exton@bridgend.gov.uk

Yuan Shen, Group Manager, Transformation, Performance and Partnerships; ext. 3224;
email: yuan.shen@bridgend.gov.uk.

Background Papers

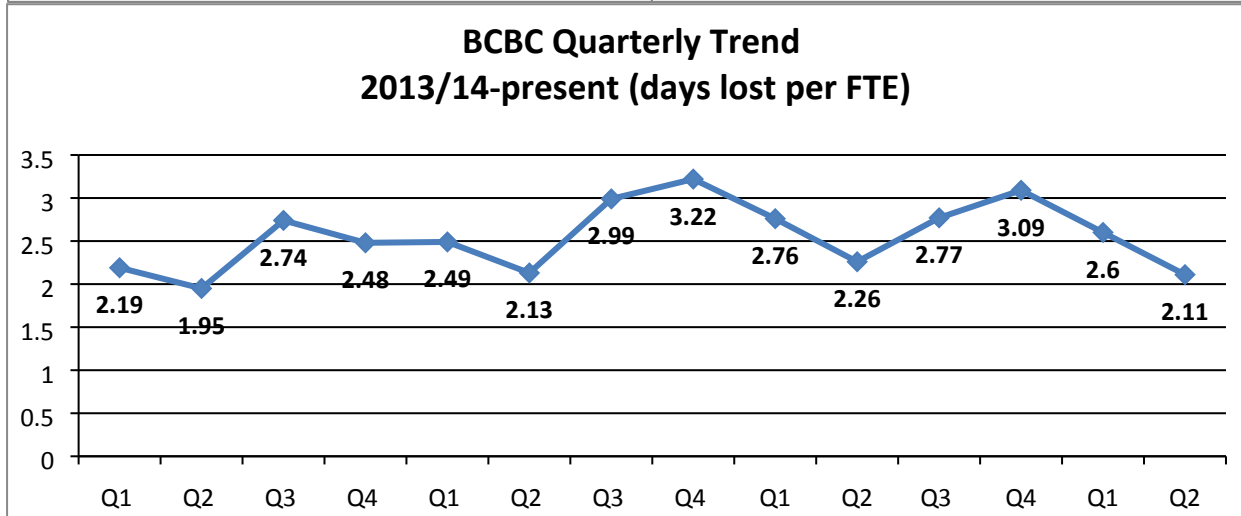
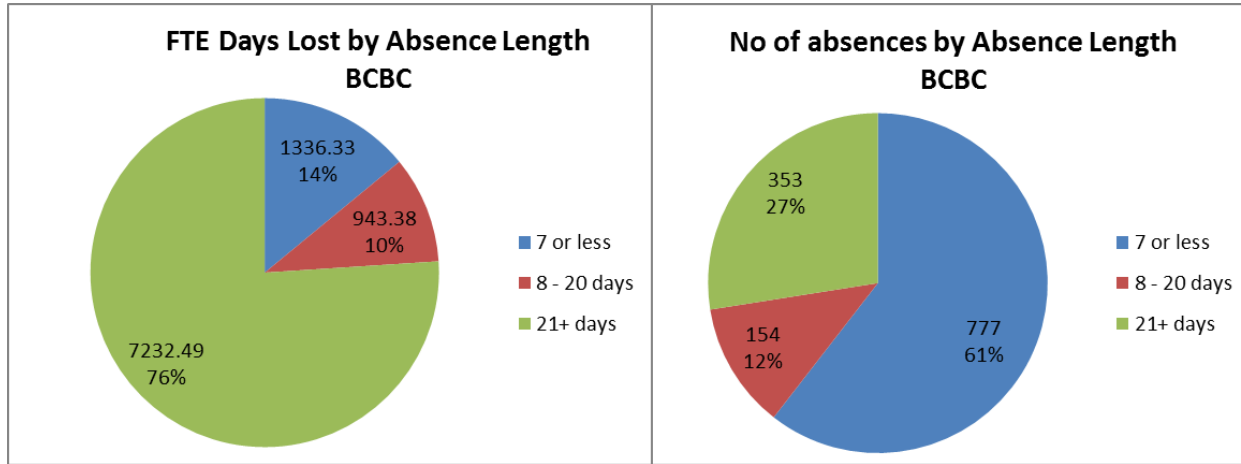
Individual Directorate Monitoring Reports
Report to Council 10 March 2016
Report to Council 6 May 2016
Report to Council 6 July 2016
Report to Council 5 October 2016

Part (A) – Performance Summary

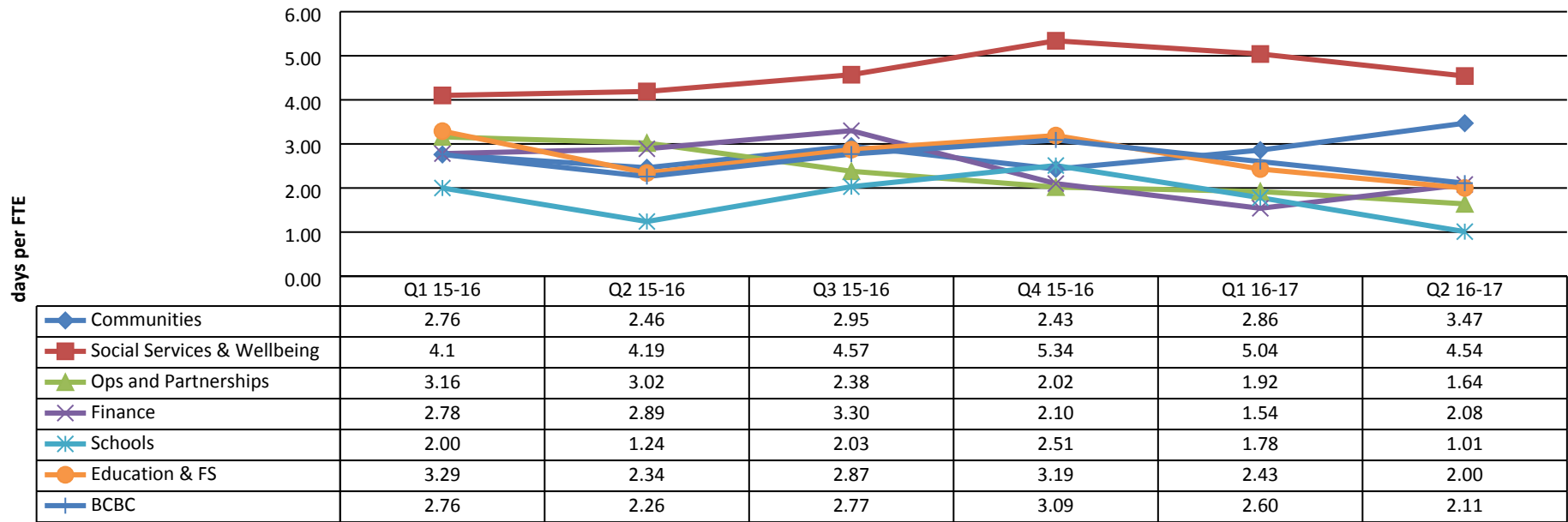
Improvement Priorities	Commitments				Indicators (Q2)			
	TOTAL	R	A	G	TOTAL	R	A	G
Priority One: Supporting a successful economy	17	0	1	16	8	0	1	7
		0%	6%	94%		0%	12.5%	87.5%
Priority Two: Helping people to be more self-reliant	13	0	2	11	25	6	4	15
		0%	15%	85%		24%	16%	60%
Priority Three: Smarter use of resources	16	1	3	12	15	2	2	11
		6%	19%	75%		13.3%	13.3%	73.3%
Total for all Improvement Priorities	46	1	6	39	48	8	7	33
		2%	13%	85%		16.7%	14.6%	68.8%
Other Directorate Priorities					15	1	2	12
						7%	13%	80%
Total					63	9	9	45
						14.3%	14.3%	71.4%
No data available					86			
Grand Total					149			

Part (B) Sickness Absence

CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 16-17	Q2 Cumulative Target 16-17	Q2 16-17 Cumulative Actual & RAG v Target	Trend v Q2 Cumulative 15-16	2015-16 Actual (NSI/PAM only)	Wales Average 15-16	Rank 15 – 16	
	8.5	4.25	4.71	↓	5.02	10.70	10.2	14
(CORPDRE5.3.13) Number of working days lost per FTE due to industrial injury	0.21	0.105	0.09	↑	0.12	n/a	n/a	n/a
(CORPDRE 5.3.13ii) Total number of individual injury incidences	52	26	15	↑	31	n/a	n/a	n/a



Trend of Directorate days lost per FTE by quarter



Part (D) – Revenue Budget 2016-17

Directorate	Revised Budget 16-17 £'000	Projected Outturn 16-17 £'000	Projected over/(under) spend Q2 16-17 £'000	Projected over/ (under) spend Q1 £'000
Education and Family Support	108,209	108,273	64	287
Social Services and Wellbeing	60,534	61,277	743	249
Communities	24,765	25,570	805	406
Operational and Partnership Services	14,935	13,370	(1,565)	(127)
Chief Executives and Finance	4,331	3,951	(380)	(251)
Total Directorate Budgets	212,774	212,441	(333)	564
Council-wide Budgets				
Capital Financing	10,128	8,834	(1,294)	0
Precepts and Levies	6,959	6,959	0	0
Sleep Ins	765	765	0	0
Council Tax Reduction Scheme	14,304	13,654	(650)	(400)
Insurance Costs	1,559	1,559	0	0
Building Maintenance	894	894	0	0
Centrally held Budget Pressures	1,394	1,394	0	0
Other Corporate Budgets	6,114	4,714	(1,400)	0
Total Council Wide Budgets	42,117	38,773	(3,344)	(400)
Total	254,891	251,214	(3,677)	164

This page is intentionally left blank

Summary of Directorates Performance Q2 16 - 17

Commitments 2016-17 – Q2

RAG – current progress against commitment	Total	Red	Amber	Green
Communities Directorate Commitments	15	0	2	13
Education and Family Support Commitments	15	2	1	12
Social Services and Wellbeing Commitments	11	0	2	9
Operation and Partnerships Commitments	16	0	0	16
Chief Executive and Finance Commitments	6	0	2	4

*Please note, there are in total 46 commitments, though as some are cross cutting appear in more than one Directorate dashboard.

Finance

Revenue Budget

- The net revenue total Directorate budgets for 2016/17 is £212.774m.
- The net revenue Council wide budget for 2016/17 is £42.117m.
- The year-end projected financial outturn is **£251.214m** meaning an underspend of **£3.677m**.

Capital Budget

- The revised Capital budget for 2016-17 is **£47.102m**
- There are no significant underspends or overspends at this point of the year.

Budget Reductions

DIRECTORATE	GREEN		AMBER		RED		TOTAL	
	£'000	%	£'000	%	£'000	%	£'000	%
Education and Family Support	504	52%	22	2%	450	46%	976	13%
Social Services and Wellbeing	1,717	58%	710	24%	557	19%	2,984	40%
Communities	675	49%	507	37%	195	14%	1,377	18%
Operational and Partnership Services	969	98%	16	2%	0	0%	985	13%
Chief Executive and Finance	157	72%	60	28%	0	0%	217	3%
Corporate	915	98%	23	2%	0	0%	938	13%
BCBC TOTAL	4,937	66%	1,338	18%	1,202	16%	7,477	100%

Additional financial information is provided at the end of each of the Directorate reports, in relation to Revenue and capital budget variances, as well as budget reduction variances.

All Indicators

Performance vs Target	Total	Red	Amber	Green	Annual Indicators/ No Data	Trend vs Q2 2015-16		
						↑	↓	↔
Communities Directorate	34	2	0	10	22	7	2	0
Education & Family Support	45	3	3	9	30	9	3	0
Social Services & Wellbeing	48	9	5	14	20	4	5	2
Operation & Partnerships	21	2	1	13	5	7	3	0
Chief Executive and Finance	17	1	1	6	9	4	0	2

*Please note, there are some indicators (ie Sickness) which appear in all Directorate dashboards, but only counted once at a corporate level.

Human Resources

Directorate	FTE 9.2016	QTR2 2015/16	QTR2 2016/17	Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Days per FTE	Days per FTE			
Schools	2240.3	1.24	1.01	2.78	3.24	6.90
Social Services & Wellbeing	870.6	4.19	4.54	9.58	8.29	11.04
Education & Family Support	544.5	2.34	2.00	4.43	5.63	8.88
Communities	418.9	2.46	3.47	6.34	5.22	8.41
Operational & Partnerships Services	301.7	3.02	1.64	3.56	6.18	7.49
Finance	126.9	2.89	2.08	3.62	5.67	9.78
BCBC TOTAL	4502.9	2.26	2.11	4.71	5.02	8.50

Additional sickness data is provided as the end of each of the Directorate reports, broken down by Service area.

KEY:

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
Red	Most key milestones are missed	Red	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	NSI: National Strategic Indicator (no longer statutory)
Amber	Most key milestones are on track, but some are at risk	Amber	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	PAM: Public Accountability Measure
Green	All key milestones are on track. No reason for concern	Green	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	CP: Corporate Plan Indicator

SOCIAL SERVICES AND WELLBEING PERFORMANCE Q2 16-17

ADULT SOCIAL CARE

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.1.1	Further develop local community coordination to enable communities to be more self-reliant	Amber	<p>3 Local Community Co-ordinators (LCCs) in place - exploring options for ongoing funding.</p> <p>A re-alignment of the structure in social services has developed a Group Manager for Prevention and Wellbeing who will be progressing this</p>	<p>Funding identified</p> <ul style="list-style-type: none"> • New structure in place • Development plan in place
P2.1.2	Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public;	Green	<p>Roll out of community resource database Dewis</p> <ul style="list-style-type: none"> • Website development is part of the council's overall digital transformation project • Development of the Common Access point in line with the new requirements of the SSWB Act • Specification for the procurement of 3rd sector information services has been completed 	
P2.1.3	Involve service users, carers and communities in developing and commissioning services;	Green	<p>In the last 6 months:</p> <ul style="list-style-type: none"> • in Children's Social Care, we engaged with families/carers and young people themselves to help shape the new model for overnight Short Breaks services delivered from Bakers Way; and • in Adult's Social Care, we had family representation as part of the Closer to Home tender – whose input was used as part of the evaluation criteria when selecting a provider to deliver the service. <p>As part of the Social Services & Wellbeing Act, we have increased our involvement with service users. All local authorities are required to collect qualitative information about people who use their social care services. Surveys have been issued to a sample of adults, carers, children and their parents during September with a return date of 30th November 2016.</p>	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant SSWB	Green	<p>During Q2 Bridgend Carers Centre has provided information, advice and assistance to 445 carers.</p> <p>Within the local authority, 762 adult carers assessments were offered and 126 were completed between April and September 2016.</p> <p>During this period 25 young carers assessments were completed and 24 young carer ID were issued. In partnership with schools we have delivered 3 school assemblies and 4 PSE days on young carers. Our Young Carers information booklet has been updated in line with the new legislation; we are the first local authority within the ABMU footprint that has done this.</p> <p>The Carer aware and Young Carer aware e learning modules have been updated in line with the Social Services and Wellbeing Act. We are now in the process of uploading the modules.</p>	

Performance Indicators

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
Value for Money (V)											
National Data Item A12 CP Priority 2	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Estimate 50-60 but establish baseline in 16-17	Not set yet	Not available in Q2	n/a	n/a	n/a	Quarterly Indicator - Performance - Q2 data not available - data capture mechanisms for 2016/17 still being established. Data will be available for Q3. Quarterly (cumulative) Target – New indicator with no previous performance data. The estimated target was based on number of people accessing BLeaf and WoodB prior to the transfer of services to the Awen Cultural Trust. Performance - Data capture mechanisms for 2016/17 being established
Service user outcomes (O)											
SSWB 1 CP Priority 2	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible. <i>Higher preferred</i>	12	24	129	40	20	99	(99) ↔	n/a	n/a	Quarterly Indicator (cumulative) Target - was set before the 2015/16 end of year output was finalised. Suggest a revised target of 130 for 2016/17 based on previous year's performance. Performance - Q2 performance is above target
Data Item A1 CP Priority 2	The number of adults who received advice and assistance from the information, advice and assistance service during the year. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Estimate 4500 but establish baseline in 16-17	2250	1151	n/a	n/a	n/a	Quarterly Indicator Target – New indicator and at the time the target was set we did not collect any similar data as the Act specifies different criteria. Performance – This is a brand new indicator and no similar data was collected prior to the implementation of the SSWB Act. An all Wales group has been set up to agree consistent interpretation of WG guidance regarding the new measures. This is a provisional accumulative Q2 figure which has been submitted to Welsh Government as part of their quarterly interim dataset monitoring. We are currently awaiting feedback from WG. Because of the above, the estimated end of year target of 4500 was over ambitious, however, the actual accumulative figure at the end of Q2 is 1151 which will give us a good baseline on which to build next year.

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
PM23 Local Priority 2	The percentage of adults who have received advice and assistance from the advice and assistance service and have not contacted the service again during the year. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Estimate 25% of above but establish baseline in 16-17	n/a	n/a	n/a	n/a	n/a	Annual indicator Target – this is a brand new indicator, at time of target setting we did not collect any similar data as the Act specifies different criteria. Performance – awaiting clarification from WG on the guidance of what to include as advice and assistance.
PM20a National perform measure CP Priority 2	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target – this is a brand new Indicator with no comparable historical data. Performance – annual reporting
PM20b CP Priority 2	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target – this is a brand new indicator with no comparable historical data. Performance – annual reporting
PM19 NSI (SCA001) Priority 2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <i>Lower preferred</i>	1.03	<2.5	1	<2.25	<2.25	0.66	0.83 ↑	4.87	2	Quarterly indicator - Previous NSI (SCA001) Target – improving target based on 2015/16 performance. Due to the low numbers involved, a small change in the number of DToCs can result in a more significant change in the rate. Performance – Q2 figure within target. Projected end of year figure is 1.31
SSWBNS12 CP Priority 2	The percentage of people reporting that they felt involved in any decisions made about their care and support. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	70%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target - this is a brand new indicator with no historical data. This information will come from the new WG annual surveys introduced under the Act. Surveys are sent to a sample of adults. Target is an estimate Performance – Annual reporting
PM18 Priority 2	The percentage of adult protection enquiries completed within 7 days <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish baseline	n/a	97.04% Q2 latest data	n/a	n/a	n/a	Quarterly indicator Target - this is a brand new indicator with no comparable historical data to set target. Performance –between April and September 197 out of 203 enquiries completed within 7 days. Reasons for non-compliance:- awaiting

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
											further info from other professionals/agencies
PM21 CP Priority 2	The average length of time older people (aged 65 or over) are supported in residential care homes. <i>Lower preferred</i> New Indicator	n/a	n/a	n/a	1055 days	1055	936	n/a	n/a	n/a	Quarterly indicator Target - set based on previous year's information held on DRAIG. At time of setting we were still waiting on clarification of the definition from WG. Performance – Q2 figure within target.
PM22 CP Priority 2	Average age of adults entering residential care homes. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	84 years	>84	83.11	n/a	n/a	n/a	Quarterly indicator Target - set based on historical information and before final definitions had been agreed by WG. Ambitious target set with the view to improving performance Performance – Q2 performance is marginally off target as a result of two younger adults known to the Mental Health Team being admitted to residential homes during the period.
SCA018a (SSWB 10) Local Priority 2	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <i>Higher preferred</i>	94.7%	93%	95.3%	94%	94%	No data in Q2	94.4%	91.4	11	Quarterly indicator - Previous PAM Target - based on previous trends Performance – Q2 figure not available as WCCIS report has not yet been written. Data will be available in Q3.
National Data Item A3.1 CP Priority 2	Number of assessments of need for support for carers undertaken during the year i) Of those, the number that lead to a support plan <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	35	17	4	n/a	n/a	n/a	Quarterly indicator Target – this is a brand new indicator, at time of target setting we did not collect any similar data. New requirement of the SSWB Act is for carers to have support plans in their own right. Performance – This is a brand new indicator for 2016-17. Within the SSWB Act it allows for assessments of carers needs to be incorporated into the assessment for the cared for person. Therefore, the current low number of stand alone carers support plans suggest that, in the majority, the identified needs of the carer are responded to within the support plan for the cared for person. Early indications are that this is mirrored across Wales.
DWB4.4.2.4 SSWB 5 Local Priority 2	Number of service users (of independent domiciliary care) who provide feedback as part of the contract monitoring <i>Higher preferred</i>	72	54	60	54	n/a	n/a	n/a	n/a	n/a	Annual indicator Target – remains same as 2015/16 target. Performance – annual reporting

CHILDREN'S SOCIAL CARE

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.1	Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues	Green	Work progressing well with regards to single point of contact for all referrals in advance of MASH "go live". The majority of agencies within scope for the MASH have already co-located to within the Assessment Team. An options appraisal for future accommodation has been scoped, awaiting final decision. All other preparatory work underway in readiness for "go live".	
P2.2.2	Review and consider new models of service delivery for respite and residential care to ensure a flexible support and service to people when they need it;	Green	As part of the CWD board, the new model of respite care has been approved by cabinet and will be implemented in early 2017. A wider review of residential care is being coordinated and delivered under the auspices of the re-modelling Social Care Board. The residential remodelling project will produce a final gap analysis and an option appraisal by the end of December 2016. An information only paper will be provided to councillors in February.	
P2.2.3	Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care	Green	Workshops undertaken between Aug - Sept 2016 with key stakeholders formed the basis of an options appraisal which recommended the implementation of a "phased approach" model. A report was proposed to Corporate Parenting Committee on 19th Oct 2016 and approval was given to undertake wider engagement with staff and stakeholders in order to finalise implementation arrangements.	
P2.2.4	Ensure appropriate services are available to children at risk from child sexual exploitation	Green	BCBC work closely with the Police on the management of CSE cases under the All Wales Protocol, sharing intelligence/information, analysing/managing risk and undertaking treatment/therapeutic work in a consistent way under the overarching oversight of the Group Manager, Safeguarding and Quality Assurance. We are currently managing 17 active cases. Reports in relation to CSE have gone to Partnerships and Governance Committee. Two Member practice workshops have been held and there is a comprehensive training programme delivered across Western Bay which BCBC actively participates in.	

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16s	Wales Average 15-16 (NSI / PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
Data Item C1 National Data Item CP Priority 2	Number of children who received advice or assistance from the Information, Advice and Assistance Service during the year <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	1190	n/a	n/a	n/a	Quarterly indicator Target – this is a brand new indicator, at time of target setting we did not collect any similar data as the Act specifies different criteria. Performance – This is a brand new indicator and no similar data was collected prior to the implementation of the SSWB Act. An all Wales group has been set up to agree consistent interpretation of WG guidance regarding the new measures. This is a provisional accumulative Q2 figure which has been submitted to Welsh Government as part of their quarterly interim dataset monitoring. We are currently awaiting feedback from WG.
PM24 Local Priority 2	The percentage of assessments completed for children within statutory timescales <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	80%	80%	88.3%	n/a	n/a	n/a	Quarterly indicator Target - although this is a new indicator, the target was set using previous performance for initial and core assessments Performance – Q2 performance is above target.
PM25 CP Local Priority 2	The percentage of children supported to remain living within their family. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	65%	65%	73.0%	n/a	n/a	n/a	Quarterly indicator Target – this is a brand new indicator. Target based on population figures for CIN,LAC & CP at time of target setting whilst consideration given to the ongoing work by the Early Help and Permanence Board. Performance - Q2 performance is above target.
PM26 Local Priority 2	The percentage of looked after children returned home from care during the year <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	18%	18%	5.0%	n/a	n/a	n/a	Quarterly indicator Target – this is a brand new indicator. The target of 18% was set before the WG guidance for this indicator was finalised. WG have since changed the guidance which makes it unlikely that the original target will be met. Performance - This is a brand new indicator. The target of 18% was set before the WG guidance for this indicator was finalised. WG have since changed the guidance which makes it unlikely that the original target will be met. End of year projection based on Q2 performance is 9%, therefore, the service propose to change the target.
PM30 Local Priority 2	The percentage of children seen by a registered dentist within 3 months of becoming looked after <i>Higher preferred</i>	n/a	n/a	n/a	Estimate 70-80% but establish	n/a	No data available	n/a	n/a	n/a	Quarterly indicator Target – there is no comparable historical data on which to base a target (dental dates have never been captured) Performance – No data available yet - processes for capturing dental

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16s	Wales Average 15-16 (NSI / PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
	New Indicator				baseline in 16-17						dates is still being embedded and this remains a national issue.
PM 31 Local Priority 2	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement <i>Higher preferred</i>	97.5%	100%	85.7%	100%	100%	100.0%	n/a reported annually in 2015-16	n/a	n/a	Quarterly indicator - Previous SID Target – ambitious target set with the aim of improving performance Performance – Q2 figure has met target
SSWB 6 CP Priority 2	Number of appropriate contacts to Multi Agency Safeguarding Hub. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	No data in Q2	n/a	n/a	n/a	Quarterly indicator Target – this is a new service with no comparable historical data on which to base a target Performance – Reporting will commence once MASH implemented
PM29a Local Priority 2	Percentage of children achieving the core subject indicator (children known to SS – CP/CIN/LAC a) At Key Stage 2 <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target –although we hold some historical data on qualifications for LAC it is not comparable as per the new guidance (which covers CP, CIN & LAC). Performance – annual reporting
PM29b Local Priority 2	Percentage of children achieving the core subject indicator (children known to SS – CP/CIN/LAC a) At Key Stage 4 <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target –although we hold some historical data on qualifications for LAC it is not comparable as per the new guidance (which covers CP, CIN & LAC). Performance – annual reporting
PM32 NSI (SCC002) Priority 2	The percentage of looked after children who have experienced one or more changes of school during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March <i>Lower preferred</i>	8.8%	<14%	14.8%	<14%	n/a	n/a	n/a	11.9%	15	Annual indicator - Previous NSI (SCC002) Target - maintained previous year's target of 14% based on current and past performance, knowledge of the current LAC population and the ongoing work of the Early Intervention & Safeguarding Board. This measure links to placement changes (seePM33 below) but also includes school changes for other reasons e.g. parental choice (if PWP), school transport, behaviour etc.
PM33 (SCC004) National Performance Measure NSI/PAM CP Priority 2	The percentage of looked after children on 31st March who have had three or more placements during the year. <i>Lower preferred</i>	11.8%	12%	13.7%	12%	12	13.3	10.1 ↓	9.8%	21	Quarterly indicator - Previous NSI (SCC004) Target - maintained previous year's target of 12% based on current and past performance and knowledge of the current LAC population (e.g. we have a large proportion of difficult to place teenagers who are often placed in emergency situations). Consideration has also been given to the ongoing work by the Early Intervention & Safeguarding Board to return children/YP to in-house providers and improve permanence which may result in increased placement

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16s	Wales Average 15-16 (NSI / PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
	Comment rolled over from previous page										<p>moves. It has also been noted that the national guidance for this indicator has been amended slightly for 2016-17. We will be able to exclude moves into adoption placements so this might counteract any significant increase caused by the afore mentioned.</p> <p>Performance – Of the 51 children this relates to, 31 were under 1 or over 13 years old. There were 7 babies who were moved as part of their care planning i.e. babies being born in hospital and this being classed as their first placement, then often moving to a mother and baby placement for assessment, and then onto either a foster placement, with a move on plan for adoption, or home with parents or to relatives who have been approved as foster carers or special guardian for that child.</p> <p>The over 13's are a group of complex teenagers who are being tracked and monitored through Accommodation and Permanence Panel and Out of Authority Panel. Many placement moves are due to high levels of challenging behaviour within the placement meaning notice has been given/they cannot be returned after a serious incident. Scarcity of placements to which a child can be matched means an emergency or non-matched placement being identified. Some placements are overnight whilst waiting for planned provision to become available. Some changes are also planned respites to maintain the primary provision. 9 of the identified cohort of children were being returned to BCBC carers from out of county.</p>
SSWB 7 Local Priority 2	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17 <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	100%	100%	n/a	n/a	n/a	<p>Quarterly indicator</p> <p>Target –target set on the expectation that all 17 year olds should have a transition plan in place if required</p> <p>Performance – Target met at Q2</p>
PM34a National Performance Measure Priority 2	The percentage of all care leavers who are in education, training or employment at a) 12 months after leaving care <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	70%	70%	57.1%	n/a	n/a	n/a	<p>Quarterly indicator</p> <p>Target – there is no comparable historical data on which to base a target. Target is an estimate and the initial indication is that this will not be met</p> <p>Performance – The Q2 figure equates to 8 out of 14 young people being in education, employment or training during the 12mth after leaving care. The reason for NEET include being young parents, young carers, job seeking and unwilling to engage</p>

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16s	Wales Average 15-16 (NSI / PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
PM34b National Performance Measure Priority 2	The percentage of all care leavers who are in education, training or employment at b) 24 months after leaving care <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	70%	70%	69.2%	n/a	n/a	n/a	Quarterly indicator Target – there is no comparable historical data on which to base a target. Target is an estimate Performance – The Q2 figure equates to 9 out of 13 young people being in education, employment or training during the 24mth after leaving care. The main reason for being NEET is the young people being unwilling to engage
PM35 National Performance Measure Priority 2	The percentage of care leavers who have experienced homelessness during the year <i>Lower preferred</i> New Indicator	n/a	n/a	n/a	Establish Baseline	n/a	No data at Q2 3.1% Q1 latest data	n/a	n/a	n/a	Quarterly Target – this is a brand new indicator with no comparable historical data on which to base a target (homelessness have never been captured) Performance – The Q1 figure equates to 4 out of 128 care leavers who presented to Housing as homeless.
SSWB 8 Local Priority 2	The percentage of children and young people subject to the CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework) <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	100%	100.0%	n/a	n/a	n/a	Quarterly indicator Target – target set on the expectation that all children & YP subject to CSE should have an up to date SERAF Performance – Target met at Q2
SSWB 9 Local Priority 2	The percentage of cases subject to an initial CSE strategy meeting where the plan was reviewed within three months. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	100%	87.5%	n/a	n/a	n/a	Quarterly indicator Target – target set on the expectation that all initial CSE meetings should be reviewed within 3 mths Performance – The Q2 figure equates to 12 out of 14 reviews. There were 2 exceptions in May where there had been changes in Social Workers and tracking difficulties linked to the volume of cases being tracked. Corrective action has now been put in place and there have been no further reviews held outside compliance.
PM27 National performance measure Priority 2	The percentage of the re-registrations of the children on the Child Protection Register <i>Lower preferred</i> New Indicator	n/a	n/a	n/a	6.5%	6.5	0.6	n/a	n/a	n/a	Quarterly indicator Target – set based on previous year's information. Performance – Q2 figure within target
PM28 National performance	The average length of time on the Child Protection Register <i>Lower preferred</i>	n/a	n/a	n/a	265 days	265	287	n/a	n/a	n/a	Quarterly indicator Target – set based on previous year's information. Performance – Scoping work has been carried out to identify children

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16s	Wales Average 15-16 (NSI / PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
measure Priority 2	New Indicator										and young people with dual status and prioritise the de-registration of those who are looked after and those whose names have been placed on the register for the longest time. As this statistic is based solely on those children & young people who are de-registered this exercise will have an adverse affect on the performance against target.

CORPORATE DIRECTOR

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
p2.4.2	Enable community groups and the third sector to have more voice and control over community assets SSWB	Amber	<p>The approach to date is where all teams have embraced prevention and wellbeing. We are moving towards a structure which will have an identified Prevention and Wellbeing lead which will enable more efficient engagement with partner agencies. Good progress is being made but there is more work to do.</p> <p>Third Sector Strategy and Action Plan is currently being co-produced with third sector partners.</p> <p>Cabinet approval for the Ageing Well Plan achieved. Budget planning taking place to invest in community support initiatives. Ageing well information resource being constructed.</p> <p>The play sufficiency action plan has been produced and report to Welsh Government - awaiting feedback.</p>	<p>11/11/2016: Quarter 2: • Commence consultation with third sector organisations in relation to the Third Sector Strategy and Action Plan and develop an approach for internal evaluation. Review plan and timescales.</p> <p>• Review Welsh Government observations in relation to the play sufficiency action plan and amend where required.</p> <p>Commence data collection and review.</p>

Improvement Priority Three – Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2016-17 budget; SSWB	Green	Re-modelling Programme Boards have been established across both ASC and CS and the change programmes report into the relevant Board. There are a range of projects that oversee the change programmes and ensure that actions are kept on track and meet the MTFs requirements.	
P3.4.1	Support managers to lead staff through organisational change SSWB	Green	The Director holds a quarterly 'extended managers meeting' which ensures regular interaction with a range of front line managers as well as leadership and support for the change agenda. Heads of Service hold regular support and development sessions with their teams. There is also a comprehensive staff training and development programme for the workforce.	

Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii SSWB 12 Priority 3	Value of planned budget reductions achieved	2,984	557	19%	710	24%	1,717	58%	Quarterly

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
Value for Money											
SSWB 2 DWB4.2.3.3 Local Priority 2	The percentage of domiciliary care contracts reviewed <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	n/a	n/a	n/a	n/a	n/a	Annual Target – target set on the expectation that all domiciliary care contract are reviewed. Performance – annual reporting
DWB4.1.4.1 SSWB 4 Local Priority 2	The percentage of adult social care third sector contracts reviewed <i>Higher preferred</i>	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual SUO Target – target set to maintain full compliance Performance – annual reporting
SSWB 3 Local Priority 2	The percentage of our providers receiving a quality payment <i>Higher preferred</i>	n/a	95%	100%	90%	90%	100.0%	100% ▲	n/a	n/a	Quarterly Target – maintained 2015/16 target Performance – Q2 target met
Service user outcomes											
LCS002b NSI Priority 2	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity <i>Higher preferred</i> Previous NSI Indicator	9528	9450	9634	9450	Year end 9450	8982 project ed year end	9569 ▼	8409	6	Quarterly Target – Target set before final outturn for 2015/16 finalised Performance – The profile of annual participation across related facilities shows seasonal variation with higher participation rates recorded during Q3 and Q4. The current Q2 position is below target at 8982 but playing field data is yet to be added.
LCL001(b) NSI Other	Number of visits to public libraries during the year, per 1,000 population <i>Higher preferred</i>	4460	4500	4351	4400	n/a	n/a	N/a	5,374	15	Annual Target – set by Awen Performance – annual reporting

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
DWB5.2.1.1 SSWB 11 Local Priority 2	Schools engaged in the national sports programme - primary <i>Higher preferred</i>	n/a	95%	95%	95%	95% Annual figures	95% Annual figures 15-16	95 ↔	n/a	n/a	Annual Target – Maintain previous year’s performance Performance –Performance released one year in arrears. Current actual is performance for 2015-16 academic year which was released in July 2016.
DWB5.2.1.2 SSWB 11 Local Priority 2	Schools engaged in the national sports programme - Secondary <i>Higher preferred</i>	n/a	100%	100%	100%	100% Annual figures	100% Annual figures 15-16	100% ↑	n/a	n/a	Annual Target – Maintain previous year’s performance Performance –Performance released one year in arrears. Current actual is performance for 2015-16 academic year which was released in July 2016.
SSWBNS7 CP Priority 2	The number of people reporting that they have received the right information and advice when they needed it. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	n/a	n/a	n/a	n/a	n/a	Annual Target - no historical data. This information will come from the new WG annual surveys introduced under the Act. Target is an estimate Performance – Annual reporting
SSWBNS13 CP Priority 2	The number of people who are satisfied with the care and support they received. <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	Est 300 estab baseline in 16-17	n/a	n/a	n/a	n/a	n/a	Annual Target - no historical data. This information will come from the new WG annual surveys introduced under the Act. Target is an estimate Performance – Annual reporting
Organisational Capacity											
CHR002iii PAM SSWB 13 Priority 3	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	n/a	11.04	18.2	11.04	5.52	9.58	8.29 ↓	10.2	14	Quarterly
DWB5.6.8.5 SSWB 14 Local Priority 3	Number of working days per full time equivalent lost due to industrial injury <i>Lower preferred</i>	0.1604	0.13	0.0428	0.039	0.0195	0.0910	0.0254 ↓			Quarterly
SSWB 15 Local Priority 3	Number of individual injury incidences <i>Lower preferred</i>	n/a	n/a	-	13 per annum	6.5	5	8 ↑			Annual Q2 figure within target
DWB5.6.8.3 SSWB 16	% of targeted staff who have attended manual handling training	82.7%	85%	86.7	90%	90%	89%	93.2%	n/a	n/a	Quarterly Target - Target set with the objective of driving relative

PI Ref No, PI Type, (NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vsQ2 15-16	Wales Average 15-16 (NSI/ PAMs)	BCBC Rank 15-16 (NSI / PAMs)	Comments
						Target	Actual				
Local Priority 3	<i>Higher preferred</i>										improvement against previous performance Performance –Attendance is slightly below the target of 90%. In real terms this represents 7 non-attendances during the period, but due to the relatively small number of places available on each course (between 8-12 delegates), this has resulted in the target being missed. All non-attendances are reported to line managers and attendance data is also made available to the Corporate Health and Safety Steering Group to ensure that Manual Handling training remains a high priority for the Local Authority.
SSWB 17 Local Priority 3	Increase the number of apprenticeships in the directorate <i>Higher preferred</i>	n/a	n/a	n/a	4	2	2	n/a	n/a	n/a	Annual Target met. Two Business Support apprentices appointed

Additional Financial Information – Main Revenue Budget Variances

The Directorate's net budget for 2016-17 is £60.534 million. Current projections indicate an over spend of £743,000 at year end after draw down of £72,000 from earmarked reserves. The main variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Older People Residential Care	8,083	7,920	(163)	-2.0%
Older People Home Care	8,622	8,410	(212)	-2.5%
Assessment & Care Mgt Older People and Physical Disability	3,474	2,951	(523)	-15.1%
Physical Disabilities Home Care	777	1,115	338	43.5%
Learning Disabilities Residential Care	1,451	1,996	545	37.6%
Learning Disabilities Day Opportunities	3,078	2,768	(310)	-10.1%
Mental Health Home Care	412	638	226	54.9%
Looked After Children	10,461	11,073	612	5.9%

Older People Residential Care

- There is a projected under spend of £163,000 as a result of a reduction in the number of placements, as more people are being supported in their own homes through domiciliary care.

Older People Home Care

- There is a projected under spend of £212,000 as a result of staffing vacancies and increased client contributions.

Assessment and Care Management

- There is a projected under spend of £325,000 on assessment and care management for older people, and £198,000 on assessment and care management for people with physical disabilities, arising mainly from staff vacancies and recruitment issues.

Physical Disabilities Home Care

- There is a projected over spend of £338,000 as a result of increased demand for domiciliary care in this service area. There is a 40% increase on spend compared to the same time last year due to a higher average package of care, resulting from greater complexity of needs.

Learning Disabilities Residential Care

- A projected over spend of £545,000 is likely as a result of the transition of 'complex needs' children into adult services. There are currently 4 transition cases and 2 existing cases requiring increased packages of care. Given the existing pressures on the Looked After Children budget, it is not feasible to reduce that budget to offset these costs.

Learning Disabilities Day Opportunities

- There is currently a projected under spend of £310,000 arising from staff vacancies pending new appointments. It is anticipated that most of these vacancies will be filled going forward.

Adult Mental Health Services

- A projected over spend of £226,000 on home care is likely as a result of increased demand for domiciliary care in this service area, coupled with a reduction in Supporting People grant for Supported Living Schemes, following the reduction in grant in 2016-17.

Looked After Children (LAC)

- There is a projected over spend of £612,000 on LAC, after an assumed draw down of £229,000 from earmarked reserves at year end. This is mainly as a result of the delay in implementing the MTFs reduction in respect of the re-provision of residential services (£400,000 across 2015-16 and 2016-17). In addition, there is an over spend on fostering of approximately £100,000 due to higher than anticipated payments for respite care, travelling costs and childcare.
- The number of LAC at the end of September was 378 compared to 382 at the end of March 2016, so does continue to fall. In particular, the number of out of county placements has fallen by 2 to 9 currently.
- However, there are a number of “When I am Ready” clients (where a care leaver continues to live with their foster carer after they turn 18) that are still in a placement, which the Council funds, but do not count as LAC.
- Further consideration will be given to the draw down of the LAC reserve during quarter 3.

Additional Financial Information – Budget Reduction Monitoring Variances 2015-16

Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved 2016-17 £000
Support increased independence through enablement and progression in Learning Disability services	220		220
Management, Admin and Training - Implement measures to achieve 7% and 5% across the 2 years	215		115
Reprovision and remodelling of Shared Lives	135		135
Reduction in sickness across services	50		50
Total Adult Social Care	620		520
Remodelling of Childrens Residential Care	200		0
Review all temp posts across the directorate/Vacancy Management	50		50
Total Safeguarding and Family Support	250		50
Total Social Services & Wellbeing Directorate	870		570

Additional Financial Information – Budget Reduction Monitoring Variances 2016-17

Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)
Reprovision and remodelling of Shared Lives	50	
Develop a Delivery Model for the Bridgend Resource Centre	108	
Transfer Family Care Service to the Community Hubs	210	
Reduction in Safeguarding LAC numbers and related reduction in costs	357	
Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76	
Changes in Workforce	100	
Remodelling of Children's Respite Care	200	
Transfer management of Porthcawl dual use hall to school management	12	
Introduce charges for supplementary holiday support in Learning Disabilities	100	
Income Generation at Bryn y Cae	54	
Total Social Services & Wellbeing Directorate	1267	

Additional Sickness Information by Service Area

Unit	FTE 30.09.2016	QTR2 2015/16			QTR2 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Adult Social Care	637.13	3233.67	249	4.87	3103.58	246	4.87	10.25	9.73	11.04
Children's Social Care	161.19	580.10	49	3.60	688.94	58	4.27	9.67	7.41	
Prevention and Wellbeing	15.51	79.45	19	0.95	0.68	1	0.04	0.04	1.53	

Business Support	55.80	113.03	12	2.35	155.92	12	2.79	4.38	3.39	
WELLBEING TOTAL	870.63	4006.25	329	4.19	3948.44	317	4.54	9.58	8.29	

This page is intentionally left blank

EDUCATION & FAMILY SUPPORT PERFORMANCE Q2 2016-17

EDUCATION AND FAMILY SUPPORT SERVICES

Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.2	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses	GREEN	<p>This commitment is dependent on capital builds and engagement with contractors, in ensuring that through large spend schemes c.£1m+ that apprenticeships are generated in line with national and local priorities.</p> <p>Key leads with BCBC are the Communities Directorate via the regeneration team and the Education & FS Directorate via its 21st Century schools programme.</p> <p>This commitment has been raised at the C21st schools Programme and there will be continued commitment and continuity from band A (currently) into band B of the programme (2019-24) once WG and BCBC financial commitment is understood and draft schemes developed.</p>	
P1.1.5	Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups	GREEN	<p>The LA's Vulnerable Groups Strategy which is being reported to Corporate Parenting Cabinet Committee in October 2016, now provides a key focus for activity to narrow the gap across vulnerable groups i.e., children eligible for free schools meals (FSM), Looked after children (LAC), on the Child Protection register (CP), identified as a child in need (CiN) as well as those for whom English is an additional language (EAL), those with additional learning needs (ALN), young carers, young offenders etc.</p> <p>The CSC narrowing the gap strategy is fully developed and being implemented to support FSM pupils in Bridgend schools.</p> <p>There has been significant progress in reducing the gap for vulnerable learners as a result of our clear strategy and our prospects in continuing to be successful in further narrowing the gap remains strong.</p>	
P1.1.6	Continue to work with schools develop a range of options for young people who are more able and talented than their peers	GREEN	<p>There is now broad acknowledgement and consistency within schools of those pupils who are more able and talented than their peers.</p> <p>The description usually describes students who have the ability to excel academically in one or more subjects and/or have the ability to excel in practical skills such as sport, leadership etc.</p> <p>As well as the potential for excelling academically, these pupils can follow a vocational training pathway to accreditation and employment.</p> <p>These pathways are currently being developed with schools.</p>	
P1.1.7	Co-ordinate and implement the Youth Engagement and Progression Framework (YEPF) to reduce the number of young people not in education, employment or training (NEET)	GREEN	<p>The YEPF is now fully implemented and part of our core strategy within Bridgend.</p> <p>There has been considerable success in the reduction of NEETs and those learners who leave education without qualifications. This is particularly true of those learners in care where none now leave education without an approved qualification.</p>	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.8	Work to ensure that children and young people who reach age 16 are in further education, training or employment until at least age 24 in line with the Youth Guarantee	GREEN	The Youth Guarantee is now fully embedded into our local strategy and operational practice as per national government's agenda.	
P1.1.9	Work with all 'Pathways to Success' schools to maximise opportunities for learners to develop and improve	GREEN	<p>There has been significant progress at Bridgend's only Pathway to Success School (i.e., Coleg Cymunedol Y Dderwen).</p> <p>The recent GCSE and A level results for the school have identified positive improvement on the previous years and are the best results ever for the school.</p> <p>WG have recently announced that School's Challenge Cymru the framework within which Pathway to success schools exist will not progress beyond 2016/17.</p>	
P1.1.10	Deliver the Strategic Review into the rationalisation of curriculum and schools estates	GREEN	<p>There has been good progress to date, with the strategic review's four workstreams each focusing on clear deliverables.</p> <ol style="list-style-type: none"> 1. Post 16 2. Curriculum and workforce 3. School modernisation 4. Leadership and collaboration <p>The School Modernisation work stream is slightly ahead of the overall timeline as there is a pressing need to deliver a draft list of schemes for band B of the 21st C schools modernisation programme by December 12th 2016. The overall programme and individual projects are otherwise operating within timescales.</p> <p>To date the following has been achieved:</p> <ul style="list-style-type: none"> • All four workstreams set up and headed up by project leads • All terms of references have been established and operational boards set up effectively, although attendance and participation is an on-going concern. • A programme of works has been established for each of the four workstreams. • A Timeline has been established for each project workstream and for the overarching programme • All project level project management documentation is now in place • All programme level project management documentation is now in place • A project manager allocated to 3 project workstreams (School Modernisation project lead is also acting as Project Manager). • A programme manager has been allocated to the overarching programme level Strategic Review • Workshops have since been booked for 3 of the workstreams, to date 1 has taken place for Post 16 with another intended for additional stakeholders. 	

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.7	Work with partners to ensure early identification of children and families in need of support	GREEN	<p>The full MASH (Multi-Agency Safeguarding Hub) is planned to become operational in 2017. To support the integration of Early Help arrangements with MASH, some Early Help staff EH staff have already migrated to the new 'front door' arrangements with the full joint front door between Early Help and Safeguarding planned for implementation by December 2016. The new referral pathway and associated processes are being changed to reflect these arrangements.</p> <p>The activities that have been completed or are underway to implement those parts of the Social Services and Well-being Act relating to Preventative Services include:</p> <ul style="list-style-type: none"> - Early Help and Permanence Strategy and Action Plan developed. The Action Plan includes the development of a shared "front door" with Safeguarding, which will be achieved by Dec 2016; - review of the Western Bay regional IFS service in line with Part 9 of the guidance; and - development work linked with the pilot of Children's Zones, with ACE (Adverse Childhood Experience) emphasis. <p>There are risks to be managed on an on-going basis that are presented by preventative work being heavily reliant on grant funding.</p>	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	GREEN	The LA is progressing awareness sessions across secondary schools and based on the success of these is planning similar sessions in both Primary and additional Secondary Schools during the academic year. All young carers are supported with good information to help them understand the advice and support available to them, especially in school settings.	

Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2016-17 budget	AMBER	The £976k budget reduction identified for the 16/17 financial year is currently showing a potential shortfall of £472k.	Underspends in other service areas within the directorate will be utilised to cover this potential shortfall. Qtr 2 projections are showing a small overspend for the directorate as a whole
P3.1.2	Identify and take forward at least three new income generation initiatives.	RED	<p>It was intended for income generation to be a development opportunity for the Council's Built Environment Service to support its financial viability.</p> <p>A full review of the service has since been commissioned from external consultants and this has prompted a possible change of delivery model. Income generation is now no longer relevant with the direction of travel of the service.</p>	
P3.2.2	Move most common internal processes to automatic to reduce transaction costs and streamline processes	RED	The original intention was for the Directorate's School's Admissions process to be delivered via an investment in ICT, through system development. However, this has since been usurped by the Digital Transformation project which will include schools admissions as one of the deliverables.	Will be delivered in line with the corporate agenda for digital transformation.

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.3.1	Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme	GREEN	The school modernisation team continue to deliver schools fit for the 21st century to the benefit of Bridgend pupils via Band A of the 21st Century School Modernisation Programme. The overall programme is on track to deliver a further four schemes by the end of the period i.e., 2019:- <ul style="list-style-type: none"> Pencoed Primary School Brynmenyn Primary School Mynydd Cynffig Primarey School Garw Valley South (New Bettws and YG Cwm Garw primary schools) Budgets are allocated and the LA continues to work closely with Welsh Government as our 50% partner. Stakeholders are engaged in all four schemes and the schools organisational code provides the framework for taking forward school developments.	Quarter 2: Band B
P3.3.5	Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint and achieve 3% carbon reduction.	GREEN	The progress against statutory requirements is strong year on year with significant (x4) above target improvement in 2016/17 for percentage change in carbon dioxide emissions in the non-domestic public building stock. However, it should now be noted that there is currently no energy team as staff have recently left and core posts remain unfilled.	There is a risk to further compliance without staff being appointed to the energy team.
P3.4.1	Support managers to lead staff through organisational change	GREEN	There has been good progress in the Directorate with the development of robust data to inform sickness across all core services. There is also work to further develop the Directorate's workforce planning strategy in line with the corporate agenda.	

Performance Indicators

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Service user outcomes (O)											
DCH.OA5.5 CP Priority 1	The percentage of children in the Flying Start areas reached, exceeding or within one age band of their development milestones at age 3 years <i>Higher preferred</i>	77	82	68	82	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 has remained at 82 due to the very late expansion into the Garth area (March 2016), therefore, the additional number of children entering the programme will not have benefited from the service until their entry to the programme and its intervention
DCH2.1.4 CP Priority 1	Size of the gap in educational attainments between KS4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) <i>Lower preferred</i>	36.3	24	27.2	23.8	n/a	n/a	n/a	32.5	n/a	Annual The target applicable for the 2015-16 academic year (2016-17 financial year) has been set to reflect our continued drive to improve the performance of FSM pupils.
DCH2.3.1 CP Priority 1	The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics. <i>Lower preferred</i>	3.6	3.5	3.2	3.4	n/a	n/a	n/a	2.8	n/a	Annual The target for the 2016-17 financial year (this will be the 2016 survey) has been set in recognition of the initiatives that are in progress and the aim to maintain the trend of continuous improvement.
DEFS3 CP Priority 1	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i> New indicator	96.6%	No target set	97.6%	98.6%	n/a	n/a	n/a	n/a	n/a	Annual This is a new PI for the 2016-17 financial year (2015-16 academic year). The target has been set to reflect the aim of continuing the progression in performance achieved in previous years.

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DEFS4 CP Priority 1	The percentage of pupils achieving 3 A-A* grades at A level. <i>Higher preferred</i> New indicator	7.1%	7.9%	5.3%	7.5%	n/a	n/a	n/a	n/a	n/a	Annual This is a new PI for the 2016-17 financial year (2015-16 academic year). The target has been set in acknowledgement of the post-16 strategic activity and also past performance levels.
DEFS12 CP Priority 1	The average wider points score for learners aged 17 <i>Higher preferred</i> New indicator	806	No target set	777	810	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 (2015-16 academic year) has been set at 10 points above the All Wales Average for the preceding year, to reflect our ambition to perform better than the All Wales level. Also, it acknowledges our performance in 2014-15 (2013-15 academic year).
EDU002i NSI/PAM Priority 1	The percentage of: i) All pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Lower preferred</i>	0.1%	0.1%	0.1%	0.1%	n/a	n/a	n/a	0.2%	8	Annual Target for 2015-16 academic year (2016-17 financial year) has been set at the level of performance in the 2013-14 and 2014-15 academic years, acknowledging the on-going activity in this area.
EDU002ii NSI Priority 1	The percentage of: ii) pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Lower preferred</i>	0%	1.1%	%0	0%	n/a	n/a	n/a	0%	1	Annual Target for 2016-17 financial year has been set in the expectation that we will maintain full performance.
EDU003 NSI/PAM Other	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment <i>Higher preferred</i>	86.2%	85%	87.6%	88.4%	88.4%	87.9% (Annual Actual)	↑ 87.6%	88.1	17	Annual The target for the 2015-16 AY is the aggregation of the individual school targets agreed with Challenge Advisors. At the expected level of attainment (L4+) there has been an increase in performance compared to 2015 in 4 indicators and a decrease in 1. The CSI improved by 0.3 of a percentage point. This is 0.5% below the target and places Bridgend in rank 17 position when compared to other local authorities in Wales. The three year average ranking of the combined indicator, CSI, places Bridgend 14.6 which is slightly above modelled expectations. There is a three-year improving trend in all indicators. The schools that improved at the slowest rate (or did not improve) at this indicator in the 2015-16 year have been identified and are receiving additional support and monitoring.

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
EDU004 PAM Other	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator as determined by Teacher Assessment <i>Higher preferred</i>	79.3%	78.9%	84.3%	87.2%	87.2%	87.4% (Annual Actual)	↑ 84.3%	84.1% (16-17 85.9%)	11 (16-17 8)	Annual The target for the 2015-16 AY (16-17 financial year) is an aggregation of the individual school targets agreed with Challenge Advisors. The core subject indicator (CSI) at KS3 illustrates the proportion of children achieving the expected level (Level 5+) in all three core subjects. The core subjects are English/Welsh, mathematics and science. The percentage of children achieving the KS2 CSI rose in 2015/16 academic year (2016/17 PI Year) from 84.3% to 87.4% and exceeded our target. Bridgend's result, once again, exceeded the Wales Average performance for this indicator (85.9%) and we have risen in the rankings from 11th to 8th. The three year average ranking of the CSI places Bridgend 11.6 which indicates strong relative performance over time. There was an improvement in all subjects compared to the previous year.
EDU006ii NSI Other	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 <i>Higher preferred</i>	6.6%	6.5%	6.7%	5.3%	n/a	n/a	n/a	17.8%	17	Annual Target for 2016-17 financial year has been set in acknowledgement of the fact that we are not able to influence the two parts of this PI in any individual year i.e. the number of KS3 pupils at YGGL (these are the only pupils who will be assessed in Welsh as a first language) and the overall number of KS3 pupils in maintained schools in the borough. Both elements are already known, being in relation to the 2015-16 academic year.
EDU011 NSI/PAM Other	Average point score for pupils aged 15, at the preceding 31 August, in schools maintained by the local authority <i>Higher preferred</i>	486	515	527.6	550	n/a	n/a	n/a	538.6	13	Annual The target for the 2016-17 financial year (2015-16 academic year) has been set at a level that acknowledges ongoing activity to improve performance, which has enabled us to exceed our targets in the last two years. Also, historically, our performance has been lower than the overall Central South performance. The target for 16-17 reflects our aim to match the CS performance for the first time.
EDU015a NSI Other	The percentage of final statements of special education need issued within 26 weeks: (a) Including exceptions; <i>Higher preferred</i>	50%	100%	81.7%	90%	90%	58.8%	n/a	68.1%	10	Annual Part (a) of this PI includes all new cases, even those that are exceptions to the 26-week requirement. The target for 2016 of 90% remains challenging, given that, each year, broadly 75% of our new cases have a justified exception to the 26-week requirement. For Quarter 2 (July- September 2016) the figures are: 17 statements of SEN issued for the first time. 10 cases had no exception and were issued within 26 weeks = 58.8% 7 had exceptions and were issued outside the 26 weeks.
EDU015b NSI Other	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	n/a	n/a	1	Annual Part (b) of EDU015 excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified. For Quarter 2 (July- September 2016) the figures are: 5 statements of SEN issued for the first time, excluding exceptions, of which 5 were issued on time = 100.0%

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
EDU016a PAM Other	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	94.8%	95.8%	95.1%	95.7%	95.7%	Data not published	n/a	Data not published	Data not published	Annual Target for the 2015-16 academic year (2016-17 financial year) is set above the BCBC and CSC 2014-15 results ,reflecting the ongoing activity and drive to improve attendance.
EDU016b PAM Other	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	93.9%	94.9%	94.3%	95.1%	95.1%	94.5%	↑ 94.3%	94.2%	6	Annual Target for the 2015-16 academic year (2016-17 financial year) is set above the 2014-15 BCBC and CSC results, reflecting the on-going activity and drive to improve attendance. BCBC has maintained its ranking of 6th across all Welsh LAs in this PI. Percentage attendance continues to improve year on year, including 0.2% in the last year (from 94.3% to 94.5%). Attendance continues to be a main focus across all areas in BCBC. The early intervention services and schools working closer together has been key. Scrutinising data, supporting and challenging schools and families will continue to be a priority.
EDU017 CP NSI Priority 1	The percentage of pupils aged 15, at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics <i>Higher preferred</i>	54.8%	65%	59.7%	61.1%	n/a	n/a	n/a	58.3%	9	Annual Target for 2014-15 AY (2015-16 financial year) is set in recognition of the activities and strategies in motion, to maintain the trend of continuous improvement and to exceed the Wales Average.
SCC024 Local Priority 1	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March. <i>Higher preferred</i>	64.6%	100%	88.2%	100%	n/a	n/a	n/a	n/a	n/a	Annual Target set at 100% as all looked after children should have an agreed Personal Education Plan within 20 school days of entering care or joining a new school.
SCC037 CP Priority 1	Average external qualifications point score for 16 year old Looked After Children in any local authority maintained learning setting <i>Higher preferred</i>	262	217	283.85	217	n/a	n/a	n/a	n/a	n/a	Annual The 2015-16 target has been set in recognition of the what we already know about the core children in the cohort and their likely achievements. It is also in recognition of the very small numbers are involved and that the children in the cohort each year are different, with different complexities etc.. Some may have been looked after for some time beforehand, been in stable placements and been benefiting from LACE support. Others may become LAC just at the point of being 15 and never previously had the benefit of LACE support.
DEFS1 Local Priority 1	The percentage of Looked After Children in schools meeting their IEP targets from interventions or educational support packages <i>Higher preferred</i> New indicator	new	new	new	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual 2015-16 academic year (2016-17 financial year) will be the baseline year.
DEFS2 Local Priority 1	The percentage of pupils achieving 5 + A-A* at GCSE <i>Higher preferred</i> New indicator	16.7%	17.5%	17.2%	17.7%	n/a	n/a	n/a	n/a	n/a	Annual This is a new PI for the 2016-17 financial year (2015-16 academic year). The target has been set with the aim of continuing the progression in our performance, which has seen a year-on-year increase

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DEFS5 Local Priority 1	The percentage of pupils, at end of Foundation Phase, achieving Outcome 6+ in teacher assessments (LCE and LCW). <i>Higher preferred</i> New indicator	33.9%	No target on PMS	38.7%	38.9%	38.9%	37.7%	↓ 38.7%	n/a	n/a	Annual Target set for 2016-17 Financial Year (2015-16 AY) reflects our objective of continuing the improvement in performance but also what we know about the cohort for the year.
DEFS6 Local Priority 1	The percentage of pupils assessed at end of KS2 achieving Level 5+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> New indicator	29.1%	No target on PMS	30.6%	33%	33%	33.1%	↑ 30.6%	n/a	n/a	Annual Target set for 2016-17 Financial Year (2015-16 AY) reflects our objective of continuing the improvement in performance.
DEFS7 Local Priority 1	The percentage of pupils assessed at end of KS3 achieving Level 6+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> New indicator	37.3%	No target on PMS	40.9%	45%	45%	46%	↑ 40.9%	n/a	n/a	Annual Target set for 2016-17 Financial Year (2015-16 AY) reflects our objective of continuing the improvement in performance.
DEFS8 Local Priority 1	The percentage of learners in KS4 and Post-16 with an active Learning Pathway Plan <i>Higher preferred</i> New indicator	new	new	new	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual 2016-17 financial year is the baseline year.
DEFS9 Local Priority 1	The percentage of Year 11 pupils who have applied and received an offer of a place Post-16 learning place by the end of the Spring Term <i>Higher preferred</i> New indicator	new	new	new	new	n/a	n/a	n/a	n/a	n/a	Annual 2016-17 financial year is the baseline year
DEFS10 CP Priority 1	The percentage of Year 11 pupils who have applied and received an offer of a place Post-16 learning place by the end of the Summer Term <i>Higher preferred</i> New indicator	new	new	new	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual 2016-17 financial year is the baseline year.
DEFS11 Local Priority 1	The percentage of schools meeting the Learning & Skills Measure at Key Stage 4 and Post 16 <i>Higher preferred</i> New indicator	new	new	new	100%	n/a	n/a	n/a	n/a	n/a	Annual Target set at 100% for the 2016-17 financial year (2015-16 academic year) as all schools are expected to meet the Learning and Skills Measure at KS4 and Post-16.
DEFS13 Local Priority 1	The percentage of NEETS aged 16 to 18 <i>Lower preferred</i> New indicator	5.4%	No data	2.2%	4%	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 is set at 4% to acknowledge our previous year's performance but to reflect our aim to align our performance more closely with the Welsh average

PI Ref No, PI Type, (NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DEFS14 Local Priority 1	The percentage of objectives in the LA Statement of Action in respect of the Coleg Cymunedol Y Dderwen (CCYD) Post Inspection Action Plan (PIAP) that have been completed <i>Higher preferred</i> New indicator	new	new	new	100	n/a	n/a	n/a	n/a	n/a	Annual All objectives in the CCYD PIAP must be completed, and by July 2016 (in accordance with Activity 1.1.9.1)
Organisational Capacity (C)											
DEFS15 Local Priority 1	The number of Welsh Medium primary schools unable to meet the demand for nursery or reception places. <i>Lower preferred</i> New indicator	1	No target set	0	1	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 reflects the known demand pressures at Ysgol Gynradd Bro Ogwr.
DEFS16 Local Priority 1	The number of English Medium primary schools unable to meet in-catchment demand for nursery or reception places <i>Lower preferred.</i> New indicator	3	No target set	2	2	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 has been set to reflect the on-going increase in in-catchment demand for places at the Croesty and Pencoed primary schools.
DEFS22 CP Priority 3	School Modernisation Programme expenditure met. <i>Lower preferred</i> New indicator	£5.677m	£7.112m	£6,907,428	£3,572,793	n/a	£ 1,008,118	n/a	n/a	n/a	Annual The 21st Century Schools funding matrix has been revised and approved by Welsh Government to reflect the projected spend on individual projects for the financial year 16/17. Consequently, there is now a revised allocation (and target) for 16/17, which is £3,572,793. As at the end of September 2016, a total of £1,008,118 (Q2 Actual) had been spent on Band A projects, equating to 28.22% of the revised target spend.
Internal Processes (P)											
DCH3.2.2.1 Local Priority 2	The number of JAFF assessments completed. <i>Higher preferred</i>	228	350	681	700	350	No data	186	n/a	n/a	Annual The target for 2016-17 has been set to reflect the current approach. A full data validation exercise is underway linked to the input of information and data to WCCIS. At this time, the actual numbers of JAFF assessments completed in Q1 and Q2 cannot be determined but the data will be retrospectively entered at Q3.
DEFS19 Local Priority 2	The percentage of young carers who, following assessment, are issued with 'young carer' ID cards. <i>Higher preferred</i> New indicator	new	new	new	90	15	0	n/a	n/a	n/a	Annual The target for 2016-17 has been set at 90% to acknowledge that the issue of an ID card is not compulsory, not all YC who complete assessments will wish to be issued with an ID card and not all of our schools are as yet in the same position in terms of implementing response approaches. The position for Q1 and Q2 is not nil but some data capture issues are still being resolved. The Q1 and Q2 actual data will be recorded at the same time as Q3.

CORPORATE DIRECTOR

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCH6.1.1iv Priority 3	Value of planned budget reductions achieved (E&FS)	976	450	46%	22	2%	504	52%	<p>There remain some concerns about our ability to fully meet all of our financial targets. The reasons for this are all linked to learner travel.</p> <p>Whilst the policy change to learner travel has been implemented, we have not yet been able to achieve any of the savings against this target.</p> <p>Work is on-going in the communities directorate to resolve the concerns related to safe walking routes as soon as possible and corporate funds have been allocated.</p>

Performance Indicators

PI Ref No, PI Type, e.g. NSI, PAM or Local and link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Value for Money (V)											
DEFS17 Local Priority 1	The percentage of curriculum and school estate strategic review objectives met <i>Higher preferred</i> New Indicator	n/a	n/a	n/a	100%	n/a	n/a	n/a	n/a	n/a	Annual The target for 2016-17 reflects the intent for all objectives to be met.
DEFSCAM037 PAM Priority 3	The percentage change in the average Display Energy Certificate(DEC) score within LA public buildings over 1000m ² <i>Higher preferred</i>	1.8%	0.34%	4.5%	0%	0%	4.0% (Annual actual)	↓ 4.5%	2	9	<p>Annual data published in August 16 refers to previous year.</p> <p>The aim is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m², to demonstrate that the authority is improving the energy efficiency of its building stock. However, actual targets figures are linked to DEFS18 - average DEC score - where there is a flat performance expectation, given the changing profile of the public buildings estate.</p> <p>The changing profile of the LA's estate means that the same buildings may not be included in the average DEC score figures year on year. Effort is made in the Asset Management Plan to target the LA's least efficient buildings but this is may not always be possible. Nevertheless, we have achieved a reduction in the average DEC score for 3 consecutive years.</p>

PI Ref No, PI Type, e.g. NSI, PAM or Local and link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DEFS18 CP Priority 3	Average Display Energy Certificate (DEC) energy performance operational rating for LA public buildings over 1000m2 <i>Lower preferred</i>	94.83	96.61	90.57	96.61	96.61	86.94 (Annual actual)	↑90.57	n/a	n/a	Annual The target is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m2, to demonstrate that the authority is improving the energy efficiency of its building stock. Actual targets figures are linked to PAM CAM037, and WG expectations. The DEC outcome figures are based on the estate and with a changing profile this does not necessarily mean a reduction in the target data. There is always the effort made that the asset management plan targets the least efficient buildings but this is not always possible. We have shown that we have achieved these goals by a reduction in the overall DEC score for the 4th consecutive year.
DEFS20 Local Priority3	The number of new income generating initiatives in place and with income generated <i>Higher preferred</i>	n/a	n/a	n/a	2	n/a	n/a	n/a	n/a	n/a	Annual Cancelled This PI is not longer relevant due to the cancellation of the associated Activities.
Service user outcomes (O)											
DRE6.11.1 CP Priority 3	Percentage change in carbon dioxide emissions in the non-domestic public building stock <i>Higher preferred</i>	6.68%	3%	8.28%	3%	3%	12.79% (Annual actual)	↑8.28%	n/a	n/a	Annual The target is for reduction on the previous year and is a regulatory requirement. The target is for building stock only - it does not include Street lighting. Data is reported in arrears so the data reported in the 2016-17 financial year is the data for 2015-16.
Organisational Capacity (C)											
CHR002iv PAM Priority 3	The number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	n/a	8.88	11.69	8.88	4.44	4.43	↑5.63	n/a	n/a	Quarterly Sickness targets for all directorates for 2016-17 are to remain unchanged from previous years.
DCH5.6.2 Local Priority 3	The number of working days lost to industrial injury <i>Lower preferred</i>	n/a	0.57	0.43	0.34	0.17	0.2067	↓0.1352	n/a	n/a	Quarterly 2016-17 target set at Corporate Steering H&S Group - maintained at same level as previous year. There were no incidents of industrial injury or illness in Q2 resulting in an absence but absences that resulted from incidents in Q1 continued into Q2. These incidents all resulted in bone fractures
DEFS23 Local Priority 3	The number of industrial injury incidents <i>Lower preferred</i>	10	10	18	12	3	0	↑1	n/a	n/a	Quarterly 2016-17 target set at Corporate Steering H&S Group - maintained at same level as previous year.
Internal Processes (P)											
DEFS21 Local Priority 3	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i> New indicator	n/a	n/a	n/a	100%	n/a	n/a	n/a	n/a	n/a	Annual The intent is for all accidents and incidents to be reported via the online system This PI is not longer relevant due to the cancellation of the associated Activity. (3 incidents in Q1 resulted in an absence from work, compared to 7 in the same period previous year. Last year's data has not been adjusted to reflect the current structure of the directorate).

Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 is £108.273 million. Current projections indicate an over spend of £64,000 at year end, after draw down of £90,000 from earmarked reserves. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Built Environment	1,000	904	(96)	-9.6%
Inter Authority Recoupment	126	(186)	(312)	-247.6%
School Improvement	966	876	(90)	-9.3%
Home to School / College Transport	3,860	4,734	874	22.6%
Integrated Working	1,022	917	(105)	-10.3%

Built Environment

- There is currently a projected under spend of £96,000 on the Built Environment service, due to under spends on supplies and services, and increased fee income for architects' services. However, the Built Environment service has recently implemented a new charging regime, to comply with accounting guidelines, and it is too early to tell what the impact of this will be on overall income levels.

Inter Authority Recoupment

- There is currently an under spend of £347,000 projected on the education budget for out of county placements, due to a reduction in the number of placements, from 28 at the end of March 2016 to 26 currently, as pupils are brought back in-County to be educated. This is partly offset by under-recovery of income due to the reduction in pupils from other local authorities attending this authority's schools.

School Improvement

- This under spend relates to a delay in appointments to the Development Team, which will support the strategic review of schools. Some appointments have been made, but there is still an under spend on the budget, part of which will be used to commission specific pieces of work.

Home to School / College Transport

- There is a projected over spend on the Home to School Transport budget of £874,000, of which £258,000 relates to over spends in 2015-16. This has increased since quarter 1 due to the delay in removing a particular route, which is currently under consideration. The 2015-16 MTFS savings were not fully achieved partly due to the limited rationalisation of contracts because of increases in the number of pupils eligible for transport, which is outside of the control of the local authority and difficult to predict with accuracy. In addition, budget reductions in respect of changes to the Learner Travel Policy were not fully realised as the agreed change to the policy by Cabinet was not implemented until September 2016 and this will not bring the same level of savings as were originally identified.
- Further efficiencies to Special Education Needs (SEN) and Looked After Children (LAC) transport have been pursued but have been impacted by some increased demand for individual transport due to the needs of individual children and our duty as a Local Authority to ensure that they are transported in line with our statutory responsibilities and our current Learner Travel policy. Additional MTFS proposals for 2016-17 of £450,000 have added to this pressure. The over spend has been partly mitigated by a contribution of £100,000 from the MTFS Budget Reduction Contingency reserve, as outlined in 4.2.2.

Integrated Working

- The under spend of £105,000 has arisen as a result of staff vacancy management.

Additional Financial Information – Budget Reduction Monitoring Variances 2015-16

Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved 2016-17 £000
Retender Learner Transport contracts	400		363
Rationalise Special Education Needs transport	100		0
School transport route efficiencies	200		80
Total Education and Family Support	700		443

Additional Financial Information – Budget Reduction Monitoring Variances 2016-17

Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)
Retender Learner Transport contracts	100	
Rationalise Special Education Needs transport	150	
School transport route efficiencies	200	
Change Out of Hours Service provided by Built Environment	22	
Total Education and Family Support	472	

Additional Sickness Information by Service Area

Unit	FTE 30.09.2016	QTR2 2015/16			QTR2 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Built Environment	59.00	228.00	16.00	3.86	206	8	3.49	6.00	7.71	8.88
Business Strategy & Performance	26.87	0.68	1	0.03	7.00	1	0.26	0.70	3.77	
Catering	115.59	215.40	87	1.85	188.29	71	1.63	4.80	4.99	
Inclusion Service	148.41	313.02	67.00	2.09	210.96	72	1.42	4.29	5.07	
Integrated Working	147.82	339.05	51.00	2.62	393.78	38	2.66	4.70	6.39	
School Improvement	20.23	14.00	1.00	0.78	3.46	1	0.17	1.16	1.59	
School Modernisation	3.00	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	
Western Bay Youth Justice & Early Intervention Services	21.54	113.04	9.00	4.79	82.00	6	3.81	5.67	8.35	
Education & Transformation (excl. Schools)	544.46	1223.19	232.00	2.34	1091.49	197	2.00	4.43	5.63	

This page is intentionally left blank

COMMUNITIES PERFORMANCE Q2 16-17

REGENERATION

Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.2	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses	GREEN	Work is continuing to negotiate greater flexibilities in the programmes to assist people in to work, and this is helping to deliver higher performance levels.	
P1.1.3	Work with individuals and families who are unemployed or economically inactive, face barriers to work or are at risk of poverty by providing employment mentoring, training and other support to improve their job opportunities	GREEN	September jobs fair was particularly successful for recruiting new participants so quarter 3 performance is likely to increase significantly	
P1.2.1	Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities	GREEN	Development ongoing	
P1.2.2	Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	GREEN	A joint project is being developed to establish a network of enterprise hubs across the City region, building on the Sony model in Bridgend. An options appraisal has been completed in draft to consider the future land use planning framework for south east wales.	
P1.2.3	Work with Bridgend Business Forum to review business support in the context of the City Deal and establish a development strategy;	GREEN	Research has been completed and a report will be circulated to forum members before the end of the year	
P1.2.4	Develop a local Low Carbon Transition Strategy as part of Energy Technologies Institute (ETI) programme to establish local heating projects and explore collaborative opportunities for energy programmes on a regional basis	GREEN	The project is on target - work has accelerated on submitting an ERDF bid in order to meet WG deadlines	
P1.3.1	Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend	GREEN	There is no clarity as yet from WG on the successor programme for VVP. Jennings development has commenced on site following resolution of complex drainage issues. The bid for the second phase of THI has been submitted; this will include the Grand Pavilion. Rhiw Car Park is on target and on budget. The viability appraisal for Porthcawl Phase 1 indicates that the minimum price of £12.5 million will not be achieved and therefore the master planning work has been put on hold for the time being. Decisions are awaited from WG on the Buildings for the future programme, however project development work has commenced in anticipation of this.	
P1.3.2	Support the development of a Business Improvement District in Bridgend Town Centre to help local traders pursue initiatives and projects important to them	AMBER	There was a successful ballot for the BID.	Consultants have been appointed to assist the steering group in establishing the management company.

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.4.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	A specialist support service has been commissioned to assist CAT applicants with a range of business planning and governance issues to address some of the identified barriers to asset transfer. The Rural Development Programme is also supporting a number of CAT schemes and research projects. The risk for the next quarter is the departure of the CAT officer.	

Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2016-17 budget;	GREEN	Most savings proposals on target but some significant issues preventing achievement of some large savings, eg MREC. Also overall Directorate budget position impacted by other factors such as value of SWTRA contract and historical budget issues previously masked by underspends in areas of service now outside of the Directorate following the Corporate restructure.	
P3.3.2	Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017	AMBER	Civic offices envelop work has commenced and the appliance monitoring system is being piloted. Fire risk assessments have been completed for all schools. Key risk is the leasing of Raven's Court to a new tenant	The building is being marketed.
P3.3.3	Deliver the enhanced asset disposal programme to achieve £4 million capital receipts by March 2017	GREEN	Land at Ogmor comp and the Jennings building have both been sold generating significant capital receipts.	
P3.3.4	Make the Waterton site available to market for housing development as part of the Parc Afon Ewenni scheme	GREEN	Approval is awaited to revise scheme for retaining and occupying part of Waterton and Bryncethin depots.	
P3.3.6	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations;	GREEN	A report on Parks and Playing Fields is pending; this will provide direction for the service in relation to the MTFS	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Heads of Service have indicated that programmes are broadly on target. The Directorate continues to undergo substantial and challenging changes which stretch our capacity but generally most activities are currently being delivered on target.	

Page 66
Performance Indicators

PI Ref No, PI Type, (NSI/ PAM/Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15- 16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend v Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Value for Money (V)											
DCO.L.1.8i CP IP1	The number of visitors to town centres (annual footfall in Bridgend) <i>Higher preferred</i>	5,354,363	5,000,000	6,527,906	5,800,000	2,900,000	3,872,255	3,391,172 ↑			Quarterly indicator : Target Setting: The target has been set to monitor visits to the town centre
DCO.L.1.8ii CP IP1	The number of visitors to town centres (annual footfall in Porthcawl). <i>Higher preferred</i>	3,975,792	2,700,000	501,3457	3,000,000	1,500,000	2,892,649	2,754,312 ↑			Quarterly indicator: Target Setting: The target has been set to monitor visits as an outcome of improvements to town centres.
DCO.OA1.10 CP IP1	Number of VAT/PAYE registered businesses in the Borough <i>Higher preferred</i>	4,090	4,002	4,440	No target set						Annual Indicator
DCO1.2.3 CP IP1	Total annual expenditure by tourists <i>Higher preferred</i>	£306.62m	£306.62m	£313.02m	£313.02m						Annual Indicator
DCO16.1 CP IP1	Financial value of externally funded town centre regeneration projects underway/ in development <i>Higher preferred</i>	n/a	n/a	n/a	£23.0m	£11.5m	£31.537m	n/a			Quarterly Indicator: (new) Target Setting: This indicator is new for 2016-17
DCO16.10i CP IP1	The number of residential units in Bridgend town centre that have been consented <i>Higher preferred</i>	n/a	n/a	n/a	8						Annual Indicator: (new) Target Setting: This indicator is new for 2016-17. Target set at 8 following baseline collection 15-16
DCO16.10ii CP IP1	The number of residential units in Bridgend town centre that have been completed <i>Higher preferred</i>	n/a	n/a	n/a	28						Annual Indicator: (new) Target Setting: This indicator is new for 2016-17
DCO16.6 CP IP3	Reduction in operational assets running costs <i>Higher preferred</i>	£89,290	£400,000	£442,000	£195,000						Annual Indicator
DCO16.9 CP IP3	Realisation of capital receipts targets <i>Higher preferred</i>	£4.2m	£6m	£5.9m	£4m	£2m	£3,353,069	£5,070,000 ↓			Quarterly Indicator
Service user outcomes (O)											
DCO1.1.3i CP IP1	Number of vacant premises in town centres: Bridgend <i>Lower preferred</i>	55	64	55	55						Annual Indicator

DCO1.1.3ii CP IP1	Number of vacant premises in town centres: Maesteg <i>Lower preferred</i>	19	19	19	19						Annual Indicator
PI Ref No, PI Type, (NSI/ PAM/Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend v Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DCO1.1.3iii CP IP1	Number of vacant premises in town centres: Porthcawl <i>Lower preferred</i>	17	17	16	17						Annual Indicator
DCO1.3.7 CP IP1	Percentage of working age population that is in employment <i>Higher preferred</i>	69.8	69.9	71.9	Increase on prior year						Annual Indicator
DCO16.2 CP IP1	The number of construction schemes for which the local authority has negotiated community benefits <i>Higher preferred</i>	n/a	n/a	n/a	6						Annual Indicator: Target Setting: This indicator is new for 2016-17
DCO16.3i CP IP1	Number of participants we expect to work with under Bridges in to Work <i>Higher preferred</i>	n/a	n/a	n/a	227	138.5	142	n/a			Quarterly Indicator: (new) Target Setting: This indicator is new for 2016-17
DCO16.4i CP IP1	The number of apprenticeships and traineeships arising from the 21st Century schools programme and other BCBC led projects <i>Higher preferred</i>	n/a	n/a	n/a	4						Annual Indicator: Target Setting: This indicator is new for 2016-17
DCO16.4ii CP IP1	The number of apprenticeships and traineeships taken up by people who live in Bridgend <i>Higher preferred</i>	n/a	n/a	n/a	2						Annual Indicator: Target Setting: This indicator is new for 2016-17
DCO16.5 CP IP2	The number of community groups using packages of support to manage transferred assets <i>Higher preferred</i>	n/a	n/a	n/a	3						Annual Indicator: Target Setting: This indicator is new for 2016-17
DCO16.8 CP IP3	Number of council owned assets transferred to the community for running <i>Higher preferred</i>	n/a	n/a	n/a	5						Annual Indicator: Target Setting: This indicator is new for 2016-17
PLA006b NSI Other	Number of additional affordable housing units provided throughout the year as a percentage of all additional housing units provided during the year <i>Higher preferred</i>	26.54	10	29.4	15				36	14th	Annual Indicator

page 67

Organisational Capacity (C)											
DCO16.7 CP IP3	Ratio of employees to desk space in Civic Offices. <i>Higher preferred</i>	n/a	6:5	6:5	3:2						Annual Indicator

NEIGHBOURHOOD SERVICES

Page 68

PI Ref No, PI Type, (NSI/ PAM/Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Actual & RAG vs Target		Trend v Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Value for Money											
WMT004b PAM Other	The percentage of municipal waste collected by local authorities sent to landfill <i>Lower preferred</i>	13.05	42	13.8	30	30	10.16 (q1 data)	↑ 12.25	18.4	9 th	Quarterly Indicator: Target Setting: Actual target for Authority is a landfill allowance. The NSI/ PAM reported on to WG is a percentage, which is set to drive LA performance.
WMT009b PAM Other	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way <i>Higher preferred</i>	57.06	58	59.04	58	58	57.33 (q1 data)	↑ 55.87	60.19	15 th	Quarterly Indicator: Target Setting: Actual target for Authority is a landfill allowance. The NSI/ PAM reported on to WG is a percentage, which is set to drive LA performance.
Service user outcomes											
STS006 NSI Other	Percentage of reported fly tipping incidents cleared within 5 working days <i>Higher preferred</i>	95.6	98	97.55	98	98	98.51	↑ 97.65	95.6	7 th	Quarterly Indicator: Target Setting: National target (NSI) reporting on LA performance; set by WG.
THS007 NSI Other	Percentage of adults aged 60 or over who hold a concessionary bus pass <i>Higher preferred</i>	90.65	89	91.32	89				85.6	7 th	Annual Indicator
THS011a Other	Percentage of: Principal (A) roads in overall poor condition <i>Lower preferred</i>	5.24	6.96	4.7	5.1						Annual Indicator
THS011b Other	Percentage of: non-principal (B) roads in overall poor condition <i>Lower preferred</i>	4.84	9.88	4.92	5.1						Annual Indicator
THS011c Other	Percentage of: non principal (C) roads in overall poor condition <i>Lower preferred</i>	12.78	13.5	10.11	12.5						Annual Indicator
THS012 PAM Other	Percentage of: Principal (A) roads, non-principal (B) roads, and non principal (C) roads in overall poor condition <i>Lower preferred</i>	7.77	9.42	7.06	8.7				11.2	11 th	Annual Indicator
Organisational Capacity (C)											
STS005b PAM	Percentage of highways and relevant land inspected of a high or acceptable standards	93.45	99	89.43	97				96.5	21 st	Target Setting: Target reported to WG (PAM) to achieve top performance for Local Authority

Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 is £24.765 million and the current projection is an anticipated over spend of £805,000 after draw down of £859,000 from earmarked reserves. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Development Control	(175)	(375)	(200)	-114.3%
Property	1,242	1,437	195	15.7%
Waste Disposal	5,136	5,617	481	9.4%
Waste Collection	1,282	1,442	160	12.5%
Highways Services	2,057	2,517	460	22.4%
Adult Education	177	82	(95)	-53.7%

Development Control

- There is a projected under spend of £200,000 due to an increase in the number of planning applications at higher fee levels in the second quarter of the financial year. Fees are set by Welsh Government and vary according to the type of development. As a result of recent applications, the service is projecting higher income than budgeted.

Property

- There is a projected over spend of £195,000 in relation to the MTFS saving relating to the lease of Raven's Courtn, since a tenant has still to be secured for the building. There is also an estimated over spend of £250,000 due to under occupancy of the Innovation Centre, as a result of difficulties in attracting tenants. These over spends are partly offset by reduced running costs on the Civic Offices (£50,000) staff vacancy management (£110,000) and an increase in general commercial income (£90,000).

Waste Disposal

- The MREC saving of £300,000 for 2015-16 was not achieved and is unlikely to be achieved in 2016-17. This has been partly mitigated by a contribution of £150,000 from the MTFS Budget Reduction Contingency reserve, as outlined in 4.2.2. Furthermore there are additional tonnage costs of £551,000 offset by savings from the interim Anaerobic Digestion (AD) procurement project of £220,000. This is based on current projected tonnages prior to the commencement of the new waste collection contract.

Waste Collection

- There are project over spends arising from procurement costs and mobilisation costs associated with the new waste collection contract (£215,000), which is currently in the process of being finalised. This has been partly offset by a full year saving generated by the closure of the Household Waste and Recycling Centre (HWRC) site in Ogmere.

Highways Services

- There is a projected over spend of £300,000 as a result of a new Service Delivery Agreement (SDA) introduced by the South Wales Trunk Road Agency (SWTRA) in April 2016, which applied to work undertaken by the Council's Highways department. The SDA includes priced schedules for work undertaken, which has impacted on the amount of funding that can be reclaimed. There are also small over spends arising on depot running costs, following the move of fleet services to the joint vehicle maintenance facility, due to the fixed nature of some of the depot costs e.g. business rates, which are being picked up by the remaining services until the depot rationalisation is completed. There are also over spends arising due to delays in staffing restructures and non-achievement of overtime savings (£110,000).

- There is a projected under spend across the service of £95,000 due to staff vacancy management.

Additional Financial Information – Main Revenue Budget Variances 2015-16

Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)	Amount of saving likely to be achieved 2016-17 £000
Procure by competitive tendering and in accordance with the provisions of a MOU between BCBC and NPTCBC, a contractor to operate and manage the MREC	300		0
Review of public conveniences	50		40
Review of Grounds Maintenance & Bereavement Services	437		437
Review of car parking charges - staff and long/short term stay car parks	60		0
Public to purchase their own black refuse bags to an appropriate specification.	50		0
Implementation of charging for Blue Badge Holders for Car Parking	165		0
Review of School Crossing Patrol service in line with GB standards.	60		35
Total Communities Directorate	1,122		512

Additional Financial Information – Budget Reduction Monitoring Variances 2016-17

Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)
Review of Highways maintenance/DLO Services	417	
Review of overtime across Highways/Streetscene	90	
To rationalise the core office estate - leasing of Raven's Court	195	
Total Communities Directorate	702	

Page 72
Additional Sickness Information by Service Area

Unit	FTE 30.09.2016	QTR2 2015/16			QTR2 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support - Communities	10.78	3.70	2	0.29	35.11	3	3.26	3.26	1.13	8.41
Community Learning and Engagement	5.93	6.00	2	0.92	0.74	1	0.13	0.13	0.92	
Regeneration & Development	129.66	152.56	49	1.20	217.47	38	1.68	3.70	3.34	
Neighbourhood Services	271.47	898.93	73	3.15	1201.72	73	4.43	7.87	6.26	
COMMUNITIES TOTALS	418.85	1061.19	126	2.46	1455.04	115	3.47	6.33	5.22	

FINANCE PERFORMANCE Q2 16-17

Page 73

IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.4.1	Develop capacity of the third sector by finding new ways of working together	GREEN	Working towards sustainable model to support benefit claimants through third sector	

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2016-17 budget	AMBER	Savings related to digital platform at risk. Temporary mitigation through vacancy management.	
P3.1.2	Identify and take forward at least three new income generation initiatives	AMBER	Two specific proposals being progressed but corporate project on hold due to capacity	
P3.2.1	Develop a range of automated and online services that are easy for citizens to use	GREEN	On track for march go live for initial services	
P3.2.2	Move most common internal processes to automatic to reduce transaction costs and streamline processes	GREEN	On track	
P3.4.1	Support Managers through organisational change	GREEN	Review post finance restructure very positive but identified need for CIPFA traineeship. Staff engagement workshops planned for Taxation and Benefits teams re. channel shift	

Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
FIN3.1.1ii Priority 3	Value of planned budget reductions achieved (Chief Executive and Finance)	217			60	28%	157	72%	Quarterly

PI Ref No, PI Type, (NSI/PAM/Local) Link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Q2 Cumulative Actual & RAG vs Target		Trend	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Value for Money (V)											
FIN3.1.1 Local IP3	Value of proposed reductions to corporate budgets <i>Higher preferred</i>	n/a	n/a	n/a	938,000			n/a	n/a	n/a	Annual Indicator (new)
FIN3.1.2.2 Local IP3	Net cost for card payments <i>(none)</i>	n/a	n/a	n/a	0			n/a	n/a	n/a	Annual Indicator (new)
FIN3.1.2.3 CP IP3	The number of new income generating initiatives in place and income generated <i>Higher preferred</i>	n/a	n/a	n/a	3			n/a	n/a	n/a	Annual Indicator (new)
FIN3.2.2.1 Local IP3	Percentage of invoices processed through digital purchase to pay (P2P) process <i>Higher preferred</i>	n/a	n/a	n/a	10			n/a	n/a	n/a	Annual Indicator (new)
FIN3.2.2.2 Local IP3	Number of schools still using cheque book process <i>(none)</i>	n/a	n/a	n/a	0			n/a	n/a	n/a	Annual Indicator (new) Target Setting: No target set, it is a review only.
Service user outcomes (O)											
DRE6.12.1 Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTB) new claims <i>Lower preferred</i>	17.6	17	15.1	17	17	14.11	↑ 15.36			Target Setting: National target
DRE6.12.2 Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTB) change events <i>Lower preferred</i>	6.11	10	5.38	9	9	4.82	↑ 7.33			Target Setting: Target based on previous year's target and actual value
FIN2.4.1 Local IP2	Number of citizens supported by new arrangements <i>Higher preferred</i>	n/a	n/a	n/a	TBC						Annual Indicator (new)
FIN3.1.2.1 Local IP3	Total value of investments made in new financial instruments <i>(none)</i>	n/a	n/a	n/a	£2 million	£1 million	No data				Annual Indicator (new) - The use of new financial instruments is dependent on the establishment of a Custody Account. The legal terms and conditions need to be assessed prior to sign up and as a result, it is not envisaged that new financial instruments will be able to be used before the last quarter of the year
DRE6.2.3 Local IP3	Percentage of undisputed invoices paid within 30 days (OA)	96.06%	95%	95.06%	95%		94.92%	↑ 94.19%			Performance is improving during the first half of the financial year and it is envisaged that it will be

											achieved by Quarter 3
Organisational Capacity (C)											
CHR002vii PAM IP3	Number of working days per full time equivalent lost due to sickness absence (Finance) <i>Lower preferred</i>	n/a	9.78	11.07	9.78	4.89	3.62	↑ 5.67			
FIN3.4.1 Local IP3	Number of working days lost to industrial injury (Finance) per FTE <i>Lower preferred</i>	0	0	0	0	0	0	↔			
FIN3.4.2 Local IP3	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	0	0	0	0	0	0	↔			
Internal Processes (P)											
DRE6.2.2 Local Other	Percentage of feeder invoices over all invoices processed <i>Higher preferred</i>	52.5	60	61.41	60	60	73.54	↑ 52.51			
FIN3.2.1 CP IP3	Percentage of Council Tax customers accessing on-line service through "my account" <i>Higher preferred</i>	n/a	n/a	n/a	30						Annual indicator (new)
FIN3.2.2 CP IP3	Number of services that are available to the public online <i>Higher preferred</i>	n/a	n/a	n/a	6						Annual indicator (new)

Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 is £4.331 million and current projections anticipate an under spend against this budget of £380,000 after draw down of £18,000 from earmarked reserves. The main variances are:

CHIEF EXECUTIVES	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Chief Officers	645	491	(154)	-23.9%
Housing Benefits	847	633	(214)	-25.3%

Chief Officers

- The under spend mainly relates to the vacant staffing budget following the departure of the Corporate Director Resources. This is being held in preparation for future MTFs savings. There is also an under spend of approximately £20,000 on subscriptions due to reduced costs of e.g. WLGA.

Housing Benefits

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also additional grant income. In addition there is an under spend of approximately £69,000 relating to increased income from the repayment of over-paid housing benefit. The 2016-17 budget pressure in relation to the new Emmaus facility is currently being reviewed, which may reduce the under spend on this area in Q3.

Additional Financial Information – Budget Reduction Monitoring Variances

Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)
To put Council Tax and some aspects of benefits online and to collaborate with others	60	

SICKNESS

Unit	FTE 30.09.2016	QTR2 2015/16			QTR2 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Benefits and Financial Assessments	41.51	201.73	14	2.89	78.38	13	1.89	3.72	6.82	9.78
Finance	57.17	117.00	17	4.55	85.21	14	1.49	2.24	5.03	
Revenues	27.30	36.50	10	2.25	100.46	12	3.68	6.47	5.64	
FINANCE DEPARTMENT	126.98	355.23	41	1.38	264.05	39	2.08	3.62	5.67	

OPERATIONAL AND PARTNERSHIP SERVICES PERFORMANCE Q2 16-17

HR and ORGANISATIONAL DESIGN:

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.2.2	Move most common internal processes to automatic to reduce transaction costs and streamline processes	GREEN	The original date of December proved unrealistic given the scale of the task but remains on target for the year as a whole and will be complete by March 2017.	
P3.2.3	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations	GREEN	at the start of this PI we “cleansed” the panel by removing those who had not responded to the previous 3 surveys. This meant that this PI would only be “on target” mid to late part of the year. We are now over target	
P3.4.1	Support managers to lead staff through organisational change OPS	GREEN	Absence Mgt toolkit complete. Training underway and planned until end march 2017 [enabling us to meet our target]. Two pilots for Mgt Dev training will soon be in place. E-learning modules now available on change management. The performance mgt toolkit is substantial. The appraisal module is complete. The capability module will begin with consultation with the trade unions in January.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs	GREEN	Welsh Language training is being provided in order that we can demonstrate our commitment to meeting the Welsh Language Standards. Work on the Project Management e-learning module is in draft format.	

PI Ref No, PI Type, (NSI/PAM/Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Cum Q2 Actual & RAG vs Target		Trend v Q2 2015-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Service user outcomes (O)											
DOPS4 CP IP3	Develop content to support the increasing the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) <i>Higher preferred</i>	n/a	Establish baseline	n/a	10% increase	5	5.1	n/a			Last year baseline established (28,875 interactions 2015-16) Target Setting: Target set as % increase in the baseline figures collected in 2015-16
Organisational Capacity (C)											
DOPSS CP IP3	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	n/a	n/a	n/a	200	100	133	n/a			
DRE6.6.4i CP IP3	Percentage of employees completing e-learning modules <i>Higher preferred</i>	n/a	24%	43.07%	40%	20%	40.69%	↑	20.30%		Quarterly Indicator
DOPS6 CP IP3	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	n/a	n/a	n/a	150	75	276	n/a			Quarterly Indicator

CORPORATE DIRECTOR**IMPROVEMENT PRIORITY ONE: SUPPORTING A SUCCESSFUL ECONOMY**

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Implement projects with public sector bodies and local businesses to establish employer skill need and influence local provision	GREEN	We are working with local businesses and public sector bodies to deliver the first well-being day in Coleg Yr DDerwen on 14th of November to showcase the range of skill development and apprenticeship programmes available to businesses and young people. There are 22 apprenticeship demonstrations having been arranged for the day.	
P1.1.2	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses;	GREEN	3 permanent apprentice positions built into the ICT Structure	
P1.1.3	Work with individuals and families who are unemployed or economically inactive, face barriers to work or are at risk of poverty by providing employment mentoring, training and other support to improve their job opportunities	GREEN	Communities First delivers the Bridgend Employment and Skills Project, the Opportunities to Work Project and employ a Business and Community Liaison Officer to deliver employment related support for access to employment training skills and qualifications, volunteering opportunities and work experience	
P1.1.4	Implement the LEAD (more able and talented) project with partners to develop a programme to support young people with leadership potential to succeed;	GREEN	Project now developed 15 young people will attend a selection day on 7 October and residential is planned for 24 – 27 October	
P1.3.3	Increase the amount of residential accommodation available by working with partners to bring empty properties back into use	GREEN	Empty homes grants and loans continue to be delivered. To date, 22 grants (to a value of £201,500) and 12 loans (to a value of £537,100) have been completed. There are currently 26 empty homes grant applications in progress which are between survey stage and application stage.	

IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.5	Take reasonable steps to help prevent homelessness, through early intervention, and cooperation from the household	GREEN	a total of 104 (72.7%) applicants threatened with homelessness were prevented from becoming homeless. Being assisted to secure accommodation in the private rented sector is the greatest prevention reason.	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.6	Provide support to families through the Families First programme to help reduce child poverty;	GREEN	High service demand persists and numbers accessing support is in excess of target, for example, with the aim to support 150 families over the whole year, 97 families have been supported to date; to manage the effect that having a disabled child has on the family. Similarly, 67 parent/carers have accessed parenting support with an overall target of 80 for a full year.	
P2.4.2	Enable community groups and the third sector to have more voice and control over community assets OPS	GREEN	Town and Community Council charter has been adopted by all Councils.	

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2016-17 budget.	GREEN	Complete.	
P3.2.4	Review legal and regulatory software and systems to streamline business processes	GREEN	Work on webcasting is on target. The move to legal services becoming paper-light is progressing with over 80% of live files now being managed through EDRM. Implemented restructure at paralegal level and commenced training of Solicitors. Regulatory - Provider of database chosen and contract agreed and signed with Tascomi. Work is underway on the migration and archiving solutions as we make the transition from the existing four databases in use across SRS. A go-live date in late January is anticipated.	
P3.2.5	Implement the next phase of the remodelled Shared Regulatory Service	GREEN	The operating model is now in place and the use of four main hubs across the region is embedded.	
P3.3.2	Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017	GREEN	ICT requirements and tender specifications have been established to ensure that once Ravens Court has been leased, the service is able to support the transfer to agile working and operate from one core office. There is a risk however, that the achievement of the overall commitment is dependent on the successful leasing of Ravens Court. Tenders and timelines will need to be revisited when the lease progresses.	
P3.5.1	Restructure the procurement process and monitor our corporate contracts register to ensure best value is achieved through e-procurement and the contracts framework	GREEN	Welsh Language training is being provided in order that we can demonstrate our commitment to meeting the Welsh Language Standards. Work on the Project Management e-learning module is in draft format.	

Value for money

Page 80

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DLR6.1.1.vi IP3	Value of planned budget reductions achieved (OaPs)	985			16	2%	969	98%	Quarterly

PI Ref No, PI Type, (NSI/PAM/Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Cum Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
Value for money											
DOPS7 CP IP3	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant <i>Higher preferred</i>	n/a	n/a	n/a	100%				n/a	n/a	Annual Indicator
PSR004 NSI Other	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 st April that were returned to occupation during the year through direct action by the local authority <i>Higher preferred</i>	6.48%	7.86%	4.02%	7.86%				11.08	16 th	Annual Indicator
Organisational Capacity											
CHR002vi PAM IP3	Number of working days per full time equivalent lost due to sickness absence (OaPs) <i>Lower preferred</i>	N/A	7.49	10.58	7.49	3.75	3.56	↑ 6.18	10.2	14 th	
DOPS18 Local IP3	Number of working days lost to industrial injury (OaPs) per FTE <i>Lower preferred</i>	0	0	0	0	0	0.0016	↓ 0	n/a	n/a	Monthly Performance: 1 instance recorded in Q1 resulting in 0.5 days lost (0.0016 per FTE). Due to zero target this indicator cannot be recovered this year.
Internal Processes											
DOPS19 Local IP3	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	0	0	0	0	0	1	↓ 0	n/a	n/a	1 instance recorded in Q1 resulting in 0.5 days lost (0.0016 per FTE). Due to zero target this indicator cannot be recovered this year.
Service user outcomes											
DOPS10 Local IP1	The number of young people attending sector specific events through the Wealthy Programme Board <i>Higher preferred</i>	n/a	n/a	n/a	15				n/a	n/a	Annual Indicator
DCO16.3ii CP IP1	Number of participants we expect to work under Communities First (BESP and Communities for Work)	n/a	n/a	n/a	549	149	177	n/a			

Page 81 PI Ref No, PI Type, (NSI/PAM/Local) link to Corp Priority	PI Description and preferred outcome	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Cum Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
DOPS12 Local IP1	Number of young people and adults gaining employment, education or training through the Families First Programme. <i>Higher preferred</i>	n/a	n/a	n/a	300						Annual Indicator
DOPS1 CP IP1	Number of participants successfully completing community LEAD projects <i>Higher preferred</i>	n/a	n/a	n/a	12						Annual Indicator
DOPS2 CP IP2	The percentage of final duty homelessness acceptances as a proportion of all homelessness presentations <i>Lower preferred</i>	32.43%	23.60%	9.09%	17.19%	17.19%	3.7	↑ 5.85%			
DOPS3 CP IP2	The number of people supported through a disabled facilities grant to help them remain independent <i>Higher preferred</i>	150	193	303	222	111	120	↓ 132			
DOPS9 CP IP2	Town and Community Council Charter	n/a	n/a	n/a	In place		In place				Annual Indicator (in place Q2)
PSR002 PAM Other	The average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower preferred</i>	182	307	321.51	231	231	184.82	↑ 299.52			Target Setting: This is a national strategic indicator. The target has been set with the objective of sustaining performance following the method of calculating the indicator figure changing slightly following a Review of Independent Living Adaptations carried out by Welsh Government in January 2015. The review identified that the start point for timing was being interpreted differentially by different local authorities. Clarification was therefore provided by Welsh Government that the starting point should be the date of first contact. Processes have therefore been changed to ensure the date of first contact is now recorded and used as the starting point. The number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure. The target has been increased to reflect this.

PI Ref No, PI Type, (NSI/PAM/Local) Link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 14-15	Annual 15-16 target	Actual & RAG 15-16	Annual Target 16-17	Cum Q2 Actual & RAG vs Target		Trend vs Q2 15-16	Wales Average 15-16 (NSI/PAMs)	BCBC Rank 15-16 (NSI/PAMs)	Comments
						Target	Actual				
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people <i>Lower preferred</i>	321.33	411	594.55	421	421	374.5	575.14 ↑			Target Setting: The target has been set with the objective of sustaining performance following the method of calculating the indicator figure changing slightly following a Review of Independent Living Adaptations carried out by Welsh Government in January 2015. The review identified that the start point for timing was being interpreted differentially by different local authorities. Clarification was therefore provided by Welsh Government that the starting point should be the date of first contact. Processes have therefore been changed to ensure the date of first contact is now recorded and used as the starting point. The number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure. The target has been increased to reflect this.
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Adults <i>Lower preferred</i>	173.38	237	294.74	221	221	174.84	296.37 ↑			Target Setting: as above.
PPN-009 PAM Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	93%	85%	95%	94%	94%	95.41%	94 ↑			

Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 is £14.935 million and current projections anticipate an under spend against this budget of £1.565 million after draw down of £311,000 from earmarked reserves. The main variances are:

OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Housing and Homelessness	1,329	928	(401)	-30.2%
Legal Services	1,969	1,724	(245)	-12.4%
Regulatory Services	1,487	1,311	(176)	-11.8%
Human Resources and Organisational Development	3,839	3,544	(295)	-7.7%
ICT	3,716	3,395	(321)	-8.6%

Housing and Homelessness

- There is a projected under spend on this area of £401,000. This is mainly as a result of an under spend on bed and breakfast costs (£180,000), as a result of improved management of demand of temporary accommodation. This is in addition to under spends on staffing budgets, both from vacancy management and use of core staff to undertake duties for which the Council receives Welsh Government grant funding (approximately £200,000), and small under spends on other budgets.

Legal Services

- The under spend on legal services is partly due to an increase in recovery of legal costs and a corresponding under spend on legal costs and disbursements.

Regulatory Services

- The under spend relates to repayment of an under spend on the shared regulatory service following the closure of the 2015-16 accounts, which was primarily due to staff vacancies following the creation of the shared service. The amount of this under spend, and any potential repayment, was not known until the accounts had been audited.

Human Resources and Organisational Development

- The under spend relates to vacancy management in preparation for future MTFS savings.

ICT

- The under spend is as a result of vacancies within the team, along with an under spend of approximately £150,000 on software licences, due to a proactive approach to the rationalisation of software across the Council when the opportunity arises.

Additional Financial Information – Budget Reduction Monitoring Variances

Budget Reduction Proposal	Original 2016-17 £000	Current RAG Status (RAG)
To publish County Bulletin and Bridgenders electronically only	16	

SICKNESS BROKEN DOWN BY SERVICE AREA

Unit	FTE 30.09.2016	QTR2 2015/16			QTR2 2016/17			Cumulative Days per FTE 2016/17	Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
HR and Organisational Development	115.80	475.49	43	4.06	156.14	36	1.35	3.12	7.96	7.49
ICT	53.74	18.50	8	0.39	104.00	11	1.94	4.59	2.64	
Legal Services	46.55	277.28	20	4.08	76.50	8	1.64	4.44	6.41	
Regulatory and Partnerships	73.75	168.53	24	2.29	149.50	20	2.03	3.41	5.81	
Business Support & CMB Support	9.86	0.00	0	0	9.00	4	0.91	1.19	0.67	
OAPS TOTALS	301.70	939.80	95	3.02	495.14	79	1.64	3.56	6.18	

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

7 DECEMBER 2016

REPORT OF THE SECTION 151 OFFICER

MEDIUM TERM FINANCIAL STRATEGY 2017-18 to 2020-21

1. Purpose

- 1.1 The purpose of this report is to present the Scrutiny Committee with the draft Medium Term Financial Strategy 2017-18 to 2020-21, which sets out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy includes a financial forecast for 2017-21 and a detailed draft revenue budget for 2017-18.

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 2017-18.

3. Background

Corporate Plan - Policy Context

- 3.1 In March 2016, the Council approved a revised set of three priorities:

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

This draft MTFS has been significantly guided by these priorities. Although year-on-year reductions in Aggregate External Finance (AEF) have necessitated significant budget reductions across different service areas, the Council still plays a very significant role in the local economy of Bridgend County Borough and is responsible for annual gross expenditure approaching £400 million and is the largest employer in the county borough. The corporate plan will be presented to Council for approval alongside the MTFS 2017-21 in March 2017 and will be fully aligned with the MTFS including 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 to work more effectively with partners in other sectors and provides a strategy for the use of balances to meet changes in resources or demands from year to year without impacting unduly on services or Council tax payers.

3.3 The MTFS includes:

- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2017-18 and outline proposals for 2018-19 to 2020-21.
- The capital programme for 2016-17 to 2025-26, linked to priority areas for capital investment and Capital Financing Strategy, which will be updated and included in the final MTFS in March 2017.
- The Treasury Management Strategy and Corporate Risk Register, which will both be updated and included in the final MTFS in March 2017.

The Financial Context

- 3.4 In the immediate aftermath of the UK's decision to leave the European Union, the newly appointed Chancellor of the Exchequer Philip Hammond announced that the government would abandon his predecessor's target of achieving a UK government budget surplus by 2019-20. While this indicatively suggests a higher level of public spending that previously expected, the Institute for Fiscal Studies reported on 8 November a worsening position of c. £25 billion by 2020 and warned of the potential requirement for further austerity measures. At the time of writing, there are currently no formal details until the Chancellor's Autumn statement on 23 November. A verbal update will be provided during the meeting.
- 3.5 The Welsh Government announced its draft budget for 2017-18 on 18 November. The most significant headline change was an extra £240 million for the Welsh NHS.

Welsh Government Provisional Local Government Settlement 2017-18

- 3.6 On 19 November Councils received the provisional Local Government Settlement. The headline figure was an overall increase of 0.1% in Aggregate External Finance (AEF). However this includes a number of specific grants which have transferred into the settlement, as well as an extra £25 million across Wales in recognition of the contribution which social services make to the success of the health service. Bridgend's funding on a like-for-like basis is a reduction of £0.5 million, or -0.3%. Unlike previous years, the draft settlement did not include funding to protect school budgets.
- 3.7 The provisional settlement compares favourably to the -3.2% "most likely" assumption that is contained within the Council's MTFS for 2017-18 and is better even than the "best" case scenario assumption of -1.5%.

Settlement Implications for 2018 to 2021

- 3.8 Whilst the 2017-18 settlement is the most favourable in recent years, the Finance Secretary Mark Drakeford sounded a note of caution to Local Authorities, advising that Councils should use a "period of relative stability" to prepare for "harder choices and more difficult times ahead".

In line with previous years, there is no indication of local government settlements for 2018-19 onwards. In the immediate aftermath of the UK's decision to leave the European Union, there was significant turmoil in financial markets. The value of the Pound against both the Dollar and the Euro has dropped by around 15% and the Bank

of England has subsequently cut interest rates by a further 0.25% from what was already at an historic low of 0.5%. There remains significant uncertainty around “Brexit” negotiations and the extent to which the UK will be able to secure unfettered access to the European single market on favourable terms. Against this background and in the absence of any further clarity from Welsh Government, the MTFs “most likely” scenario assumptions of an annual reduction in AEF of -3.2% for 2018-19, 2019-20 and 2020-21 have been maintained. Based on these assumptions the Council has an expected requirement to deliver total recurrent budget reduction requirements of nearly £34 million from 2017-18 to 2020-21.

Transfers into and out of the 2017-18 Revenue Settlement

3.9 The full picture on specific grants is not yet clear, but the draft settlement includes information on a number of transfers into and out of the Revenue Support Grant (RSG), both grant funding and for new responsibilities, which impact on the Council’s resources. Specifically:

- Delivering Transformation grant funding of £127,000 has been transferred into the RSG.
- Funding has also transferred into the RSG to support the Deprivation of Liberty Standards, the Blue Badge scheme and to deliver the Food Hygiene Rating Scheme, a total of £252,000 across Wales, £11,000 for Bridgend.
- The change in arrangements for the registration of the education workforce has resulted in a transfer out of the RSG for Bridgend of £46,000 formerly provided in respect of teacher registration fee subsidies.
- The settlement also includes additional funding for new responsibilities in respect of capital limits for residential care and financial assessments for social care, a total of £206,000 for Bridgend.
- A 6.7% reduction in the Single Environment Grant across Wales (BCBC received £2.777 million in 2016-17).

Intermediate Care Fund (ICF)

3.10 The ICF remains at £60 million across Wales for 2017-18 in the draft budget, which will again be allocated to the NHS to manage, 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 funding streams available to them”. The previous version of the MTFs assumed a 3.9% increase in Council Tax for 2017-18. However the 2017-18 draft Revenue Budget, shown in Table 7, assumes a Council tax increase of 2.9%. This change reflects the more favourable provisional settlement, and recognises the views expressed in the Council’s “Shaping Bridgend’s Future” consultation in 2015. The level of the increase seeks to strike an appropriate balance between the needs of the Council and its citizens.

Welsh Government Capital Settlement

3.12 In March 2016 Council approved a capital programme for 2016-17 to 2025-26, based on the assumption that annual Welsh Government capital funding would be flat lined from 2016-17 onwards. Council has approved revised versions of the capital programme during the financial year to incorporate budgets carried forward from 2015-16 and any new schemes and grant approvals. The draft local government capital settlement provides this Council with £6.288 million capital funding for 2017-18, which is £8,000 less than 2016-17. No indications have been given for 2018-19 or beyond.

Current Year (2016-17) Financial Performance

3.13 The in-year financial position as at the 30 September 2016 is shown below.

Table 1- Comparison of budget against projected outturn at 30 September 2016

Directorate	Original Budget 2016-17 £'000	Revised Budget 2016-17 £'000	Projected Outturn 2016-17 £'000	Projected Over / (Under) Spend Qtr 2 2016-17 £'000	Projected Over / (Under) Spend Qtr 1 2016-17 £'000
Directorate					
Education and Family Support	108,034	108,209	108,273	64	287
Social Services and Wellbeing Communities	59,697	60,534	61,277	743	249
Operational and Partnership Services	24,644	24,765	25,570	805	406
Chief Executives and Finance	14,899	14,935	13,370	(1,565)	(127)
	4,333	4,331	3,951	(380)	(251)
Total Directorate Budgets	211,607	212,774	212,441	(333)	564
Council Wide Budgets					
Capital Financing	10,128	10,128	8,834	(1,294)	0
Precepts and Levies	6,959	6,959	6,959	0	0
Sleep Ins	800	765	765	0	0
Council Tax Reduction Scheme	14,304	14,304	13,654	(650)	(400)
Insurance Costs	1,559	1,559	1,559	0	0
Building Maintenance	900	894	894	0	0
Centrally held Budget Pressures	1,394	1,394	1,394	0	0
Other Corporate Budgets	7,240	6,114	4,714	(1,400)	0
Total Council Wide Budgets	43,284	42,117	38,773	(3,344)	(400)
Total	254,891	254,891	251,214	(3,677)	164

- 3.14 The overall projected position at 30 September 2016 is a net under spend of £3.677 million, comprising £333,000 net under spend on directorates and £3.344 million net under spend on corporate budgets. This position takes account of allocations totalling £333,000 from the MTFS Budget Reduction Contingency. Directorates are seeking to identify mitigating actions to meet the balance of the budget reduction shortfalls in this financial year, and the Section 151 officer will give consideration to further allocations from the MTFS Budget Reduction Contingency in quarter 3 to meet some of these shortfalls. In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position and relieve any pressure on Council funds. These will continue to be closely monitored and draw down from this contingency fund will be made as part of the overall review of earmarked reserves.
- 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) 2017-18 to 2020-21

- 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 2017-18 to 2020-21 is led by Cabinet and Corporate Management Board (CMB) and takes into account auditors' views, the recommendations of the Budget Research and Evaluation Panel and issues arising during 2016-17, 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. Cabinet and CMB will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners).

4.4 Budget Narrative

- 4.4.1 The next section of this report represents a substantial addition to the MTFS. The Council aspires to improve understanding of its financial strategy, link more closely to corporate priorities and explain the Council's goal of delivering sustainable services in line with the overarching ambition of the Wellbeing of Future Generations Act. The report articulates in a transparent way the continued and significant financial investment in public services that the Council will make. It sets out how the Council aims to change particular areas of service delivery and the financial consequences of this.

4.4.2 Corporate Financial Overview

While the Council's net revenue budget is set at £257.198 million for 2017-18, its overall expenditure far exceeds this. Allowing for specific grant funded expenditure, services which are funded by the income they generate and including forecast capital expenditure in the period, the Council expects a gross budget of nearly £400 million in 2017-18. Around £170 million of this expenditure is spent on the Council's own staff including teachers and school support staff. Much of the cost of the services provided by external organisations is also wage related – these include for example waste collection agents, domiciliary care workers and foster carers.

As we look towards next year, the Council faces both reduced Welsh Government funding as well as financial pressures. We need to find additional funds to meet inescapable increases in our budget such as the apprenticeships levy or an increase to the national living wage.

As well as having reduced income to fund services, there are other pressures that squeeze resources. One of these is legislative changes. This includes regulations and legislation from Welsh Government either directly or indirectly – for example the requirements to meet the new Welsh Language standards, consultation requirements associated with making changes to schools, schools transport and indeed most services that the Council operates.

Another significant pressure arises through demographic changes. People are living longer which is good news but that also can bring increased dependency through people living with more complex or multiple conditions.

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

- Though a large and complex organisation, the Council will make every effort to work as one single organisation. That means avoiding duplication, double handling of data and sharing of systems and processes. This isn't always as easy as it sounds because often different rules or opportunities apply to different services. Nevertheless acting as 'One Council working together to improve lives' is enshrined in the Council's vision.
- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council. This is because it is not sustainable for the Council to continue to aspire to meet all and every need that arises and because there is capacity, talent and ideas in other parts of the community that can be encouraged to play an active and effective role. The Council has a role in encouraging and leading this approach and has adopted this as one of its underlying principles.
- The Council has agreed a principle of focusing diminishing resources on communities and individuals with the greatest need. Parts of our community have long standing problems of poverty. The solutions to this are not all in the direct control of the Council (for example the effects of changes to the welfare system) but where possible the Council has agreed that it wants to both alleviate problems in these areas and develop longer term sustainable solutions.

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

From next year, the Council will change the way it accounts for pensions. Currently, employer contributions include both the benefit which an individual employee accrues, plus an amount which the Council pays towards its historic deficit. Going forward we will change this so that directorate budgets only include costs for accruing benefits, while the deficit payments will be made centrally. No directorate will gain or lose money, but this is a prudent change agreed with our actuary, and will present a more accurate picture of the true cost of running services.

4.4.3 Education and Family Support

The Council is proposing to spend £107 million on services delivered by the Education & Family Support Directorate in 2017-18. The majority of this money will be spent by the 59 schools across the county – Schools are the biggest single area of spend as a Council. In addition to the £86 million budget annually delegated to schools, which mostly pays for the salaries of teaching and other school staff and the running costs of the facilities, (ongoing revenue expenditure), the Council has committed nearly £50 million in building and refurbishing schools as part of our 21st century school modernisation programme (one-off capital expenditure across several years).

The Council has a longer term goal to make the overall schools system more efficient – for example through making sure we have the right number of school places available in the right parts of the county. This includes allowing enough capacity for anticipated future increases in school age population. In previous years the Council has afforded a high level of protection to schools’ budgets. This has meant that whilst many services have made significant savings through efficiency or made reductions in services through cuts, we have maintained schools’ budgets year on year and in some years have increased the budgets that individual schools receive.

This year we will be asking all schools to make an efficiency saving within the year of 1%. While this is low relative to some areas, schools have less discretion than some other areas of Council expenditure. We have been consistently seeking to improve educational attainment year on year and in part that has been supported by maintaining or increasing investment in teaching and other skills. Bridgend is now well on the way to being confident that the improvements we have seen in recent years are sustainable but to take too much investment from schools would undermine that progress. We know that some schools are already in a deficit budget position, and that due to a more rigorous monitoring and scrutiny of surplus balances, the amount of surplus held by schools has substantially reduced. Each school governing body will need to be able to make the necessary efficiency savings and so alleviate pressure on a whole range of other services that the Council provides - a 1% efficiency saving by schools means that we have nearly £1 million to support other services that all children and young people, and the community benefit from.

The Council has identified “Helping People to be more self-reliant” as a corporate priority and early intervention is an important part of this – taking steps wherever

possible to prevent people becoming reliant on Council services. As well as being of great social value to individuals and communities, this approach is more cost effective: successful intervention at an early age and at an early stage can prevent needs from escalating and requiring more costly and complex help later on.

The Council is therefore continuing to invest in a range of services that give early support to children and families. 80% of these services are funded separately by typically short term grants from Welsh Government. However the short term nature of these grants and uncertainty from one year to the next means that a lot of these interventions have some fragility – for example it can be difficult to retain or recruit staff if we can't give them certainty that their role will still exist the following year. These grants include Flying Start, Families First and Communities First, European Social Fund and the Education Improvement Grant.

In seeking to protect our investment in education and early intervention the Council is making minimal changes to the services delivered at this time. However in addition to asking schools to make a 1% efficiency saving, we are also proposing the following changes in 2017-18 that are reflected in the budget:

- We want to ensure our schools catering service operates at break-even and that it does not require extra subsidy from the core Council budget. We are planning to raise a total of £100,000 through increased efficiency and commerciality and by increasing the price that pupils pay for school meals by an expected 10p per meal.
- We provide educational psychology services to schools and these are an important part in supporting children and young people most in need. In 2016-17 the Council spent £360,000 on this service. However, from 2017-18 we will be providing some parts of this service in collaboration with other Councils in the Central South Consortium. This will enable us to spend £75,000 less on this service without reducing the operational capacity of the service, with the added benefit of increasing resilience.
- We will change the model by which speech and language therapy is provided. This will involve replicating a model adopted by other local authorities and will provide a more equitable service, capacity building in schools and providing a more pupil friendly service. This will enable the Council to make savings of £75,000.
- We will continue our phased implementation of the changed learner travel policy, where we have established it is safe to do so. This will achieve £28,000 in 2017-18, and an expected incremental £67,000 for each subsequent year of the MTFS. The amount will increase over a number of years as the new policy applies to those pupils starting and changing school.
- Management of our Integrated Children's Centre will be taken on by the Early Years and Childcare Manager and through increasing efficiency and commercialism we will make a saving of £75,000.

- Further savings will be made from the business support function, which whilst increasing pressure on existing staff, will enable the Directorate to make a saving of £74,000.
- Between 2016 and 2019 we are investing in five 21st century school programmes. These programmes will see significant investment to replace Betws Primary, YGG Cwm Garw, Mynydd Cynffig Primary, Pencoed Primary and Brynmenyn Primary schools. We are continuing to invest in improving our school estate and that include creating more capacity at Heronsbridge Special School and ongoing road safety works in a number of schools.

4.4.4 Social Care and Wellbeing

After Education, the largest area of Council spend is on social care. This includes social care for children and for adults who are vulnerable or at risk. The Council recently brought the children's and adult social care teams together in order to give a stronger focus on social care as a professional discipline and to identify efficiency savings by helping these two areas to work more closely together. We have also brought the Sport, Play and Active Wellbeing team into the same directorate to better support prevention, early intervention and wellbeing approaches. Over the past three years the Council has delivered savings of over £9 million in social care and its strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. This needs to be achieved within existing budget.

In total, the Council is proposing to spend £63 million on social care and wellbeing services. In addition to this the Council provides a range of housing services plus targeted grant funding from the Welsh Government for the Communities First Programme. Following the announcement from Carl Sargeant, Welsh Government Communities Secretary, on 13 October, there is currently a significant amount of uncertainty around the future of this programme. In the absence of any further information, the draft budget has been prepared without allowing for any changes, but it is recognised as a significant risk and any changes may need to be factored into the Council's final budget.

The Council's priority of "Helping People to be more self-reliant" is integral to our approach to Social Care and Wellbeing. Our vision is to actively promote independence, wellbeing and choice that will support individuals in achieving their full potential. The Council is responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of social services. The Sport, Play and Active Wellbeing team has been able to focus on developing the wellbeing and preventative agenda for all. Going forward, the Council plans to further integrate and promote the role of sport, play and active wellbeing into new early intervention and preventative models of commissioning service delivery.

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

Though some pressures are allowed for in planning the 2017-18 budget, we are not simply increasing the budget to meet demand. This would be unsustainable and if we increased budgets year on year to meet new demand, it would increasingly mean the Council would have to restrict other services. Therefore the Council's strategy is to transform how services are delivered.

In order to be sustainable going forward, the Council is ensuring that any changes are introduced in a planned and timely way in order to take existing and future customers with us as well as the general workforce. This work has already commenced and the budget saving proposals for 2017-18 builds on the implementation plans that are already underway. The re-modelling programmes focus on changing the culture and reviewing what has become 'custom and practice'.

The Council has already made changes. In adult social care we have changed the assessment framework in order to improve the outcomes for people who need care and support whilst also reducing the numbers of people who require long term support. The Council focuses on helping people to achieve the outcomes they want for themselves, targeting our interventions on what is missing, rather than going straight to what package of care we can give them. Plans are in place to meet over £400,000 budget reductions in 2017-18 by re-modelling two Council run residential homes for children as well as the children's residential respite unit.

Importantly these transformations are designed to both better support people and cost less. The Council has identified a number of further transformations that continue this approach and which are reflected in changes to the budget:

- Learning Disability services have benefitted from the introduction of a progression model of service delivery which is aimed at people progressing through the services to reduce their dependency with the opportunity of receiving their support from a range of different options in the community rather than from just the Council. This model has led to less dependence on day services and greater self-reliance. The success of 2015-16 and 2016-17 will be built upon in 2017-18.
- The amount that the Council pays for high cost placements in adult social care is reducing as a result of a new approach and methodology introduced into the review process. This new process is now being rolled out across the whole directorate. In 2015-16 16 high cost care home placements were reviewed using this methodology generating gross annual savings for both BCBC and ABMU of £290,000. This too will be continued in 2017-18.
- In learning disability and mental health services, there will be a reduced dependence on residential placements by targeting greater use of Shared Lives (family based care and support). This will reduce expenditure as the average weekly cost of a Shared Lives placement is only around a quarter of a week in residential placement for a person with a learning disability.
- As part of the residential care home strategy, the Council has committed up to £3 million in two new Extra Care Schemes. Extra Care housing means that people can be supported to live more independent lives than would be the case in traditional residential care. The standard charge for an extra care tenancy is again around a

quarter of a residential care placement.

- Income generation has been hard to achieve as Welsh Government legislation limits the charges for services due to the application of a cap of £60 per week for non-residential services. In addition we are currently unable to charge in Children's Services.

These measures will be taken together with continuing investment in assistive technology and investment in community coordinators (both measures intended to allow people greater control over their services and independence) and means that the Council plans to deliver budget reductions of over £2.2 million in 2017-18 whilst continuing to invest in early interventions that manage both current and future increases in demand.

4.4.5 Public Realm

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

In 2017-18 the Council is likely to spend around £6 million of direct Welsh Government grant on public realm services. This includes waste services, public transport, rights of way and road safety.

In addition to delivering these grant funded services the Council proposes to spend a further £17 million net budget on these services. The fact that schools have had a high degree of financial protection in previous years and that social care is hugely led by increasing demand has meant that the Council's other services have been under considerable pressure to make savings and in many cases we have had to reduce levels of service.

In addition, the costs associated with waste collection are expected to increase significantly. We have had one of the most competitively priced collection services in Wales, but the cost of changes necessary to reach increasingly ambitious statutory recycling targets means we know this will become more expensive. We expect to spend in the region of £11 million on the collection and disposal of waste in 2017-18.

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

The Council's strategy is to retain and maintain the most important public services in this area whilst driving ever greater efficiency, making some service reductions where we think it will have the least impact across Council services, recognising that this still may be significant in some areas. We will encourage others to work with us or assume direct responsibility in some cases. Our proposed changes in this respect are:

- To change the way that public convenience needs are met by encouraging the transfer of more of these facilities to local Town and Community Councils to operate, and closing those of the poorest quality or lowest usage. We will mitigate these closures by introducing a local comfort scheme whereby shops and other public facilities are funded to make their facilities more readily available to public use.
- To reduce our winter maintenance budget to £277,000 (saving £60,000). This budget isn't always needed but making the reduction isn't without some risk – the more severe and extended the extreme weather conditions, the further we will have to stretch this money and in some circumstances this would affect our ability to respond as fully as we have in the past.
- We will trial a reduction of highway weed spraying from twice a year to once a year – a small efficiency saving of £15,000.
- We will plan to move in future years to a more reactive and less proactive street cleaning service in our three main town areas. This may have a very visible impact and will require close liaison with the relevant town Councils to ensure effective joint working but will result in a saving to the tax payer of £270,000.
- We will make savings in future years in energy costs by selectively dimming street lights and, in some areas shutting off street lights where they do not need to shine all night. This may save up to £500,000.
- We will generate additional income through highway permitting. This is intended to generate approximately £100,000.

Reductions in spend in these areas will allow us to protect our investment in the Council's priorities and in areas where we have far less ability to exercise control (such as children's social care). In addition we will continue to invest in initiatives that allow others to either share responsibility for the delivery of services where they are beneficiaries, for example the new Parks Pavilions key holding and cleaning arrangements will mean the Council will ensure pavilions are cleaned to a good standard, usually once a week, but responsibility for any further cleaning, opening and closing will pass to those user clubs and organisations. Further to this, Community Asset transfer (CAT) will continue to be a major tranche of the Council's strategy to transfer buildings to local community groups to operate for themselves.

4.4.6 Supporting the Economy

This is a Council Priority and as such we will increasingly collaborate with the nine other Councils that make up the Cardiff Capital Region City Deal. The City Deal is creating a £1.2 billion fund for investment in the region over the next 20 years. This investment will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity. In order to play an effective part in the City Deal the Council will maintain as far as possible existing investment in its transport planning, spatial planning and regeneration teams. The Council will be spending in the region of £2.1 million net a year running these services.

In addition the Council will continue to pursue the development of each of our three main towns. These include the development of Cosy Corner and the Harbour Quarter in Porthcawl, the redevelopment of Maesteg Town Hall, and the redevelopment of the Rhiw in Bridgend and the Llynfi valley. Much of this investment is not the Council's own money, but together, these schemes amount to around £20 million in total.

The Council will continue to operate a number of grant funded programmes of work to support our most vulnerable groups and those furthest away from employment, including training and skills and work support programmes such as Bridges into Work.

We propose to introduce changes that will mean that the Council spends less on some specific activities. These are:

- To focus the Council's £1.7 million economic development budget more carefully, saving £21,000 on tourism. Tourism remains an important component of the Bridgend economy but over recent years the local tourism sector has itself become stronger and is starting to take more responsibility for marketing the area itself. The Council is therefore proposing this c. 1% reduction in line with its principle of supporting people and communities to create their own solutions and reduce dependency on the Council.
- We will renegotiate current arrangements with local lifesaving clubs and the RNLI. This has potential knock-on effects for the length of season and range of beaches that will be covered by lifeguards during the year. This will bring the lifeguarding provision in line with that in other similar resorts and target a financial saving of £60,000.
- Reduce Adult Community Learning budgets, decreasing the number and type of courses available by reducing the budget by £70,000.

4.4.7 Other Services

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

Regulatory Services

The Council proposes to spend £1.8 million on this group of services that includes Trading Standards, Environmental Health, Animal Health and Licensing (Alcohol, Gambling, Safety at Sports Grounds, Taxis etc.). These services all ensure in different ways that the public is protected.

In 2015 the Council combined these services with Public Protection services in the Vale of Glamorgan and Cardiff City. This collaboration has allowed all Councils to make efficiency savings through sharing things like training and management costs. As well as allowing for financial savings, the collaboration delivers greater resilience in the service and stronger public protection across all three Council areas.

Registrars

The Council operates a registrar's service that deals primarily with the registration of Births Deaths and Marriages. The service also undertakes Citizenship ceremonies and supports researchers of family history. Councils are allowed to charge for these services, but by law are not allowed to make a profit. The Council operates these services so that they cover their own cost (i.e. they are not subsidised by the general tax payer). The Council will continue to ensure that the services are efficient and provide good service to our customers but beyond that, no significant changes are proposed that reflect in the Council's budget for the coming years.

Housing

The Council does not have any housing stock of its own but retains a number of statutory functions relating to addressing housing need and combatting homelessness. The Council's housing service also oversees the Council's work on addressing domestic abuse and on collaboration with other organisations such as the police on wider community safety. Some changes to the way that services are funded are proposed for 2017-18.

These are:

- Continue to provide domestic abuse services using Welsh Government grants rather than core budgets.
- Review the current arrangements with Shelter Cymru and recommission to make efficiency savings in non-frontline aspects of the service.

Council Tax and Benefits

Whilst not immediately recognisable as a "service" it is in fact an important part of the Council's business. If we were inefficient or ineffective in collecting Council tax, the burden of funding Council services would fall more heavily on those who do pay. The taxation service collects nearly £70 million in Council tax from around 65,000 households across the county borough. Our collection rates over the last two years have been the highest ever in the Council's history. We are determined to maintain this high level, but we are seizing the opportunity to reduce the cost of operating the service, by offering online services. We will offer a range of secure Council tax functions online, allowing residents to self-serve at a time and location convenient to them. This will allow us to reduce the cost of running the service. We will also look to implement fines for non-compliance of residents in receipt of Single Person Discounts – this power is set out in legislation.

Benefits are funded by the central UK government but the administration of Housing Benefit and the Council Tax Reduction Scheme falls to the Council. Similarly to the Council Tax service, the Council plans to make some significant savings through digitising this service. However, we are mindful that many of the people in receipt of benefits are not able to manage this online and we need to introduce this carefully.

In total we are expecting to save £300,000 over the next two years from the above measures.

4.4.8 Behind the Scenes

There are a number of things that the Council does that support the delivery of services but which themselves are not visible to the public. We need to maintain these services with sufficient capacity to support our services whilst making them as efficient and effective as possible. Over the course of 2017-18 we plan to make efficiency savings in these areas. Our approach in each of these areas is summarised as follows:

Property and building maintenance

The Council is working through the disposal of assets that it doesn't need to run or support services. This allows us to make significant investments in our capital programme – for example to build new schools. During 2017-18 the Council estimates that it will generate around £1.75 million in such sales. In addition the Council is looking for ways to develop its property portfolio so that increased revenue generation is achieved through rental income. A good example of this is Raven's Court, which the Council is aiming to lease out. This is made possible by decanting staff from that building to share space in the main civic centre which in turn is facilitated by more mobile or agile working practices.

The Council has an in house building maintenance service. This service oversees the design, build and maintenance of Council owned buildings. The Council has undertaken an efficiency review of this service and believes that by changing some existing business practices and bringing together expertise, we can realise significant efficiency savings in future years.

Legal services

The Council needs to maintain effective legal support for all of its services. At a time when the Council is trying to transform services it is often experiencing legal challenges – for example where people don't want to see changes to their local schools. The service is provided by a mix of permanent internal staff, staff shared with other Councils and expertise purchased from the private sector. One third of our in house legal team is specifically focussed on child protection cases.

The legal service also deals with Corporate Complaints and access to information through Data Protection and the Freedom of Information Act. The Council will make reductions in this budget through a reduction in planned use of legal counsel, some staffing changes and minor savings to the non-staffing budgets. In all the Council will plan to save £50,000 on this service. This may seem a small proportion of the overall budget but is against a backdrop of successive reductions in previous years – to reduce the budget further at this time would significantly impact on the Council's ability to deliver day to day services and major transformation.

Finance

The Council has a central team that manages the Council's accounts and supports the oversight and management of the Council's finances. The service fulfils certain legal requirements that ensure transparency and accountability in the way that public money is used – for example in producing accounts which are then audited.

During 2017-18 the Council will continue its existing strategy of improving the way the finance system works, making it easier to interrogate and understand the information it contains. This will make us more efficient, as well as empower budget holders from across the Council to access information directly - improving and speeding up decision making as well as freeing up resource in the finance team. We will also continue work to streamline invoice payments. This will provide an improved service, speeding up supplier payments, reducing workload across both the finance team and client departments, and will further enable more agile working.

In 2017-18 we propose to make savings in the core finance service by

- Restructuring the corporate leadership of the service by removing the post of Corporate Director of Resources saving £120,000 (we have already done this during 2016-17).
- Delivering internal efficiencies and increasing internal customers' ability to self-serve - £50,000 reduction.

Human Resources and Organisational Development

With over 6,000 employees including schools, the Council needs a dedicated human resources service. This service is relatively lean with a low ratio of HR officers to staff. The service is also responsible for equalities – including oversight of and training in the new Welsh language standards (the additional cost of these standards is spread throughout all parts of the Council).

The Council has brought the HR team together with other support services and this, together with some reductions in staffing will allow a saving in 2017-18 of £140,000. In the medium term we anticipate needing more resource to support the organisational development needed to deliver new ways of working and this will be financed from a dedicated change fund that the Council has established.

ICT

The Council will be spending around £5 million on its ICT services to support main Council activities and schools (which is provided in house or by external companies in the case of some schools). This service will be especially important in enabling changes across a range of services that in turn allow savings or improvements through more flexible working or new ways to access services.

Because of the market in the ICT sector we have struggled sometimes to recruit in this area. Therefore our strategy has been and will continue to be one of building skills and enable a career progression in-house. This includes a number of successful apprenticeship schemes and in 2017-18 we will be developing more formal training to complement the actions already undertaken.

Because we need to maintain investment in these skills to enable change we will be mostly maintaining this investment in 2017-18. However we do plan to make a reduction in the call tariff through contract renegotiation (targeting £90,000 over two years) and will make savings in some non-staff budgets for communications, supplies training and equipment (£65,000).

Digital Transformation

A significant change that the Council will be embarking on in 2017-18 is rolling out the use of digital approaches to how it engages with customers and provides some services. In 2017-18 we will be prioritising the Council Tax and Benefits services, making it easier for residents to request services and manage their accounts online. Over the next four years the Council will be investing up to £2.5 million on this digital transformation on the basis that the new approaches will be more flexible and convenient for service users but also save significant amounts of money. Some of these savings are achieved through reduced staffing levels. By taking a phased approach we aim to maximise our ability to make staff reductions through “natural wastage” thus minimising impact on staff as well as reducing the Council’s exposure to redundancy costs.

Procurement

The Council has a central team that provides procurement support across the range of services that we provide. Effective procurement is essential to ensuring good value for money across the council, but we will still continue to seek efficiencies, and are targeting £22,000 from our £300,000 investment in this team in 2017-18.

Democratic Services

The Council is a democratic organisation with 54 elected members (Councillors) who make decisions, set policy direction and oversee the general performance of the Council. Like all Councils, Bridgend has a mayor whose job is to chair meetings of the Council and represent the Council in the community (this is completely different to the elected mayors in cities like London and Bristol).

These democratic processes require support to ensure accountability and transparency in decision making and elected members are paid salaries that are set independently. In 2017-18 member salaries will make up a quarter of one percent.

In 2017 the Council will target efficiency savings in the cost of supporting democratic processes of £78,000 – but the Council also wants to make other changes to bring the Council and the decisions of elected members closer to their communities. For this reason we are proposing to assign an individual allowance to each elected member of £5,000 to spend in their local wards during 2017-18 on matters that are important to those communities. The elected member will be accountable for that expenditure to their electorate and will be expected to adhere to all the normal rules around probity that apply.

This is a significant change and will involve the Council diverting £285,000 of its budget through these local arrangements, allowing for some extra administration costs. We will review how this works in 2017-18 before considering whether to extend it into future years.

Audit

All public bodies have audit functions. Our internal audit is provided by a joint service that we share with the Vale of Glamorgan. The service carries out investigations and routine checks to ensure that the Council maintains good governance – especially as it relates to the proper accountability of money and other resources. The control

environment within the Council is strong (as measured by auditors) and so we will be reducing our spend on Internal Audit next year by £60,000 to £340,000.

In addition the Council undergoes external audit work that is set by the Wales Audit Office (WAO). The Council has little control over the fee that is set, though a good internal control environment is a strong argument for a lower fee being imposed. In 2017-18 we will discuss with the WAO how we can work together to reduce its fees.

MTFS Principles

- 4.5 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 2017-2021 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 and reach 2.7% of Gross Revenue Expenditure by 2019-20.
 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 was expanded in the previous MTFS 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. There have been allocations so far during 2016-17 in mitigation of the following proposals:

Table 2: MTFS Proposals supported by Budget Reductions Contingency Reserve in 2016-17

COM 1	MREC	£150,000
COM 11	Blue Badges	£83,000
CH 9	School Transport	£100,000
Total Allocated		£333,000

The level of this reserve will be kept under review by the Section 151 officer in light of forecast difficulties in delivering future budget reduction proposals.

MTFS Resource Envelope

- 4.6 The MTFS planning assumptions for 2018-21 are based on an annual reduction in AEF of -3.2% and an assumed increase in Council tax of 4.2% for 2018-19, 4.5% for 2019-20 and 4.5% for 2020-21 recognising the ongoing uncertainty around our funding in future years. The 2017-18 AEF figure is a reduction of -0.3% 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 3.

Table 3 – MTFS Scenarios: % Change in AEF

	2017-18	2018-19	2019-20	2020-21
	% Change	% Change	% Change	% Change
Best Scenario		-1.5%	-1.5%	-1.5%
Most Likely Scenario	-0.3%	-3.2%	-3.2%	-3.2%
Worst Scenario		-4.5%	-4.5%	-4.5%

4.7 Table 4 shows the Council's potential net budget reduction requirement based on the forecast resource envelope (paragraph 4.6), inescapable spending assumptions (paragraph 4.8) and assumed Council tax increases.

Table 4: MTFS Potential Net Budget Reductions Requirement

	2017-18	2018-19	2019-20	2020-21	Total
	£000	£000	£000	£000	£000
Best Scenario	6,187	6,286	6,103	5,914	24,490
Most Likely Scenario	6,187	9,474	9,141	8,808	33,610
Worst Scenario	6,187	11,911	11,391	10,881	40,370

Managing within the MTFS Resource Envelope

4.8 The financial forecast for 2017-21 is predicated on £33.610 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.
- Changes to energy cost inflation following a relative decrease in recent years.
- The future impact of national policies and new legislation not accompanied by commensurate funding e.g. Increases in the National Living Wage, further implementation costs of the Social Services and Wellbeing (Wales) Act, and the significant cost to large employers of the apprenticeships levy.
- Changes to employers' pension contributions, including separation of the contribution towards the historic deficit, which will be funded centrally, from the cost for future liabilities, which will be paid by directorates as a percentage of pay.
- Fees and Charges will increase by the statutory minimum or CPI (at prevailing rate, currently +0.9%) 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 increase in the living wage from April 2017.

Net budget reduction requirement

4.9 Table 5 shows the current position in respect of addressing the forecast budget reduction requirement of £33.610 million. It shows that £14.7 million of budget reduction proposals have already been identified over the period of the MTFS, including the full £6.187 million required for 2017-18. The table shows that the Council still needs to develop proposals to the value of £18.9 million and a range of options are under consideration including:

- Digital transformation of wider 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;
- Improvements to the Built Environment service

Table 5 - Risk Status of Budget Reduction Proposals 2017-18 to 2020-21

Year	GREEN: Proposal developed and deliverable	AMBER: Proposal in development but includes delivery risk	RED: Proposals not fully developed and include high delivery risk	Budget reductions Identified so far	Budget reductions not yet developed	Total Required
	£000	£000	£000	£000	£000	£000
2017-18	1,661	2,689	1,837	6,187	0	6,187
2018-19	21	3,369	1,074	4,464	5,010	9,474
2019-20	0	1,237	1,396	2,633	6,508	9,141
2020-21	0	944	512	1,456	7,352	8,808
Total	1,682	8,239	4,819	14,740	18,870	33,610
Percentage of total required	5%	25%	14%	44%	56%	100%

Risk Status Key:

RED Proposals not fully developed and include high delivery risk

AMBER Proposal in development, but includes delivery risk

GREEN Proposal developed and deliverable

4.10 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

4.11 The value of budget reduction proposals identified to date is shown in Table 6 by category. The categories are also shown by individual proposal in Appendix B.

Table 6 – Budget Reduction Proposals Identified 2017-18 to 2020-21

	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Total £000	%
Making Best Use of Resources	3,441	2,161	1,484	1,241	8,327	56%
Managed Service Reductions	1,778	1,106	520	70	3,474	24%
Collaboration & Service Transformation	605	300	129	0	1,034	7%
Policy Changes	363	897	500	145	1,905	13%
Total Identified as at 14.11.16	6,187	4,464	2,633	1,456	14,740	

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

- School transport route efficiencies
- Efficiencies in school delegated budgets
- Review of the healthy living partnership contract
- Income generation from other public sector bodies
- Development of online services
- Staffing restructures

4.13 Budget reduction proposals relating to Collaboration and Service Transformation amount to 7% of the total budget reductions. These include remodelling of adult social care and delivering further budget reductions from the AWEN culture trust which has been created. Policy changes amount to 24% 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 nursery provision and a review of car park charges. The policy change proposals are subject to consultation.

4.14 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

4.15 A full consultation "Shaping Bridgend's Future" was launched in early October and runs until 1 December. This covers a broad range of budget proposals under consideration as well as seeking public views on resource allocation and priorities. The consultation includes an online survey, community engagement workshops, social media debates, community engagement stands, and meetings with third sector organisations. Members will have the opportunity to take part in a budget workshop

similar to the public engagement events to be held on 30 November. The results will be presented to Cabinet on 10 January.

2017-18 Draft Revenue Budget

4.16 The following table shows the draft revenue budget for 2017-18.

Table 7 – Draft Revenue Budget 2017-18

	Revised Budget 2016-17	Specific Transfers to/ (from) WG	Inter-Directorate Transfers	Pension Changes	Pay / Prices / Demographics	Inescapable Budget Pressures	Budget Reduction Proposals	Revenue Budget 2017-18
	£000	£000	£000	£000	£000	£000	£000	£000
Service Directorate Budgets:								
Education & Family Support								
Education & Family Support	21,308	45	76	-393	250	246	-577	20,955
Schools	86,901	-45	-256	-792	999		-869	85,938
	108,209	0	-180	-1,185	1,249	246	-1,446	106,893
Social Services & Wellbeing								
Communities	60,534	342	3,138	-971	1,129	865	-2,244	62,793
Operational & Partnership Services	24,820	131	-3,138	-406	259	1,614	-1,106	22,174
Chief Executives / Finance	14,930	3		-297	136	410	-535	14,647
	4,331			-129	41	26	-414	3,855
Total Directorate Budgets	212,824	476	-180	-2,988	2,814	3,161	-5,745	210,362
Corporate Budgets:								
Capital Financing	10,128		56					10,184
Levies	6,959						-35	6,924
Repairs and Maintenance	900							900
Council Tax Reduction Scheme	14,304				250		-300	14,254
Apprenticeship Levy	0					700		700
Sleep Ins	765							765
Pension Related Costs	1,258			3,148				4,406
Insurance Premiums	1,559							1,559
Other Corporate Budgets	6,194	1,113	124		-180		-107	7,144
Total Corporate Budgets	42,067	1,113	180	3,148	70	700	-442	46,836
Net Budget Requirement	254,891	1,589	0	160	2,884	3,861	-6,187	257,198

Council Tax Implications

4.17 Based on the proposed budget of £257.198 million, the Council tax increase for 2017-18 will be 2.9%.

Pay, Prices and Demographics

4.18 A national pay settlement has been agreed for National Joint Council (NJC) workers, based on an overall increase of 2.4% over two years (covering the period April 2016 to March 2018), of which approximately 0.4% is designed to meet obligations under the National Living Wage. For the majority of staff the increase is 1% for both 2016-17 and 2017-18. The same increase has been reached for Chief Officers, with teachers pay awards agreed at 1% for one year only, from September 2016, at this time.

4.19 Price inflation has been allocated to service budgets and includes provision for contractual increases in food costs, social care provision and other commitments.

These will be further reviewed for the final budget and amended where necessary with updated inflation rates.

- 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 placement agreements or adjustments which may be required to meet contractual increases where the index is set after the Council's budget is approved.

The Actuary for the Local Government Pension Fund has indicated that from 2017-18 the Council will need to pay the historic deficit element of the employer's superannuation contribution as a cash sum, rather than as a percentage of salary costs as currently happens. Consequently this funding will be deducted from directorate budgets and centralised, leaving directorates to fund only future liabilities. In addition, provision has been made for an estimated increase in employer pension contributions from 1 April 2017.

Unavoidable Pressures

- 4.21 During 2016-17 a number of unavoidable 2017-18 service budget pressures have arisen totalling £3.861 million, detailed in Appendix A. 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' Budgets

- 4.22 Unlike previous years, the draft settlement from Welsh Government did not include funding for Local Authorities to protect school budgets. The Council recognises that school funding accounts for around a third of net revenue expenditure, and that protection inevitably leads to increased pressure on other budgets. The draft 2017-18 budget includes both a 1% efficiency target for schools and allowances for inflationary and inescapable pressures to be met centrally, thus treating school budgets on an equivalent basis as other areas of the Council.

However, this is partly offset by a number of adjustments to the schools' delegated budgets, including:

- The transfer out of the RSG for Bridgend of £46,000 formerly provided in respect of teacher registration fee subsidies.
- Centralisation of the part of the employer's superannuation contribution that funds the historic deficit, as required by the fund's actuary. There will be a corresponding reduction in employer contributions payable by schools, which will now only cover the future liability.
- Reduction in the cost of business rates following the 2017 business rates revaluation.

Budget Reduction Proposals

- 4.23 Budget reduction proposals of £6.187 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.

Fees and Charges

- 4.25 Generally, income from fees and charges will be increased by CPI (at the prevailing rate, currently +0.9%) 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

- 4.26 In line with the MTFS principle 8, the Council will maintain its general fund at no less than £7 million in 2017-18. Details of the Council's earmarked reserves position as at November 2016 are shown in Table 8. These are kept under review, and will be drawn down where required, and the position will be updated in the Final MTFS report to Council in March 2017.

Table 8 – Usable Earmarked Reserves

Opening Balance 1 April 2016	Reserve	Additions	Drawdown	Closing Balance November 2016
£'000		£'000	£'000	£'000
	Corporate Reserves:-			
	Chief Executives & Finance	-	(50)	
	Communities	14	(581)	
	Education & Family Support	-	(408)	
	Operational and Partnership Services	-	(446)	
	Social Services & Wellbeing	-	(72)	
	Non-Directorate	2,000	-	
32,939	Total Corporate Reserve	2,014	(1,557)	33,396
	Directorate Earmarked Reserves:-			
1,884	Communities	1	(598)	1,287
1,278	Education & Family Support	113	(82)	1,309
708	Operational and Partnership Services	-	(196)	512
92	Chief Executives & Finance	-	-	92
1,486	Social Services & Wellbeing	-	-	1,486
5,448	Total Directorate Reserves	114	(876)	4,686
38,387	Total Usable Reserves	2,128	(2,433)	38,082

Capital Programme and Capital Financing Strategy

- 4.27 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 draft capital settlement for 2017-18, which provides general capital funding (GCF) for the Council for 2017-18 of £6.288 million of which £3.909 million is provided through un-hypothecated supported borrowing and the remainder £2.379 million as general capital grant. No indicative allocations have been provided for 2018-19, so for now it is assumed that this level of funding will remain constant for the years after 2017-18, but this will be indicative only.
- 4.28 The Programme was last revised in October 2016. Since then a review is underway to identify the Council's capital investment requirements for 2016 to 2026, 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)

4.29 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 96.5% of the 2017-18 general capital funding:

Table 9 – Current Annual Allocations of Capital Funding

	2016-17 £'000
Highways Capitalised Repairs	200
Transportation Capitalised Repairs	250
Disabled Facilities Grant	2,350
Housing Renewal Schemes	100
Special Regeneration Funding	540
Minor Works	1,100
Community Projects	100
Bridgelink / Telecare replacement	30
Street lighting / Bridge infrastructure replacement	400
Contribution to 21 st Century Schools	1,000
Total	6,070

4.30 These annual allocations are also in the process of being reviewed for any further opportunities, and any changes will be recommended in the Final MTFS report in March 2017.

Capital Programme

4.31 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 2016, updated to reflect additional schemes funded through external sources in line with financial procedure rules, which will be revised for any new schemes in the MTFS 2017-18 to 2020-21 final report.

Raising Aspirations and Improving Educational Attainment

4.32 The Schools' Modernisation 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 £24.725 million of the total costs (currently estimated at £49.489 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. The original programme budget was £44.950 million, with £22.475 million provided by the Council. Since then, both Welsh Government and the Council have agreed to provide extra funding towards the programme to meet additional costs arising from site access issues, topographical issues and general increased construction costs. In addition, the Council has provided funding of over £1.6 million for additional highways requirements to allow the schemes to progress, which are outside of the 21st Century Schools Programme. The Council has agreed that its contribution of £24.764 million will 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 £14.536 million.

- 4.33 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 changes to this commitment will require Council approval.
- 4.34 The following projects are 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:

Table 10 – Status of 21st Century schools programme projects

Project	Current Status
Coety / Parc Derwen Primary School	Construction complete – school opened 2 nd November 2015 as per the statutory notice. In defects period.
Special Education Needs Provision	Construction completed – school opened 15 th 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	Full Business Case submitted and approved. Currently formulating funding contract. A protracted tender process has resulted in a delayed start on site therefore Cabinet has approved a January 2019 opening date for YGG Cwm Garw.
Pencoed Primary School	Cabinet approved the proposal to open the school in April 2018. Strategic Outline Case and Outline Business Case have received WG approval. Tender process for the construction of the school programmed to commence on 28 th November.
Brynmenyn Primary Provision	Outline Business Case approval received and the Full Business Case has been submitted to WG. Cabinet approval granted on 1 st November to accept and award the contract, subject to approval of the Welsh Government funding contract.
Mynydd Cynffig Primary School	Strategic Outline Programme approved by WG. Design progressing. Consultation is currently underway and closes on 22 nd November.
Heronbridge Special School	Design of mezzanine floor underway.

Capital Financing Strategy

- 4.35 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

- 4.36 The Council estimates that around £21 million could be generated as part of the enhanced disposals programme, which commenced in 2014, with circa £13 million already delivered (anticipated to reach £14.3 million by the end of 2016-17), and circa £6.6 million over the next 3 years (2017-2020), of which £1.75 million is expected to be realised in 2017-18. 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 excludes any receipts anticipated from the sale of the Waterton or Porthcawl Regeneration sites. Receipts are subject to the exchange of contracts, so it is prudent not to commit them until we have a contractual agreement.

Prudential Borrowing

- 4.37 Total Prudential Borrowing taken out as at 1 April 2016 was £35.08 million, of which £26.25 million was outstanding. It is estimated that the total borrowed will increase to £36.8 million by the end of this financial year.
- 4.38 Future prudential borrowing will include an estimated £5.6 million of Local Government Borrowing Initiative (LGBI) funding towards the costs of the 21st Century Schools Programme.

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 Committee Members are asked to:

- (i) Consider the information contained in the report and attached appendices;
- (ii) Determine whether it wishes to make any comments or recommendations which fall within their remit to submit to the Corporate Resources & Improvement Overview and Scrutiny Committee for consolidation and inclusion in their report to Cabinet on the draft budget proposals as part of the budget consultation process.

Randal Hemingway CPFA
Head of Finance and Section 151 Officer
29 November 2016

Contact Officer:
Deborah Exton
Group Manager – Financial Planning and Budget Management
Ext.3604. E_mail: deborah.exton@bridgend.gov.uk

Background Papers:
Cabinet Report – Medium Term Financial Strategy 2017-18 to 2020-21 – 6 July 2016
Council Report – Capital Programme 2016-17 to 2025-26 – 4 October 2016

Directorate	Improvement Priority	Service Area	Description of pressure	Recurrent Pressure
				£000s
Education & Family Support	Core services & statutory functions	Education	Requirement for increased Autistic Spectrum Disorder provision in both Key Stage 2 & 3, Welsh and English	246
Social Services and Wellbeing	Core services & statutory functions	Adult Social Care	Increased legislative responsibility in respect of implementing Deprivation of Liberty Standards (DoLS)	89
Social Services and Wellbeing	Helping people to be self-reliant	Childrens services	Increased staffing cost for childrens social workers in line with NJC and Care Council for Wales recommendations	66
Social Services and Wellbeing	Helping people to be self-reliant	Childrens services	Increased contribution to Western Bay adoption partnership to meet the costs of Bridgend's proportional share of placements	430
Social Services and Wellbeing	Helping people to be self-reliant	Childrens services	Increased requirement to fund supported lodgings and "When I am ready" service in line with Social Services and Well-Being (Wales) Act 2014.	280
Communities	Core services & statutory functions	Waste	To mitigate the reduction in the Environment and Sustainable Development Grant from Welsh Government, which provides financial support for waste collection and recycling activities.	186
Communities	Core services & statutory functions	Waste	Increased budget requirement to meet cost of new waste collection contract	1,037
Communities	Core services & statutory functions	Public Realm	Ecologist post to meet statutory requirements.	42
Communities	Core services & statutory functions	Public Realm	Sustainable Urban Drainage (SUDS) officer to meet statutory requirements.	47
Communities	Core services & statutory functions	Public Realm	Reduction in fee contribution from South Wales Trunk Road Agent (SWTRA) contract	302
Operational & Partnership Services	Helping people to be self-reliant	ICT	Annual Licence costs associated with Digital Platform	125
Operational & Partnership Services	Community Action Fund	Democratic Services	£5,000 member allocation plus allowance of £15,000 for administration costs	285
Chief Executive & Finance	Helping people to be self-reliant	Finance	Increase in volume and complexity of administration for Direct Payments	26
Corporate	Core services & statutory functions	HR Payroll	Apprenticeship Levy of 0.5% on total council payroll	700
Total Budget Pressures				3,861

This page is intentionally left blank

Page 11	Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
---------	------	-----------------------------	------------------------------	------------	---------------------------	--------	----------------------	---	--------------------------------	-----------------------	-------------------------	-------------------------	-------------------------

PROPOSED IMPROVEMENT PRIORITY

IP1 - Supporting a successful economy
 IP2 - Helping people to be self-reliant
 IP3 - Smarter use of resources
 NONPTY - Core services & statutory functions

CATEGORIES

BUR - Making Best Use of Resources
 MSR - Managed Service Reductions
 CST - Collaboration and Transformation
 PC - Policy Changes

RAG STATUS KEY

RED Proposals with significant risk or at early development stage
AMBER Proposal in development but includes delivery risk
GREEN Proposal developed and deliverable

EDUCATION & FAMILY SUPPORT

CENTRAL EDUCATION & FAMILY SUPPORT

EFS1	Corporate Business	IP3	PC	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.	<ul style="list-style-type: none"> Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings. Risk of price increases from Contractors 	Home to school transport - £3,860K	6%			28	67	67	75
EFS2	Wise	IP3	BUR	School transport route efficiencies.	Minimal impact. More efficient routes to be identified.	Home to school transport - £3,860K	8%	200		100			
EFS3	Wise	IP3	BUR	Achieve full cost recover on Catering Service, through a combination of efficiencies and price increase	Historic efficiencies have been identified year on year within this service, therefore the majority of the financial value is likely to be made through school meal cost increases. This will also reduce residual funds to invest in kitchen equipment/refurbishments.	775	13%			79	21		
EFS5	Wise	IP3	BUR	Removal of Nursery development grant to private settings - Nursery Development Grant which is currently used for Grants to the childcare sector and training to improve the quality of early years provision in Bridgend and to enable the childcare workforce to meet and fulfil their legal requirement .	Reduction in ability to support new start up nursery provision, which will be even more important to families if nursery education is also reduced. The grant is also used to 'prop' up private providers in the short term to enable them to 'weather' difficult times a removal of the grant could mean that small businesses will cease to be viable.	47	64%			30			
EFS7	Corporate Business	IP3	BUR	To review the Built Environment Service Level Agreement with Schools to achieve full cost recovery.	<p>SLA to be reviewed to ensure principle of full cost recovery is in place for services provided by the Built Environment service. A major risk is that schools will leave the SLA agreement with Built Environment. This is where we provide the majority of statutory maintenance to the schools.</p> <p>The risks to the authority in losing the control of the schools in relation to statutory compliance and advice/support will increase the risk to the authority substantially.</p> <p>If the schools do not take up the SLA there will be a need to reduce the staffing in the maintenance service to reflect this. This will also reduce the authority resilience in controlling our statutory responsibilities.</p>	135	55.6%	44		31			

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
EFS10	Healthy & Wise	IP3	BUR	Transfer of management of the centre to Flying Start along with efficiency review of running costs of the building	Bringing Management In House and generating income from users	112	3%		75			
EFS12	Wise	IP3	BUR	Discharge IFSS (a statutory function) via the Connecting Families service which will result in a streamlining of the service and a further reduction in the management structure required to discharge our duties in the area of intensive family support.	The risks to the Authority are linked with ceasing the regional Western Bay IFSS. There are 17 staff in the regional service but 13 of these are employed by Bridgend Council. In the absence of a signed legal agreement, (which has been pursued for over a year) there may be risks for the Authority in terms of potential redundancy costs.	291	17.2%			50		
EFS13	Wise	IP3	BUR	WJEC - re-alignment of budget to reflect actual charge from WJEC.	Risk that subscription in future years increases.	32	31.3%		10			
EFS14	Wise	IP3	CST	Traded Services Schools brochure - It is proposed to revise the current approach to offering traded services under the current SLAs where such services impact upon the LAs statutory responsibilities. A new traded brochure will offer services from the LA but mandate certain services where these impact upon the LAs statutory responsibilities or where the risk to the schools, their users or LA are high	<ul style="list-style-type: none"> Relationship with schools and governing bodies may suffer SLAs with the LA may be perceived as a profit making exercise Freedom of schools to shop around and obtain best value for money is challenged 	Nil budget - new income target				20		
EFS15	Wise	IP3	BUR	Speech and language therapy - This is a proposal to delegate the Speech and Language Service to schools- School Based Model. Other Local Authorities such as Cardiff, Neath Port Talbot and Swansea have moved towards a school based model with the involvement of an SLA with Health which has proven to be a successful model. This proposal would negate the local authority's requirement to manage the service resulting in a release of the management structure of the service.	<ul style="list-style-type: none"> Likelihood of redundancy costs. Risk if period of consultation is extended. Subject to outcome of consultation . 	334	22.5%		75			
EFS16	Wise	IP2	BUR	Reduction in Central Budget for 1:1 for Primary Schools - This has been successfully done with Secondary Schools. There is difficulty in recruiting and retaining SNSA's and supply staff is high. It is has proven to be more efficient that Secondary Schools directly appoint and manage the 1:1 support staff required for their pupils.	<ul style="list-style-type: none"> Senior Support Officers will be reduced for Complex Medical; Speech and Language and Autistic Spectrum Disorder; Behaviour and Wellbeing and Hearing Impaired Teams. Likely redundancy costs/VER for 4 Senior Support Officers and SNSA's. Period of consultation is extended. Subject to outcome of consultation. 	555	18.0%			100		

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
EFS19	Wise	IP3	CST	YOS Team - The amalgamation of the 3 local authority Youth Offending teams of Neath Port Talbot, Swansea and Bridgend in 2014 has already achieved savings for the Local Authorities simultaneously managing reductions in grant funding. This shows the effectiveness of bringing the services together across a regional footprint. Performance has been maintained whilst significant savings have been made. However, in order to make further savings the service would need to undergo further staff reorganisation.	This proposal is at a very early stage with significant risk attached. Any potential changes will be subject to discussions and agreement with partners Neath Port Talbot and Swansea which have not yet been held.	356	22.5%			80		
EFS23	Corporate Business	IP3	BUR	Staff vacancy management - It is proposed to implement strong vacancy management arrangements within the Directorate. This will ensure that all posts that progress to recruitment have been robustly challenged and vacant posts which cannot be justified will not be filled	<ul style="list-style-type: none"> • Posts that become vacant may be critical. • Service resilience becomes partly dependent on longevity of current postholders. • Natural succession of staff into more senior positions is potentially stalled, impacting retention and morale • Service delivery becomes potentially at risk. • Demand overload for staff expected to pick up the 'slack'. • Challenge from Unions over additional responsibilities/operation tasks without consideration of financial recompense for staff. • Further restructures likely as teams reduce. • Morale of staff may be affected. 	£18,350k gross staff budget	0%			50		
EFS24	Corporate Business	IP3	BUR	It is proposed to undertake a restructure to Business/Management Support to look for efficiencies.	<ul style="list-style-type: none"> • Business Support resilience will be affected. • Ability to undertake, minute and support investigations are affected. • Central management arrangements for Business/Management Support will be impacted by loss of roles. 	344	49.4%		74	96		
EFS25	Wise	IP3	CST	Education Psychology - This proposal is predicated on losing the post of Lead Education Psychologist. Through Collaboration with other Local Authorities in the Consortia the role of the Lead Education Psychologist could potentially be shared. The Education Psychology part of this role will remain to ensure there is no reduction in EP capacity. The management capacity is what would be potentially lost.	Risk that if no other partners wish to collaborate this proposal cannot be pursued.	360	21%		75			
				Total Education and Family Support					577	484	67	75

Page 12 Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
SCHOOLS												
SCH1	Wise	IP3	BUR	Removal of Protection to Schools Budgets	The £869,000 saving per annum represents a 1% efficiency per annum against individual schools budgets. Risk of increased school deficit positions. Implementation will be a matter for individual schools - potential to result in some teacher redundancies. If efficiency is made solely from staffing budgets, this could range from a minimum of 1 teacher in our larger Primary Schools to 5 teachers in our larger Comprehensive schools over the 4 year MTFs period	£86,901k total Individual Schools Budget	4%		869	869	869	869
				Total Schools					869	869	869	869
				Total Education & Family Support Directorate					1,446	1,353	936	944

SOCIAL SERVICES & WELLBEING

Theme 1 - Remodel Service Delivery												
ASC3	Healthy & Wise	IP2	PC	Link the work on the new assessment framework to the new national eligibility criteria as part of the Social Services and Wellbeing Act	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. The project management approach and the deployment of a change team is working well. This is part of the transformation agenda. Project plan with targets and timescales in place. If savings achieved over the indicative amount, this will be used to offset other areas in the SS&WB MTFs which are more at risk.	20,797	4%	662	150			
ASC7	Healthy & Wise	IP2	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. A project plan is in place and targets are set.	1383	7%	50	50			
ASC9	Healthy & Wise	IP3	CST	Review Continuing Health Care (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 Remodelling Adult Services Board. As this is about individual assessment and individual cases which can change over time it is difficult to give an accurate projection. 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.	20,797	1%	118	100			

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
ASC17	Healthy & Wise	IP2	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		
ASC18	Healthy & Wise	IP2	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%			660		
SSW2	Healthy & Wise	IP2	PC	Develop and implement personalised budgets	To develop personalised budgets across Adults and Children. This could potentially see a reduction in the types of services being commissioned as individuals explore new ways of meeting their social care outcomes. No further work completed at present as it is too early. Strategy to be developed during 2017/18.	Approx. £23m commissioned services	N/A				263	
CH25	Healthy & Wise	IP2	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'. Continues to be a priority however, unpredictable at this stage.	10,439	8%	357	260	260		
SSW4	Healthy & Wise	IP3	CST	New models of service delivery within AWEN cultural trust.	Implementation will be delivered by the Awen Trust and this is outlined in the partnership agreement. Any changes to service levels to deliver savings will have to be agreed between the Council and Awen.	3138	22%	250	101			
SSW3	Healthy & Wise	IP3	PC	Redesign respite and emergency services, including a review of transition services	Redesign respite and emergency services across Adults and Children Services. Work ongoing and business case in development.	1,073	22%			100	100	
Theme 1 - Remodel Service Delivery - sub-total									1,075	1,355	363	0

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
Theme 2 - Service Efficiencies												
ASC12	Healthy & Wise	IP3	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. Contingency plan in place.	1,662	9%	36	120			
HL2	Healthy	IP3	BUR	Review Healthy Living Partnership Contract	Decisions would be needed following presentation of options and consideration of financial penalties. The management fee has been reduced via reprofiling of capital and other costs e.g. utilities have also contributed to savings.	1,835	28%	181	308	20		
Theme 2 - Service Efficiencies - sub-total									428	20	0	0
Theme 3 - Income Generation												
ASC10	Healthy & Wise	IP3	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 . New model of service being designed, requires significant work to ensure future sustainability.	100	88%	15	73			
Theme 3 - Income Generation sub-total									73	0	0	0
Theme 4 - Prevention and Wellbeing												
SSW1	Healthy & Wise		MST	Impact of the Prevention and Wellbeing agenda	Part of the whole system remodelling programme for Social Services. The annual impact of the introduction of the prevention and wellbeing agenda, including the impact of the Community resource team /Reablement services, the increase in the use of Assistive Technology, the development of the Council Wide Local Community Co-ordination and development of personalised budgets. There is a risk of demographic growth especially with older people with mental health needs. There has been an increased focus on developing the Prevention and Wellbeing agenda over the last 6 months - specifically the establishment of a community co-ordinator. Early indication is that this post has enabled 25 people to be diverted away from statutory services. The service is now recruiting 2 further community co-ordinators so that each community network area will have a post. It is too early to be confident about the potential savings hence the red RAG status.	Directorate Wide	N/A		668			
Theme 4 - Prevention and Wellbeing sub-total									668	0	0	0
Total Social Services & Wellbeing Directorate									2,244	1,375	363	0

Budget Reduction Proposals 2017-18 to 2020-21

Page 12	Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
COMMUNITIES													
COM1	Corporate Business	IP3	MSR	Public conveniences - Reductions to the budget for Public Toilet provision Introduction in 17/18 of mobile public toilet cleaning attendants to service the public toilets in Bridgend Porthcawl and Maesteg followed by nearly full budget saving against the service and closure or transfer to T&CC in 18/19. A budget will be retained to support the Authority's comfort scheme. This will be used to grant fund businesses that open their toilets to the general public	Failure to secure public support following consultation. Failure to secure the required outcomes through staff consultation required to achieve the savings or non-transfer to Town and community councils. Timescales identified when set against the requirements of consultation and approval to proceed time scales mean achieving the full savings in the years identified is very challenging.	166	62%				103		
COM3	Corporate Business	IP3	BUR	Review of Highways maintenance/DLO Services - collaborative overhead saving working with another local authority. (Budget of £6.087k reflects full budget for Highways Maintenance/Street lighting/ Highways Management/ Network Management / Rights of Way/ and the DSO. These budgets are impacted by additional savings targets identified below.	Such collaborative working could be introduced but there would need to be agreements in place such as memorandum of understanding as to the scope of such works (e.g. where the person operates from, priorities to host or party sharing service. This might also lead to redundancy costs. It is likely there would be no visible impact to the public.	6,087	9%	417				150	
COM4	Place	IP3	BUR	Review of School Crossing Patrol service in line with GB standards.	This proposal builds on the 2015/16 budget reduction to cut the school crossing patrol budget by 50% and focus on those sites where there is greatest assessed risk based on the GB standard. Potential redundancy costs. Impact on high risk routes to gain full saving. Potential to impact on learner travel budget if route is deemed unsafe due to lack of SCP and the need for the Education Directorate to provide transport.	66	30%					20	
COM5	Place	NONPTY	MSR	Reduction to Winter Maintenance Budget	As a Highways Authority, BCBC has a statutory duty to maintain the highway in a safe condition. This reduction will see fixed hire of gritters for fixed period and the risk is if the winter period extends there would be an overspend against the revised budget. In snow events the ability to deal with a wider response would be impacted, with resilience diminished.	337	18%			60			
COM6	Place	NONPTY	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. The risk is that weeds cause an accelerated deterioration in the highway asset requiring more extensive and expensive repair in the long term.	30	50%			15			
COM7	Place	NONPTY	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. The risk is that we do not have information to best inform our highway maintenance programme to direct funding where it is most needed.	20	25%			5			
COM8	Place	NONPTY	MSR	Reduction in road marking maintenance	This proposal will result in less frequent maintenance and re-marking of line painting on roads and potentially may impact on road safety and enforcement.	100	10%			10			

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
COM9	Corporate Business	IP3	BUR	Removal of Security budget Waterton	A technological solution is being sought to remove the need for the current security arrangements. This is dependent on works to implement changes to depots.	20	100%		20			
COM10	Corporate Business	IP3	CST	Fleet - This is an efficiency savings based on savings expected to be delivered through joint procurement, increased commerciality, economies of scale and administrative efficiency	To implement joint procurement will require capital investment on an invest to save basis.	-51	N/a - Fleet has a net income budget				93	
COM11	Place	IP3	MSR	Other cleaning - Removal in 19/20 of 4 area cleaner streets teams - The loss of this support will shift the balance of the service from which is generally recognised where litter is collected on a proactive basis to one where litter is picked up reactively with the remaining street cleaning operatives responding only to prioritised complaints, fly tipping and bin emptying. The service reduction identified for 2020/2021 will see the removal of 1 of the councils 3 7.5 tonne street cleaning sweepers. The vehicle currently supports street cleaning in the early mornings in each of the 3 main town centres	Under this proposal the council will be at risk of falling short of the minimum statutory requirements laid down in the Environmental Protection Act and other relevant legislation. The loss of this vehicle and its operative will remove any resilience from the service and lead to higher levels of street litter and detritus. The vehicle currently supports street cleaning in the early mornings in each of the 3 main town centres if a vehicle is lost from the service a decision will need to be taken on which town centre is to lose the services of this vehicle Failure to secure the required outcomes through staff consultation needed to achieve the savings. Timescales identified when set against the requirements of staff consultation mean achieving the full savings in the years identified will be challenging.	1,201	22%			200	70	
COM12	Place	IP3	PC	Broad review of car park charging including staff and elected member parking passes	Potential public impact if displaced cars move from Council car parks to residential streets. Balance needs to be struck between increasing income to meet budget targets but not impacting adversely on town centre trade and footfall. Also potentially some 'attrition' in the use of Council managed carparks, leading to reduced income but this is accounted for in the estimates. Likelihood of elected members and staff users leaving the current scheme due to increase in costs. The proposal is intended to be part of a 'holistic' parking strategy that will include additional residents only parking around Bridgend Town Centre so that on street alternatives for parking will be more difficult to find.	1119	4%		50			
COM13	Healthy and Wise	IP2	CST	Transfer of directly operated centres and review of grant support to voluntary organisations	BCBC retain two directly operated centres - transition to voluntary organisations would save direct costs. Reliant on new organisations forming. Centres are very popular where closure would have significant reputational risk.	86	45%		39			
COM14	Healthy and Wise	IP3	MSR	Reduction in Adult Community Learning provision	ACL provision has already reduced significantly from 2014 to 2015 following 40% cut in WG funding. Further saving reduces scope of provision further.	177	40%		70			
COM15	Healthy and Wise	IP3	MSR	Street lighting - combination of shut off and dimming which will be based on risk assessments that are yet to be carried out but will be based on keeping lighting on key strategic sites and junctions.	Risk of community safety and public concern. Risk of unlit road side obstructions. Potential for unlit routes to impact on learner travel routes that may then fail audits and require educational transport. Potential impact on town centre economic vitality and CCTV coverage for anti-social behaviour.	1,482	34%			250	250	

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
COM16	Place	IP3	MSR	<p>A substantial cut of 25% was made to the service in 2015/16 on top of savings in previous years, limiting the scope for further reductions. 2017/18 - £21k – A reduction in the BCBC tourism marketing budget, and reducing the mobile TIC budget, for the financial year 2017/2018.</p> <p>2018/19 -£40k cut in commissioning budget to support 3rd Sector with Community Asset Transfer. This is part of the Strategic Regeneration Fund.</p> <p>2019/20 -£20k reduction in the Events budget in 2019/20. It is not possible to reduce the budget prior to this due to existing commitments (Urdd, Women's Open, Senior Open, Town Centre Events programme). This is a part of the SRF match-funding budget.</p>	<p>These cuts will result in further erosion of support for the tourism sector in the Country Borough, and limiting the extent to which the Council is able to harness the economic potential of major events, including the Urdd, Elvis Festival Women's Open, Senior Open etc. as well as major tourism investment such as the Wales Coastal Path and Porthcawl's historic Harbour Quarter, including the Maritime Centre. By 2019/20 the Council's ability to work with Welsh Government's Major Events Unit, and bring major events to the County Borough, will be severely compromised. The tourism sector currently accounts for 4,000 jobs locally, and is a sector that has shown consistent growth, both locally and nationally, in the last 5 years. The £40k cut in the commissioning budget will limit the package of support that is currently available to support the Third Sector with Community Asset Transfer in 2018/19. The impact of this could result in either the inability to safeguard community services, and/or failure to realise savings elsewhere in the Council. As a permanent reduction in the SRF budget, it will also result in a long term reduction in the Council's ability to match-fund regeneration projects.</p>	1,756	5%		21	40	20	
COM17	Place	IP3	BUR	Reduction to core budget for Civil Parking Enforcement Team.	Risk that income will drop in future years leaving potential shortfall.	231	22%		50			
COM18	Place	IP3	BUR	<p>Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17/18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.</p>	<p>Failure to secure a new operating contractor through a compliant tender and procurement exercise for the MREC facility would result in this saving being undeliverable.</p> <p>Failure to reach agreement with NPT on the Councils financial contribution to the costs of supporting the MREC.</p> <p>Intervention by the Welsh Government and or changes in legislation in the waste management sector.</p>	4,047	5%		200			
COM19	Place	IP3	PC	Permitting Scheme road works net of existing income of £95,000	Implementation of permitting Scheme - risk that Welsh Government do not approve the scheme.	New income target	N/a - Fleet has a net income budget		100			
COM20	Place	IP3	MSR	Highways Dept Management Structural Savings Target	Less resources for highway inspections, less resilience for response to highway issues.	6,087	2%			50	50	
COM21	Place	IP2	BUR	Rights of Way - removal of contribution to Coity Walia	If this funding is removed, there is a potential implication on street scene for removal of fly tipping. In addition, the maintenance costs of the common would revert back to ROW.	21	100%		21			
COM22	Place	NONPTY	MSR	Carriage way resurfacing - move to reactive service	No carriageway re-surfacing purely carriageway patching reactive repairs.	215	100%		215			
COM23	Place	NONPTY	MSR	Gully cleanings reduce frequency	To achieve this there will be staffing/plant reductions. Risk of water hazard not being dealt with and implications for insurance claims. Reduced resilience in severe weather events.	186	22%		40			
COM24	Place	IP3	BUR	AD procurement - Reduction in budget through savings in the treatment of the Councils domestic food waste, through a joint procurement exercise with the City and County of Swansea (CCS) for the treatment of food waste by anaerobic digestion (AD)	<p>Failure to secure a compliant tender and to close the procurement with a provider.</p> <p>Intervention by the Welsh Government which prejudices the procurement.</p> <p>Failure to agree and implement a MOU between CCS and BCBC.</p>	318	31%		100			

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
COM25	Place	NONPTY	MSR	Reduced focus on rear lanes overgrowth and footpaths in rural areas	To achieve this there would need to be a reduction in teams which have already decreased from 4 to 2. Further reduction/non-attendance at rear lanes will result in greater weed growth on the adopted highway network. The risk is that weeds cause an accelerated deterioration in the highway asset requiring more extensive and expensive future repair. From a reputational perspective, this will be of concern to residents and members.	183	16%		30			
COM26	Place	IP2	CST	Target full cost recovery of shop mobility	Explore different funding options including partnership or 3 rd party funding. Risk that failure to secure external funding could result in the service having to close.	16	100%				16	
COM27	Place	IP3	MSR	Removal of Subsidised bus services	Potential reputational risk. Requirement for consultation and EIA. Risk of isolation of communities. Risk of no commercial services to fill the gap in terms of early or later services thus could be a barrier to employment, healthcare, education and services for the community. Risk that WG reconsider their element of the bus subsidy for Bridgend.	320	59%			188		
COM29	Place	IP3	MSR	Seek commercial partner to operate bus station to achieve full cost recovery	Failure to achieve this could result in bus station closure, impacting on city region, connectivity hub, and potential impact on air quality due to relocation of buses.	149	94%			140		
COM31	Corporate Business	IP3	BUR	To rationalise the core office estate - Secure tenant for Raven's Court and move staff into the Civic Offices, in order to generate a rental income and save on running costs.	Proposal is dependent on the property market and tenant may not be secured. Whilst there has been tenant interest, to date it has not been possible to complete on the lease with two successive tenants. The property may need to be split and marketed on this basis. This may result in less attractive terms to the council.	216	113%	195		25	25	
COM32	Healthy	IP3	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.	128	65%	23	60			
				Total Communities Directorate					1,106	796	824	70

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
-----------	-----------------------------	------------------------------	------------	---------------------------	--------	----------------------	---	--------------------------------	-----------------------	-------------------------	-------------------------	-------------------------

CHIEF EXECUTIVES

FINANCE

CEX1	Corporate Business	IP3	BUR	To reduce the number of Finance and accountancy staff	delivery through process efficiencies and upskilling of internal customers. Further staffing reductions may put at risk financial control environment as well leave no resilience in the event of staff sickness, meaning potential to have higher agency fees.	2027	7%	51	50	50		
CEX2	Corporate Business	IP3	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	25%	19	60		20	
CEX3	Corporate Business	IP3	CST	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 a mixture staff reductions and freed capacity to focus on recovery work from putting council tax and some benefits on line.	2198	16%	60	150	150		
CEX4	Corporate Business	IP3	BUR	To secure reductions in External Audit Fees	Agreed reduction in external audit fees in line with reduced number of audit days.	420	36%	87		33	33	
CEX5	Corporate Business	IP3	BUR	To recover grant audit fees from grant/reduced scope if grants brought into RSG	Plan to negotiate with Welsh Government/ WAO to ensure audit of grants covered by grant. Expected reduction in grants in future years should also reduce pressure on net budget.	47	64%			15	15	
CEX6	Corporate Business	IP3	MSR	To reduce the number of corporate directors	Deletion of Director of Resources post. Reduction allows for increased cost of Director of OPS vs Assistance Chief Executive.	700	17%		120			
CEX11	Corporate Business	IP3	BUR	Implement fines for non return of Single Person Discounts	Statutory fine of £50 not currently implemented. Based on 1,000 case per annum less 0.5 FTE administration cost assumed.	N/A	N/A		34			
				Total Chief Executives					414	248	68	0

OPERATIONAL AND PARTNERSHIP SERVICES

OPS1	Wealthy / Healthy	IP3	CST	Public Protection Collaboration	The project is intended to reduce costs and maintain resilience. It is important that the project provides proportionate savings to the Directorate budget cuts to avoid other services taking disproportionate cuts. Agreement of the partner authorities is required to effect savings as even if savings are made from a reduced service to Bridgend it is likely that this will impact on other authorities.	1,454	25%	181	20	50		
OPS2	Corporate Business	IP3	BUR	Restructure of Legal, Democratic and Procurement.	Legal Services already a mix of collaboration, joint service, internal service and procured. Cost of service significantly lower than external so care needs to be taken not to increase costs overall. Democratic Services: Reduction of support staff will require change to Committee Structure. Procurement team restructure completed.	2,736	12%	70	150	100		

Budget Reduction Proposals 2017-18 to 2020-21

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
Housing												
OPS3	Place	NONPTY	MSR	Non staff Budget, Review Service Level Agreements and Staffing.	Will require use of grant funding. Requires re-negotiation of SLA.	885	11%	50.94	50			
				Total Housing					50	0	0	0
Human Resources												
OPS4	Corporate Business	IP3	BUR	To reduce number of staff in HR, OD and Communications and business support	Planned savings in process of realisation. Management costs reduced due to amalgamation of roles and unification of Business Support services within new Directorate. Future staff savings possible due to Digitisation project but concern in relation to capacity to support HR advisor functions.	2,500	11%	95	140	50		
OPS5	Corporate Business		CST	Non Staffing		869	1%		10			
				Total Human Resources					150	50	0	0
ICT												
OPS6	Corporate Business	IP3	BUR	Call tariff efficiency	Future years work to rationalise software but consultation required within Directorates in respect of specialist software. Budget re-alignment required to offset overspend in some areas.	1423	20%	192	40	50		
OPS7	Corporate Business	IP3	BUR	Review non staff budgets for communications, supplies training and equipment	Fewer resources to provide ICT support and infrastructure.	999	7%		65			
				Total ICT					105	50	0	0
Transformation												
OPS8	Corporate Business	IP3	BUR	Staff restructure	A small performance team so large impact even with small staff changes. The Transformation team is central to the delivery of the corporate projects.	238	25%		60			
				Total Operational & Partnership Services					535	250	0	0

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2016-17 £'000	Total Budget Reduction 2016-2021 as % of 2016-17 Budget	2016-17 Budget Reductions £000	Proposed 2017-18 £000	Indicative 2018-19 £000	Indicative 2019-20 £000	Indicative 2020-21 £000
------	-----------------------------	------------------------------	------------	---------------------------	--------	----------------------	---	--------------------------------	-----------------------	-------------------------	-------------------------	-------------------------

CORPORATE / COUNCIL WIDE

CWD1	Corporate Business	NONPTY	PC	Reduction in Levies	This will require discussions with levying authorities e.g. Fire and Rescue Authority and Coroners to secure reductions in levies, in line with overall reductions in public sector funding. Based on assumption of annual 1% efficiency target, with 0.5% in first year	6,959	4%	23	35	70	70	70
CWD2	Corporate Business	NONPTY	BUR	Reduction in other Corporate budgets including pay and price provision.	Impact to be determined depending on economic climate, inflationary rates etc.	10,194	8%		107	92	272	372
CWD3	Corporate Business	NONPTY	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.	1,559	18%	100		80	100	
CWD4	Corporate Business	NONPTY	BUR	Reduction in provision for Council Tax Reduction Scheme	Budget underspent by £520k in 2015-16. Impact will need to be monitored as this budget is demand led.	14,304	6%	300	300	200		
				Total Corporate / Council Wide					442	442	442	442

				GRAND TOTAL REDUCTIONS					6,187	4,464	2,633	1,456
				ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)				7,477	6,187	9,474	9,141	8,808
				REDUCTION SHORTFALL					0	5,010	6,508	7,352

1,661	21	0	0
2,689	3,369	1,237	944
1,837	1,074	1,396	512
6,187	4,464	2,633	1,456

This page is intentionally left blank

	Corporate Priority	Financial Year										
		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	2016-2026 £'000
Non-Operational Assets	Smarter Use of Resources	480	-	-	-	-	-	-	-	-	-	480
Community Projects	Smarter Use of Resources	191	100	100	50	50	50	50	50	50	50	741
Culture												
Bryngarw House	Core Services & Statutory Functions	5	-	-	-	-	-	-	-	-	-	5
Healthy Living Minor Works - Newbridge Fields	Core Services & Statutory Functions	25	-	-	-	-	-	-	-	-	-	25
Berwyn Centre	Core Services & Statutory Functions	200	-	-	-	-	-	-	-	-	-	200
Total Communities		34,988	9,665	7,721	7,385	5,570	4,450	4,450	4,450	4,450	4,450	87,579
Operational & Partnership Services												
Investment in ICT	Smarter Use of Resources	300	-	-	-	-	-	-	-	-	-	300
Digital Transformation	Smarter Use of Resources	550	1,950	-	-	-	-	-	-	-	-	2,500
Council Suite Infrastructure Upgrade	Smarter Use of Resources	19	-	-	-	-	-	-	-	-	-	19
Total Operational & Partnership Services		869	1,950	-	-	-	-	-	-	-	-	2,819
Unallocated		-	-	-	-	696	1,816	1,816	1,816	1,816	1,816	9,776
Total Expenditure		47,121	42,029	10,129	7,513	6,296	6,296	6,296	6,296	6,296	6,296	144,568
Expected Capital Resources												
General Capital Funding												
General Capital Funding - General Capital Grant		2,382	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	2,379	23,793
General Capital Funding - Supported Borrowing		3,914	3,909	3,909	3,909	3,909	3,909	3,909	3,909	3,909	3,909	39,095
Capital Receipts - Schools		1,410	12,437	55	98	-	-	-	-	-	-	14,000
Capital Receipts - General		10,966	761	87	766	8	8	8	8	8	8	12,628
Earmarked Reserves		9,112	2,750	100	50	-	-	-	-	-	-	12,012
Revenue Contribution		36	935	-	-	-	-	-	-	-	-	971
Prudential Borrowing (Unsupported)		1,720	-	-	-	-	-	-	-	-	-	1,720
Local Govt Borrowing Initiative (21st Century Schools)		-	2,597	1,323	-	-	-	-	-	-	-	3,920
Loan - WG		2,400	-	-	-	-	-	-	-	-	-	2,400
Sub-Total General Capital Funding		31,940	25,768	7,853	7,202	6,296	6,296	6,296	6,296	6,296	6,296	110,539
External Funding Approvals												
WG - Flying Start		32	-	-	-	-	-	-	-	-	-	32
WG - Other		331	2,250	60	-	-	-	-	-	-	-	2,641
WG - 21st Century Schools		2,700	13,023	-	-	-	-	-	-	-	-	15,723
WG - Vibrant & Viable		2,269	-	-	-	-	-	-	-	-	-	2,269
WG - CADW		500	-	-	-	-	-	-	-	-	-	500
S106		1,303	228	-	-	-	-	-	-	-	-	1,531
Transport Grant		1,695	-	-	-	-	-	-	-	-	-	1,695
Heritage Lottery Fund (HLF)		370	395	1,119	311	-	-	-	-	-	-	2,195
Big Lottery		262	-	-	-	-	-	-	-	-	-	262
EU		127	365	1,097	-	-	-	-	-	-	-	1,589
Other		5,592	-	-	-	-	-	-	-	-	-	5,592
Sub-Total External Funding Approvals		15,181	16,261	2,276	311	0	0	0	0	0	0	34,029
Total Funding Available		47,121	42,029	10,129	7,513	6,296	6,296	6,296	6,296	6,296	6,296	144,568
Funding Shortfall/Surplus		-	-	-	-	-	-	-	-	-	-	-

Glossary of terms

WG - Welsh Government

EU - European Union

S106 - Section 106 of the Town and Country Planning Act 1990

This page is intentionally left blank