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Bridgend County Borough Council



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

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Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: (01656) 643148
Gofynnwch am / Ask for: Mrs Julie Ellams

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

Dyddiad/Date: Wednesday, 22 November 2017

Dear Councillor,

CABINET

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Tuesday, 28 November 2017 at 2.30 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 18
To receive for approval the Minutes of the meeting of the Cabinet of 31 October 2017.
4. JNC Pay Structure 19 - 22
This report seeks Cabinet approval to recommend to Council the implementation of a new approach to senior management pay.
5. Medium Term Financial Strategy 2018-19 to 2021-22 23 - 62
The purpose of this report is to present Cabinet with the draft Medium Term Financial Strategy 2018-19 to 2021-22, 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 2018-22 and a detailed draft revenue budget for 2018-19.
6. Amendment to the Financial Procedure Rules (FPRs) within the Council's Constitution 63 - 110
The purpose of this report is to seek agreement from Cabinet to present a report to Council for approval on the proposed amendments to the Constitution which reflect changes to the Financial Procedure Rules.
7. Extension of the Supply of Fresh, Frozen and Cooked Meats Contract 111 - 114
The purpose of this report is to suspend those parts of the Council's Contract Procedure

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Rules (CPR's) in respect of the procurement requirements relating to the tendering of the supply of fresh, frozen and cooked meats contract, and to authorise the Interim Corporate Director Education and Family Support to enter into a contract with the current contractor Mid Glamorgan Provisions Ltd for an additional three month period.

8. Provision for Pupils with Additional Learning Needs (ALN) - Establishing a Learning Resource Centre for Pupils with Autistic Spectrum Disorders at Ysgol Gyfun Gymraeg, Llangynwyd 115 - 156
The purpose of this report is to inform Cabinet of the outcome of the consultation on the proposals to establish a learning resource centre (LRC) for pupils with autism spectrum disorders (ASD) at Ysgol Gyfun Gymraeg Llangynwyd.
9. Nantymoel Community Facilities 157 - 214
The purpose of the report is to seek Cabinet approval of the submitted business plan from a representative Community Group in Nantymoel, to allow the existing Nantymoel Boys and Girls Club to be extended. This will ensure that additional community use can be accommodated in that facility and that the allocated Council capital funding of £200,000 can be released for this purpose, as per the Cabinet recommendation resulting from the closure and demolition of the Berwyn Centre five years ago.
10. Forward Work Programme 215 - 222
The purpose of this report is to seek Cabinet approval for items to be included on the Forward Work Programme for the period 1 January – 30 April 2018.
11. Representation on Outside Bodies & Joint Committees 223 - 224
The purpose of this report is to nominate one member representative to serve on the Margam Crematorium Joint Committee
12. Social Housing Allocations Policy (SHAP) - Amendment 225 - 248
The purpose of the report is to seek Cabinet approval in respect of proposed changes to the Social Housing Allocation Policy (SHAP) attached as Appendix 1 to the report.
13. The Corporate Report Template 249 - 266
The purpose of this report is to request approval of the revised corporate template for reports that are presented to Council, Cabinet and their committees.
14. Authorisation for a Waiver, under Rule 3.2.3 of the Contract Procedure Rules (CPRS) - Modern.Gov Committee Administration System 267 - 270
The purpose of the report is to seek authorisation for a waiver, under Rule 3.2.3 of the Contract Procedure Rules (CPRs), from obtaining tenders for the provision of a Committee Administration System
15. Information Reports for Noting 271 - 330
The purpose of this report is to inform Cabinet of the Information Reports for noting which have been published since its last scheduled meeting.
16. Urgent Items
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
17. Exclusion of the Public
The minutes relating to the following item are not for publication as they contain exempt information as defined in Paragraph 14 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to

Information) (Variation) (Wales) Order 2007.

If following the application of the public interest test Cabinet resolves pursuant to the Act to consider this item in private, the public will be excluded from the meeting during such consideration.

18. Approval of Exempt Minutes

331 - 334

To receive for approval the exempt minutes of the meeting of Cabinet of 31 October 2017.

Yours faithfully

P A Jolley

Corporate Director Operational and Partnership Services

Councillors:

HJ David

CE Smith

Councillors

PJ White

HM Williams

Councillors

D Patel

RE Young

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CABINET - TUESDAY, 31 OCTOBER 2017

MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 31 OCTOBER 2017 AT 2.30 PM

Present

Councillor HJ David – Chairperson

CE Smith
RE Young

PJ White

HM Williams

D Patel

Apologies for Absence

L Harvey
M Shepard

Interim Corporate Director Education and Family Support
Corporate Director Communities

Officers:

Julie Ellams	Democratic Services Officer - Committees
Randal Hemingway	Head of Finance & Section 151 Officer
Darren Mephram	Chief Executive
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Corporate Director Operational & Partnership Services
Zak Shell	Head of Neighbourhood Services
John Fabes	Specialist Officer Post 16 Education & Training
Helen Picton	Service Manager Trading Standards
Nicola Echanis	Head of Education & Family Support

87. DECLARATIONS OF INTEREST

None

88. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of Cabinet of 3 October 2017 be approved as a true and accurate record.

89. BUDGET MONITORING - QUARTER 2 2017-18

The Head of Finance and Section 151 Officer presented a report providing Cabinet with an update on the Council's financial position as at 30th September 2017 and to seek approval for any virements over £100,000 as required by the Council's Financial Procedure Rules.

He reported that on 1st March 2017, Council approved a net revenue budget of £258.093 million for 2017-18, along with a capital programme for the year of £63.854 million, which had since been updated to £57.574 million taking into account new approvals and slippage of schemes into 2018-19. The Council's net revenue budget and projected outturn for 2017-18 was shown in table 1 of the report. The overall projected position at 30th September 2017 was a net underspend of £2.495 million, comprising £710,000 net overspend on directorates and £3.208 million net underspend on corporate budgets. This took into account the draw down by directorates of £1.763 million from earmarked reserves during the year.

The Head of Finance and Section 151 Officer explained that there had been a number of virements between budgets during quarter 2 and gave a brief explanation of each one.

He reported that he was still not in a position to know the full impact of any price rises for both gas and electricity following the transfer to the new energy supplier so the position would be monitored during quarter 3 and any adjustments made when the figures became more certain. The contract was through the National Procurement Service so all Councils were in the same position.

The Head of Finance and Section 151 Officer reported the latest position with budget reductions for 2016-17, at quarter 1 there was still £755,000 outstanding and the position had not changed during quarter 2. There was a projected shortfall on the savings target for 2017-18 of £1.726 million or 29% of the overall reduction target.

A Budget Reduction Contingency was established in 2016-17 and used to partly mitigate shortfalls on a number of budget reduction proposals. This reserve was increased at the end of 2016-17 to provide capacity to support shortfalls on budget reductions in 2017-18. During the financial year he would consider applications from directorates to the MTFS Budget Reduction Contingency Reserve to mitigate some of the shortfalls.

The Head of Finance and Section 151 Officer explained the position regarding earmarked reserves. The cumulative drawdown by Directorates was £1.763 million from specific earmarked reserves and there had been net additions of £602,000 as shown in the report.

Members requested more information regarding early indications that the increase in energy costs could be as high as 30% with a financial impact of £750,000 to £1 million. The Head of Finance and Section 151 Officer explained that energy was purchased in dollars and Brexit had had an adverse effect on rates. The procurement process was based on buying tranches of energy at different points in time and that was the reason why it was difficult estimating a price.

Members raised concerns about the forecast of school deficit balances. The Head of Finance and Section 151 Officer explained that at this time of year a number of schools were predicting that budgets would be fully spent but this was not always the case.

Members recognised the challenge but asked for reassurances that the savings identified in Table 3 of the report would be met. The Corporate Director, Social Services and Wellbeing explained that she was making a focused effort and that recovery plans were in place. Changes were being made and this had to be managed and this was taking longer than anticipated. Changes needed to be sustainable in the long term with increasing demand and timescales were ambitious.

The Deputy Leader welcomed the update and the positive moves to establish the savings.

The Cabinet Member for Social Services and Early Help referred to the apprenticeship levy in table 1 of the report and asked if this was down to failure to recruit apprentices. The Head of Finance and Section 151 Officer explained that this figure related to the forecast in terms of meeting the levy and not the number of apprenticeships and agreed to email further information to Members.

RESOLVED:

That Cabinet:

- noted the projected revenue and capital outturn position for 2017-18 and
- approved virements over £100,000 as outlined in the report.

90. TOWN AND COMMUNITY COUNCIL CAPITAL FUND ALLOCATION 2017/2018

The Head of Neighbourhood Services presented a report seeking Cabinet approval to allocate funds from the Town and Community Council Capital Fund in line with the recommendations contained within the report.

He explained that historically, the Town and Community Council capital fund had been used to support a range of different projects proposed by Town and Community Councils and the total available within the whole fund was capped at £50,000. However in 2016/2017 the fund value was increased to £100,000 for each financial year up to 2018/19, and it was made clear that, in future, Town and Community Councils would be encouraged to link their future applications to the Community Asset Transfer (CAT) process.

The Council had an approved allocation of £100,000 in its capital programme for 2017/18 to support applications from Town and Community Councils for capital projects. In addition, for 2017/18 there was an unspent balance of £20,000 which was allocated to Porthcawl Town Council in 2016/2017 and earmarked for a road hump replacement scheme, which was now not going forward as the final costings were prohibitive. This amount had been brought forward into 2017/18 to bring the total amount available for new schemes to £120,000.

The Head of Neighbourhood Services outlined the proposals received for the 2017/18 allocation.

- Cornelly Community Council – Community Centre Roof, £50,000
- Porthcawl Town Council – Griffin Park Toilets, £35,000

The Head of Neighbourhood Services explained that it was proposed that the remaining allocation of £35,000 was carried forward to 2018/2019 and that the financial allocation for that year be £135,000.

He reported that the deadline for applications for 2018/2019 would be 21st February 2018 and it was currently envisaged a decision would be made on 27th March 2018.

The Deputy Leader raised concerns that the deadline for applications for 2018/2019 was a little ambitious and did not allow enough time for applications to be submitted. The Head of Neighbourhood Services explained that they had been late with the process so there was a desire to be more timely in future however they could be more flexible with the date if required.

The Cabinet Member for Social Services and Early Help requested information on whether proposals for 2017/18 such as Cornelly Green Area/Playground would be prioritised when bids were evaluated in the next year. He was advised that the project would be evaluated with any other bids received and that there were a number of complications to be worked out on this bid.

The Cabinet Member for Wellbeing and Future Generations commented that it was disappointing that only four community councils had submitted bids in this year despite support provided by BCBC.

The Leader added that it was important to evaluate the fund to ensure it promoted the principles of the scheme and supported BCBC objectives. He also congratulated Porthcawl Town Council on the work in submitting their application.

- RESOLVED:**
- 1) Cabinet approved funding for the projects named in section 4.4 for the values detailed in section 7.1 of the report.
 - 2) Cabinet agreed that the deadline for applications for 2018/2019 was too tight and that it should be reviewed to allow applicants more time to submit their application.

91. **CLUB PENYBONT ESCROW MONIES**

The Head of Neighbourhood Services presented a report seeking Cabinet opinion on a request from Club Penybont Limited to draw down the remaining balance of their monies held in Escrow following the sale of land to ASDA for the development of land at Llangewydd Road Playing Fields, Bryntirion.

Since the original Escrow agreement, there had been a number of variations and extensions to the agreement. However, there remained £50,000 within the second escrow for the football club to provide replacement facilities and it was this money that the Club, now known as Club Penybont Limited, was requesting to draw down. This would be a loan to the Club who would be required to repay it back to the Council so that the escrow could be replenished.

The Head of Neighbourhood Services explained that Club Penybont had requested access to this money to enable them to undertake further development at the Bryntirion site. The release of the £50,000 would be utilised solely for works to comply with FAW tier 2 compliance which required a new 250 seater stand. This stand had to be in place by 30 April 2018. Failure to comply would result in Club Penybont being relegated. This could affect their FAW Academy status, whereby they currently ran squads for district schools and an academy for age groups 11,12,13,14 and 16 years of age, with 18 children per squad and up to a maximum of 3 per squad on trial. The Club were securing additional funding from a number of other sources.

He said that the Council would require confirmation from the Board of Trustees for Club Penybont that the £50,000 would be repaid into the escrow account over a period of 8 years at a rate of £6,250 per year following completion of the development. The repayment period for the loan would be within the lease period which was for 25 years. A legal charge would also be placed on the Club's leasehold interest in the land to protect the repayment of the loan.

The Deputy Leader welcomed the report and said that it was a good use of funds to support a local sporting club.

The Cabinet Member for Education and Regeneration congratulated the club on their strong ambitions.

The Cabinet Member for Wellbeing and Future Generations asked if officers were confident that the club would be able to repay the loan and they confirmed that they were.

RESOLVED: Cabinet authorised Club Penybont to access the balance of their escrow account of £50,000 to allow them to further develop Bryntirion site. This was on the basis that the £50,000 was repaid into the escrow account over the eight years following the completion of the development.

92. ACTIVE TRAVEL (WALES) ACT 2013 - INTEGRATED NETWORK MAP

The Head of Neighbourhood Services provided an update to Cabinet on the Active Travel (Wales) Act 2013 and sought approval to submit to Welsh Government (WG) the Integrated Network Maps (INM) that had been prepared in accordance with the legislation and Welsh Government guidance.

He explained that the Active Travel (Wales) Act 2013 came into force on 25th September 2014, and one of the duties of that Act makes it a legal requirement for local authorities in Wales to map and plan for suitable routes for active travel. A report outlining the implications of the Act for the Council and seeking authorisation to undertake a consultation exercise in respect of the ERMs was submitted to Cabinet in May 2015.

The Head of Neighbourhood Services stated that Active Travel was defined as walking or cycling for everyday journeys with a purpose, for example journeys to access employment, education, retail, health or transport services and other similar amenities. The legislation required that two maps needed to be prepared: an Existing Routes Map, which was submitted to Welsh Government in January 2016 and approved in August 2016, and an Integrated Network Map (INM) which was to be submitted by 3rd November 2017. A report advising Cabinet of the submission of the ERM to WG was prepared in February 2016 and was included as a background document for this report.

The map which the Council was now required to prepare was the INM which showed the proposed active travel routes and related facilities to be developed in the county borough. This report sets out the work that had been undertaken to develop the INM, and sought approval to submit the draft maps to Welsh Government for approval.

The Head of Neighbourhood Services outlined the six key stages applied when preparing the maps.

In 2017/18, the Welsh Government allocated £10,000 to the Council under its Local Transport Fund programme to contribute towards the cost of preparing and consulting on the Active Travel Maps. Of that funding, £8,500 was utilised to commission consultants to audit the proposed active travel routes, whilst the remainder of the funding would be used to contribute to the internal resources required to undertake the other preparatory works to enable submission of the maps to WG, to arrange Welsh translations and print the necessary documents.

The Head of Neighbourhood Services explained that this was still a fluid document and could still be changed and had to be submitted every three years so was not cast in stone. He thanked the team for pulling the document together.

The Leader reported that the work had been commended at national level because of the extensive consultation that had been undertaken.

The Cabinet Member for Communities took the opportunity to thank the team for the piece of work and reaffirmed that it was fluid and would change as priorities changed. The work was now complete and addressed all the requirements made by Welsh Government.

The Cabinet Member for Social Services and Early Help added that the plan cut across the directorates and the consultation had been second to none.

The Cabinet Member for Wellbeing and Future Generations congratulated the team on the consultation particularly with the young children.

The Cabinet Member for Education and Regeneration welcomed the report and congratulated the team for pulling the work together. He said that the system in Finland was very good and that we should try to mirror it where ever possible.

A Member asked how effective BCBC was at securing funding. He was advised that the team took every opportunity to apply and win allocations of money on an annual basis.

RESOLVED: That Cabinet:

- Noted the report.
- Approved the Integrated Network Maps (taking account the outcome of the consultation) and authorised the submission of the Integrated Network Maps to Welsh Government to satisfy the requirements of the Active Travel (Wales) Act 2013.

93. MULTI-AGENCY SAFEGUARDING HUB (MASH)

The Corporate Director, Social Services and Wellbeing provided Cabinet with an update of the work undertaken since project start and seeking approval to arrange execution of the MASH Agreement on behalf of the Council and enter into a lease agreement for the specific MASH accommodation Red Dragon Court, Bridgend Industrial Estate, Bridgend. She explained that the aim of the project was to improve outcomes for children, young people, adults and their families, by making sure that systems and processes enabled needs to be identified as early as possible and responded to proportionately and by the right person.

The Corporate Director, Social Services and Wellbeing explained that it had been agreed by partners that the project would be implemented in three stages:

- Phase 1 which was the Co-location of children's social care staff and key partners (including health, education, police, probation, Community drug and alcohol services and housing; delivery of the IAA Service). There was currently no confirmed date for the co-location of the MASH, and this had implications for the timescales of phases 2 and 3.
- Phase 2 should be able to take place 6 weeks after phase 1 had been completed. In phase 2 there would be the co-location of Safeguarding Vulnerable Adults Team; monitoring of Missing Children and those children/young people subject to Child Sexual Exploitation (CSE) concerns.
- Phase 3 related to the Multi Agency Risk Assessment Conferencing/Multi Agency Public Protection Arrangements and Professional Abuse Strategy Meetings to be facilitated within the MASH.

She explained that BCBC had agreed to be the lead organisation and therefore, would take full responsibility for the lease and manage the landlord function on behalf of the

MASH. The initial length of the lease would be for a 5 year period with a tenant break clause at 3 years.

The Corporate Director, Social Services and Wellbeing explained that the Partnership Agreement would set out the terms of the MASH collaboration and the basis upon which the Project would be set up, managed and governed. The Parties acknowledged that the Project was dynamic and would be subject to review and amendment by the Parties (as appropriate) during the Agreement Period to improve delivery of the Project.

Work had progressed on scoping out all costs (both capital and revenue) associated with the setup and running of the MASH. The costs would be shared between all partners and the formula for doing this would be agreed and set out in the Agreement for the Bridgend MASH. Identifying a revenue budget for the BCBC contribution would need to be considered as part of 2018/19 budget setting process. The total capital investment required would be £205,000 of which BCBC would be liable for £82,000. Council approved the total cost and BCBC's contribution within the capital programme at its meeting on 4 October 2017.

The Corporate Director, Social Services and Wellbeing explained that the main revenue costs would be rent and running costs for the accommodation plus the costs of employing the MASH co-ordinator (although there would be a contribution towards the MASH co-ordinator's post from the Police and Crime Commissioner for year 1 of the MASH). These costs would be circa £111,350 per annum. BCBC would be liable for 40% of this cost which was £44,540 but as lead organisation would be responsible for paying the total cost and recharging partners. An amount of £1,000 had been agreed for the marketing costs of the MASH. BCBC would pay the initial costs but would ultimately be liable for £400 and would recharge its partners.

The Cabinet Member for Social Services and Early Help added that this was a vital facility and partnership working ensured safeguarding was a priority for this authority.

The Cabinet Member for Wellbeing and Future Generations supported the proposals and asked if consideration had been given to an earlier tenant break clause than 3 years and if we already owned a suitable property.

The Corporate Director, Social Services and Wellbeing explained that this had been a key consideration and they would have preferred to use either a BCBC or police property but no suitable accommodation was available at the time. She added that lease arrangements were not her area of expertise but a 3 year clause was not unreasonable.

The Corporate Director Operational and Partnership Services advised Cabinet that a five year lease was not long and a 3 year tenant break clause was not unusual. His staff had not negotiated the lease but he did not think it was unreasonable.

The Leader explained that CSSIW had recognised the development of a MASH in its inspection of the authority's children's social services. The co-location and joint working of multi-agency staff would strengthen the safeguarding arrangements for children in the Borough, he was therefore very pleased at the progress that was being made.

- RESOLVED:** That Cabinet:
- Noted the information contained in this report;
 - Delegated authority to the Corporate Director, Social Services and Wellbeing to approve the final terms of the MASH Agreement on behalf of the Council and to arrange execution of the Agreement on behalf of the Council, subject to such delegated authority being

exercised in consultation with the Corporate Director Operational and Partnership Services;

- Delegated authority to the Corporate Director, Communities in consultation with the Corporate Director Operational and Partnership Services to approve the heads of terms and for the Council to enter into a lease for the accommodation at Red Dragon Court, South Road, Bridgend Industrial Estate; and for the Council to take on the property management responsibilities on behalf of the MASH.

94. A REVIEW OF THE FUTURE OF POST 16 PROVISION ACROSS BRIDGEND COUNTY BOROUGH COUNCIL

The Head of Education and Family Support presented a report on the final element of the four workstreams commissioned by the Strategic Review into the development and rationalisation of the curriculum and estate provision of primary, secondary and post-16 education. The other elements were presented to Cabinet on 5 September 2017. It reflected the work of the Strategic Review Board and the Post-16 Operational Board and made recommendations to Cabinet on the potential future direction of post-16 provision in Bridgend County Borough Council.

The Specialist Officer, Post 16 Education & Training explained that a review of post-16 provisions across BCBC was one of the workstreams established under the SRB and a Post-16 Operational Board created to oversee this work and generate a report for the SRB.

The Specialist Officer, Post 16 Education & Training outlined the current education provision for 16 to 18 year olds in Bridgend. He then explained that the Post 16 Board had reviewed a range of concepts for the future of post-16 provision across BCBC including the retention of the status quo, the merger of sixth forms into a BCBC sixth form centre, the development of a new independent sixth form college; or the development of one or more sixth form centres as part of Bridgend FE College; mixed models with some school sixth forms being retained and others merged in line with the three models described above or a full tertiary model.

The Post-16 Board undertook a detailed assessment of the concepts and the recommendations from the Post 16 Board were:

1. Not to consider further the concept of an independent Sixth Form College. This was based on the evidence from St. David's Catholic Sixth Form College consultation on its own future with Cardiff Local Authority
2. To generate specific proposals in relation to Welsh-medium, Faith-based and additional learning needs (ALN) provisions.
3. To take forward the preferred concepts of 3a and 3c for further detailed consideration and feasibility analysis.

Following consideration of the Post-16 Board report, the SRB endorsed its recommendations and also highlighted three other aspects of provision where it felt progress could be made and were therefore also worthy of further investigation:

- 1 an increase in the amount of collaborative or common timetabling among the school sixth forms and with Bridgend College;
- 2 consideration of the implications of moving staff between centres rather than students; and

- 3 the use of internet-based technology to support e-learning and using staff resource more efficiently.

The Cabinet Member for Education and Regeneration welcomed the Specialist Officer, Post 16 Education & Training to the meeting and congratulated him on the work he had done. The recommendations at the end of report showed that more work was required to outline the options.

The Cabinet Member for Education and Regeneration explained that he was already talking to different contributors such as the college and would be visiting each secondary school to talk to students who would be involved.

The Leader noted that there was already a comprehensive survey of students and a high participation rate. He asked if there would be further consultation with learners who were at the heart of the matter. The Specialist Officer, Post 16 Education & Training replied that there would further consultation and various concepts would be discussed with the younger groups who would be affected by this. Aspirations would be set out and they would engage with all the secondary schools and encourage them to run workshops, a source of significant contributions in the past.

The Leader said that he was encouraged by the response and recognised that the Specialist Officer, Post 16 Education & Training was not supported by a team and that he had carried out this work on his own.

RESOLVED: That Cabinet:

- 1 noted the recommendations of the Post-16 Board and Strategic Review Board as outlined in section 4 of the report.
- 2 agreed to further detailed analysis and feasibility studies of these recommendations by the Post-16 Board and the SRB; and
- 3 agreed to a further paper being brought from SRB to Cabinet in Spring 2018 with recommendations on preferred options that could form the basis for a public consultation on post-16 provision across Bridgend Borough County Council.

95. **SCHOOL MODERNISATION PROGRAMME: OUTCOME OF CONSULTATIONS ON PROPOSAL TO MAKE A REGULATED ALTERATION IN THE FORM OF PERMANENT ENLARGEMENT TO COYCHURCH PRIMARY SCHOOL**

The Head of Education and Family Support informed Cabinet of the outcome of the consultation on the proposal to make a regulated alteration to Coychurch Primary School in the form of an enlargement with effect from 1 January 2018, and presented to Cabinet the findings of the consultation in a draft consultation report (see Appendix A) and sought approval to publish the report.

In 2013, Bridgend County Borough Council made a temporary capacity increase at Coychurch Primary School by installing a double mobile classroom on the school site. The temporary increase was required as the Council agreed in November 2012 that the new Linc Cymru development in the north-east of Brackla would be assigned to the catchment area of Coychurch Primary School, with effect from September 2014. It was further agreed that the situation would be in place for a period of five years and be reviewed in 2019. She explained that pupil numbers in the south east of the County Borough were now such that, even with the new Coety Primary school opened, the

temporary Coychurch Primary School capacity increase needed to be made permanent to support the efficient admission of pupils.

As a result of the proposal, the published admission number in respect of pupils admitted into reception would increase to 19 (resulting in an 18 place nursery).

The Head of Education and Family Support explained that consultation was carried out between 6 September 2017 and 17 October 2017 in accordance with the statutory School Organisation Code. A copy of the consultation document was also made available during this time on the Council's website. The consultation document invited views and opinions to be submitted in respect of the proposal.

The Leader noted that there were a number of points around the changes that still needed to be addressed. The Head of Education and Family Support explained that some of these points would not be addressed immediately but would be picked up in other work being carried out.

RESOLVED: That Cabinet:

- considered the outcome of the consultation with all parties as detailed in the attached consultation report and appendices;
- approved the draft consultation report for publication; and
- decided to authorise the publication of a Public Notice on the proposal to make a regulated alteration to the school in the form of an enlargement with effect from January 2018.

96. SCHOOL ADMISSION POLICY AND ARRANGEMENTS 2019 - 2020 PROPOSED CHANGES TO SCHOOLS' ADMISSION NUMBERS

The Head of Education and Family Support presented a report seeking Cabinet approval to consult on proposed changes to the published admission numbers for schools, as required by Welsh Government's School Admissions Code July 2013.

She explained that the published admission number (PAN) for a school was published each year in the Guide. The PAN identified the number of pupils that could be admitted to a year group. The PAN for each school was calculated in accordance with the capacity assessment method set out in the Welsh Government's guidance document 'Measuring the capacity of schools in Wales'.

Admission arrangements for the 2019-2020 academic year had to be consulted on for each maintained school between 1 September 2017 and 1 March 2018, and set by 15 April 2018. Cabinet determined on 3 October 2017 to agree that the consultation for the 2019-2020 Schools Admission Policy and Arrangements would take place between 9 October 2017 and 31 December 2017.

The Head of Education and Family Support explained that in order to ensure that the PAN for each school was accurate, the local authority had recently undertaken a review of the PAN for each school for the 2019-2020 academic year using the aforementioned guidance 'Measuring the capacity of schools in Wales'. The report identified the proposed changes to the current PAN for each school and the new proposed PAN for the 2019-2020 academic year. No reduction to the PAN of any school had been proposed and where an increase in PAN was identified these were highlighted in the report.

The Cabinet Member for Education and Regeneration explained that he had carefully considered the proposed changes and he was satisfied that there were good reasons for each change.

The Head of Education and Family Support explained that there were strict requirements for space per pupil and as the schools changed the configuration of classrooms, the capacity of the school would also change.

The Deputy Leader referred to the proposed increase in PAN from 30 to 34 at Bryncethin Primary. The Head of Education and Family Support explained that this was a request from the school to accommodate additional pupils and that the school had been using a PAN of 34 already.

RESOLVED: That Cabinet approved that:

- a consultation for the proposed Published Admission Numbers identified in Table 1 of the report took place between 30 October 2017 and 31 December 2017.

97. **LOCAL AIR QUALITY MANAGEMENT ANNUAL PROGRESS REPORT 2016**

The Operational Manager, Shared Regulatory Services explained that the 2016 Local Air Quality Management Annual Progress Report for BCBC had been drafted and required Cabinet approval in order to submit a Final version to Welsh Government. The report covered monitoring data obtained during the 2016 calendar year.

She explained that the Local Air Quality Management process (LAQM), placed an obligation on all local authorities to regularly review and assess air quality in their areas and to determine whether the air quality objectives to protect health were likely to be achieved. Where exceedances' occurred or were considered likely to occur, the local authority had to declare an Air Quality Management Area (AQMA) and prepare an Air Quality Action Plan (AQAP) setting out the measures it intended to put in place in pursuit of the objectives.

The Environment Team Manager explained that the Annual Progress Report confirmed that air quality within Bridgend County Borough continued to meet the relevant air quality objectives as prescribed in the Air Quality (Wales) Regulations 2000 and the Air Quality (Amendment) (Wales) Regulations 2002. There were no monitoring sites with nitrogen dioxide (NO₂) concentrations above 60µg/m³ in 2016 anywhere in the Bridgend County Borough. This indicated it was unlikely that the hourly NO₂ objective would be exceeded at any location in the Bridgend County Borough.

He reported that 10 new NO₂ monitoring locations had been introduced based on known areas of particularly elevated traffic flows, introduction of traffic management systems and foreseeable development, all with nearby relevant exposure. These newly monitored road networks included Park Street, Coity Road, Cowbridge Road and Bridgend Town Centre's Market Street. For some years, an automatic monitoring station (AMS) had been located at the Ewenny roundabout. Recent results indicated consecutive compliance with the national air quality objectives. The Ewenny Roundabout AMS location would be reviewed in 2018 and the AMS could be relocated elsewhere in the borough.

The Environment Team Manager explained that Welsh Government had issued new statutory policy guidance which highlighted the need for Local Authorities to inform the public about the state of air quality in their area in a timely fashion and involve local communities in identifying local solutions to air quality issues. The Shared Regulatory

Service would undertake that role and Cabinet would be apprised of any pertinent findings arising from a consultation to be undertaken in 2017.

The Cabinet Member for Social Services and Early Help thanked officers for the report and asked where BCBC stood in comparison to the other 21 authorities. The Environment Team Manager explained that it was difficult to compare with other authorities such as Cardiff but BCBC was meeting statutory levels. There were no safe levels and all authorities were encouraged to reduce levels.

The Cabinet Member for Wellbeing and Future Generations commented that this was a good news story for Bridgend. There had been considerable development in Bridgend and this could lead to problematic areas.

The Deputy Leader welcomed the news that levels were low and that different locations were being considered and asked how they would be selected. The Specialist Services Officer explained that exposure levels would be considered and those areas where residential properties were close to traffic flow at a rate of more than 5000 to 10000 movements per day.

RESOLVED: Cabinet approved the current Draft Annual Progress Report on Local Air Quality Management for Bridgend County Borough Council (as attached at Appendix 1) for submission as a final version to Welsh Government before the 31st December 2017.

98. **CONTRACT FOR THE ADVERTISING OF TEACHING, SUPPORT AND EDUCATION VACANCIES**

The Corporate Director, Operational and Partnership Services presented a report to waive the Council's Contract Procedure Rules and for authority to enter into a contract with a jobsite provider, E-Teach, for the purpose of advertising teaching jobs, support staff and education vacancies.

He explained that schools were heavily reliant upon the service currently provided by E-Teach for regular online recruitment advertising. For service continuity purposes, the E-Teach licence was required, which allowed access to the E-Teach website to ensure that critical schools vacancies were advertised on a national bespoke jobsite, to maximise the ability to fill these key positions.

The Corporate Director, Operational and Partnership Services explained that the current licence was due to expire on 29th November 2017. Research had been undertaken to identify providers that offered specialist advertising services for vacancies in the education sector. However, it had not been possible to identify other providers who were able to offer a bespoke advertising service, other than the current provider E-Teach. The service was accessed via an annual licence. It was proposed that the arrangements were made on an annual basis for a maximum of a four year period. This would ensure that if suitable opportunities for competition materialised in the future an appropriate tender exercise could be undertaken.

RESOLVED: That Cabinet:

- a) approved a waiver under Contract Procedure Rule 3.2.3, from the requirement to comply with the Public Contracts Regulations 2015
- b) authorised the Corporate Director Operational and Partnership Services to make arrangements on an annual basis to enter

into a four year contract with E Teach for the purpose of advertising education related vacancies.

99. REPRESENTATION ON OUTSIDE BODIES & JOINT COMMITTEES

The Corporate Director, Operational and Partnership Services presented a report to nominate one member representative to serve on the Standing Advisory Council for Religious Education (SACRE).

He explained that the Authority was represented on a number of outside bodies and joint committees by Elected Members. The Authority was entitled to nominate five representatives to serve on SACRE and one vacancy had recently arisen to replace Councillor Alex Williams.

The Corporate Director, Operational and Partnership Services proposed that Councillor C Webster be nominated to replace Councillor Alex Williams and represent the Authority on SACRE. All other representation would remain as agreed by Cabinet at its meeting of 30th May 2017.

RESOLVED: That Cllr C Webster, Chairperson – Overview and Scrutiny Committee 1 be nominated as one of the Authority’s Elected Member representatives on SACRE.

100. INFORMATION REPORTS FOR NOTING

The Corporate Director Operational and Partnership Services presented a report, the purpose of which was to inform Cabinet of the Information Reports which had been published since the last meeting.

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

<u>Title</u>	<u>Date Published</u>
Half Year Treasury Management Report 2017-18	25 October 2017

101. URGENT ITEMS

There were no urgent items.

102. EXCLUSION OF THE PUBLIC

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

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

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CHIEF EXECUTIVE

JNC PAY STRUCTURE

1. Purpose of Report.

- 1.1 The report seeks Cabinet approval to recommend to Council the implementation of a new approach to senior management pay.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The proposals are consistent with the Council's commitment to make smarter use of resources.

3. Background.

- 3.1. The current JNC salary structure has been in existence since 2008.
- 3.2. A decision was taken at that time to have one salary band for: all Corporate Directors; all Heads of Service (plus an Assistant Chief Executive grade which has since been deleted)
- 3.3. The other local authorities in Wales have a variety of management structures and use a variety of pay and grading schemes.

4. Current situation / proposal.

- 4.1 The current "pay envelope" for JNC officers and Group Managers is illustrated below:

Grade	Max of Grade	FTE	Total Cost
Chief Executive	£133,726	1	£133,726
Corporate Director	£106,160	4	£424,640
Head of Service	£81,210	8	£649,680
Group Manager – Soulbury*	£61,851	2.6	£160,813
Group Manager - JE Grade 16	£49,336	23	£1,134,728
		38.6	£2,503,587

* Soulbury is a separate set of terms and conditions. The criteria for employees being placed on Soulbury terms and conditions are that they are either: education and improvement professionals; educational psychologists; young people/community service managers

- 4.2 The Authority's pay band structure has large gaps between the senior management tiers – most notably a £32k gap between Group Managers and Heads of Service, a £25k gap between Heads of service and Directors and a £27K gap between Directors and the Chief Executive.
- 4.2 This results in an inability to be sufficiently flexible in positioning roles such that the Council provide a remuneration package which can attract staff of the appropriate calibre. This also limits our ability to support succession planning and career progression towards the top of the organisation.
- 4.4 A more flexible senior manager pay scale is proposed with the objectives of addressing these concerns whilst enabling a targeted 20% reduction in senior management] costs to the Council over the next two years, which equates to approximately £500,000 a year). This is expected to largely arise from staff turnover and consequent restructuring of the organisation and with the proposed pay structure in place the Council will be in a position to more ably respond to market forces.
- 4.5 This can be achieved by amending the JNC pay structure (JNC officers are Heads of Service to Chief Executive). It is proposed that no changes are made to the NJC structure as part of this exercise
- 4.6 The intention is that, subject to consultation, the proposed new pay structure be in place by the end of the financial year.
- 4.7 It is proposed that additional tiers are added to the JNC framework – effectively extending it downwards to bridge the gap with the top end of NJC scale to populate the current gap between Group managers and Heads of service, Heads of Service and Directors and Directors and the Chief Executive.
- 4.8 Further flexibility can be achieved by adding in additional pay tiers between Heads of Service, Directors and the Chief Executive.
- 4.9 It is important to recognise that creating these pay tiers does not imply that all would be populated – this is not about creating more posts – but that there would be greater flexibility. A formal evaluation of both existing roles and any new roles subsequently created will be undertaken to ensure a defence to any equal pay claims, consistent with our approach to NJC scales
- 4.10 The evaluation system for JNC grades will be designed in house.
- 4.11 The proposed JNC pay structure is outlined below:

Job Title	Max of Grade	SCP
Chief Executive	£133,726	25
Deputy Chief Executive	£119,943	24
Corporate Director [1]	£106,160	23
Corporate Director [2]	£93,684	22
Head of Service[1]	£81,210	21
Head of Service [2]	£73,242	20
Head of Service [3]	£65,273	19
“Group Manager” – [1] Soulbury*	£61,851	18
Group Manager [2]	£55,593	17
Group Manager – [3]	£49,336	16

4.12 The trade unions will be informed of the proposed changes to the JNC pay structure and notice of formal consultation would be issued to existing JNC postholders [Directors and Heads of Service as the pay grade for the post of Chief Executive is unaffected by these proposals] if approved by Council.

4.13 Should Council agree the proposals these will be referred to the Independent Remuneration Panel in Wales in order to seek their agreement.

5. Effect upon Policy Framework& Procedure Rules.

5.1 None.

6. Equality Impact Assessment

6.1 Once the JNC pay and grading system has been developed, an EIA and audit will be conducted externally which is consistent with the approach for the pay and grading system for NJC officers.

7. Financial Implications.

7.1 There are no financial implications arising from the recommendations of this report, however it is intended that the proposed changes will facilitate a reduction in the overall cost of senior manager salaries by £500,000 over the next two years.

8. Recommendation.

8.1 It is recommended that Cabinet approves for submission to Council the new JNC pay structure with an effective date of 01.04.18.

Darren Mepham
Chief Executive
26 November 2017

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Background documents : None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE SECTION 151 OFFICER

MEDIUM TERM FINANCIAL STRATEGY 2018-19 to 2021-22

1. Purpose

- 1.1 The purpose of this report is to present Cabinet with the draft Medium Term Financial Strategy 2018-19 to 2021-22, 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 2018-22 and a detailed draft revenue budget for 2018-19.

2. Connections to Corporate Improvement Objectives / Other Corporate Priorities

- 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 2018-19.

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

- 3.2 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 2018-22 in February 2018 and will be fully aligned with the MTFS including explicit links between resources and corporate priorities.

3.3 Budget Narrative

- 3.3.1 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 Well-being of Future Generations (Wales) Act 2015. The 2017-2021 MTFS introduced a budget narrative, which aims to articulate the continued and significant 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.

3.3.2 Corporate Financial Overview

While the Council's net revenue budget is planned at £264.132 million for 2018-19, its overall expenditure far exceeds this. Taking into account expenditure and services which are funded by specific grants or fees and charges, the Council's gross budget will be nearly £400 million in 2018-19. Around £170 million of this amount 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 operatives, domiciliary care workers and foster carers.

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 new requirements to register domiciliary care staff, new requirements arising from the Environment (Wales) Act 2016 to promote biodiversity, requirements arising from the Planning (Wales) Act 2015 such as increased obligations around pre-planning advice, 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. Additionally, we are seeing an increase in the number of pupils at our schools, which places increased pressure on school budgets.

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 and double handling of data through 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.

3.3.3 Education and Family Support

The Council is proposing to spend £108 million on services delivered by the Education & Family Support Directorate in 2018-19. The majority of this money will be spent by the 59 schools across the county – Schools are the biggest single area of spend of the Council. In addition to the £88 million budget annually delegated to schools in 2018-19, 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 £21.5 million in building and refurbishing schools as part of our 21st century school modernisation programme (Band A). This comprises one-off capital expenditure across several years, match funded with £21.5 million of Welsh Government funding. As progress continues on our existing programme, we have been looking ahead to future requirements. The Council has submitted an expression of interest to Welsh Government in respect of our aspirations for Band B funding. Whilst it is too early to say how this will progress, the concepts proposed are based around forecast demand for places, primarily in the primary sector. Whilst this is inevitably dependent to some extent on new housing, it is likely that this will represent the most significant area of capital expenditure for the Council in future 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 (including ensuring enough capacity for anticipated future increases in school age population). For the 2017-18 budget, the Council introduced an annual efficiency saving of 1% for each year of the MTF5. This recognised the need for a “One Council” approach, but was relatively lower than other reductions imposed, recognising that schools have less discretion than some other areas of Council expenditure. The Council did however provide additional funding to meet nationally agreed pay awards and price inflation. The net impact of these changes was an overall cash increase. For 2018-19, the level of budget reductions required is not as great as had been feared. As a result, it has been possible to protect schools from the 1% saving for one year. However, the forecast pressure on Council budgets for future years is such that it is almost unavoidable for 2019-20 onwards, and so it will be necessary for head teachers and governing bodies to use the next year to plan ahead.

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, typically by annual 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 grants 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. We are proposing the following changes in 2018-19 that are reflected in the budget:

- We have already implemented increased efficiency and commerciality and a small increase in the price of a school meal during the 2017-18 financial year –further income should be generated in 2018-19 from a full year effect (school year vs financial year) totalling £71,000.
- We would like to reduce our contribution to the Central South Consortium over coming years – this is however subject to agreement with our partners. For 2018-19 partners have agreed a small reduction of £12,000 (2%). We will continue discussions around savings that can be made in future years.
- We will review home to school transport arrangements for pupils attending special schools – we believe we can make efficiency savings of £75,000.
- We will continue our phased implementation of the changed learner transport policy, where we have established it is safe to do so. We expect to achieve at least £67,000 for each year of the MTFS.
- We will develop collaborative arrangements for our Additional Learning Needs Service, saving £50,000.
- Between 2013 and 2019 we are investing in six 21st century school schemes. These schemes will see significant investment to replace Betws Primary, YGG Cwm Garw, Pencoed Primary and Brynmenyn Primary schools, along with the creation of special educational needs provision at Bryncethin. We are continuing to invest in improving our school estate and that includes creating more capacity at Heronsbridge Special School and ongoing road safety works in a number of schools.

3.3.4 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. Within the directorate there is a strong focus on social care as a professional discipline and by the two areas working more closely together it helps to identify efficiency savings. The directorate also has a team, formally the Sport, Play and Active Wellbeing team, who focus on the development of new approaches to better support prevention, early intervention and wellbeing approaches.

There is a strong link between children's social care and early help and intervention services. Although these 2 services are located within different directorates there are

mechanisms in place to ensure close working and appropriate and proportionate responses to families and children in need. There are also clear pathways for step up and step down and close cross directorate monitoring in place. This also supports the corporate priority of 'helping people to be more self-reliant'.

Over the past four years the Council has identified savings of over £11 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 available budgets.

In total, the Council is proposing to spend £67 million on social care and wellbeing services. In addition to this the Council provides a range of housing services plus targeted grant funding. Welsh Government has determined that Communities First as a programme will cease in March 2018. In its place are two replacement grants – Communities for Work Plus and Legacy Grant Funding. The Welsh Government published draft grants information on 24 October. Against previous total Communities First funding of £19.647 million in 2017-18, the draft 2018-19 allocation includes £6 million for Legacy Fund projects and a further £10.050 million for Communities Work plus across Wales. At an all Wales level, this is a reduction of £3.597 million (18.3%).

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. It is still early days in the development of preventative approaches. The directorate has gathered much evidence to support the positive impacts of such initiatives and the longer term cost avoidance however there is still work taking place in relation to the social capital aspects and potential financial savings.

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 2018-19 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. Introducing new ways of working which will be sustainable in the long term alongside a demand led service is inevitably taking time and as a result our MTFs reflects a greater proportion of savings in the outer years.

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 2018-19 builds on the implementation plans that are already underway, such as the two new Extra Care facilities currently under construction, which are planned to open in October 2018.

The re-modelling programmes focus on changing the culture and reviewing what has become 'custom and practice'. Extra Care will enable people to live more independently and will offer a real alternative to residential care.

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.

A new 52 week a year provision opened in October 2017 which will be able to locally accommodate three children with very complex needs; without this provision these children would have been sent to high cost out of county placements. Plans are advancing to meet budget reductions in 2018-19 by re-modelling two Council-run residential homes for children, as well as developing the in-house foster care provision.

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 the last three years will continue to be built upon.
- 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 £70 per week. In addition we are currently unable to charge in Children's Services.

3.3.5 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 2018-19 the Council is likely to spend around £4.5 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 £19 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.

Last year, with the advent of a new seven year contract, the costs associated with waste collection increased. The new contract included a new collection service for absorbent hygiene products – this has proven more popular than expected and so we need to recognise a budget pressure to meet the increased costs. Initial indications are that there has been a significant reduction in the volume of our residual waste – we expect this to benefit the Council financially over time, subject to contractual conditions with our disposal arrangements. We expect to spend in the region of £11 million on the collection and disposal of waste in 2018-19.

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:

- In recognition of the Council's vital role in maintaining the public realm, and in response to wider Member concerns over the cumulative impact of historic budget reductions, the 2017-18 budget included for the first time the creation of a new and recurrent fund ring-fenced for this purpose. It is proposed to use the funding for 2018-19 to offset reductions in street cleaning and also cover loss of income from an original proposal to charge for disabled blue badge parking.
- It is proposed to rationalise the number of subsidised bus services. From April 2018 approximately half of the Authority supported bus service routes will potentially no longer be subsidised. Routes targeted for subsidy reduction will be those least utilised and with the best alternative public transport links. The removal in the subsidised bus routes will result in a saving in the region of £188,000 per annum. Consultation with the public on route reduction is due to commence in Winter 2017.
- To change the way that public convenience needs are met by the transfer of more of these facilities to local Town and Community Councils to operate, and closing those of the poorest quality or where there is no appetite for transfer.

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.

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 and 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 element of the Council's strategy to transfer buildings to local community groups to operate for themselves.

3.3.6 Supporting the Economy

Whilst this is a Council priority, the service has nevertheless made significant reductions to its budget over recent years. The Council has delivered this by employing fewer but more highly skilled staff, and focussing activity more narrowly on priority areas to maximise impact. Going forward, 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 £1.7 million net a year running these services, plus a further £700,000 as Bridgend's contribution to the Deal itself.

In addition, the Council is making good progress in pursuit of 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. Much of this investment is not the Council's own money, but together, these schemes amount to around £20 million in total. Achieving this scale of leverage (around £10 for every £1 spent by BCBC) is dependent on being able to provide match-funding from the Council's own Strategic Regeneration Fund (SRF). This fund is used tactically and strategically, to deliver regeneration priorities and maximise external funding.

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:

- Tourism events – the Council, often in partnership with WG, has supported a series of high profile, successful events, including the Senior Open Championships and the Urdd. In future years, where the costs of supporting such events exceed the available budget, a business case will need to be made for the required funding to bridge any shortfalls, subject to any funding being available.

- Community Asset Transfer (CAT) has been identified as a potential way of safeguarding community based services such as public toilets, community centres and sports pavilions, for the future. Specialist support will continue to be available to community groups and Town and Community Councils, to develop robust plans, but the level of funding available for this will reduce by £40,000.
- The Council believes that in this period of considerable economic uncertainty, it is important to maintain support for local businesses. It is intended that the current support for Bridgend Business Forum will be continued, with a saving of £20,000 achieved through increasing earned income from the delivery of these services.

3.3.7 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 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, Marriages and Deaths. The service also undertakes Civil Partnership and 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 2018-19 which we expect to contribute towards savings.

Council Tax and Benefits

Whilst not immediately recognisable as a “service”, taxation 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. In 2017-18, we are implementing fines for non-compliance of residents in receipt of Single Person Discounts and will continue this.

Benefits are funded by the central UK government but the administration of Housing Benefit and the Council Tax Reduction Scheme falls to the Council. We have reviewed the service and identified opportunities to improve our recovery rates by £32,000 as well as looking at Council’s bad debt provision and believe we can safely reduce this by £189,000 a year. Similar 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 targeting savings of £300,000 from digitising these services. Developing the necessary systems has taken longer than expected, so the second half of this is now planned for 2019-20, recognising the need to realise widespread take up to deliver this level of savings.

3.3.8 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 2018-19 we are aiming to make savings totalling £484,000 through changes to the way some back office services are organised. This is in addition to specific proposals mentioned below. Our approach in each of these areas is summarised as follows:

Property and building maintenance

The Council is undertaking a review of its commercial property portfolio, to identify ways of increasing income through more intensive management and investment approaches. The review involves challenging the existing make-up and management of the portfolio, identifying asset management opportunities and the mechanisms required to deliver a sustainable increase in income. It also advises on potential future growth in the investment portfolio.

Alongside this, the Council is continuing to dispose of assets it no longer requires to deliver services, in order to provide further investment in our capital programme. During 2018-19 the Council estimates that it will generate around £3-4 million in such sales.

The Council is bringing together its asset management and building maintenance functions, and centralising all premises repairs, maintenance and energy budgets into a single 'corporate landlord' service. This will better enable us to manage compliance, embed 'whole life costing' approaches into decision-making, manage the quality of work undertaken by contractors, and thereby deliver efficiencies in the management of our estate.

A priority for 2018-19 is to ensure that the division of premises responsibilities between individual schools and the Council are fully understood, properly implemented, and that appropriate support is provided to enable their responsibilities to be discharged appropriately.

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 also directly supports front line services such as Education and Social Services, and 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 the planned use of legal counsel, some staffing changes and minor savings to the non-staffing budgets.

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 ensures transparency and accountability in the way that public money is used – for example in producing accounts which are then audited.

During 2018-19 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.

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 will determine a revised structure for this service however 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 enabling career progression in-house. This includes a number of successful apprenticeship schemes and in 2018-19 we will be developing more formal training to complement the actions already undertaken.

We plan to make a reduction in both software and hardware budgets and will make savings in some non-staff budgets for communications, supplies training and equipment (totalling £210,000).

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 turnover 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 corporate wide efficiencies in the operation of this service.

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.

The Council will target future efficiency savings in this service.

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. We have reduced spend in this area over recent years, and following a recent restructure wish to ensure stability before making any further decisions.

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. We will continue to discuss with the WAO how we can work together to reduce its fees.

4. Current Situation

The Financial Context

- 4.1 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government's 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.
- 4.2 The MTFS includes:
- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2018-19 and outline proposals for 2019-20 to 2021-22.
 - The capital programme for 2018-19 to 2027-28, linked to priority areas for capital investment and the Capital Financing Strategy, which will be updated and included in the final MTFS in February 2018.
 - The Treasury Management Strategy and Corporate Risk Register, which will both be updated and included in the final MTFS in February 2018.
- 4.3 In the Spring Budget 2017 the Chancellor of the Exchequer, Philip Hammond, announced that as the UK begins the formal process of exiting the European Union, he would put economic stability first. Following a period of robust economic growth, record levels of employment and a falling deficit, it set out further progress in restoring the public finances to health. The Office for Budget Responsibility (OBR) now forecast

that the UK economy would grow by 2% in 2017, a slightly slower rate in 2018, before returning to 2% in 2021. The OBR expects that borrowing will fall to 0.7% of GDP by 2021-22, which was forecast to be the lowest level as a share of GDP in two decades. To achieve this, and to ensure the UK lives within its means, he stated that the government would maintain discipline on public spending.

Subsequently, GDP growth figures released in October 2017 by the Office for National Statistics revealed a quarterly rise of 0.4% compared with 0.3% in each of 2017's first two quarters. The OBR's most recent announcement on government borrowing reported the smallest budget deficit for any September in the last 10 years, further indicating an improving picture in public sector finances.

Set against this are the risks to Westminster government budgets of a relaxation of public sector pay restraint, rising inflation and increased calls for additional funding, not only to support the Brexit process, but also for core spending areas such as policing and defence, neither of which are devolved functions. In recent weeks there are also cross party calls for consideration to be given to a pause in the rollout of the Universal Credit programme, which is closely aligned to bringing down the deficit. At the time of writing, there are currently no further details until the Chancellor's Autumn Budget on 22 November. A verbal update will be provided during the meeting.

- 4.4 The Welsh Government announced its draft budget for 2018-19 on 3 October. The most significant headline change was an additional £230 million in 2018–19 and £220 million in 2019–20 for the Welsh NHS, which now accounts for around half of the Welsh Government budget. The Cabinet Secretary highlighted the risk to the Welsh Government of the UK Government's £3.5 billion of unallocated cuts for 2019-20, which could mean a further cut of up to £175 million to the Welsh budget depending on where the unallocated cuts fall.

Welsh Government Provisional Local Government Settlement 2018-19

- 4.5 Councils received their provisional settlements from Welsh Government on 10 October. The headline figure is a reduction of £19 million, or 0.5%, across Wales and, for Bridgend, a reduction of 0.6% in Aggregate External Finance (AEF), or £1.16 million. However when adjustments are made for new responsibilities in respect of homelessness prevention (£236,000 for Bridgend), the true impact for Bridgend is estimated to be a like-for-like reduction of £1.396 million or -0.73%. Welsh Government has reported that the settlement also includes an additional £42 million across Wales in recognition of social services pressures and £62 million in respect of school funding, but these amounts, which are not ring-fenced or notified at individual authority level, are already included in the figures above. The settlement also includes £1.8 million floor funding to ensure that no authority has to manage with a reduction of more than 1% to its Revenue Support Grant next year.
- 4.6 The provisional settlement compares favourably to the -3.2% "most likely" assumption that is contained within the Council's original MTFs for 2018-19 and is better even than the "best" case scenario assumption of -1.5%.

Settlement Implications for 2018 to 2022

- 4.7 The Cabinet Secretary for Finance and Local Government, Mark Drakeford, stated that this is a realistic settlement that continues to protect local government from significant cuts against a backdrop of reducing budgets from the UK Government. He said that while Welsh local government continues to be protected from the impact of

austerity, he recognised that this settlement is still a real terms cut in core funding, when authorities face real pressures from such things as an ageing population, pay and other inflationary pressures.

Unlike previous years, Welsh Government has provided an indication of funding levels for 2019-20. The Cabinet Secretary stated that the indicative local government settlement in 2019-20 is a further reduction of 1.5% (albeit individual Council's settlements will vary). This is predicated on the impact on the Welsh Government budget of the £3.5 billion unallocated cuts which the Chancellor of the Exchequer has previously indicated he intends to impose in 2019-20. However, the Cabinet Secretary also stated that if the Chancellor follows Welsh Government's advice and does not proceed with the cuts in the Autumn Budget then his first priority would be to look again at the cuts they have been forced to make, including for local government.

Transfers into and out of the 2018-19 Revenue Settlement

4.8 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:

- The Waste element of the Single Revenue Grant has been transferred into the RSG, with £1.503 million for Bridgend. The balance has been retained as a specific grant for Local Environment Quality and Natural Resource Management, however this amount has reduced by £6 million across Wales.
- A number of social care grants have transferred into the RSG, including £1.203 million for the Welsh Independent Living Fund, £846,000 for the Social Care Workforce Grant, £337,000 in respect of grants for Looked After Children, and £134,000 for the Carer's Respite Care Grant. As a consequence, the Council's net budget for social services will appear to rise, whereas a significant proportion of any change is accounted for by these transfers.
- Social care provision for prisoners in the secure estate has in previous years been funded through a specific grant. This was worth £217,000 to Bridgend in 2017-18. For 2018-19, the grant has also transferred into the RSG, but under the standard social services funding formula. As a consequence, Bridgend has in effect lost almost all this funding, and faces the largest impact of any Council given both the size and demographic of Parc prison population.
- The settlement also includes additional funding for new responsibilities in respect of homelessness prevention, a total of £236,000 for Bridgend.

4.9 Additionally the information provided by Welsh Government on grants included a reduction of £15 million to the Education Improvement Grant (EIG). A significant proportion of this funding is delegated to schools and helps to underpin ongoing investment in the foundation phase.

Council Tax

4.10 In line with assumptions set in the July 2017 report to Cabinet, the draft 2018-19 draft Revenue Budget, shown in Table 7, assumes a Council tax increase of 4.2%. Whilst the settlement is more favourable than had been assumed, the scale of the financial challenge remains considerable once external pressures and risks have been taken

into consideration. An assumed annual increase of 4.5% has been included for 2019-2022.

Welsh Government Capital Settlement

4.11 In March 2017 Council approved a capital programme for 2016-17 to 2026-27, based on the assumption that annual Welsh Government capital funding would be flat lined from 2017-18 onwards. Council has approved revised versions of the capital programme during the financial year to incorporate budgets carried forward from 2016-17 and any new schemes and grant approvals. The draft local government capital settlement provides this Council with £6.328 million capital funding for 2018-19, which is £40,000 more than 2017-18. No indications have been given for 2019-20 or beyond.

Current Year (2017-18) Financial Performance

4.12 The in-year financial position as at 30 September 2017 is shown below.

Table 1- Comparison of budget against projected outturn at 30 September 2017

Directorate/Budget Area	Original Budget 2017-18 £'000	Revised Budget 2017-18 £'000	Projected Outturn 2017-18 £'000	Projected Over / (Under) Spend Qtr 2 2017-18 £'000	Projected Over / (Under) Spend Qtr 1 2017-18 £'000
Directorate					
Education and Family Support	108,448	108,363	108,089	(274)	(168)
Social Services and Wellbeing Communities	64,683	64,809	66,746	1,937	2,006
Operational and Partnership Services	23,858	23,789	23,670	(119)	75
Chief Executives and Finance	15,249	15,358	14,635	(723)	(1,314)
	3,886	3,921	3,810	(111)	(307)
Total Directorate Budgets	216,124	216,240	216,950	710	292
Council Wide Budgets					
Capital Financing	10,184	10,184	8,859	(1,325)	0
Levies	7,020	6,952	6,967	15	16
Apprenticeship Levy	700	700	609	(91)	(98)
Council Tax Reduction Scheme	14,254	14,254	13,805	(449)	(486)
Insurance Premiums	1,559	1,559	1,559	0	0
Building Maintenance	900	900	900	0	0
Pension Related Costs	1,258	1,203	430	(773)	(826)
Other Council Wide Budgets	6,094	6,101	5,516	(585)	(107)
Total Council Wide Budgets	41,969	41,853	38,645	(3,208)	(1,501)
Appropriations to / from Earmarked to Reserves			3	3	0
Total	258,093	258,093	255,598	(2,495)	(1,209)

- 4.13 The overall projected position at 30 September 2017 is a net under spend of £2.495 million, comprising £710,000 net over spend on directorates and £3.208 million net under spend on corporate budgets. This takes into account the draw down by directorates of £1.763 million from earmarked reserves during the year. 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.
- 4.14 In accordance with the Council's Financial Procedure Rules any planned over spends or under spends by directorates may be carried forward into next year to meet known funding pressures. Fortuitous under spends in budgets may be applied to offset over spends on other budgets.

Medium Term Financial Strategy (MTFS) 2018-19 to 2021-22

- 4.15 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.
- 4.16 The development of the MTFS 2018-19 to 2021-22 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 2017-18, underpinned by the ongoing aim to embed a culture of medium term financial planning closely aligned with corporate planning.
- 4.17 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).

MTFS Principles

- 4.18 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 2018-2022 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.

The MTFs Budget Reduction Contingency Reserve referenced in Principle 12 enables the Council to manage delays or unforeseen obstacles to the delivery of significant MTFs budget reduction proposals. There has only been one allocation so far during 2017-18 in mitigation of the following proposal:

Table 2: MTFS Proposals supported by Budget Reductions Contingency Reserve in 2017-18

COM 18	MREC	£200,000
Total Allocated		£200,000

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

MTFS Resource Envelope

4.19 The 2018-19 AEF figure is a reduction of -0.6% based on the published Provisional Settlement. In the July report to Cabinet on the MTFS, it was stated that the Council would continue to work towards a most likely scenario in its planning assumptions for 2018-22 of an annual reduction in AEF of -3.2% and an assumed increase in Council tax of 4.2% in 2018-19 and 4.5% for each year thereafter, recognising the ongoing uncertainty around our funding in future years. However, as outlined in paragraph 4.7 the Cabinet Secretary has stated that the indicative settlement for 2019-20 is a further reduction of 1.5%. Given this message, and in recognition both of the twin risks around public sector pay (uncertainty around future pay awards and possible equal pay issues driven by the National Living Wage) and elevated inflation, it is proposed that the 2019-22 MTFS assumptions are adjusted to include:

- A most likely annual reduction of -1.5% in AEF, with best and worst case scenarios of -1.0% and -3.0% respectively
- An uplift to the assumed annual provision for pay, prices, demographic and unavoidable pressures for the outer three years of the MTFS.

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

	2018-19	2019-20	2020-21	2021-22
Best Scenario	-0.6%	-1.0%	-1.0%	-1.0%
Most Likely Scenario	-0.6%	-1.5%	-1.5%	-1.5%
Worst Scenario	-0.6%	-3.0%	-3.0%	-3.0%

4.20 Table 4 shows the Council's potential net budget reduction requirement based on the forecast resource envelope, inescapable spending assumptions and assumed Council tax increases.

Table 4: MTFS Potential Net Budget Reductions Requirement

	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Total £000
Best Scenario	6,123	7,503	7,336	6,161	27,123
Most Likely Scenario	6,123	9,457	9,266	7,068	31,914
Worst Scenario	6,123	12,318	11,998	9,675	40,114

Managing within the MTFS Resource Envelope

- 4.21 The financial forecast for 2018-22 is predicated on £31.914 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. This is a much more significant risk compared to previous years as CPI has risen from around 1% a year ago to currently 3% at the time of writing.
 - Potentially significant increases in energy costs following a relative decrease in previous years, which appears to be reversed in 2017-18.
 - The future impact of national policies and new legislation which may not be accompanied by commensurate funding such as the ALN Reform Bill.
 - Fees and Charges will increase by the statutory minimum or CPI (at prevailing rate, currently +3.0%) plus 1%.
 - Significant increases in staffing cost as a result of the increase in the national living wage from April 2018. Whilst this has already been an issue in respect of external contracts in the last two budgets, it is forecast to increasingly affect upon not only the lowest pay grades of Council employees but also has the potential to impact upon the pay spine itself over the MTFS period.

Net budget reduction requirement

- 4.22 Table 5 shows the current position in respect of addressing the most likely forecast budget reduction requirement of £31.914 million. It shows that £13 million of budget reduction proposals have already been identified over the period of the MTFS, including the full £6.123 million required for 2018-19. The table shows that the Council still needs to develop proposals to the value of £18.7 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 asset transfer and protect community facilities;
- Further implementation of the Corporate Landlord Model.

Table 5 - Risk Status of Budget Reduction Proposals 2018-19 to 2021-22

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
2018-19	1,127	4,882	114	6,123	0	6,123
2019-20	0	1,572	1,886	3,458	5,999	9,457
2020-21	0	947	1,719	2,666	6,600	9,266
2021-22	0	947	0	947	6,121	7,068
Total	1,127	8,348	3,719	13,194	18,720	31,914
Percentage of total required	4%	26%	12%	41%	59%	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

4.23 The budget reduction proposals identified can be categorised as:

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

4.24 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 2018-19 to 2021-22

	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	%
Smarter Use of Resources	4,590	2,248	2,591	872	10,301	78%
Managed Service Reductions	566	170	0	0	736	6%
Collaboration & Service Transformation	570	230	0	0	800	6%
Policy Changes	397	810	75	75	1,357	10%
Total Identified as at 9.11.17	6,123	3,458	2,666	947	13,194	

- 4.25 The table shows that three quarters of the proposed budget reductions identified so far will come from Smarter Use of Resources, for example through:
- Efficiencies in services such as catering and engineering
 - Rationalisation of hardware and software across the Council
 - Rationalisation of core office estate
 - Analysis and reduction of Council wide budgets
 - Development of online services
 - Staffing restructures and rigorous application of vacancy management
- 4.26 Budget reduction proposals relating to Collaboration and Service Transformation amount to 6% of the total budget reductions. These include implementation and roll-out of the Corporate Landlord model. Policy changes amount to 10% and include reducing services to the statutory minimum as well as cutting some discretionary services. The policy change proposals are subject to consultation.
- 4.27 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 strong vacancy management, redeployment, early retirements and voluntary redundancies, but some compulsory redundancies will continue to be necessary.

Scrutiny and Challenge

- 4.28 A full consultation "Shaping Bridgend's Future" was launched in early October and runs until 3 December. This covers a range of budget proposals under consideration as well as seeking public views on resource allocation, priorities and the principles around budget protections and taxation levels. The consultation includes an online survey, community engagement workshops and social media debates. Members have had the opportunity to take part in two budget workshops similar to the public engagement events. The results will be collated and presented to Cabinet on 19 December in order to further inform decisions on the final MTFS.

2018-19 Draft Revenue Budget

- 4.29 The following table shows the draft revenue budget for 2018-19.

Table 7 – Draft Revenue Budget 2018-19

	Revised Budget 2017-18	Specific Transfers to/ (from) WG	Inter-Directorate Transfers incl. Corporate Landlord	Pay / Prices / Demographics	Budget Pressures	Budget Reduction Proposals	Revenue Budget 2018-19
	£000	£000	£000	£000	£000	£000	£000
Service Directorate Budgets:							
Education & Family Support							
Education & Family Support	21,154	263	-1,411	159	389	-630	19,924
Schools	87,209			663	500		88,372
	108,363	263	-1,411	822	889	-630	108,296
Social Services & Wellbeing							
Communities	64,791	2,474	-313	742	88	-350	67,432
Operational & Partnership Services	23,824	1,503	2,052	54	758	-1,454	26,737
Chief Executives / Finance	15,358	236	-150		37	-848	14,633
	3,921					-231	3,690
Total Directorate Budgets	216,257	4,476	178	1,618	1,772	-3,513	220,788
Corporate Budgets:							
Capital Financing	10,184				500	-1,170	9,514
Levies	6,952				86		7,038
Repairs and Maintenance	900						900
Council Tax Reduction Scheme	14,254			500		-400	14,354
Apprenticeship Levy	700						700
Pension Related Costs	1,203					-773	430
Insurance Premiums	1,559			29			1,588
Other Corporate Budgets	6,084		-178	3,181		-267	8,820
Total Corporate Budgets	41,836	0	-178	3,710	586	-2,610	43,344
Net Budget Requirement	258,093	4,476	0	5,328	2,358	-6,123	264,132

Council Tax Implications

- 4.30 Based on the proposed budget of £264.132 million, the Council tax increase for 2018-19 will be 4.2%.

Pay, Prices and Demographics

- 4.31 National pay increases for public sector workers have been capped at 1% for a number of years, with only those on the lowest pay grades receiving higher levels of pay to keep in line with the National Living Wage. Over recent months, pay offers to both the police and fire services have both been above 1%, implying, if perhaps not a total abandonment, then at least a relaxation of pay restraint. The RSG reduction of 0.6% does not take into account any pay and price increases, which will create an additional budget pressure for the Council. Whilst no agreement has yet been reached for national pay bargaining, 1% has been assumed in the 2018-19 draft budget. Any increase above this will undoubtedly place additional pressure on Council resources, and may result in further budget reductions if not funded by Welsh Government. Funding for pay increases will be retained centrally until further information is known.
- 4.32 Price inflation has been allocated to service budgets, where known, 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.

- 4.33 The remaining inflationary provision will be retained centrally within corporate budgets and allocated during the year as any unknown or unforeseen contract price inflation is agreed, in particular where the index is set after the Council's budget is approved.

Schools' Budgets

- 4.34 The Council's 2017-18 Budget and MTFS included an annual 1% efficiency target for schools. This recognised that school funding accounts for around a third of net revenue expenditure, and that protection inevitably leads to increased pressure on other budgets. Following the better than expected settlement, it has been possible to remove this proposal for 2018-19. The budget will include allowances for inflationary and inescapable pressures. Furthermore, in recognition of the detrimental impact which the Welsh Government's decision to reduce the Education Improvement Grant is forecast to have, it is recommended that an additional £500,000 be delegated to school budgets to maintain educational improvement.

It should however be noted that the efficiency target is maintained for 2019-20 and beyond, in recognition of both forecast reductions to the settlement and mounting external pressures across Council services.

Unavoidable Pressures

- 4.35 During 2017-18 a number of unavoidable 2018-19 service budget pressures have arisen totalling £1.212 million, detailed in Appendix A. A number of the 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.

Discretionary Budget Growth

- 4.36 In the context of continued pressure on budgets, the Council remains committed to the delivery of high quality services which improve people's lives. To support service improvement, there are a number of areas which it is proposed to increase in the draft budget. In contrast to inescapable pressures and contractual inflationary costs, these represent the conscious choice of members to invest in enhancements, and are set out in Table 8 below.

Table 8: Discretionary Budget Growth Items

Item	Value £000	Description
Delegated School Budgets	500	To support Educational Improvement despite WG grant reduction
Unsupported Borrowing	500	Funding to support borrowing for future capital investment projects. Depending on schemes supported, estimated capital capacity of between £5 million - £15 million
Festival of Learning	65	To provide funding for a one-off week of knowledge-sharing events involving schools and Bridgend College to share best practice and, in particular, address an Estyn recommendation
Valleys Taskforce	44	One-off funding for a fixed term appointment to

Item	Value £000	Description
		identify and improve funding outcomes for our valley communities
Empty Properties	37	Creation of a new role to provide a co-ordinated approach to tackling empty properties
TOTAL	1,146	

A full breakdown of budget pressures is provided in Appendix A

Budget Reduction Proposals

- 4.37 Budget reduction proposals of £6.123 million have been identified from service and corporate budgets to achieve a balanced budget, detailed in Appendix B.

Corporate Budgets

- 4.38 Corporate budgets include funding for the Council Tax Reduction Scheme, costs of financing capital expenditure, levies, centrally held pay and prices provisions, insurance budgets, discretionary rate relief and provision for redundancy related costs. A thorough review of recent years' under spends within corporate budgets has been undertaken, including an assessment of the risks associated with budget reductions to, in some cases, demand led expenditure. As a result, it is proposed to implement budget reductions totalling £2.610 million to corporate budgets, and to set aside an earmarked reserve which can provide one off temporary relief in the event of unforeseen over spends. This will mitigate against the need to make urgent, undesirable adjustments to directorate budgets in this scenario. Consideration to this reserve will be given by the Section 151 Officer once the draft budget is approved.

Fees and Charges

- 4.39 Generally, income from fees and charges will be increased by CPI (at the prevailing rate, currently +3.0%) 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

- 4.40 In line with the MTFS principle 8, the Council will maintain its general fund at no less than £7 million in 2018-19. Details of the Council's earmarked reserves position at 30 September 2017 (as previously reported to Cabinet) are shown in Table 9. 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 February 2018.

Table 9 – Usable Earmarked Reserves

Opening Balance 1 April 2017 £'000	Reserve	Net Additions/ Reclassification £'000	Draw-down £'000	Closing Balance 30 Sept 2017 £'000
	Corporate Reserves:-			
-	Education & Family Support	30	(233)	-
-	Social Services & Wellbeing	-	(63)	-
-	Communities	-	(554)	-
-	Operational and Partnership Services	-	(207)	-
-	Chief Executives & Finance	-	(19)	-
-	Non-Directorate	38	-	-
39,260	Total Corporate Reserve	68	(1,076)	38,252
	Directorate Earmarked Reserves:-			
663	Education & Family Support	-	(16)	647
1,916	Social Services & Wellbeing	-	(175)	1,741
1,167	Communities	425	(106)	1,486
246	Operational and Partnership Services	100	-	346
300	Chief Executives & Finance	-	-	300
4,292	Total Directorate Reserves	525	(297)	4,520
	Equalisation & Grant Earmarked Reserves:-			
230	Education & Family Support	-	(200)	30
-	Social Services & Wellbeing	-	-	-
2,364	Communities	9	(125)	2,248
153	Operational and Partnership Services	-	(65)	88
45	Chief Executives & Finance	-	-	45
2,792	Total Directorate Reserves	9	(390)	2,411
46,344	Total Usable Reserves	602	(1,763)	45,183

Capital Programme and Capital Financing Strategy

- 4.41 This section of the report deals with the proposed Capital Programme for 2017-18 to 2027-28, 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 2018-19, which provides general capital funding (GCF) for the Council for 2018-19 of £6.328 million of which £3.934 million is provided through un-hypothecated supported borrowing and the remainder £2.394 million as general capital grant. No indicative allocations have been provided for

2019-20, so for now it is assumed that this level of funding will remain constant for the years after 2018-19, but this will be indicative only.

- 4.42 The Programme was last revised in October 2017. Since then a review has been underway to identify the Council's capital investment requirements for 2018 to 2028, compared to available capital funding, against the following criteria:
- Mandatory requirements linked to delivery of statutory services and health and safety risks to both Council staff and the wider public;
 - Link to corporate priorities;
 - Investments linked to delivery of the Council's corporate priorities and the continued delivery of financially sustainable public services;
 - Financial returns either through cost savings or increased income generation.

Whilst it is not possible to give details of specific schemes at this stage, the most significant areas (by value) under consideration are:

Schools – a requirement for the Council to provide 50% match funding for 21st Century Schools Band B Programme. The overall scale is highly dependent upon the future requirement for school places, but the overall investment (at 100%) is currently estimated to be in the range of £60 - £70 million. The period to 2028 will also include potential match funding requirements for Band C, though it is too early to begin to quantify these.

Highways – there is a forecast need to increase investment in the highways network to maintain current standards. In previous years there have been a number of different external funding sources, such as Welsh Government Local Government Borrowing Initiative Schemes (LGBI). However there is currently no indication of any forthcoming future support of this kind. Over the next decade the scale of investment required is indicatively estimated at around £20 million to maintain current standards.

Energy Efficiency – the Council has identified the opportunity to reduce energy costs on an “invest to save” basis. This includes further rollout of LED streetlights as well as implementation of low energy solutions to both the corporate and schools' estate. It is foreseen that the scale of investment required may be in excess of £10 million, with payback periods of specific measures typically ranging from 5-15 years. The Council is exploring the possibility of targeted external funding such as interest free Salix loans to support this.

Commercial Property Investment – the previous year's budget consultation indicated both public and member support for the Council to invest in commercial property within the County Borough. Such investments are not without risk, and the returns must be considered after the cost of borrowing has been taken into account.

Sea Defences – the need to both maintain our existing coastal infrastructure as well as the likely need for improvements to enable future regeneration.

ICT – Providing the right tools for the continued operational requirements of the Council is likely to require £10 - £20 million over the next decade. Consideration is being given to the possibility of increased use of “cloud” based solutions, however these will have increased ongoing revenue costs.

4.43 The capital programme also contains a number of annual allocations that are met from the total general capital funding for the Council. The allocations for 2017-18 are shown in Table 10 below, and amounted to 95.9% of the indicative 2018-19 general capital funding:

Table 10 – 2017-18 Annual Allocations of Capital Funding

	2017-18 £'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

4.44 These annual allocations are also in the process of being reviewed for any further opportunities to release capital for new schemes. In particular, consideration is being given to:

- The future scale of Disabled Facilities Grants, as the Council's current allocation exceeds the level of WG funding by around £400,000 annually.
- Whether there is potential for Housing Renewal Scheme funding to be used differently in future.

Capital Financing Strategy

4.45 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

- 4.46 The Council estimated that around £21 million could be generated as part of the enhanced disposals programme which commenced in 2014. So far, circa £15.8 million has already been delivered, with circa £5.2 million to be realised over the next 2 years (2018-2020). 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 (Unsupported) Borrowing

- 4.47 Total Prudential Borrowing taken out as at 1 April 2017 was £35.83 million, of which £22.45 million was outstanding. It is estimated that the total borrowed will increase to £42.18 million by the end of this financial year.
- 4.48 Future prudential borrowing will include an estimated £5.66 million of Local Government Borrowing Initiative (LGBI) funding towards the costs of the 21st Century Schools Programme.
- 4.49 In recognition of the scale and importance of future capital expenditure requirements, the 2018-19 draft revenue budget includes £500,000 as a recurrent revenue budget to meet the costs of additional unsupported borrowing. In line with prudent accounting practice, the costs of any investments made will be repaid within the life of the particular asset. Whilst the funding has not yet been earmarked for specific investments, it is estimated that the funding will provide between £5 - £15 million of capital works, depending upon the type of investments approved by Council.

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 An Equality Impact Assessment will be carried out and included within the Final MTFS in February 2018.

7. Financial Implications

- 7.1 The financial implications are reflected in the report.

8. RECOMMENDATIONS

- 8.1 It is recommended that Cabinet submits for consultation the 2018-19 annual budget and development of the MTFS 2018-19 to 2021-22 as set out in this report.

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28 November 2017

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Background Papers:

Cabinet Report – Medium Term Financial Strategy 2018-19 to 2021-22 – 25 July 2017
Council Report – Capital Programme 2017-18 to 2026-27 – 4 October 2017

BUDGET PRESSURES 2018-19

APPENDIX A

Directorate	Improvement Priority	Service Area	Description of pressure	Recurrent Pressure	One-Off Pressure
UNAVOIDABLE PRESSURES					
				£'000s	£'000s
Education & Family Support	Core services & statutory functions	Education	Increased Provision to meet demand for Autistic Spectrum Disorder (ASD) and Welsh Medium places - full year effect of 17-18 growth bid	51	
Education & Family Support	Core services & statutory functions	Education	Continued growth in number of ASD Pupils. Funding provided for additional provision	150	
Education & Family Support	Core services & statutory functions	Education	Transport costs for the Welsh Government Junior Apprenticeship programme		42
Education & Family Support	Core services & statutory functions	Education	Increase in costs of Learner Travel due to re-tender exercise that took place in 2017-18	81	
Social Services and Wellbeing	Core services & statutory functions	Adult Social Care	New Welsh Government legislation requiring all domiciliary care staff to be registered	12	31
Social Services and Wellbeing	Helping people to be self-reliant	Childrens services	Contribution to the running costs of the Multi Agency Safeguarding Hub	45	
Communities	Core services & statutory functions	Waste	Reduction in Welsh Government Environment and Sustainable Development Directorate Revenue Grant	279	
Communities	Core services & statutory functions	Waste	Increased demand for Absorbent Hygiene Products (AHP) registrations/collections treatment	285	
Communities	Core services & statutory functions	Planning	Appointment of additional Technical Officer in Development section, which is required to meet additional obligations arising from the Wales Planning Act	23	
Communities	Core services & statutory functions	Planning	Appointment of a Highways Development Officer to meet the increase in planning workload from new requirements to undertake pre-application assessment and advice which do not attract a fee	32	
Communities	Core services & statutory functions	Public Realm	Increased frequency of street lighting electrical inspections to improve public safety	55	
Communities	Supporting the Local Economy	Public Realm	Appointment of a Compliance Officer to provide technical support to client departments. A number of breaches following incident investigations have become apparent. The post will be a hands on individual who will work with managers across departments to rectify gaps identified in Health and Safety department audits	40	
Council Wide	Core services & statutory functions	Fire Service Precept	Increase in precept by 1.36% to meet additional pressures faced by the service	86	
TOTAL UNAVOIDABLE PRESSURES				1,212	
DISCRETIONARY GROWTH ITEMS					
Education & Family Support	Core services & statutory functions	Schools	Funding to mitigate the Welsh Government reduction in the Education Improvement Grant, through school delegated budgets	500	
Education & Family Support	Core services & statutory functions	Education	Week-long 'Festival of Learning' across all Bridgend schools during Summer Term 2018		65
Communities	Core services & statutory functions	Regeneration	Creation of Valleys Taskforce Officer Post to deliver the Valleys Taskforce and Our Valleys Our Future Action Plan, to avoid the risk that there is insufficient capacity to enable Bridgend's valleys to benefit from the opportunity for external funding, for the 'quality of life' services that have been cut hardest in BCBC in recent years		44
Operational and Partnership Services	Supporting the Local Economy	Housing	Empty Properties Officer	37	
Corporate	Core services & statutory functions	Capital Financing	Revenue Funding to meet the costs of unsupported borrowing, to support the capital programme	500	
TOTAL DISCRETIONARY GROWTH ITEMS				1,146	
Total Budget Pressures				2,176	182
				2,358	

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Budget Reduction Proposals 2018-19 to 2021-22

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
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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

SUR- Smarter Use of Resources
 MSR- Managed Service Reductions
 CST - Collaboration and Transformation
 PC - Policy Changes

RAG 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

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 - £4,746K	6%	20	67	67	75	75
EFS3	Wise	IP3	SUR	Reduction to Catering Service Budget	Recent and planned MTFS efficiencies have reduced the ability of the service to reinvest, in particular in improving and maintaining school kitchens to a high standard. Although the recently agreed 10p increase in the cost of a school meal may provide additional income over time, historically there is a reduction in the take-up of meals during the short to mid-term following a price increase. Whilst all school kitchens were recently rated as the highest rating of five for food hygiene, one of our kitchens has since dropped to a rating of four due to the condition of the fabric of the kitchen	718	21%	79	71			
EFS12	Wise	IP3	SUR	Restructure Integrated Working and Family Support Service.	Limited impact on operational delivery as existing tasks will be picked up across the service or by other stakeholders.	292	17%		50			
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 Freedom of schools to shop around and obtain best value for money is challenged 	Nil budget - new income target	N/a		20			

Budget Reduction Proposals 2018-19 to 2021-22

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
EFS19	Wise	IP3	CST	Reduced financial contribution to YOS Team	This proposal is at a very early stage with significant delivery 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. - 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.	366	8%			30		
EFS23	Corporate Business	IP3	SUR	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 	£12,136k (Staff budget exc schools/ grant funded posts and Built Env)	0%		50			
EFS24	Corporate Business	IP3	SUR	Proposal to amalgamate the Health and Safety service with neighbouring authorities.	Initial discussions have been undertaken by Heads of Service and agreement in principal has been granted by CMB. A project officer has been allocated to develop a project brief and establish a structure to drive the amalgamation. It is anticipated that the savings would be derived from a reduction in management costs. Agreement and full commitment of the partner authority is required to effect proposed savings.	251	10%		25			
EFS25	Corporate Business	IP3	SUR	Reduction to contribution to the Central South Consortium (CSC) of 2%	This proposal has been agreed by partner authorities for 2018-19.	608	2%		12			
EFS26	Corporate Business	IP3	SUR	Education Improvement Grant (EIG) - re-alignment of budget to reflect actual match funding contribution required	Risk that contribution in future years increases	480	4.2%		20			
EFS27	Corporate Business	IP3	SUR	Review arrangements for Special Schools Home to School Transport with a view to achieving efficiency savings	<ul style="list-style-type: none"> • Historic arrangement with school - may impact on relationship with school. • Specialist provision narrows numbers of contractors able to transport pupils. • Outcome of review could mean extra rather than reduced cost. 	150	50%		75			
EFS28	Corporate Business	IP3	SUR	Post 16 grant - maximise centrally retained element from 2% to 3%	The impact would be a small reduction in the individual grant allocation to each school sixth form. On average this would be £6,666 per school. Risk that Post 16 grant is reduced in future years which would impact on this saving proposal and allocation to schools.	5,951	1%		60			
EFS29	Corporate Business	IP3	CST	Develop collaborative arrangements around the Additional Learning Needs Service	Consider the sensory review and any cost effective savings that could be achieved through collaboration with other local authorities	2,512	2%		50			

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
67	Corporate Business	IP3	SUR	Reduction to Schools Contingency budget (held centrally)	Risk that there is insufficient funding to meet any in-year changes to school budgets - e.g. increased rateable values	133	23%		30			
EFS32	Corporate Business	IP3	SUR	Vacancy management factor across all staffing budgets (with the exception of grant funded/schools/Built Environment posts)	By taking a strategic approach to vacancy management on all core funded posts this saving can be achieved	£12,136k (Staff budget exc schools/ grant funded posts and Built Env)	1%		100			
EFS33	Corporate Business	IP3	PC	Home to School Transport - removal of Escorts on primary school service with fewer than 8 pupils	Public consultation will be necessary based on legal advice. Escorts are seen by parents to be critical to the safety of pupils. There is a risk that if drivers feel unable to manage or guarantee the safety of pupils on the service the full savings identified may not come to fruition as planned.	Home to school transport - £4,746K	0%			13		
				Total Education and Family Support					630	110	75	75
SCHOOLS												
SCH1	Wise	IP3	SUR	Removal of Protection to Schools Budgets	The annual saving 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 MTFS period	£87,161k total Individual Schools Budget	3%	869		872	872	872
				Total Schools					0	872	872	872
				Total Education & Family Support Directorate					630	982	947	947
SOCIAL SERVICES & WELLBEING												
Theme 1 - Remodel Service Delivery												
ASC18	Healthy & Wise	IP2	PC	Development of Extra Care Housing	All service users transitioning from the existing residential establishments will receive an assessment of their need, taking into account their wellbeing outcomes, when planning their future care with their family and carers. The transition will be a collaborative approach, with timely transfer of care to the newly built scheme or, if not appropriate, to an alternative provision which will better meet their assessed needs, with the safeguarding of individuals being of paramount importance throughout the transition process.	2,209	30%		330	330		
SSW2	Healthy & Wise	IP2	PC	Develop and implement personalised budgets across Adults and Children.	This could potentially see a reduction in the types of services the directorate needs to commission 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			400		
				Theme 1 - Remodel Service Delivery - sub-total					330	730	0	0

Budget Reduction Proposals 2018-19 to 2021-22

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
8												
Theme 2 - Service Efficiencies												
HL2	Healthy	IP3	SUR	Review Healthy Living Partnership Contract	The £20k is the final part of a proposal to deliver £509k of savings from the healthy living partnership between 2016-17 and 2018-19. The negotiations with the contractor have remained positive throughout and the management fee has been reduced without the creation of detriment to the service that would have required compensation. A larger than scheduled efficiency of £308k was delivered a year early in 2016-17. The £20k balance will be found through improvements in energy efficiency measures.	1,527	1%	308	20			
Theme 2 - Service Efficiencies - sub-total									20	0	0	0
Theme 3 - Income Generation												
Theme 5 - Corporate Transformation												
SSW19	Healthy	IP3	SUR	New models of Integrated care with partners including the health and voluntary sectors	This would explore new models of care with our key partners in health and the voluntary sector . This potentially would be a transformational change in partnership and integrated services . Early discussions have taken place and a plan for strategic development is being carried out in 2017-18.					984	1,332	
Theme 5 - Corporate Transformation sub-total									0	984	1,332	0
Total Social Services & Wellbeing Directorate									350	1,714	1,332	0

COMMUNITIES

COM1	Corporate Business	IP3	MSR	Public conveniences - Reductions to the budget for Public Toilet provision: Budget saving against the service pending the outcome of public consultation on the future provision of public toilets in Bridgend, Porthcawl and Maesteg, closure or transfer to Town & Community Councils. 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	Removal of the substantive part of the public toilet revenue budget will result in the closure of the remaining public toilets in Porthcawl, Bridgend and Maesteg, with the exception of those toilets transferred as part of the Council's Community Asset Transfer (CAT) programme. The proportion of the budget remaining will be used to fund the Council's Comfort Scheme. This scheme provides access to toilet facilities in partnership with local businesses, who are prepared to open their toilet facilities to non paying customers. In return the Council provides financial support in the form of a grant. The value of this grant is assessed in accordance with agreed terms. It should be noted that a White Paper being prepared by the Welsh Government is currently considering the provision of public toilets. In order to implement this saving it will be necessary to consult with staff and the unions.	168	60%		100			
COM4	Place	IP3	SUR	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 and focus on those sites where there is greatest assessed risk based on the GB standard. This may impact on high risk routes to achieve the full saving, and could conflict with learner travel savings.	69	29%			20		
COM11	Place	IP3	MSR	Other cleaning - The service reduction identified for 2019-20 will see the removal of one of the Council's main three 7.5 tonne street cleaning sweepers. Sweeping routes will be re-allocated and covered with the remaining two sweepers.	The reduction of the sweeper will result in a reduction in frequency of road sweeping across the borough. Whilst priority will be given to problematic areas the sweeping frequency reduction will inevitably lead to increased street litter and detritus.	1,234	6%			70		
COM11B	Place	IP3	SUR	Permanent transfer from the public realm fund.	This proposal mitigates a need to balance the budget through a reduction of £200,000 in street cleaning. It will however reduce the potential to make new improvements to the public realm				200			

Budget Reduction Proposals 2018-19 to 2021-22

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
Page 59 COM15	Healthy and Wise	IP3	MSR	Street lighting - Budget reduction based on energy savings generated through completed LED street lighting installations	A limited number of individual concerns have been raised regarding the perceived increased brightness provided by the LED lanterns, but largely the LED changeover has been welcomed by the public in areas completed	1,415	8%		110			
COM16	Place	IP3	MSR	Regeneration - £40k cut in commissioning budget to support 3rd Sector with Community Asset Transfer and £20K reduction (equivalent to 33%) in the Events budget. £20K reduction to Core Budget within the Economic Development Unit (not SRF)	These cuts will limit 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. 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. The reduction to the Economic Development unit budget does not relate to staff cuts but to cuts in non staffing budgets that support the work of the core team and allow assistance to be given to local businesses. The impact therefore will be around being less able to provide timely targeted support.	584	17%	21	80			
COM20	Place	IP3	MSR	Highways Dept Management Structural Savings Target	Loss of experienced, competent and qualified managers to deliver statutory functions. Reduced resilience for response to highway issues.	325	31%			100		
COM26	Place	IP2	CST	Target full cost recovery for shop mobility	Unless full cost recovery can be achieved, either the saving cannot be realised or it could result in the service having to close.	20	100%			20		
COM27	Place	IP3	MSR	Removal of Subsidised bus services	Potential reputational risk. Requirement for consultation and Equalities Impact Assessment (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			
COM31	Corporate Business	IP3	SUR	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.	176	65%		114			
COM33	Place	IP2	SUR	Review of parks and playing fields service - currently being undertaken by external consultants.	The first £150k might be achievable by various further efficiency savings and changes in working practices. The additional £350k identified in 2020-21 relates to possible closure of buildings and facilities, but will need to be informed by discussions around the future direction of CAT and the appetite for a model of delivery based on fewer strategic sites or hubs and the sharing of resources among user clubs.	2,086	24%			150	350	
COM36	Corporate Business	IP3	SUR	Efficiency saving for Streetworks (including vacancy management)	This saving is based simply on making the service make an additional 1% efficiency saving on top of all of the savings already identified. The specific impact has not yet been identified but it is likely that it will have a further detrimental impact on capacity and resilience.	8,967	1%		73			
COM38	Corporate Business	IP3	SUR	Efficiency saving target for Business Unit, including reduction in software and agency staff budget	A further minor saving from the central Communities Business Unit predicated on reducing budgets that have been underspent over recent years but again removing any financial resilience in this area.	527	3%		15			

Budget Reduction Proposals 2018-19 to 2021-22

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
COM39	Corporate Business	IP3	SUR	Reduction to core budget within the Engineering section with the aim of achieving a break-even position	The aim of this saving would be to make the engineering service run at break even. Productivity rates will have to be managed closely to ensure this target is met. Risk that European Funded projects might impact on ability to meet targets due to inability to charge overheads to these projects.	129	57%		74			
COM40	Corporate Business	IP3	CST	Introduction of Corporate Landlord Model	The savings will be delivered in a number of ways including operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management, and some deletions of vacant posts.				500			
				Total Communities Directorate					1,454	360	350	0

CHIEF EXECUTIVES

FINANCE

CEX1	Corporate Business	IP3	SUR	To reduce the number of Finance and accountancy staff	This would represent a further reduction of several posts within the accountancy team which will further reduce both resilience and support provided by the team	2,027	6%	50		77		
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	22%	60		30		
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.	2,198	14%	150		150		
CEX6	Corporate Business	IP3	SUR	To reduce the annual bad debt provision for housing benefit	Necessary accounting work has been carried out as part of 2016-17 closing which shows that annual additions to the provision are no longer required	189	100%		189			
CEX7	Corporate Business	IP3	SUR	Extra recovery income from Housing Benefit	Target £100,000 additional recovery, necessitates investment in staffing estimated at 1 FTE - assume gradual ramp up. Amber rating because model unproven/ recovery figures are estimates	387	17%		32	33		
CEX8	Corporate Business	IP3	SUR	Additional Annual leave purchase	Two years data has shown that staffing budget can be top sliced for additional annual leave purchase. There is always the risk that it is not taken up by staff in future years	n/a - service wide budgets	0%		10			
				Total Chief Executives					231	290	0	0

OPERATIONAL AND PARTNERSHIP SERVICES

OPS1	Corporate Business	IP3	SUR	Directorate Wide Restructure	Staffing restructures will result in reduced capacity within teams	8,071	10%	300	484			
OPS2	Corporate Business	IP3	SUR	Reduction of procurement training budget	Limited resource available for training.	23	100%		23			

Budget Reduction Proposals 2018-19 to 2021-22

Page Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
61 OPS3	Corporate Business	IP3	SUR	Efficiencies from Shared Regulatory Service	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.	1,712	12%	20	37	112	37	
				Total Legal, HR, Democratic and Public Protection					544	112	37	0
Housing												
OPS4	Place	NONPTY	MSR	Review non staff budgets and SLAs with third party organisations	Based on line by line review of budget - minimal disruption.	1,567	9%	50	88			
				Total Housing					88	0	0	0
ICT												
OPS5	Corporate Business	IP3	SUR	Further rationalisation of software and hardware budgets	Reduce resource available to invest in software and hardware across the Council	1,496	21%	105	210			
				Total ICT					210	0	0	0
Performance												
OPS6	Corporate Business	IP3	SUR	Review non staff budgets for performance team	Based on line by line review of budget - minimal disruption.	195	34%	60	6			
				Total Performance					6	0	0	0
				Total Operational & Partnership Services					848	112	37	0

CORPORATE / COUNCIL WIDE

CWD1	Corporate Business	NONPTY	SUR	Reduction in funding available for meeting the costs of Capital Financing	Low demand on budget in recent years due to low borrowing, so should be minimal impact in short term.	10,184	11%		1,170			
CWD2	Corporate Business	NONPTY	SUR	Reduction in provision for Council Tax Reduction Scheme	Budget underspent by £946k in 2016-17. 2017-18 budget includes £300,000 reduction, therefore impact will need to be monitored as this budget is demand led.	14,254	5%	300	400			
CWD3	Corporate Business	NONPTY	SUR	Removal of capital financing budget for Glamorgan Records Office	Loan repaid in full in 2016-17 so annual capital financing budget no longer required.	80	100%		80			
CWD4	Corporate Business	NONPTY	SUR	Reduction in centrally held budget for changes to corporate pension and national insurance costs	Lower superannuation and pensions increases in recent years than anticipated, and roll out of auto enrolment complete in 2017-18, so budgets available to be released.	773	100%		773			

Budget Reduction Proposals 2018-19 to 2021-22

Ref.	Links to Population Outcome	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact	Budget 2017-18 £'000	Total Budget Reduction 2017-2022 as % of 2017-18 Budget	2017-18 Budget Reductions £'000	Proposed 2018-19 £'000	Indicative 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000
WD5	Corporate Business	NONPTY	SUR	Removal of equalisation budget for Private Finance Initiative (PFI) Scheme	Budget was originally established to equalise the funding available from Welsh Government with actual annual costs of the scheme, and is not needed in future years.	187	100%		187			
				Total Corporate / Council Wide					2,610	0	0	0

GRAND TOTAL REDUCTIONS									5,852	6,123	3,458	2,666	947
ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)										6,123	9,457	9,266	7,068
REDUCTION SHORTFALL										0	5,999	6,600	6,121

1,127	0	0	0
4,882	1,572	947	947
114	1,886	1,719	0
6,123	3,458	2,666	947

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE HEAD OF FINANCE AND SECTION 151 OFFICER

AMENDMENT TO THE FINANCIAL PROCEDURE RULES (FPRs) WITHIN THE COUNCIL'S CONSTITUTION

1. Purpose of Report

- 1.1 The purpose of this report is to seek agreement from Cabinet to present a report to Council for approval on the proposed amendments to the Constitution which reflect changes to the Financial Procedure Rules.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The Constitution governs the operation of the Authority and thereby connects to the Corporate Improvement Plan and all of the Council's Corporate Priorities.

3. Background

- 3.1 The management of the Council's financial affairs are conducted in accordance with the Financial Procedure Rules set out in Part 4 of the Constitution. The FPRs have not been revised in a number of years, during which time new financial processes and procedures, and new legislation and guidance have come into effect, changing the way in which the Council operates.

4. Current situation / proposal

- 4.1 The Financial Procedure Rules have been reviewed by officers and a number of changes made to bring them up to date to reflect changes such as:
- new rules regarding payment of consultants;
 - new methods of payment e.g. purchasing cards;
 - new policies and strategies e.g. Grants Policy, Reserves and Balances Protocol, Anti-Fraud Bribery Policy.
- 4.2 Attached as Appendices A and B are the existing Financial Procedure Rules, with tracked changes, to show the proposed changes (Appendix A), plus a clean version of the revised Financial Procedure Rules for approval (Appendix B).
- 4.3 A further revision will need to take place in the forthcoming financial year to update the FPRs to reflect legislative changes when the Data Protection Act will be replaced with the Data Protection Bill (which incorporates the General Data Protection Regulation).

5. Effect upon Policy Framework & Procedure Rules

- 5.1 The revised Financial Procedure Rules will be included within the Constitution once approved.

6. Equality Impact Assessment

- 6.1 An Initial Screening Equalities Impact Assessment (EIA) has been undertaken on the Financial Procedure Rules. It has been concluded that the Rules apply to all groups equally and therefore a Full EIA is not required.

7. Financial Implications.

- 7.1 There are no financial implications arising from changes to the Financial Procedure Rules within the Constitution as they being proposed to reflect current practice.

8. Recommendation.

- 8.1 Cabinet is asked to recommend to Council the amendments to the Financial Procedure Rules contained within this report.

Randal Hemingway
Head of Finance and S151 Officer

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Background documents: -

Financial Procedure Rules

Financial Procedure Rules

Section A - Financial Control

1. General

1.1 For the purposes of these Rules:

- (a) “the Chief Executive Officer” means the officer designated by the Council as Head of Paid Service under Section 4 of the Local Government & Housing Act 1989.
- (b) “the Chief Finance Officer” means the officer designated by the Council as the officer responsible for the administration of its financial affairs under Section 151 of the Local Government Act 1972.
- (c) “Chief Officer” means any of the following:
 - The Chief Executive Officer;
 - The Corporate Director – Social Services and Wellbeing;
 - The Corporate Director - Education and Family Support
 - The Corporate Director - Communities;
 - The Corporate Director – Operational and Partnership Services
- (d) “the Monitoring Officer” means the officer designated as such by the Council under Section 5 of the Local Government & Housing Act 1989.
- (e) “the Cabinet” means the Executive established under Part II of the Local Government Act 2000.
- (f) “Cabinet Member” means the Leader and any of the members of the Cabinet.
- (g) “Budget Head” means the budget for a particular service/services.
- (h) Words importing the singular number only shall include the plural and vice versa, words importing the masculine gender include the feminine and vice versa.

1.2 A Chief Officer may nominate any suitably qualified officer in his Directorate to undertake any of the duties placed upon him or exercise any power granted to him by these Rules.

1.3 Each Chief Officer shall consult with the Chief Finance Officer on any matter which is liable to materially affect the finances of the Council before any commitment is incurred and before reporting thereon to the Cabinet or the Council.

1.4 (a) Chief Officers shall be responsible for bringing these Financial Procedure Rules to the attention of staff and for ensuring the observance of these Rules throughout their respective Directorates;

(b) Staff who fail to observe these Rules may be subject to disciplinary action.

1.5 Each Chief Officer shall be responsible for the accountability of staff, and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to their individual Directorates in accordance with the procedures agreed with the Chief Finance Officer.

- 1.6 Each Chief Officer shall have a duty to endeavour to maximise the value for money obtained in running the activities within his purview.
- 1.7 Each Chief Officer shall have a duty to consult the Chief Finance Officer if he has reason to believe that any matter within his purview may result in:
- (a) The Council incurring expenditure in excess of its approved budget;
 - (b) The Council incurring expenditure for which it has no statutory power to incur;
 - (c) The Council failing to comply with the fFinancially related provisions of any National or European legislation;
 - (d) The Council failing to comply with the fFinancially related provisions of any code of practice adopted by the Council.
- 1.8 Whenever any matter arises which involves or is thought to involve irregularities concerning cash, stores or other property of the Council or held on trust by the Council, the Chief Officer concerned shall notify the Chief Finance Officer who shall take such steps as he considers necessary by way of investigation and report.
- 1.9 Each Chief Officer shall have a duty to inform the Chief Finance Officer and the Monitoring Officer if he suspects that the Council or its officers are exceeding the Council's statutory powers.
- 1.10 No Chief Officer may recommend to the Council or the Cabinet that expenditure be incurred or any other action taken on the assumption that sufficient statutory power is provided by either Sections 137 of the Local Government Act 1972 and Section 2 of the Local Government Act 2000, without prior approval of the Chief Finance Officer and the Monitoring Officer.
- 1.11 The Chief Finance Officer in consultation with the Monitoring Officer shall be authorised to vary from time to time any amount included in the Rules, but any alteration shall be reported to the next meeting of Council.

2. Accounting Systems

- 2.1 All accounting procedures and accounting records of the Council and its Officers shall be subject to the approval of the Chief Finance Officer.
- 2.2 All accounts and accounting records of the Council shall be compiled by, or under the direction of, the Chief Finance Officer.
- 2.3 The following principles shall be observed in the allocation of accounting duties:
- (a) The duties of providing information regarding sums due to or from the Council and of calculating, checking and recording these sums, shall be separated as completely as possible from the duty of collecting or disbursing them;
 - (b) Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

- 2.4 A Chief Officer shall be responsible for the financial management and audit of any private fund entrusted to him as part of his duties and will apply regulations to such funds as stipulated by the Chief Finance Officer.:-
- 2.5 Notwithstanding the duties of a Chief Officer in Rule 2.4, the Chief Finance Officer shall have the right to audit any private fund at any time.
- 2.6 For the purposes of these Rules “private fund” shall mean any fund in the management of which a Chief Officer of the Council is concerned and which may affect any person or property for which the Council has a responsibility, notwithstanding that contributions towards such fund shall have been made by another party other than the Council.

3. Budgeting and budgetary control

3.1 Council’s Budget

- 3.1.1 The Budget shall be approved by the Council in accordance with Rule 2 of the Budget and Policy Framework Procedure Rules;
- 3.1.2 In referring the Cabinet's Budget Proposals to Council the proper officer will forward to the Council a report of the Chief Finance Officer incorporating the recommendations of the Cabinet and detailing for approval of the Council :
- (a) A probable out-turn for the current year;
 - (b) A revenue budget for the forthcoming year detailing the Budget Heads over which that budget is allocated to specific services and service programme areas;
 - (c) A forward indication of the medium term financial strategy which will comprise the revenue budget for the first year and indicative budgets for the subsequent ~~two-three~~ years and a capital budget for the forthcoming year incorporating a capital programme of at least three years, but no more than ten years;
 - (d) an assessment of the impact of any prudential borrowing on revenue budgets and council tax levels.:-
 - (e) a Treasury Management Strategy ~~Statement~~ for the forthcoming year
 - (f) ~~an assessment of any major financial risks which may impact on the budget.:-~~
 - (g) an analysis of reserves and balances and movements over the forthcoming financial year;
 - (h) fees and charges for the forthcoming year;
 - (ig) A recommendation ~~to Council of the Bridgend County Borough~~ of the level of Council Tax to be levied for the forthcoming year.

3.1.3 The detailed form of the Budget will be determined by the Chief Finance Officer within the general direction of the Council and Cabinet after consultation with Chief Officers.

3.2 Amendments to the agreed budget (virements and technical adjustments)

3.2.1. Each Chief Officer shall have the authority to incur expenditure on any activity under his control up to the amounts specified in respect of that activity in the revenue or capital budgets approved by the Council for the financial year, unless directed otherwise by the Chief Finance Officer.

3.2.2 Each Chief Officer, subject to the agreement of the Chief Finance Officer, may approve virements between specific revenue Budget Heads which do not amend any individual Budget Head by more than £100,000 from that approved by the Council. The relevant Chief Officer and Chief Finance Officer must jointly report to Cabinet on any virements which amend individual Budget Heads by more than £100,000.

3.2.3 Cabinet may, following a report of the appropriate Chief Officer in consultation with the Chief Finance Officer, approve virements between individual revenue Budget Heads which do not amend any individual budget head by more than £500,000 from that approved by the Council.

3.2.4 All approved virements over £100,000 must be reported to the Council for information as soon as reasonably practicable after their approval.

3.2.5 Any variations to the capital programme, other than those permitted under ~~Rules paragraphs 3.4.7 and 3.4.9 of these Rules~~, shall require the approval of the Council following a report of the Chief Finance Officer after taking into consideration the recommendations of the Cabinet.

3.2.6 All proposals for revenue and capital budget virements that exceed the above limits will need to be approved by the Council on receipt of a report of the appropriate Chief Officer in consultation with the Chief Finance Officer following consideration by the Cabinet. Virement proposals must also be approved by the Council if they:

- a) Imply a change in a plan, policy or strategy which would be contrary to the existing policy framework;
- b) Have a major operational impact on existing service provision;
- c) Are contrary to or not wholly in accordance with the Budget;
- d) Imply any additional revenue commitment in future years.

3.2.7 There are also technical adjustments to budgets as a result of the Council adhering to the Code of Practice on Local Authority Accounting. These could include, but are not limited to, the reallocation of budgets and spend for central support services to other areas within the Council or the allocation of capital charges across the Council. These are not subject to the authorisation

limits of budget virements and the Chief Finance Officer or nominated representative can authorise these.

3.3 Budgetary control

3.3.1 The Chief Finance Officer shall provide each Chief Officer with regular information relating to income and expenditure under each approved budget head and any other relevant information available. Each Chief Officer shall be responsible for ensuring control of expenditure and income against the approved budget (attention is drawn to Rule 6.1).

3.3.2 A Chief Officer in consultation with the Cabinet Member responsible for the function in respect of which the service is provided will be expected to manage his services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control. A Chief Officer or Cabinet Member may not incur expenditure or forego income if this will result in the approved budget being exceeded.

3.3.3 A Chief Officer may delegate responsibility for management of budgets within their control to other senior officers within their Directorate. Such delegation shall be within defined parameters and shall be recorded in writing.

~~3.3.3 Requests for supplementary estimates are discouraged and will only be considered in exceptional circumstances. The need for supplementary estimates must first be considered by the Cabinet which shall receive a report from the Chief Officer explaining why such expenditure cannot be met from within the existing approved budget. Approval of a supplementary estimate is subject to the consideration by the Council based on a report of the Chief Finance Officer.~~

~~3.3.4 A Chief Officer may be able to carry forward any under-spending on his cash limit as an "earmarked" part of the Council's Revenue Balances following consultation and agreement of the Chief Finance Officer. If carry forwards are used to finance continuing expenditure the financial effect must be contained within the approved cash limit for the current year and that for future years. At year end, consideration will be given to the overall financial position of the Council including the final outturn, any accrued Council Tax income, the Council's reserve levels and any new pressures or risks that need to be provided for. At that time, in line with the Council's Reserves and Balances Protocol, a Chief Officer will be invited to submit earmarked reserve requests to meet any specific unfunded one-off expenditure that they expect to arise in the following financial year and these will be considered by the Chief Finance Officer in the context of the Directorate outturn position as well as that of the Council as a whole. Chief Officers will be notified of successful earmarked reserves.~~

3.3.5 Any over-spending against budget ~~may~~ be carried forward ~~will be~~ at the discretion of the Chief Finance Officer. In no circumstances should this provision be seen as giving a Chief Officer power to overspend against approved budgets. Any such overspend will be treated as a breach of the Financial Procedure Rules and the respective Chief Officer held accountable. No Chief Officer or Cabinet Member may budget for a deficit. Where a net overspending occurs this will be a first call on the following year's budget.

- 3.3.6 Urgent expenditure not included in any budget approval may only be incurred with the approval of the Chief Finance Officer.
- 3.3.7 The cash limited budget only relates to the “controllable” elements of the budget and exclude:
- Capital charges
 - Central support service charges
 - Centrally controlled office accommodation budget
 - Joint Committee precepts

3.4 Capital programme

- 3.4.1 As part of the budget process the Chief Finance Officer or appropriate Cabinet Member will annually present to the Council a capital programme which shall include:
- (a) Those capital expenditure items proposed to commence during the next three years as a minimum-;
 - (b) An estimate of the capital costs of those schemes together with the associated proposed funding.
- 3.4.2 Schemes for which external funding has been approved will be added to the capital programme once the grant-funding has been accepted and included in the next capital programme report to Council.
- 3.4.3 A Chief Officer, before submitting a scheme for inclusion in the capital programme, shall satisfy himself that:
- (a) Land purchases, design planning consents and relevant studies are sufficiently advanced to ensure that the proposed year of start of a scheme is feasible, and;
 - (b) The level of expenditure envisaged is -realistic, following a full feasibility assessment, and taking into account the Chief Finance Officer's forecast of capital resources available and the ability of each service directorate to meet the consequential costs resulting from prudential borrowing, if applicable, and—running and any on-going maintenance costs.
 - (c) Each scheme in the programme has been fully appraised to ensure it is the most economic method of satisfying an identified need.
- 3.4.4 The Capital Programme upon approval by the Council shall:
- (a) Confer authorisation upon the Chief Officer concerned to take steps to enable design work to be completed and land to be acquired in due time.
 - (b) Form the basis of the annual Capital Estimates.

- 3.4.5 The inclusion of any item in the approved capital estimates shall not confer authority to incur any expenditure (except on design work and land acquisition) until:
- (a) All necessary statutory approvals have been obtained;
 - (b) Any external funding contribution to the project has been secured; and
 - (~~cb~~) A tender or quotation has been received and accepted in accordance with the Contract Procedure Rules, which does not exceed that part of the total cost included in the capital estimate in respect of the main contract work for the project by more than 10% or £100,000, whichever is lower.
- 3.4.6 If the tender or quotation exceeds the criteria in 3.4.5(~~cb~~) above, its acceptance will be subject to the approval of the Chief Finance Officer, in consultation with the Cabinet Member(s) responsible for the function in respect of which the decision is required to a diversion of money from other approved schemes within the appropriate Chief Officer's control sufficient to meet any additional cost to be borne within the first year.
- 3.4.7 Chief Officers shall monitor both the progress of schemes and the totality of capital expenditure with the aim of avoiding under or overspending against the approved capital estimates. Should such a situation appear likely, a Chief Officer in conjunction with the Chief Finance Officer, shall recommend to the Council the remedial action necessary to accelerate or retard existing schemes within the approved capital programme.
- 3.4.8 Remedial action which necessitates the retardation or deletion of a scheme within the first year of the programme shall be subject to the prior approval of the Council based on a joint report of the Chief Finance Officer and Chief Officer.
- 3.4.9 The Chief Finance Officer shall give Chief Officers information relating to actual payments made for each scheme in such detail and at such time as arranged between them in order that they may carry out their responsibilities under paragraph 3.4.7.
- 3.4.10 The capital programme includes an annual allocation for capital minor works. Allocation of this funding to individual schemes is the responsibility of the Corporate Property Group (or its successor) and approval on individual schemes will not be sought from Council insofar as the overall funding allocated to schemes does not exceed the funding agreed by Council in the capital programme for that financial year.
- 3.4.11 Urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer in consultation with the Chief Executive Officer (or his nominated delegate), under the Scheme of Delegation, Scheme B1 paragraph 2.1.

4. Internal audit

- 4.1 The Chief Finance Officer shall have a duty to maintain an effective internal audit of the Council's operations in order to review, evaluate and test the adequacy of the Council's systems of internal control as contributions to the proper, economic, efficient and effective use of resources.
- 4.2 The Chief Finance Officer shall have the responsibility to review, appraise and report to Council, Audit Committee, Cabinet, Cabinet Member, or Chief Officer as appropriate upon:
 - 4.2.1 The soundness, adequacy and application of financial and other related operations of the Council.
 - 4.2.2 The extent of compliance with, and financial effect of, established policies, plans and procedures.
 - 4.2.3 The extent to which the Council's assets and interests are accounted for and safeguarded from losses of all kinds arising from:
 - (a) fraud and other offences;
 - (b) waste, extravagance, poor value for money or other cause.
 - 4.2.4 The suitability and reliability of financial and other related management data developed within the Council.
- 4.3 The Chief Finance Officer or an authorised representative of the Chief Finance Officer shall have the authority to require any officer to:
 - 4.3.1 Provide access to any Council premises or land under his control. Where sites are in the possession of a contractor or subject to any tenancy or licence to occupy, such entry will be governed by the conditions of the contract or other legal agreement.
 - 4.3.2 Produce any records, documents and correspondence in his possession.
 - 4.3.3 Provide explanations of matters arising from an audit.
 - 4.3.4 Produce and account for any cash, stores or other Council property under his control.
- 4.4 The Chief Finance Officer shall have the authority to request the immediate suspension from duty of any officers who:
 - (a) He has reasonable grounds to suspect of misappropriation of Council funds or other property;
 - (b) He believes present a threat of further misappropriation or hindering of any investigation.
- 4.5 Notwithstanding the duty of the Chief Finance Officer for the control and direction of Internal Audit, it shall be the duty of the Chief Internal Auditor to report direct to the

Chief Executive Officer and to the Cabinet Member for Corporate Resources on any matter in which the Chief Finance Officer appears to be personally involved.

5. Contracts of building, construction or engineering work

- 5.1 Contracts for the execution of capital works shall only be entered into for those schemes which are included in the approved Capital Programme estimates.
- 5.2 Each Chief Officer will maintain contract registers showing for each contract -under his control which has a value greater than £50,000:
 - (a) The contract sum;
 - (b) The value of any extras or variations to the contract;
 - (c) The amounts and dates of any instalments made;
 - (d) The amount of any retentions held or bonds taken under any contract;
 - (e) The balance outstanding to the Contractor.
- 5.3 Payments to contractors on account of contracts shall be made only on a certificate issued by the responsible officer.
- 5.4 When authorising any extra or variation to a contract the appropriate Chief Officer shall:
 - (a) Estimate the cost of the variation;
 - (b) Issue written instructions to the Contractor to carry out the work, except in cases of urgency a Chief Officer may issue verbal instructions but shall confirm them in writing as soon as possible, but in any case within 7 days.
 - (c) Ensure that such variation is in accordance with the Council's Contract Procedure Rules
- 5.5 The final settlement of a contract shall not be certified by the appropriate Chief Officer until the final account has been presented to the Chief Finance Officer, who may then, at his discretion, decide to audit the final account before certification.
- 5.6 Claims from contractors in respect of matters not clearly within the terms of any existing contract shall be referred to the Corporate Director – Operational and Partnership Services for consideration of the Authority's legal liability and, where necessary, to the Chief Finance Officer for financial consideration before a settlement is reached.
- 5.7 Each Chief Officer shall as soon as practical report to Cabinet the total of extras or variations to any contract which exceeds 10% of the original contract sum, or £100,000 whichever is the greater.
- 5.8 If the final account of any contract has not been agreed within eighteen months of the completion of works, then the Chief Officer controlling that contract shall report to the Cabinet on the outstanding items. Any report under this regulation shall include a

comparison of the final or likely cost with the original contract sum together with reasons for any differences.

6. Orders for work, goods and services

6.1 Each Chief Officer has a duty to issue official orders for all works and services to be carried out, and all goods supplied, within their Directorate with the exception of:

- (a) Public utilities;
- (b) Periodical payments;
- (c) Petty cash purchases;
- (d) Purchases made using Purchasing Cards
- (e) Works, goods and services subject to formal written contracts, or excepted from this requirement by the Chief Finance Officer.
- (f) Framework and call off contracts.

Before issuing official orders, Officers authorising them must be satisfied that there is provision in the estimates and that the Contract Procedure Rules have been complied with.

6.2 Each official order shall be in a form prescribed and approved by the Chief Finance Officer and shall include:

- (a) A description of the works, goods and services ordered;
- (b) The name and address of the supplier;
- (c) An estimate of the cost;
- (d) The financial code to which the cost is to be charged;
- (e) Name of the authorising officer.

6.3 Verbal orders may only be placed in exceptional circumstances the details of which must be confirmed by e-mail or fax on the same day and confirmed by written official order within 3 working days.

6.4 Electronic orders will be treated in the same way as other official orders. Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.

7. Leasing

7.1 The Chief ~~Executive~~Finance Officer shall be responsible for making leasing arrangements for the acquisition of Buildings, Plant, Vehicles and Equipment.

- 7.2 No Chief Officer other than the Chief ~~Executive-Finance~~ Officer may enter into any type of leasing arrangements unless agreed in writing or delegated by the Chief ~~Executive-Finance~~ Officer.
- 7.3 Provision within revenue estimates to cover the annual costs of leasing should be made only following consultation with the Chief Finance Officer.

8. Grant Funding and Third Party Funding

- 8.1 It is essential that proper management of external funding or grants received, or funding awarded by the Council, is undertaken in order to safeguard the financial position of the Council and also to maximise the benefits to service delivery from the receipt of these additional funds.
- 8.2 The Council has a Grants Management Policy which all Chief Officers and their staff must adhere to in order to ensure in the proper management of grant funding and other internal and external funds. Failure to comply could result in funding being withheld by the funding body or recovered at a later date. Any failure to comply with the Grants Management Policy, which results in funding being reduced to the Council, may be reported to Audit Committee, and any shortfall in the funding borne by the responsible directorate.

Section B - Expenditure and Income

98. Payment of accounts

- 98.1 Apart from petty cash and other payments from imprest accounts, the normal method of payment of money due from the Council shall be by automated transfers from the Council's bank accounts by the Chief Finance Officer.
- 98.2 The Chief Finance Officer shall be the authorised signatory of any joint bank account opened in the name of the Council and any other party and will be responsible for the payment of any cheques into that joint bank account.
- 98.3 Each Chief Officer is responsible for examining, verifying and authorising invoices and any other payment vouchers or accounts arising from sources in his Directorate including the use of purchasing cards. Authorised officers can discharge this responsibility on behalf of the Chief Officer. Each Chief Officer will supply the names and specimen signatures for authorised officers together with authorisation limits to the Chief Finance Officer and will need to confirm the list on an annual basis.
- 9.4 The Chief Finance Officer, in consultation with a Cabinet Member, can give approval for payment in advance of goods or services in exceptional circumstances and on request from a Chief Officer.
- 98.54 Before authorising an account, the authorising officer shall be satisfied that:
- (a) The work, goods or services to which the account relates have been received, carried out, examined and approved.
 - (b) The invoice satisfies VAT regulations and that prices, extensions, calculations, trade discounts, other allowances, and -credits ~~and tax~~ are correct.

- (c) The relevant expenditure has been properly incurred and is within the relevant estimate provision.
- (d) The financial code to which the expenditure is to be charged is correct and sufficient budget is available.
- (e) The account or invoice indicates the official order number relating to the goods or services provided, or if there is no such order the reason for the omission unless it relates to services not subject to orders such as care contracts.
- (f) Appropriate entries have been made in inventories, stores records or stock books as required.
- (g) The account has not been previously passed for payment and is a proper liability of the Council.
- (h) In the case of accounts for the supply of public utility services and other periodic payments relevant expenditure, and where appropriate, units of energy consumed, have been entered in records approved by the Chief Finance Officer.

98.65 Accounts authorised manually should be passed for payment to the Chief Finance Officer, unless alternative arrangements have been specifically agreed with the Chief Finance Officer. All payments should be processed within 30 days.

9.7 Where payments are electronically uploaded into the financial system via a feeder file, appropriate controls, including standardising of files and validity checks, are put in place to ensure their integrity. For any new feeder files, Internal Audit will be asked to review and give assurance on the process for authorisation before usage,

9.88.6 The Chief Finance Officer shall set down procedures for the retention of financial documentation. Such documentation must not be disposed of without the specific approval of the Chief Finance Officer. All invoices shall be retained for at least 6 years plus the current financial year. In the case of invoices relating to grant claims, these must be kept until after the grant claim has been audited even if this exceeds 6 years. It is the responsibility of the Chief Officer of the grant to ensure the correct retention period is maintained. The same retention periods apply to electronic copies of all original invoices.

9.98.7 ~~Each Chief Officer shall maintain a record, with specimen signatures, of authorising officers. This record shall be copied to the Chief Finance Officer or his representative.~~ Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.

9.10 Each Chief Officer shall, no later than a date specified at the financial year end, notify the Chief Finance Officer of any outstanding expenditure relating to the previous financial year.

10.9. Imprest accounts

- 109.1 Where appropriate, the Chief Finance Officer shall provide imprest accounts for such officers of the Council as may need them for the purpose of defraying petty cash and other expenses. Such accounts shall be maintained in accordance with the notes of guidance issued to imprest holders by the Chief Finance Officer.
- 109.2 Where appropriate, the Chief Finance Officer shall open an account with the Council's bankers for use by the imprest holder who shall not cause the account to be overdrawn. It shall be a standing instruction to the Council's bankers that the amount of any overdrawn balance on an imprest holder's banking account shall be reported to the Chief Finance Officer. Where an officer holds a cheque book in respect of any account he must ensure that all cancelled cheques are crossed and retained with the counterfoils of the original cheque book.
- 109.3 Any officer responsible for an imprest account shall be personally responsible for making good any deficiencies in that account.
- 109.4 No income received on behalf of the Council may be paid into an imprest account but must be dealt with in accordance with paragraph Rule 153.3.
- 109.5 Except as otherwise agreed between the Chief Finance Officer and the Chief Officer concerned, payments out of the accounts shall be limited to petty disbursements and shall not include sums due to any tradesman with whom the Council has a current account, nor any account for goods exceeding in value a sum to be agreed from time to time by the Chief Finance Officer nor travelling expenses other than those of a casual nature.
- 109.6 An officer responsible for an imprest shall on a regular basis as specified by the Chief Finance Officer, or at any other time if so requested, provide a certified statement as to the state of the account.
- 109.7 Whenever an officer who is an imprest holder leaves the employment of the Council, or ceases to be entitled to hold an imprest advance, the officer shall account to the Chief Finance Officer for the amount advanced to him.

11. Purchasing Cards

- 11.1 Where appropriate, a Purchasing Card will be issued to support the current Purchase to Pay invoice process and should not be considered as a replacement mechanism to bypass the formal requisition and approval process. Expenditure shall be made in accordance with the purchasing card guidelines.
- 11.2 Each card has an individual monthly expenditure limit, individual transaction limit and restricted category types for expenditure. The cardholder will be making financial commitments on behalf of the Council and will be responsible for obtaining value for money in accordance with Contract Procedure Rules & Corporate Contracts.
- 11.3 Except, as otherwise agreed with the Chief Finance Officer, payments by purchasing card shall be limited to approved disbursements and shall not include sums due to any tradesman with whom the Council has an account. Where appropriate, invoices should be paid via the Financial System. Travelling expenses, such as train fares, can be pre-booked and paid with use of the purchasing card; however the purchasing card cannot be used to reimburse travelling expenses nor subsistence expenses other than those of a casual nature.

- 11.4 The cardholder is responsible for updating the Barclaycard Spend Management system with costing, VAT and narrative details of the expenditure in a timely manner and in accordance with the purchasing card guidelines.
- 11.5 Whenever a member of staff who is a purchasing card holder leaves the employment of the authority, or ceases to be entitled to hold a purchasing card, the member of staff must return the purchasing card immediately on cessation of entitlement to the Corporate Procurement Manager for cancellation. Any replacement member of staff who requires a purchasing card must apply for a new card via the Corporate Procurement Manager.
- 11.6 Any person holding a purchasing card shall be personally responsible to notify the Corporate Procurement Manager of any unauthorised / unrecognised spend made on the card. The cardholder shall be personally responsible for making good any unauthorised spend that they incur on the card.
- 11.7 Where appropriate, the Chief Finance Officer shall provide a purchasing card enabled for cash withdrawal to give services access to cash for the purpose of defraying petty expenditure. Such cards shall be maintained in accordance with the notes of guidance to card holders by the Corporate Procurement Manager. There is an administration charge for cash withdrawals. Detailed records of monies withdrawn, spending of this money, including VAT split and costing information, must be kept and be available for examination on request.
- 11.8 Except as otherwise agreed with the Chief Finance Officer, payments out of the cash withdrawn from the bank by purchasing card shall be limited to petty disbursements and shall not include sums due to any tradesman with whom the authority has an account, nor travelling expenses, nor subsistence expenses other than those of a casual nature.
- 11.9 A person responsible for the cash balance held shall, if so requested, give to the Chief Finance Officer certification as to the state of the funds.
- 11.10 Whenever a member of staff who is a cash balance administrator leaves the employment of the authority, or ceases to be entitled to administer the cash balance, the member of staff shall repay to the Chief Finance Officer the unexpended cash balance of the withdrawn amount, or shall transfer monies, records and vouchers relating to the account to the new cash administrator. When a purchasing card holder leaves, the card in their name must be returned to the Corporate Procurement Manager for cancellation and a new card applied for via the Corporate Procurement Manager unless the new cash administrator is not to be allocated a purchasing card.
- 11.11 Any person holding a cash balance obtained by a purchasing card cash withdrawal shall be personally responsible for making good any deficiencies in that account.

4012. Salaries, wages and Members' allowances

- 4012.1** The payment of all salaries, wages, allowances, expenses or other emoluments to all employees or members shall be made by, or under arrangements approved and controlled by, the Chief Finance Officer.

- 4012.2 Each Chief Officer shall notify the Chief Finance Officer as soon as possible and in the prescribed form, of all matters affecting the payment of such emoluments and in particular:
- (a) Appointments, resignation, dismissals, suspensions, secondments, and transfers.
 - (b) Absences from duty for sickness or other reason, apart from approved leave with pay.
 - (c) Changes in remuneration.
 - (d) Information necessary to maintain records of service for superannuation, income tax, national insurance etc.
 - (e) Any failure to comply with Council or statutory regulations.
- 4012.3 Appointments of all employees shall be made in accordance with the regulations of the Council and the approved establishment, gradings and rates of pay.
- 1240.4 ~~All-time~~All-time records and other pay documents shall be in a form prescribed or approved by the Chief Finance Officer and shall be certified by or on behalf of the Chief Officer. The names of the officers authorised to certify such records shall be sent to the Chief Finance Officer by each Chief Officer together with specimen signatures and shall be amended on the occasion of any change. Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.
- 1240.5 No payments to staff may be made other than through the normal payroll system without the specific approval of the Chief Finance Officer. In particular, casual staff must be recorded on the payroll.

4413. Officers fees, travelling and subsistence allowances

- 134.1 All claims for payment of fees, car allowances, subsistence allowances and travelling expenses shall be submitted, duly certified, in a form at approved by the Chief Finance Officer, to the appropriate Chief Officer in accordance with the timetable set down by the Chief Finance Officer. A record of all ~~The names of all~~ officers authorised to approve/sign such records shall be sent to the Chief Finance Officer together with specimen signatures and shall be amended on the occasion of any change. This applies to both manual and electronic expenses systems.
- 134.2 The certification by, or on behalf of, the Chief Officer shall be taken to mean that the certifying officer is satisfied that the journeys were authorised, the expenses properly and necessarily incurred, the vehicle used had appropriate insurance cover, the necessary receipts of expenditure retained and that the fees and allowances are properly payable by the Council.
- 134.3 Claims submitted more than three months after the expenses were incurred must be accompanied by a letter of explanation for the delay and shall be paid only with the express approval of the Chief Finance Officer who shall refer the matter to Cabinet if necessary.
- 134.4 All claims for payment of incidental expenses such as removal, lodging and disturbance allowances and training course fees etc. shall be made on the appropriate form and shall be in accordance with the appropriate scheme approved by the Council.

142. Banking arrangements and cheques

142.1 All arrangements with the Council's bankers shall be made by or under arrangements approved by the Chief Finance Officer, who shall be authorised to operate such bank accounts as considered necessary.

142.2 All cheques shall be ordered only on the authority of the Chief Finance Officer who shall make proper arrangements for their safe custody.

142.3 Any such bank account opened in respect of monies held on behalf of the Council shall be arranged in consultation with or under the direction of the Chief Finance Officer. The Chief Finance Officer shall maintain a list of authorised signatories, along with specimen signatures, for all such accounts. Any change in signatory shall be reported to the Chief Finance Officer immediately.

142.4 No Standing Orders or Direct Debits from the Council's bank accounts shall be set up unless arranged in consultation with or under the direction of the Chief Finance Officer. The Chief Finance Officer shall maintain a list of all officers authorised to set up Direct Debits and Standing Orders.

142.5 The Chief Finance Officer shall be authorised to:

- (a) Nominate officers empowered to authorise payment out of these bank accounts.
- (b) Negotiate charges with the Council's bankers.

14.6 The Chief Finance Officer will be responsible for ensuring that there are adequate controls in place to ensure that all payment methods, whether physical or electronic, have appropriate authorisations, approvals and signatures as necessary.

14.7 The Chief Finance Officer shall ensure that appropriate arrangements are in place to facilitate the monthly reconciliation of the Council's Bank Accounts.

153. Income

153.1 Each Chief Officer will be responsible for the prompt and accurate billing, collection and banking of all income due to the Council in connection with the Directorate's activities, except where in the interests of efficiency or security it is agreed with the Chief Finance Officer that all or part of the duties should be discharged by some other Chief Officer.

153.2 Except as agreed between the Chief Finance Officer and the Chief ~~Officer concerned~~Officer concerned, all receipt forms, books, tickets and other such items shall be ordered and supplied to Directorates by the Chief Finance Officer, who shall be satisfied as to the arrangements for their control.

153.3 In carrying out this function, each Chief Officer shall ensure that any officer of the staff engaged in the collection of money:

- (a) Maintains a record of receipts and bankings in a form approved by the Chief Finance Officer.
- (b) Pays without delay any money collected either:

- i) To the approved officer;
 - ii) To a security firm employed by the Chief Finance Officer for this purpose, or;
 - iii) To one of the Council's main bank accounts or via outlets of the nominated collector(s) as agreed by the Council.
- (c) Makes no deduction from monies collected, except with the specific and exceptional approval of the Chief Finance Officer.
- (d) Makes good any shortfalls in cash collected and pays in any surpluses.
- (e) In the case of cheques received, enter on any paying-in slips details of the cheque and a reference to the related debt.

~~153.4~~ Personal cheques shall not be cashed out of the money held on behalf of the Council.

~~153.5~~ Outstanding debts which are found to be irrecoverable may be written off by the Chief Finance Officer, except where it is considered that there are matters of principle or policy which should be referred to the Cabinet.

~~13.6~~ ~~A review of fees and charges shall be undertaken at least annually by the responsible Chief Officer in consultation with the Chief Finance Officer.~~

~~153.6~~ Any officer holding a cash float shall be personally responsible for making good any deficiencies in that account.

15.7 Where an officer takes cash for works, goods or services that is either:-

- i. in excess of the level stipulated within the Council's Anti-Money Laundering Policy;
- ii. or where there is anything suspicious regarding, but not limited to, multiple use of high denomination notes, multiple and frequent disaggregation of payment of a higher value outstanding debt

then the officer must report it immediately to the Money Laundering Reporting Officer (MLRO) in accordance with the Policy.

16. Fees and Charges

16.1 The Council has an Income Generation and Charging Policy to support the Medium Term Financial Strategy. It is intended to provide a consistent and co-ordinated approach to charging across the Council, setting out the key principles for charging and for reviewing charges and must be adhered to by all Chief Officers and their staff.

16.2 When setting charges, there is recognition that where possible, the full cost of the service should be recovered. However, there is also a recognition that in some instances, there will be a conscious decision not to fully charge and the remaining cost will be met by the Council Tax payer.

16.3 In line with the Medium Term Financial Strategy, a review of fees and charges should be undertaken at least annually and any new or increased charges must receive approval from Cabinet or delegated authority under the Scheme of Delegation, Scheme A paragraph 1.6.

Section C - Security and Assets

174. Security

174.1 The Chief Finance Officer shall have overall responsibility to the Council for security of Council property.

174.2 Each Chief Officer shall be responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash, title deeds, securities, etc. under his/her custody.

174.3 Maximum limits for cash holdings shall be agreed with the Chief Finance Officer.

174.4 Every transfer of official money from one member of staff to another will be evidenced in the records of the Directorate concerned by the signature of the receiving officer.

17.5 Keys to safes and similar receptacles for the safeguarding of money or other valuables are to be carried on the person of those responsible; the loss of any such keys must be reported to the Chief Finance Officer.

185. Data Protection

185.1 Each officer shall be responsible for maintaining proper security, privacy and compliance with the Data Protection Act 1998 in respect of information held.

185.2 Each Chief Officer shall have a duty to notify the Corporate Director – Operational and Partnership Services ~~Chief Finance Officer~~ of any computer system in their Directorate which holds personal data or automatically processible personal data and therefore needs to be registered under the Data Protection Act.

185.3 Each Chief Officer shall have a duty to ensure the safekeeping and prevention of improper use of any information held in the Directorate, regardless of the media on which it is held.

185.4 The Chief Finance Officer, or an authorised representative of the Chief Finance Officer, shall have access to all computer systems and records and may require and receive such explanations as are necessary, for the purposes of the Data Protection Act.

185.5 The security of financial systems, e.g. use of passwords, shall be maintained by adhering to instructions issued by the Chief Finance Officer and in line with the ICT Code of Conduct.

196. Stocks and stores

196.1 Each Chief Officer shall be responsible for the custody of the stocks and stores in the Directorate and shall have a duty to:

- (a) Ensure that stocks are adequate but not excessive for the purpose envisaged;
- (b) Maintain accurate and up to date records of such stocks and stores and ensure that a stock take is undertaken at year end and the certificate is submitted to Finance;
- (c) Provide the Chief Finance Officer with such information as he requires in relation to stores for accounting, costing and financial records.

196.2 A Chief Officer shall arrange for periodical test examinations of stocks by persons other than storekeepers and shall ensure that all stocks are checked at least once in every year. Any surpluses or deficiencies revealed by such periodical test examinations shall be reported to the Chief Finance Officer and, after consultation with the Chief Officer, the Chief Finance Officer will decide what action to take.

196.3 Losses due to theft of stocks shall be reported to the Chief Finance Officer as soon as possible and, where found to be irrecoverable, shall be written off.

169.4 In all other instances write offs need the consent of the Chief Finance Officer following the submission of a report by the Chief Officer outlining the reasons for write off.

2017. Investments, borrowings and trust funds

2017.1 The Council has adopted Chartered Institute of Public Finance and Accountancy (CIPFA)'s Code of Practice on Treasury Management in the Public Services.

2017.2 The Chief Finance Officer will be responsible for preparing and presenting an annual Treasury Management Strategy to Audit Committee prior to submission to Council for approval prior to the start of each financial year. The Strategy must include an Investment Strategy. Council shall determine a Treasury Policy Statement setting out its strategy and procedures for Treasury Management and set the Council's Treasury Management and Prudential Indicators for the forthcoming financial year.

2017.3 All investments and borrowing transactions shall be undertaken in accordance with the Treasury Management Strategy ~~Statement approved by Council and~~ with due regard to the requirements of the CIPFA's Code of Practice on Treasury Management in the Public Services.

2017.4 All investments of money under its control shall be made in the name of the Council. Any borrowing activity must have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities and the Code of Practice on Treasury Management in the Public Services.

2017.5 The Chief Finance Officer shall report quarterly to the Cabinet, summarising borrowing and investment activity and indicating compliance with any statutory or Council approved guidelines together with a half yearly and an annual report to Council.

2017.6 The Chief Finance Officer, or an agent nominated by the Chief Finance Officer, will be the Council's Registrar of loan instruments and shall maintain records of all borrowing of money by the Council.

2047.7 The Chief Finance Officer will have a duty to ensure a proper, efficient and effective mix of borrowing and investments.

2047.8 The Audit Committee is responsible for ensuring effective scrutiny of the Treasury Management policies and practices. The Committee will review ~~the half-Yearly Monitoring Report and the~~ Annual Report on Treasury Management as well as the Treasury Management Strategy for scrutiny. The Committee will make any recommendations for improvements on treasury management to the Chief Finance Officer and raise any concerns that the Council is exceeding its legal powers with the Monitoring Officer.

2148. Inventories

2148.1 Each Chief Officer shall be responsible for the plant, vehicles, machinery, equipment, tools, furniture and other non consumable property in the Directorate and shall have a duty to:

- (a) Maintain an up to date inventory of such goods;
- (b) Carry out an annual physical check on goods listed in the inventory;
- (c) As far as is practicable see that such goods are marked as Council property;
- (d) Ensure that such goods are not removed or used except in accordance with the ordinary course of the Council's business.

2148.2 Every transfer of items contained in the inventory from one establishment to another shall be evidenced in the records of the establishment concerned by the signature of the receiving officer.

2249. Insurances

2249.1 The Chief Finance Officer shall have a duty to:-

(a) effect adequate insurance cover in accordance with the Council's Insurance Strategy contained in the Risk Management Policy. He will insure losses which would have a significant impact on budgets and the provision of services, where it must be bought by law and where the insurance provides additional benefits which enable an activity to take place,

~~(a)~~(b) to promptly claim any insurance loss the Council has suffered, and liaise with the Council's Insurers to settle any claim brought by another party, if it is assessed that the Council has a legal liability to do so.

~~(b)~~(c) ensure that sums insured and limits of indemnity are regularly reviewed.

(d) maintain comprehensive records of insurance including policy documents and understand what coverage they provide.

(e) employ the services of a professional insurance broking company who can provide expert advice.

(f) only transfer risks to Insurance Companies which are financially strong.

(g) comply with the “duty of fair presentation” contained in the Insurance Act 2015. The Council must disclose to its Insurers all information, facts and circumstances which are, or ought to be, known to it, which is material to the risk. A material circumstance is one which would influence the judgement of a prudent Underwriter in considering whether to provide insurance and, if so, on what basis and cost.

22.2 A Chief Officer -will have a duty to:

- (a) Promptly notify the Chief Finance Officer of any new risks, insurable assets or liabilities~~properties or vehicles~~ which are required to be insured under the Insurance Strategy~~and of any other alterations affecting existing insurance~~;
- (b) Promptly notify the Chief Finance Officer in writing of any loss, liability, damage or any event likely to lead to a claim and where appropriate inform the Police;
- (c) Promptly provide any information required by the Chief Finance Officer or the Council’s Insurers to progress a claim.
- (d) Assist the Chief Finance Officer to comply with the “duty of fair presentation contained in the Insurance Act 2015 by disclosing all relevant information.

2249.3 The Chief Finance Officer shall maintain an ongoing review of all insurances in consultation with other Chief Officers as appropriate.

2249.4 No indemnity shall be given in the name of the Council without the prior approval of the Chief Finance Officer.

23. Prevention of Theft, Fraud and Corruption

23.1 The Chief Finance Officer is responsible for advising on effective systems of internal control to prevent fraud and corruption.

23.2 The Chief Finance Officer is responsible for developing, maintaining and implementing an Anti-Fraud and Bribery Policy. If a Chief Officer suspects any irregularities concerning cash, stores or other property of the Council or held on trust by the Council, they will notify the Chief Finance Officer who will take such steps as considered necessary by way of investigation and report.

23.3 The Chief Finance Officer is also responsible for developing, maintaining and implementing an Anti-Money Laundering Policy. The key message of this Policy is to make staff aware of their responsibilities and if they suspect that money laundering activity may be taking place or proposed, they must disclose those suspicions to the Council’s Money Laundering Reporting Officer who is the Chief Finance Officer.

23.4 All Chief Officers are responsible for ensuring compliance with both the Anti-Fraud and Bribery Policy and Anti-Money Laundering Policy and with systems of internal control.

204. Estates

24.1 The Chief Executive Officer shall maintain a register ~~terrier~~ of all properties owned by the Council recording details including:

- (a) Purpose for which held;
- (b) Location, extent, and plan reference;
- (c) Particulars of nature of interest held;
- (d) Purchase details;
- (e) Rents payable;
- (f) Particulars of tenancies granted.

240.2 The Chief Finance Officer will maintain an asset register of all Council assets.

240.3 Where land and/or buildings are found to be surplus to requirements the responsible Chief Officer shall, as soon as possible, submit a report to the appropriate Cabinet Member for appropriate action in accordance with the ~~appropriate paragraph in the Schemes of Delegation~~ ~~Functions~~.

245. Protection of private property

251.1 The Chief Officer shall in any known case where steps are necessary to prevent or mitigate loss of or damage to moveable property, prepare in a form agreed with the Chief Finance Officer, an itemised inventory in each case prepared in the presence of two officers.

251.2 All valuables such as jewellery, watches and other small articles of a similar nature and documents of title deposited with the ~~Council~~ ~~Authority~~ for safe custody shall be recorded in a form agreed by the Chief Finance Officer.

25.3 All monies deposited with the ~~Authority~~ ~~Council~~ for safekeeping shall be dealt with in accordance with guidelines agreed by the Chief Officer and the Chief Finance Officer.

25.4 Where a Chief Officer is required as part of his duties to hold in trust any property, valuables or cash belonging to a third party he should do so in accordance with guidelines agreed with the Chief Finance Officer.

26. Risk Management

26.1 The Chief Finance Officer is responsible for preparing the Council's Risk Management Strategy and its promotion throughout the Council and for advising of strategic, financial and operational risks.

26.2 Chief Officers shall be responsible for the identification, classification and control of all risks falling within their areas of responsibility. The risks identified shall be notified to the Chief Finance Officer for incorporation into the Risk Register, which shall be subject to periodic review at no more than annual intervals.

26.3 Chief Officers shall take responsibility for risk management within their areas of responsibility, having regard to advice from the Chief Finance Officer and other specialist Officers (e.g. crime prevention, fire prevention, health and safety), and shall undertake regular reviews of risk within their own Directorates.

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Financial Procedure Rules

Section A - Financial Control

1. General

- 1.1 For the purposes of these Rules:
- (a) “the Chief Executive Officer” means the officer designated by the Council as Head of Paid Service under Section 4 of the Local Government & Housing Act 1989.
 - (b) “the Chief Finance Officer” means the officer designated by the Council as the officer responsible for the administration of its financial affairs under Section 151 of the Local Government Act 1972.
 - (c) “Chief Officer” means any of the following:
 - The Chief Executive Officer;
 - The Corporate Director – Social Services and Wellbeing;
 - The Corporate Director - Education and Family Support
 - The Corporate Director - Communities;
 - The Corporate Director – Operational and Partnership Services
 - (d) “the Monitoring Officer” means the officer designated as such by the Council under Section 5 of the Local Government & Housing Act 1989.
 - (e) “the Cabinet” means the Executive established under Part II of the Local Government Act 2000.
 - (f) “Cabinet Member” means the Leader and any of the members of the Cabinet.
 - (g) “Budget Head” means the budget for a particular service/services.
 - (h) Words importing the singular number only shall include the plural and vice versa, words importing the masculine gender include the feminine and vice versa.
- 1.2 A Chief Officer may nominate any suitably qualified officer in his Directorate to undertake any of the duties placed upon him or exercise any power granted to him by these Rules.
- 1.3 Each Chief Officer shall consult with the Chief Finance Officer on any matter which is liable to materially affect the finances of the Council before any commitment is incurred and before reporting thereon to the Cabinet or the Council.
- 1.4 (a) Chief Officers shall be responsible for bringing these Financial Procedure Rules to the attention of staff and for ensuring the observance of these Rules throughout their respective Directorates;
- (b) Staff who fail to observe these Rules may be subject to disciplinary action.
- 1.5 Each Chief Officer shall be responsible for the accountability of staff, and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to their individual Directorates in accordance with the procedures agreed with the Chief Finance Officer.

- 1.6 Each Chief Officer shall have a duty to endeavour to maximise the value for money obtained in running the activities within his purview.
- 1.7 Each Chief Officer shall have a duty to consult the Chief Finance Officer if he has reason to believe that any matter within his purview may result in:
- (a) The Council incurring expenditure in excess of its approved budget;
 - (b) The Council incurring expenditure for which it has no statutory power to incur;
 - (c) The Council failing to comply with the financially related provisions of any National or European legislation;
 - (d) The Council failing to comply with the financially related provisions of any code of practice adopted by the Council.
- 1.8 Whenever any matter arises which involves or is thought to involve irregularities concerning cash, stores or other property of the Council or held on trust by the Council, the Chief Officer concerned shall notify the Chief Finance Officer who shall take such steps as he considers necessary by way of investigation and report.
- 1.9 Each Chief Officer shall have a duty to inform the Chief Finance Officer and the Monitoring Officer if he suspects that the Council or its officers are exceeding the Council's statutory powers.
- 1.10 No Chief Officer may recommend to the Council or the Cabinet that expenditure be incurred or any other action taken on the assumption that sufficient statutory power is provided by either Sections 137 of the Local Government Act 1972 and Section 2 of the Local Government Act 2000, without prior approval of the Chief Finance Officer and the Monitoring Officer.
- 1.11 The Chief Finance Officer in consultation with the Monitoring Officer shall be authorised to vary from time to time any amount included in the Rules, but any alteration shall be reported to the next meeting of Council.

2. Accounting Systems

- 2.1 All accounting procedures and accounting records of the Council and its Officers shall be subject to the approval of the Chief Finance Officer.
- 2.2 All accounts and accounting records of the Council shall be compiled by, or under the direction of, the Chief Finance Officer.
- 2.3 The following principles shall be observed in the allocation of accounting duties:
- (a) The duties of providing information regarding sums due to or from the Council and of calculating, checking and recording these sums, shall be separated as completely as possible from the duty of collecting or disbursing them;
 - (b) Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

- 2.4 A Chief Officer shall be responsible for the financial management and audit of any private fund entrusted to him as part of his duties and will apply regulations to such funds as stipulated by the Chief Finance Officer.
- 2.5 Notwithstanding the duties of a Chief Officer in Rule 2.4, the Chief Finance Officer shall have the right to audit any private fund at any time.
- 2.6 For the purposes of these Rules “private fund” shall mean any fund in the management of which a Chief Officer of the Council is concerned and which may affect any person or property for which the Council has a responsibility, notwithstanding that contributions towards such fund shall have been made by another party other than the Council.

3. Budgeting and budgetary control

3.1 Council’s Budget

- 3.1.1 The Budget shall be approved by the Council in accordance with Rule 2 of the Budget and Policy Framework Procedure Rules;
- 3.1.2 In referring the Cabinet's Budget Proposals to Council the proper officer will forward to the Council a report of the Chief Finance Officer incorporating the recommendations of the Cabinet and detailing for approval of the Council :
- (a) A probable out-turn for the current year;
 - (b) A revenue budget for the forthcoming year detailing the Budget Heads over which that budget is allocated to specific services and service programme areas;
 - (c) A forward indication of the medium term financial strategy which will comprise the revenue budget for the first year and indicative budgets for the subsequent three years and a capital budget for the forthcoming year incorporating a capital programme of at least three years, but no more than ten years;
 - (d) an assessment of the impact of any prudential borrowing on revenue budgets and council tax levels;
 - (e) a Treasury Management Strategy for the forthcoming year
 - (f) an assessment of any major financial risks which may impact on the budget;
 - (g) an analysis of reserves and balances and movements over the forthcoming financial year;
 - (h) fees and charges for the forthcoming year;
 - (i) A recommendation of the level of Council Tax to be levied for the forthcoming year.

- 3.1.3 The detailed form of the Budget will be determined by the Chief Finance Officer within the general direction of the Council and Cabinet after consultation with Chief Officers.
- 3.2 Amendments to the agreed budget (virements and technical adjustments)
- 3.2.1 Each Chief Officer shall have the authority to incur expenditure on any activity under his control up to the amounts specified in respect of that activity in the revenue or capital budgets approved by the Council for the financial year, unless directed otherwise by the Chief Finance Officer.
- 3.2.2 Each Chief Officer, subject to the agreement of the Chief Finance Officer, may approve virements between specific revenue Budget Heads which do not amend any individual Budget Head by more than £100,000 from that approved by the Council. The relevant Chief Officer and Chief Finance Officer must jointly report to Cabinet on any virements which amend individual Budget Heads by more than £100,000.
- 3.2.3 Cabinet may, following a report of the appropriate Chief Officer in consultation with the Chief Finance Officer, approve virements between individual revenue Budget Heads which do not amend any individual budget head by more than £500,000 from that approved by the Council.
- 3.2.4 All approved virements over £100,000 must be reported to the Council for information as soon as reasonably practicable after their approval.
- 3.2.5 Any variations to the capital programme, other than those permitted under paragraphs 3.4.7 and 3.4.9, shall require the approval of the Council following a report of the Chief Finance Officer after taking into consideration the recommendations of the Cabinet.
- 3.2.6 All proposals for revenue and capital budget virements that exceed the above limits will need to be approved by the Council on receipt of a report of the appropriate Chief Officer in consultation with the Chief Finance Officer following consideration by the Cabinet. Virement proposals must also be approved by the Council if they:
- a) Imply a change in a plan, policy or strategy which would be contrary to the existing policy framework;
 - b) Have a major operational impact on existing service provision;
 - c) Are contrary to or not wholly in accordance with the Budget;
 - d) Imply any additional revenue commitment in future years.
- 3.2.7 There are also technical adjustments to budgets as a result of the Council adhering to the Code of Practice on Local Authority Accounting. These could include, but are not limited to, the reallocation of budgets and spend for central support services to other areas within the Council or the allocation of capital charges across the Council. These are not subject to the authorisation limits of budget virements and the Chief Finance Officer or nominated representative can authorise these.

3.3 Budgetary control

- 3.3.1 The Chief Finance Officer shall provide each Chief Officer with regular information relating to income and expenditure under each approved budget head and any other relevant information available. Each Chief Officer shall be responsible for ensuring control of expenditure and income against the approved budget (attention is drawn to Rule 6.1).
- 3.3.2 A Chief Officer in consultation with the Cabinet Member responsible for the function in respect of which the service is provided will be expected to manage his services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control. A Chief Officer or Cabinet Member may not incur expenditure or forego income if this will result in the approved budget being exceeded.
- 3.3.3 A Chief Officer may delegate responsibility for management of budgets within their control to other senior officers within their Directorate. Such delegation shall be within defined parameters and shall be recorded in writing.
- 3.3.4 At year end, consideration will be given to the overall financial position of the Council including the final outturn, any accrued Council Tax income, the Council's reserve levels and any new pressures or risks that need to be provided for. At that time, in line with the Council's Reserves and Balances Protocol, a Chief Officer will be invited to submit earmarked reserve requests to meet any specific unfunded one-off expenditure that they expect to arise in the following financial year and these will be considered by the Chief Finance Officer in the context of the Directorate outturn position as well as that of the Council as a whole. Chief Officers will be notified of successful earmarked reserves.
- 3.3.5 Any over-spending against budget may be carried forward at the discretion of the Chief Finance Officer. In no circumstances should this provision be seen as giving a Chief Officer power to overspend against approved budgets. Any such overspend will be treated as a breach of the Financial Procedure Rules and the respective Chief Officer held accountable. No Chief Officer or Cabinet Member may budget for a deficit. Where a net overspending occurs this will be a first call on the following year's budget.
- 3.3.6 Urgent expenditure not included in any budget approval may only be incurred with the approval of the Chief Finance Officer.
- 3.3.7 The cash limited budget only relates to the "controllable" elements of the budget and exclude:
- Capital charges
 - Central support service charges
 - Centrally controlled office accommodation budget
 - Joint Committee precepts

3.4 Capital programme

- 3.4.1 As part of the budget process the Chief Finance Officer or appropriate Cabinet Member will annually present to the Council a capital programme which shall include:
- (a) Those capital expenditure items proposed to commence during the next three years as a minimum;
 - (b) An estimate of the capital costs of those schemes together with the associated proposed funding.
- 3.4.2 Schemes for which external funding has been approved will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council.
- 3.4.3 A Chief Officer, before submitting a scheme for inclusion in the capital programme, shall satisfy himself that:
- (a) Land purchases, design planning consents and relevant studies are sufficiently advanced to ensure that the proposed year of start of a scheme is feasible, and;
 - (b) The level of expenditure envisaged is realistic, following a full feasibility assessment, and taking into account the Chief Finance Officer's forecast of capital resources available and the ability of each service directorate to meet the consequential costs resulting from prudential borrowing, if applicable, and any on-going maintenance costs.
 - (c) Each scheme in the programme has been fully appraised to ensure it is the most economic method of satisfying an identified need.
- 3.4.4 The Capital Programme upon approval by the Council shall:
- (a) Confer authorisation upon the Chief Officer concerned to take steps to enable design work to be completed and land to be acquired in due time.
 - (b) Form the basis of the annual Capital Estimates.
- 3.4.5 The inclusion of any item in the approved capital estimates shall not confer authority to incur any expenditure (except on design work and land acquisition) until:
- (a) All necessary statutory approvals have been obtained;
 - (b) Any external funding contribution to the project has been secured; and
 - (c) A tender or quotation has been received and accepted in accordance with the Contract Procedure Rules, which does not exceed that part of the total cost included in the capital estimate in respect of the main contract work for the project by more than 10% or £100,000, whichever is lower.

- 3.4.6 If the tender or quotation exceeds the criteria in 3.4.5(c) above, its acceptance will be subject to the approval of the Chief Finance Officer, in consultation with the Cabinet Member(s) responsible for the function in respect of which the decision is required to a diversion of money from other approved schemes within the appropriate Chief Officer's control sufficient to meet any additional cost to be borne within the first year.
- 3.4.7 Chief Officers shall monitor both the progress of schemes and the totality of capital expenditure with the aim of avoiding under or overspending against the approved capital estimates. Should such a situation appear likely, a Chief Officer in conjunction with the Chief Finance Officer, shall recommend to the Council the remedial action necessary to accelerate or retard existing schemes within the approved capital programme.
- 3.4.8 Remedial action which necessitates the retardation or deletion of a scheme within the first year of the programme shall be subject to the prior approval of the Council based on a joint report of the Chief Finance Officer and Chief Officer.
- 3.4.9 The Chief Finance Officer shall give Chief Officers information relating to actual payments made for each scheme in such detail and at such time as arranged between them in order that they may carry out their responsibilities under paragraph 3.4.7.
- 3.4.10 The capital programme includes an annual allocation for capital minor works. Allocation of this funding to individual schemes is the responsibility of the Corporate Property Group (or its successor) and approval on individual schemes will not be sought from Council insofar as the overall funding allocated to schemes does not exceed the funding agreed by Council in the capital programme for that financial year.
- 3.4.11 Urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer in consultation with the Chief Executive Officer (or his nominated delegate), under the Scheme of Delegation, Scheme B1 paragraph 2.1.

4. Internal audit

- 4.1 The Chief Finance Officer shall have a duty to maintain an effective internal audit of the Council's operations in order to review, evaluate and test the adequacy of the Council's systems of internal control as contributions to the proper, economic, efficient and effective use of resources.
- 4.2 The Chief Finance Officer shall have the responsibility to review, appraise and report to Council, Audit Committee, Cabinet, Cabinet Member, or Chief Officer as appropriate upon:
 - 4.2.1 The soundness, adequacy and application of financial and other related operations of the Council.
 - 4.2.2 The extent of compliance with, and financial effect of, established policies, plans and procedures.
 - 4.2.3 The extent to which the Council's assets and interests are accounted for and safeguarded from losses of all kinds arising from:
 - (a) fraud and other offences;
 - (b) waste, extravagance, poor value for money or other cause.
 - 4.2.4 The suitability and reliability of financial and other related management data developed within the Council.
- 4.3 The Chief Finance Officer or an authorised representative of the Chief Finance Officer shall have the authority to require any officer to:
 - 4.3.1 Provide access to any Council premises or land under his control. Where sites are in the possession of a contractor or subject to any tenancy or licence to occupy, such entry will be governed by the conditions of the contract or other legal agreement.
 - 4.3.2 Produce any records, documents and correspondence in his possession.
 - 4.3.3 Provide explanations of matters arising from an audit.
 - 4.3.4 Produce and account for any cash, stores or other Council property under his control.
- 4.4 The Chief Finance Officer shall have the authority to request the immediate suspension from duty of any officers who:
 - (a) He has reasonable grounds to suspect of misappropriation of Council funds or other property;
 - (b) He believes present a threat of further misappropriation or hindering of any investigation.

4.5 Notwithstanding the duty of the Chief Finance Officer for the control and direction of Internal Audit, it shall be the duty of the Chief Internal Auditor to report direct to the Chief Executive Officer and to the Cabinet Member for Corporate Resources on any matter in which the Chief Finance Officer appears to be personally involved.

5. Contracts of building, construction or engineering work

5.1 Contracts for the execution of capital works shall only be entered into for those schemes which are included in the approved Capital Programme.

5.2 Each Chief Officer will maintain contract registers showing for each contract under his control which has a value greater than £50,000:

- (a) The contract sum;
- (b) The value of any extras or variations to the contract;
- (c) The amounts and dates of any instalments made;
- (d) The amount of any retentions held or bonds taken under any contract;
- (e) The balance outstanding to the Contractor.

5.3 Payments to contractors on account of contracts shall be made only on a certificate issued by the responsible officer.

5.4 When authorising any extra or variation to a contract the appropriate Chief Officer shall:

- (a) Estimate the cost of the variation;
- (b) Issue written instructions to the Contractor to carry out the work, except in cases of urgency a Chief Officer may issue verbal instructions but shall confirm them in writing as soon as possible, but in any case within 7 days.
- (c) Ensure that such variation is in accordance with the Council's Contract Procedure Rules

5.5 The final settlement of a contract shall not be certified by the appropriate Chief Officer until the final account has been presented to the Chief Finance Officer, who may then, at his discretion, decide to audit the final account before certification.

5.6 Claims from contractors in respect of matters not clearly within the terms of any existing contract shall be referred to the Corporate Director – Operational and Partnership Services for consideration of the Authority's legal liability and, where necessary, to the Chief Finance Officer for financial consideration before a settlement is reached.

5.7 Each Chief Officer shall as soon as practical report to Cabinet the total of extras or variations to any contract which exceeds 10% of the original contract sum, or £100,000 whichever is the greater.

- 5.8 If the final account of any contract has not been agreed within eighteen months of the completion of works, then the Chief Officer controlling that contract shall report to the Cabinet on the outstanding items. Any report under this regulation shall include a comparison of the final or likely cost with the original contract sum together with reasons for any differences.

6. Orders for work, goods and services

- 6.1 Each Chief Officer has a duty to issue official orders for all works and services to be carried out, and all goods supplied, within their Directorate with the exception of:
- (a) Public utilities;
 - (b) Periodical payments;
 - (c) Petty cash purchases;
 - (d) Purchases made using Purchasing Cards
 - (e) Works, goods and services subject to formal written contracts, or excepted from this requirement by the Chief Finance Officer.
 - (f) Framework and call off contracts.

Before issuing official orders, Officers authorising them must be satisfied that there is provision in the estimates and that the Contract Procedure Rules have been complied with.

- 6.2 Each official order shall be in a form prescribed and approved by the Chief Finance Officer and shall include:
- (a) A description of the works, goods and services ordered;
 - (b) The name and address of the supplier;
 - (c) An estimate of the cost;
 - (d) The financial code to which the cost is to be charged;
 - (e) Name of the authorising officer.
- 6.3 Verbal orders may only be placed in exceptional circumstances the details of which must be confirmed by e-mail or fax on the same day and confirmed by written official order within 3 working days.
- 6.4 Electronic orders will be treated in the same way as other official orders. Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.

7. Leasing

- 7.1 The Chief Finance Officer shall be responsible for making leasing arrangements for the acquisition of Buildings, Plant, Vehicles and Equipment.

7.2 No Chief Officer other than the Chief Finance Officer may enter into any type of leasing arrangements unless agreed in writing or delegated by the Chief Finance Officer.

7.3 Provision within revenue estimates to cover the annual costs of leasing should be made only following consultation with the Chief Finance Officer.

8. Grant Funding and Third Party Funding

8.1 It is essential that proper management of external funding or grants received, or funding awarded by the Council, is undertaken in order to safeguard the financial position of the Council and also to maximise the benefits to service delivery from the receipt of these additional funds.

8.2 The Council has a Grants Management Policy which all Chief Officers and their staff must adhere to in order to ensure in the proper management of grant funding and other internal and external funds. Failure to comply could result in funding being withheld by the funding body or recovered at a later date. Any failure to comply with the Grants Management Policy, which results in funding being reduced to the Council, may be reported to Audit Committee, and any shortfall in the funding borne by the responsible directorate.

Section B - Expenditure and Income

9. Payment of accounts

9.1 Apart from petty cash and other payments from imprest accounts, the normal method of payment of money due from the Council shall be by automated transfers from the Council's bank accounts by the Chief Finance Officer.

9.2 The Chief Finance Officer shall be the authorised signatory of any joint bank account opened in the name of the Council and any other party and will be responsible for the payment of any cheques into that joint bank account.

9.3 Each Chief Officer is responsible for examining, verifying and authorising invoices and any other payment vouchers or accounts arising from sources in his Directorate including the use of purchasing cards. Authorised officers can discharge this responsibility on behalf of the Chief Officer. Each Chief Officer will supply the names and specimen signatures for authorised officers together with authorisation limits to the Chief Finance Officer and will need to confirm the list on an annual basis.

9.4 The Chief Finance Officer, in consultation with a Cabinet Member, can give approval for payment in advance of goods or services in exceptional circumstances and on request from a Chief Officer.

9.5 Before authorising an account, the authorising officer shall be satisfied that:

- (a) The work, goods or services to which the account relates have been received, carried out, examined and approved.
- (b) The invoice satisfies VAT regulations and that prices, extensions, calculations, trade discounts, other allowances and credits are correct.

- (c) The relevant expenditure has been properly incurred and is within the relevant estimate provision.
 - (d) The financial code to which the expenditure is to be charged is correct and sufficient budget is available.
 - (e) The account or invoice indicates the official order number relating to the goods or services provided, or if there is no such order the reason for the omission unless it relates to services not subject to orders such as care contracts.
 - (f) Appropriate entries have been made in inventories, stores records or stock books as required.
 - (g) The account has not been previously passed for payment and is a proper liability of the Council.
 - (h) In the case of accounts for the supply of public utility services and other periodic payments relevant expenditure, and where appropriate, units of energy consumed, have been entered in records approved by the Chief Finance Officer.
- 9.6 Accounts authorised manually should be passed for payment to the Chief Finance Officer, unless alternative arrangements have been specifically agreed with the Chief Finance Officer. All payments should be processed within 30 days.
- 9.7 Where payments are electronically uploaded into the financial system via a feeder file, appropriate controls, including standardising of files and validity checks, are put in place to ensure their integrity. For any new feeder files, Internal Audit will be asked to review and give assurance on the process for authorisation before usage,
- 9.8 The Chief Finance Officer shall set down procedures for the retention of financial documentation. Such documentation must not be disposed of without the specific approval of the Chief Finance Officer. All invoices shall be retained for at least 6 years plus the current financial year. In the case of invoices relating to grant claims, these must be kept until after the grant claim has been audited even if this exceeds 6 years. It is the responsibility of the Chief Officer of the grant to ensure the correct retention period is maintained. The same retention periods apply to electronic copies of all original invoices.
- 9.9 Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.
- 9.10 Each Chief Officer shall, no later than a date specified at the financial year end, notify the Chief Finance Officer of any outstanding expenditure relating to the previous financial year.
- 10. Imprest accounts**
- 10.1 Where appropriate, the Chief Finance Officer shall provide imprest accounts for such officers of the Council as may need them for the purpose of defraying petty cash and other expenses. Such accounts shall be maintained in accordance with the notes of guidance issued to imprest holders by the Chief Finance Officer.

- 10.2 Where appropriate, the Chief Finance Officer shall open an account with the Council's bankers for use by the imprest holder who shall not cause the account to be overdrawn. It shall be a standing instruction to the Council's bankers that the amount of any overdrawn balance on an imprest holder's banking account shall be reported to the Chief Finance Officer. Where an officer holds a cheque book in respect of any account he must ensure that all cancelled cheques are crossed and retained with the counterfoils of the original cheque book.
- 10.3 Any officer responsible for an imprest account shall be personally responsible for making good any deficiencies in that account.
- 10.4 No income received on behalf of the Council may be paid into an imprest account but must be dealt with in accordance with paragraph 15.3.
- 10.5 Except as otherwise agreed between the Chief Finance Officer and the Chief Officer concerned, payments out of the accounts shall be limited to petty disbursements and shall not include sums due to any tradesman with whom the Council has a current account, nor any account for goods exceeding in value a sum to be agreed from time to time by the Chief Finance Officer nor travelling expenses other than those of a casual nature.
- 10.6 An officer responsible for an imprest shall on a regular basis as specified by the Chief Finance Officer, or at any other time if so requested, provide a certified statement as to the state of the account.
- 10.7 Whenever an officer who is an imprest holder leaves the employment of the Council, or ceases to be entitled to hold an imprest advance, the officer shall account to the Chief Finance Officer for the amount advanced to him.

11. Purchasing Cards

- 11.1 Where appropriate, a Purchasing Card will be issued to support the current Purchase to Pay invoice process and should not be considered as a replacement mechanism to bypass the formal requisition and approval process. Expenditure shall be made in accordance with the purchasing card guidelines.
- 11.2 Each card has an individual monthly expenditure limit, individual transaction limit and restricted category types for expenditure. The cardholder will be making financial commitments on behalf of the Council and will be responsible for obtaining value for money in accordance with Contract Procedure Rules & Corporate Contracts.
- 11.3 Except, as otherwise agreed with the Chief Finance Officer, payments by purchasing card shall be limited to approved disbursements and shall not include sums due to any tradesman with whom the Council has an account. Where appropriate, invoices should be paid via the Financial System. Travelling expenses, such as train fares, can be pre-booked and paid with use of the purchasing card; however the purchasing card cannot be used to reimburse travelling expenses nor subsistence expenses other than those of a casual nature.
- 11.4 The cardholder is responsible for updating the Barclaycard Spend Management system with costing, VAT and narrative details of the expenditure in a timely manner and in accordance with the purchasing card guidelines.

- 11.5 Whenever a member of staff who is a purchasing card holder leaves the employment of the authority, or ceases to be entitled to hold a purchasing card, the member of staff must return the purchasing card immediately on cessation of entitlement to the Corporate Procurement Manager for cancellation. Any replacement member of staff who requires a purchasing card must apply for a new card via the Corporate Procurement Manager.
- 11.6 Any person holding a purchasing card shall be personally responsible to notify the Corporate Procurement Manager of any unauthorised / unrecognised spend made on the card. The cardholder shall be personally responsible for making good any unauthorised spend that they incur on the card.
- 11.7 Where appropriate, the Chief Finance Officer shall provide a purchasing card enabled for cash withdrawal to give services access to cash for the purpose of defraying petty expenditure. Such cards shall be maintained in accordance with the notes of guidance to card holders by the Corporate Procurement Manager. There is an administration charge for cash withdrawals. Detailed records of monies withdrawn, spending of this money, including VAT split and costing information, must be kept and be available for examination on request.
- 11.8 Except as otherwise agreed with the Chief Finance Officer, payments out of the cash withdrawn from the bank by purchasing card shall be limited to petty disbursements and shall not include sums due to any tradesman with whom the authority has an account, nor travelling expenses, nor subsistence expenses other than those of a casual nature.
- 11.9 A person responsible for the cash balance held shall, if so requested, give to the Chief Finance Officer certification as to the state of the funds.
- 11.10 Whenever a member of staff who is a cash balance administrator leaves the employment of the authority, or ceases to be entitled to administer the cash balance, the member of staff shall repay to the Chief Finance Officer the unexpended cash balance of the withdrawn amount, or shall transfer monies, records and vouchers relating to the account to the new cash administrator. When a purchasing card holder leaves, the card in their name must be returned to the Corporate Procurement Manager for cancellation and a new card applied for via the Corporate Procurement Manager unless the new cash administrator is not to be allocated a purchasing card.
- 11.11 Any person holding a cash balance obtained by a purchasing card cash withdrawal shall be personally responsible for making good any deficiencies in that account.

12. Salaries, wages and Members' allowances

- 12.1 The payment of all salaries, wages, allowances, expenses or other emoluments to all employees or members shall be made by, or under arrangements approved and controlled by, the Chief Finance Officer.
- 12.2 Each Chief Officer shall notify the Chief Finance Officer as soon as possible and in the prescribed form, of all matters affecting the payment of such emoluments and in particular:
- (a) Appointments, resignation, dismissals, suspensions, secondments, and transfers.

- (b) Absences from duty for sickness or other reason, apart from approved leave with pay.
 - (c) Changes in remuneration.
 - (d) Information necessary to maintain records of service for superannuation, income tax, national insurance etc.
 - (e) Any failure to comply with Council or statutory regulations.
- 12.3 Appointments of all employees shall be made in accordance with the regulations of the Council and the approved establishment, gradings and rates of pay.
- 12.4 All-time records and other pay documents shall be in a form prescribed or approved by the Chief Finance Officer and shall be certified by or on behalf of the Chief Officer. The names of the officers authorised to certify such records shall be sent to the Chief Finance Officer by each Chief Officer together with specimen signatures and shall be amended on the occasion of any change. Changes to on-line authorising officers shall be notified to the Chief Finance Officer immediately.
- 12.5 No payments to staff may be made other than through the normal payroll system without the specific approval of the Chief Finance Officer. In particular, casual staff must be recorded on the payroll.
- 13. Officers fees, travelling and subsistence allowances**
- 13.1 All claims for payment of fees, car allowances, subsistence allowances and travelling expenses shall be submitted, duly certified, in a format approved by the Chief Finance Officer, to the appropriate Chief Officer in accordance with the timetable set down by the Chief Finance Officer. A record of all officers authorised to approve such records shall be sent to the Chief Finance Officer together with specimen signatures and shall be amended on the occasion of any change. This applies to both manual and electronic expenses systems.
- 13.2 The certification by, or on behalf of, the Chief Officer shall be taken to mean that the certifying officer is satisfied that the journeys were authorised, the expenses properly and necessarily incurred, the vehicle used had appropriate insurance cover, the necessary receipts of expenditure retained and that the fees and allowances are properly payable by the Council.
- 13.3 Claims submitted more than three months after the expenses were incurred must be accompanied by a letter of explanation for the delay and shall be paid only with the express approval of the Chief Finance Officer who shall refer the matter to Cabinet if necessary.
- 13.4 All claims for payment of incidental expenses such as removal, lodging and disturbance allowances and training course fees etc. shall be made on the appropriate form and shall be in accordance with the appropriate scheme approved by the Council.
- 14. Banking arrangements and cheques**
- 14.1 All arrangements with the Council's bankers shall be made by or under arrangements approved by the Chief Finance Officer, who shall be authorised to operate such bank accounts as considered necessary.

- 14.2 All cheques shall be ordered only on the authority of the Chief Finance Officer who shall make proper arrangements for their safe custody.
- 14.3 Any such bank account opened in respect of monies held on behalf of the Council shall be arranged in consultation with or under the direction of the Chief Finance Officer. The Chief Finance Officer shall maintain a list of authorised signatories, along with specimen signatures, for all such accounts. Any change in signatory shall be reported to the Chief Finance Officer immediately.
- 14.4 No Standing Orders or Direct Debits from the Council's bank accounts shall be set up unless arranged in consultation with or under the direction of the Chief Finance Officer. The Chief Finance Officer shall maintain a list of all officers authorised to set up Direct Debits and Standing Orders.
- 14.5 The Chief Finance Officer shall be authorised to:
- (a) Nominate officers empowered to authorise payment out of these bank accounts.
 - (b) Negotiate charges with the Council's bankers.
- 14.6 The Chief Finance Officer will be responsible for ensuring that there are adequate controls in place to ensure that all payment methods, whether physical or electronic, have appropriate authorisations, approvals and signatures as necessary.
- 14.7 The Chief Finance Officer shall ensure that appropriate arrangements are in place to facilitate the monthly reconciliation of the Council's Bank Accounts,

15. Income

- 15.1 Each Chief Officer will be responsible for the prompt and accurate billing, collection and banking of all income due to the Council in connection with the Directorate's activities, except where in the interests of efficiency or security it is agreed with the Chief Finance Officer that all or part of the duties should be discharged by some other Chief Officer.
- 15.2 Except as agreed between the Chief Finance Officer and the Chief Officer concerned, all receipt forms, books, tickets and other such items shall be ordered and supplied to Directorates by the Chief Finance Officer, who shall be satisfied as to the arrangements for their control.
- 15.3 In carrying out this function, each Chief Officer shall ensure that any officer of the staff engaged in the collection of money:
- (a) Maintains a record of receipts and bankings in a form approved by the Chief Finance Officer.
 - (b) Pays without delay any money collected either:
 - i) To the approved officer;
 - ii) To a security firm employed by the Chief Finance Officer for this purpose, or;
 - iii) To one of the Council's main bank accounts or via outlets of the nominated collector(s) as agreed by the Council.

- (c) Makes no deduction from monies collected, except with the specific and exceptional approval of the Chief Finance Officer.
 - (d) Makes good any shortfalls in cash collected and pays in any surpluses.
 - (e) In the case of cheques received, enter on any paying-in slips details of the cheque and a reference to the related debt.
- 15.4 Personal cheques shall not be cashed out of the money held on behalf of the Council.
- 15.5 Outstanding debts which are found to be irrecoverable may be written off by the Chief Finance Officer, except where it is considered that there are matters of principle or policy which should be referred to the Cabinet.
- 15.6 Any officer holding a cash float shall be personally responsible for making good any deficiencies in that account.
- 15.7 Where an officer takes cash for works, goods or services that is either:-
- i. in excess of the level stipulated within the Council's Anti-Money Laundering Policy;
 - ii. or where there is anything suspicious regarding, but not limited to, multiple use of high denomination notes, multiple and frequent disaggregation of payment of a higher value outstanding debt

then the officer must report it immediately to the Money Laundering Reporting Officer (MLRO) in accordance with the Policy.

16. Fees and Charges

- 16.1 The Council has an Income Generation and Charging Policy to support the Medium Term Financial Strategy. It is intended to provide a consistent and co-ordinated approach to charging across the Council, setting out the key principles for charging and for reviewing charges and must be adhered to by all Chief Officers and their staff.
- 16.2 When setting charges, there is recognition that where possible, the full cost of the service should be recovered. However, there is also a recognition that in some instances, there will be a conscious decision not to fully charge and the remaining cost will be met by the Council Tax payer.
- 16.3 In line with the Medium Term Financial Strategy, a review of fees and charges should be undertaken at least annually and any new or increased charges must receive approval from Cabinet or delegated authority under the Scheme of Delegation, Scheme A paragraph 1.6.

Section C - Security and Assets

17. Security

- 17.1 The Chief Finance Officer shall have overall responsibility to the Council for security of Council property.
- 17.2 Each Chief Officer shall be responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash, title deeds, securities, etc. under his/her custody.
- 17.3 Maximum limits for cash holdings shall be agreed with the Chief Finance Officer.
- 17.4 Every transfer of official money from one member of staff to another will be evidenced in the records of the Directorate concerned by the signature of the receiving officer.
- 17.5 Keys to safes and similar receptacles for the safeguarding of money or other valuables are to be carried on the person of those responsible; the loss of any such keys must be reported to the Chief Finance Officer.

18. Data Protection

- 18.1 Each officer shall be responsible for maintaining proper security, privacy and compliance with the Data Protection Act 1998 in respect of information held.
- 18.2 Each Chief Officer shall have a duty to notify the Corporate Director – Operational and Partnership Services of any computer system in their Directorate which holds personal data or automatically processible personal data and therefore needs to be registered under the Data Protection Act.
- 18.3 Each Chief Officer shall have a duty to ensure the safekeeping and prevention of improper use of any information held in the Directorate, regardless of the media on which it is held.
- 18.4 The Chief Finance Officer, or an authorised representative of the Chief Finance Officer, shall have access to all computer systems and records and may require and receive such explanations as are necessary, for the purposes of the Data Protection Act.
- 18.5 The security of financial systems, e.g. use of passwords, shall be maintained by adhering to instructions issued by the Chief Finance Officer and in line with the ICT Code of Conduct.

19. Stocks and stores

- 19.1 Each Chief Officer shall be responsible for the custody of the stocks and stores in the Directorate and shall have a duty to:
 - (a) Ensure that stocks are adequate but not excessive for the purpose envisaged;
 - (b) Maintain accurate and up to date records of such stocks and stores and ensure that a stock take is undertaken at year end and the certificate is submitted to Finance;

- (c) Provide the Chief Finance Officer with such information as he requires in relation to stores for accounting, costing and financial records.
- 19.2 A Chief Officer shall arrange for periodical test examinations of stocks by persons other than storekeepers and shall ensure that all stocks are checked at least once in every year. Any surpluses or deficiencies revealed by such periodical test examinations shall be reported to the Chief Finance Officer and, after consultation with the Chief Officer, the Chief Finance Officer will decide what action to take.
- 19.3 Losses due to theft of stocks shall be reported to the Chief Finance Officer as soon as possible and, where found to be irrecoverable, shall be written off.
- 19.4 In all other instances write offs need the consent of the Chief Finance Officer following the submission of a report by the Chief Officer outlining the reasons for write off.

20. Investments, borrowings and trust funds

- 20.1 The Council has adopted Chartered Institute of Public Finance and Accountancy (CIPFA)'s Code of Practice on Treasury Management in the Public Services.
- 20.2 The Chief Finance Officer will be responsible for preparing and presenting an annual Treasury Management Strategy to Audit Committee prior to submission to Council for approval prior to the start of each financial year. The Strategy must include an Investment Strategy and set the Council's Treasury Management and Prudential Indicators for the forthcoming financial year.
- 20.3 All investments and borrowing transactions shall be undertaken in accordance with the Treasury Management Strategy with due regard to the requirements of the CIPFA's Code of Practice on Treasury Management in the Public Services.
- 20.4 All investments of money under its control shall be made in the name of the Council. Any borrowing activity must have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities and the Code of Practice on Treasury Management in the Public Services.
- 20.5 The Chief Finance Officer shall report quarterly to the Cabinet, summarising borrowing and investment activity and indicating compliance with any statutory or Council approved guidelines together with a half yearly and an annual report to Council.
- 20.6 The Chief Finance Officer, or an agent nominated by the Chief Finance Officer, will be the Council's Registrar of loan instruments and shall maintain records of all borrowing of money by the Council.
- 20.7 The Chief Finance Officer will have a duty to ensure a proper, efficient and effective mix of borrowing and investments.
- 20.8 The Audit Committee is responsible for ensuring effective scrutiny of the Treasury Management policies and practices. The Committee will review the Annual Report on Treasury Management as well as the Treasury Management Strategy. The Committee will make any recommendations for improvements on treasury management to the Chief Finance Officer and raise any concerns that the Council is exceeding its legal powers with the Monitoring Officer.

21. Inventories

21.1 Each Chief Officer shall be responsible for the plant, vehicles, machinery, equipment, tools, furniture and other non consumable property in the Directorate and shall have a duty to:

- (a) Maintain an up to date inventory of such goods;
- (b) Carry out an annual physical check on goods listed in the inventory;
- (c) As far as is practicable see that such goods are marked as Council property;
- (d) Ensure that such goods are not removed or used except in accordance with the ordinary course of the Council's business.

21.2 Every transfer of items contained in the inventory from one establishment to another shall be evidenced in the records of the establishment concerned by the signature of the receiving officer.

22. Insurances

22.1 The Chief Finance Officer shall have a duty to:-

- (a) affect adequate insurance cover in accordance with the Council's Insurance Strategy contained in the Risk Management Policy. He will insure losses which would have a significant impact on budgets and the provision of services, where it must be bought by law and where the insurance provides additional benefits which enable an activity to take place,
- (b) promptly claim any insurance loss the Council has suffered, and liaise with the Council's Insurers to settle any claim brought by another party, if it is assessed that the Council has a legal liability to do so.
- (c) ensure that sums insured and limits of indemnity are regularly reviewed.
- (d) maintain comprehensive records of insurance including policy documents and understand what coverage they provide.
- (e) employ the services of a professional insurance broking company who can provide expert advice.
- (f) only transfer risks to Insurance Companies which are financially strong.
- (g) comply with the "duty of fair presentation" contained in the Insurance Act 2015. The Council must disclose to its Insurers all information, facts and circumstances which are, or ought to be, known to it, which is material to the risk. A material circumstance is one which would influence the judgement of a prudent Underwriter in considering whether to provide insurance and, if so, on what basis and cost.

22.2 A Chief Officer will have a duty to:

- (a) Promptly notify the Chief Finance Officer of any new risks, insurable assets or liabilities which are required to be insured under the Insurance Strategy.;

- (b) Promptly notify the Chief Finance Officer in writing of any loss, liability, damage or any event likely to lead to a claim and where appropriate inform the Police;
 - (c) Promptly provide any information required by the Chief Finance Officer or the Council's Insurers to progress a claim.
 - (d) Assist the Chief Finance Officer to comply with the "duty of fair presentation contained in the Insurance Act 2015 by disclosing all relevant information.
- 22.3 The Chief Finance Officer shall maintain an ongoing review of all insurances in consultation with other Chief Officers as appropriate.
- 22.4 No indemnity shall be given in the name of the Council without the prior approval of the Chief Finance Officer.

23. Prevention of Theft, Fraud and Corruption

- 23.1 The Chief Finance Officer is responsible for advising on effective systems of internal control to prevent fraud and corruption.
- 23.2 The Chief Finance Officer is responsible for developing, maintaining and implementing an Anti-Fraud and Bribery Policy. If a Chief Officer suspects any irregularities concerning cash, stores or other property of the Council or held on trust by the Council, they will notify the Chief Finance Officer who will take such steps as considered necessary by way of investigation and report.
- 23.3 The Chief Finance Officer is also responsible for developing, maintaining and implementing an Anti-Money Laundering Policy. The key message of this Policy is to make staff aware of their responsibilities and if they suspect that money laundering activity may be taking place or proposed, they must disclose those suspicions to the Council's Money Laundering Reporting Officer who is the Chief Finance Officer.
- 23.4 All Chief Officers are responsible for ensuring compliance with both the Anti-Fraud and Bribery Policy and Anti-Money Laundering Policy and with systems of internal control.

24. Estates

- 24.1 The Chief Executive Officer shall maintain a register of all properties owned by the Council recording details including:
- (a) Purpose for which held;
 - (b) Location, extent, and plan reference;
 - (c) Particulars of nature of interest held;
 - (d) Purchase details;
 - (e) Rents payable;
 - (f) Particulars of tenancies granted.

- 24.2 The Chief Finance Officer will maintain an asset register of all Council assets.
- 24.3 Where land and/or buildings are found to be surplus to requirements the responsible Chief Officer shall, as soon as possible, submit a report to the appropriate Cabinet Member for appropriate action in accordance with the Schemes of Delegation.

25. Protection of private property

- 25.1 The Chief Officer shall in any known case where steps are necessary to prevent or mitigate loss of or damage to moveable property, prepare in a form agreed with the Chief Finance Officer, an itemised inventory in each case prepared in the presence of two officers.
- 25.2 All valuables such as jewellery, watches and other small articles of a similar nature and documents of title deposited with the Council for safe custody shall be recorded in a form agreed by the Chief Finance Officer.
- 25.3 All monies deposited with the Council for safekeeping shall be dealt with in accordance with guidelines agreed by the Chief Officer and the Chief Finance Officer.
- 25.4 Where a Chief Officer is required as part of his duties to hold in trust any property, valuables or cash belonging to a third party he should do so in accordance with guidelines agreed with the Chief Finance Officer.

26. Risk Management

- 26.1 The Chief Finance Officer is responsible for preparing the Council's Risk Management Strategy and its promotion throughout the Council and for advising of strategic, financial and operational risks.
- 26.2 Chief Officers shall be responsible for the identification, classification and control of all risks falling within their areas of responsibility. The risks identified shall be notified to the Chief Finance Officer for incorporation into the Risk Register, which shall be subject to periodic review at no more than annual intervals.
- 26.3 Chief Officers shall take responsibility for risk management within their areas of responsibility, having regard to advice from the Chief Finance Officer and other specialist Officers (e.g. crime prevention, fire prevention, health and safety), and shall undertake regular reviews of risk within their own Directorates.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR EDUCATION AND FAMILY SUPPORT

EXTENSION OF THE SUPPLY OF FRESH, FROZEN AND COOKED MEATS CONTRACT

1. Purpose of Report

1.1 The purpose of this report is to:

- i) Suspend those parts of the Council's Contract Procedure Rules (CPR's) in respect of the procurement requirements relating to the tendering of the supply of fresh, frozen and cooked meats contract.
- ii) Authorise the Interim Corporate Director Education and Family Support to enter into a contract with the current contractor Mid Glamorgan Provisions Ltd for an additional three month period.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

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

- Smarter Use of Resources.

3. Background

3.1 The National Procurement Service (NPS) awarded a Framework for the Supply and Distribution of Fresh Food and Beverages (including frozen meat) on 29th August 2017 replacing the Welsh Purchasing Consortium (WPC) Supply of Fresh, Frozen and Cooked Meats Framework which expires on 30th November 2017. The commissioning model being utilised by NPS providing one ranked supplier (Castel Howell) (who must be contracted with unless they are unable to fulfill requirements) has resulted in all local authorities in Wales using the NPS Framework for Fresh and Frozen Meats needing to contract with the same supplier.

4. Current situation / proposal

4.1 The current call off contract from the WPC Framework with Mid Glamorgan Provisions Ltd is due to expire on 31st December 2017. The Council has not undertaken a new procurement process as the intention has been to utilise the new NPS Framework when the contract ends. Due to the commissioning model being employed by NPS, a staggered approach to mobilisation is required. An approach has been made to Castell Howell to propose a date for the Council to join the Framework. As it is essential to maintain supply of this high risk food until the

framework can be utilised, it is proposed that there should be an additional contract with the current contractor for a further three month period to allow for the timely and safe implementation of the new agreement with Castell Howell.

- 4.2 The Council in entering into a contract in this manner will be unable to comply with its Contract Procedure Rules in respect of tendering this contract. The position that the Council now finds itself in is not of the Council's making, as it could not have been anticipated that the awarded ranked 1 supplier for Zone 4 (Bridgend) would be the same for all 32 Geographical Zones (all local authorities, NHS and other public sector bodies). There is the usual risk that entering into the contract in this manner could be open to legal challenge but in the circumstances this is considered low and the period of the extended contract will be kept to the bare minimum. It will be noted that to allow for mobilisation, the provisional new commencement date for the call off contract will be 1st of April 2018.

5. Effect upon Policy Framework and Procedure Rules

- 5.1 This report is requesting a suspension of those parts of the Council's Contract Procedure Rules (CPR) in respect of the procurement of these services.

6. Equality Impact Assessments

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

7. Financial Implications

- 7.1 The estimated annual value of this contract is £115,000. There is a minimal cost differential associated with the extension to the contract compared to the cost of the new provider. The cost of the contract will be met from within current budgets.

8. Recommendation

- 8.1 It is recommended that Cabinet:

- (a) Suspend those parts of the Council's Contract Procedure Rules in respect of the procurement requirements relating to the tendering of this proposed contract;
- (b) Authorise the Interim Corporate Director Education and Family Support to enter into a contract with the current contractor for a further three month period.

Lindsay Harvey
Interim Corporate Director Education and Family Support.

16th November 2017

Contact Officer: Jo Protheroe
Category Specialist
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Background papers:
None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT

PROVISION FOR PUPILS WITH ADDITIONAL LEARNING NEEDS (ALN) - ESTABLISHING A LEARNING RESOURCE CENTRE FOR PUPILS WITH AUTISTIC SPECTRUM DISORDERS AT YSGOL GYFUN GYMRAEG LLANGYNWYD

1. Purpose of report

- 1.1 The purpose of this report is to inform Cabinet of the outcome of the consultation on the proposals to establish a learning resource centre (LRC) for pupils with autism spectrum disorders (ASD) at Ysgol Gyfun Gymraeg Llangynwyd.

2. Connection to Corporate Improvement Plan/other corporate priorities

- 2.1 These proposals are related to the Corporate Plan (2016-2020) and the Education Inclusion Programme and, in particular, to the following corporate priority:

- Supporting a successful economy.

- 2.2 In order to achieve this improvement priority, it is important to work with our partners to support pupils with ALN. The focus needs to be upon raising their skills, ambition and qualifications, and support them to take advantage of opportunities to succeed. This will improve the future prospects for our children and young people. We have already contributed to this priority by improving the provision in mainstream schools for pupils with ALN.

3. Background

- 3.1 In December 2011, Cabinet received an update on the review of support and provision for the inclusion of children and young people with ALN.

- 3.2 Bridgend's Welsh Education Strategic Plan (2017-2020) (WESP) states that:

Bridgend County Borough Council's vision is that our provision of Welsh-medium education and support for the teaching of the Welsh language should:

- 3.2.1 deliver the key principles of equality, choice and opportunity for all;
- 3.2.2 respect, promote and embody the linguistic and cultural diversity of Bridgend and Wales;
- 3.2.3 recognise a common Welsh heritage;
- 3.2.4 reflect the social, economic and cultural needs of Wales in the 21st century;
- 3.2.5 provide opportunity to reflect on and develop personal identity and a sense of place and community;

- 3.2.6 be consistent with the national aspirations set out in the Welsh Government's Welsh-medium Education Strategy; and
- 3.2.7 consider Welsh Government's Welsh Language Strategy (2016) to reach a million Welsh speakers by 2050.

3.3 The focus in Outcome Six of the WESP, namely Welsh-medium provision for learners with ALN, is upon extending capacity to provide appropriate additional learning needs provision through the medium of Welsh during all stages of education.

4. Current situation/proposal

4.1 In order to progress a proposal to establish the ASD LRC at Ysgol Gyfun Gymraeg Llangynwyd, consultation exercises were carried out between 6 September 2017 and 17 October 2017 with staff, governors, parents and pupils of Ysgol Gyfun Gymraeg Llangynwyd and also the wider community in accordance with the Statutory School Organisation Code.

A copy of the consultation document was also made available during this time on the Council's website:

www.bridgend.gov.uk/consultation

4.2 The consultation document invited views and opinions to be submitted in respect of the proposal.

4.3 Under the Statutory Code referred to above, the Council is required to publish a consultation report summarising any issues raised by consultees and the Council's response and setting out Estyn's view of the overall merit of the proposals.

4.4 If approved by Cabinet, the next stage of the process is to publish a statutory notice outlining the proposals which would need to be published for a period of 28 days and any formal written objections would be invited during this time.

4.5 If there are no objections during the Public Notice period, then the proposal can be implemented with Cabinet's approval.

4.6 If there are objections at this Public Notice stage, an objections report will be published summarising the objections and the authority's response to those objections. Cabinet will need to consider the proposal in light of objections. Cabinet could then accept, reject or modify the proposal.

5. Effect upon policy framework and procedure rules

5.1 There is no effect upon the procedure rules. However, the Bridgend Local Management of School Scheme will need to be updated to reflect the financial/governance arrangements.

6. Equality Impact Assessment (EIA)

6.1 The Council has a duty to consult and fully consider the implications of any proposal on all members of the local community who may be affected unfairly as a result of

the proposal being carried out.

- 6.2 An initial EIA was undertaken. The full EIA can be found in Appendix (viii). The full EIA holistically evaluates the pupils affected by the introduction of the proposal.
- 6.3 A Community Impact Assessment has been carried out and there is no negative impact on the community.

7. Financial implications

- 7.1 The funding for the LRC would be allocated through the mainstream school's delegated budget, via the school's formula allocation, and using a combination of the age-weighted pupil unit (AWPU) element, plus a per place factor.
- 7.2 Funding levels would be derived from notional current staffing needs. If pupil numbers remain constant, then the cost of the provision would be largely unchanged. The number of places would be reviewed annually and agreed with the headteacher to enable staffing stability and to assist in school planning.
- 7.3 These proposed funding arrangements are similar to those implemented for secondary schools in 2013-2014, that were part of the annual consultation with governing bodies and the School Budget Forum on changes to the schools' funding formulae. One-off funding for the set-up costs would be £10k and the funding of this is described in paragraph 7.4 below.
- 7.4 As part of the medium-term financial strategy budget-setting process for 2017-2018, a total of £263k was allocated under budget pressures to establish additional LRCs for pupils with ASD in two Welsh-medium schools and two English-medium schools with effect from the academic year 2017-2018. This allocation will be used to fund the LRC at Ysgol Gyfun Gymraeg Llangynwyd if the proposal goes ahead.

8. Recommendations

- 8.1 Cabinet is recommended to:
- note the outcome of the consultation with interested parties as detailed in the attached Consultation Report (refer to Appendix 1);
 - approve the attached Consultation Report for publication; and
 - authorise the publication of a Statutory Public Notice on the proposal.

Lindsay Harvey
Interim Corporate Director – Education and Family Support

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Appendices

Appendix 1	Consultation Report
Appendix (i)	Consultation Meeting with School Council
Appendix (ii)	Consultation Meeting with Parents
Appendix (iii)	Consultation Meeting with Staff
Appendix (iv)	Consultation Meeting with School Governors
Appendix (v)	Estyn response
Appendix (vi)	Quality and Standardisation, National Categorisation School Report 2016-2017 –Ysgol Gyfun Gymraeg Llangynwyd
Appendix (vii)	Quality and Standardisation, National Categorisation School Report 2016-2017 – Maesteg School
Appendix (viii)	Full Equality Impact Assessment

Background documents

Education Inclusion Programme: Reviewing and developing support and provision for the inclusion of children and young people with additional learning needs (ALN) (report to Cabinet; December 2011)

BCBC's Welsh in Education Strategic Plan (2017-2020)

BRIDGEND COUNTY BOROUGH COUNCIL

CONSULTATION REPORT

REPORT OF THE INTERIM DIRECTOR OF EDUCATION AND FAMILY SUPPORT

**PROVISION FOR PUPILS WITH ADDITIONAL LEARNING NEEDS (ALN)-
OUTCOME OF CONSULTATIONS ON PROPOSAL TO ESTABLISH A LEARNING
RESOURCE CENTRE FOR PUPILS WITH AUTISITC SPECTRUM DISORDERS
AT YSGOL GYFUN GYMRAEG LLANGYNWYD**

1. Purpose of report

- 1.1 The purpose of this report is to inform Cabinet of the outcome of the consultation on the proposals to establish a learning resource centre (LRC) for pupils with autism spectrum disorders (ASD) at Ysgol Gyfun Gymraeg Llangynwyd.

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- 2.1 These proposals are related both to the Corporate Plan 2016-2020 and the Education Inclusion Programme and, in particular, the following corporate improvement priority:

- Supporting a successful economy.

- 2.2 In order to achieve this improvement priority, it is important to work with our partners to support pupils with ALN. The focus needs to be upon raising their skills, ambition and qualifications, and support them to take advantage of opportunities to succeed. This will improve the future prospects for our children and young people. We have already contributed to this priority by improving the provision in mainstream schools for pupils with additional learning needs.

3. Background

- 3.1 In December 2011, Cabinet received an update on the review of support and provision for the inclusion of children and young people with ALN.

- 3.2 Bridgend's Welsh Education Strategic Plan (2017-2020) (WESP) states that:

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- 3.2.4 reflect the social, economic and cultural needs of Wales in the 21st century;

- 3.2.5 provide opportunity to reflect on and develop personal identity and a sense of place and community;
 - 3.2.6 be consistent with the national aspirations set out in the Welsh Government's Welsh-medium Education Strategy; and
 - 3.2.7 take into account Welsh Government's Welsh Language Strategy (2016) to reach a million welsh speakers by 2050.
- 3.3 The focus in Outcome Six of the WESP, namely Welsh-medium provision for learners with ALN, is upon extending capacity to provide appropriate additional learning needs provision through the medium of Welsh during all stages of education.

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- 4.1 In order to progress a proposal to establish the ASD LRC at Ysgol Gyfun Gymraeg Llangynwyd consultation exercises were carried out between 6 September 2017 and 17 October 2017 with staff, governors, parents and pupils of Ysgol Gyfun Gymraeg Llangynwyd and also the wider community in accordance with the Statutory School Organisation Code.

A copy of the consultation document was also made available during this time on the Council's website:

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- 4.2 The consultation document invited views and opinions to be submitted in respect of the proposal.
- 4.3 Under the Statutory Code referred to above the Authority is required to publish a consultation report summarising any issues raised by consultees and the Authority's response and setting out Estyn's view of the overall merit of the proposals.
- 4.4 If approved by Cabinet, the next stage of the process is to publish a statutory notice outlining the proposals which would need to be published for a period of 28 days and any formal written objections would be invited during this time.
- 4.5 If there are no objections during the Public Notice period then the proposal can be implemented with Cabinet's approval.
- 4.6 If there are objections at this Public Notice stage, an objections report will be published summarising the objections and the authority's response to those objections. Cabinet will need to consider the proposal in light of objections. Cabinet could then accept, reject or modify the proposal.

5. Summary of written presentations

- 5.1 Key points from the consultation exercises were as follows, with full details appended at the end of this report.

Pupil consultation

- 5.2 Ysgol Gyfun Gymraeg School Council met with BCBC representatives on 20 September 2017 to discuss the proposal (full details can be found at Appendix i).
- 5.3 Pupils raised questions regarding what would normally happen for pupils with ASD and would they need a diagnosis to go into the class.
- 5.4 Pupils also enquired about numbers of pupils going into the class, where the location of the class would be, when the class would open and would it be of additional benefit to the school.
- 5.5 Further questions were asked about what the pupils would do, could other pupils access the class and have other classes succeeded.

The local authority response is as follows:

- 5.6 It was explained that currently, LRCs for pupils with ASD are in English-medium schools which have proven to be successful. There will not be twelve pupils on roll when the class opens with a proposed date of February 2018.
- 5.7 It was noted that pupils would need a diagnosis to go into the class but those who are awaiting a diagnosis or need additional support can access the expertise of the class depending upon individual needs.
- 5.8 It was highlighted that there is an area set aside within the school for the class and the school will work with the local authority to develop this.

Parent consultation

- 5.9 A consultation meeting was held for parents and interested parties to discuss the proposal with BCBC representatives at Ysgol Gyfun Gymraeg Llangynwyd on 20 September 2017 (full details can be found at Appendix ii)
- 5.10 Parents expressed the importance of having the continuum from primary to secondary education. They raised questions regarding the access of pupils already with ASD to the provision and the travel arrangements.

The local authority response is as follows:

- 5.11 An explanation was given to the parents regarding criteria for the class and staffing. It was explained that taxi arrangements may be a possibility based on need.

School staff consultation

- 5.12 A consultation meeting was held with Ysgol Gyfun Gymraeg staff on 20 September 2017 (full details can be found at Appendix iii).

- 5.13 Staff raised questions regarding the number of pupils accessing the provision, who would support with training and will other pupils be able to access the provision

The local authority response is as follows:

- 5.14 It was explained that the capacity in the LRC is for twelve pupils and that there is entry and exit criteria in place. The Specialist Teacher for ASD will provide regular support to the school and will be the first point of contact.
- 5.15 An explanation was given regarding reverse integration and how other pupils based on need could benefit from the provision being in the school.

Governing body consultation

- 5.16 A consultation meeting was held with Ysgol Gyfun Gymraeg Governors on 20 September 2017 (full details can be found at Appendix iv).
- 5.17 The governors asked questions regarding admissions to the LRC, whether sixth formers could access it, what support there would be for the LRC and what the alternative would be. Further questions were raised surrounding staffing, transport and how school data will be impacted by having the LRC.
- 5.18 An explanation was given regarding the entry and exit criteria in place for admission to the LRC. The pupils who will access the LRC are already part of the school data. Sixth-form pupils based on identified need could access the provision.
- 5.19 It was emphasized that local authority officers will work with the school to establish the LRC and that there will be on-going support specifically from the Specialist Teacher for ASD.
- 5.20 It was discussed that the alternative to the Welsh-medium LRC would be a transfer to an English-medium school with an LRC which would be Maesteg School. Transport is centrally funded.

Summary of written presentations

- 5.21 There were four items of direct correspondence received during the consultation period.
- 5.22 One respondent believed the proposal to be good and one which would benefit both the pupils and the school.
- 5.23 Another respondent noted that the proposal was pleasing. A question was raised regarding the wider support that was available through the medium of Welsh with a particular reference to the foundation phase. A further question was raised regarding the number of pupils with autism educated through the medium of Welsh in Bridgend County Borough.

The local authority's response to the questions raised are as follows:

- 5.24 There are a number of Welsh-speaking staff within the Inclusion Service supporting the Welsh-medium schools. For example, there is a moderate learning difficulty (MLD) team whose support has recently been extended to Ysgol Gyfun Gymraeg Llangynwyd as well as the Welsh-medium primary schools.
- 5.25 There are plans to seek permission from Cabinet this academic year to consult to open a LRC for ASD at one of the Welsh-medium primary schools. Currently, there are five in Ysgol Gyfun Gymraeg Llangynwyd and seven in the four Welsh-medium primary schools.
- 5.26 One respondent was supportive of the proposal with particular reference to pupils being able to continue their education through the medium of Welsh supporting a seamless transition. The respondent welcomed the consideration being given to seek permission from Cabinet to consult on the opening of a learning resource centre for pupils with ASD through the medium of Welsh at key stage 2.
- 5.27 Another respondent noted support for the proposal and welcomed further consideration being given to any future proposals.

6. The view of Estyn, her Majesty's Inspectors of Education and Training in Wales

- 6.1 Estyn has considered the educational aspects of the proposals (see Appendix (v)).
- 6.2 It is Estyn's opinion that the proposal to establish a LRC at Ysgol Gyfun Gymraeg Llangynwyd is likely to improve the standard of educational provision for those pupils with ASD who wish to continue their education through the medium of Welsh.
- 6.3 Estyn states that Bridgend County Borough Council has produced a clear rationale for this proposal supported by the Welsh Education Strategic Plan (WESP), (Bridgend 2017-2020).
- 6.4 Estyn acknowledges that there will only be advantages for the pupils with ASD taught through the medium of Welsh as there is currently no provision locally to meet these pupils' needs.
- 6.5 Estyn comments that the alternative of the LRC at Maesteg Comprehensive School is not a suitable alternative as the curriculum is delivered through the medium of English and therefore does not meet the language needs of these pupils.
- 6.6 Estyn notes that the Council has considered the current quality of outcomes, provision and leadership and management at Ysgol Gyfun Gymraeg Llangynwyd using the National Categorisation School report 2016-2017 as the source of evidence. The judgements for outcomes and provision Estyn states are in line with the most recent Estyn Inspection (March 2015), while the judgements for leadership are slightly more positive in the categorisation report.

- 6.7 The local authority's response to the comment regarding leadership is that since the last Estyn Inspection of March 2015, a new headteacher and deputy headteacher have been appointed at Ysgol Gyfun Gymraeg Llangynwyd.
- 6.8 Estyn states that the local authority accurately concludes that this proposal will not impact on the ability of the school to deliver the full curriculum at all key stage.

7. Impact Assessments

7.1 Community Impact Assessment

There is no significant negative impact on the community.

7.2 Equality Impact Assessment.

An initial EIA was undertaken. The full EIA can be found at Appendix (ix). The full EIA holistically evaluates the pupils affected by the introduction of the proposal.

8. Financial implications

- 8.1 The funding for the LRC would be allocated through the mainstream school's delegated budget, via the school's formula allocation, and using a combination of the age-weighted pupil unit (AWPU) element, plus a per place factor.
- 8.2 Funding levels would be derived from notional current staffing needs. If pupil numbers remain constant, then the cost of the provision would be largely unchanged. The number of places would be reviewed annually and agreed with the headteacher to enable staffing stability and to assist in school planning.
- 8.3 These proposed funding arrangements are similar to those implemented for secondary schools in 2013-2014, that were part of the annual consultation with governing bodies and the School Budget Forum on changes to the schools' funding formulae. One-off funding for the set-up costs would be £10k.
- 8.4 As part of the medium-term financial strategy budget-setting process for 2017-2018, a total of £263k was allocated under budget pressures to establish additional LRC's for pupils with ASD in two Welsh-medium schools and two English-medium schools with effect from the academic year 2017-2018. This allocation will be used to fund the LRC at Ysgol Gyfun Gymraeg Llangynwyd if the proposal goes ahead.

9. Statutory process in determining proposals

9.1 Provisional timetable:

28 November 2017	Report to Cabinet on the outcomes of the consultation.
5 December 2017	Publish Consultation Report on BCBC website, hard copies of the report will be available on request.
6 December 2017	If agreed by the Cabinet of Bridgend County Borough Council, a Public Notice will be published and there will be a period of 28 days in which to submit any objections to the proposal in writing.
21 December 2017	End of Public Notice period. Cabinet will consider any objections and make decision based on all the information available.
1 February 2018	Potential Implementation

Hard copies of this report are available on request.

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**Consultation Meeting with
 School Council
 Re. Proposal to establish provision for
 pupils with additional learning needs
 (ALN) at Ysgol Gyfun Gymraeg
 Llangynwyd
 20 September 2017 - 2.00pm**

Present: Michelle Hatcher - Group Manager, Inclusion and School Improvement
 Headteacher – Ysgol Gyfun Gymraeg Llangynwyd
 Lorraine Silver – Lead Educational Psychologist & ALN Complex
 Cases Manager
 Terri Davies – Senior Advisor, Employee Relations
 Members of the School Council – 17 pupils
 Gwynfor Owen - Interpreter

Michelle Hatcher introduced the consultation meeting and set out the purpose of the meeting, nature and process of the consultation and outlined the proposal.

Questions/Issues

Answer/Comments

What is the situation normally for pupils?

At the moment, learning resource centres (LRCs) for pupils with Autistic Spectrum Disorders (ASD) are in English-medium schools. At primary level we hope there will be another ASD LRC opening in one of the Welsh-medium primary schools and the pupils will hopefully be able to attend from September 2018.

What kind of numbers?

This would need consultation with colleagues. There is a small number to begin with and this can be built upon. There will not be 12 pupils on roll in the beginning.

Do you think the child with problems will be singled out?

No. The support will be given in the right way at the right time. There are lots of pupils who may require additional help.

A description was given for how the class works. The class will be a place for registration and the pupils can return if they feel overwhelmed during the day. There are pupils with ASD in every school; this class will provide extra people to help with needs.

Do they have to have a diagnosis to go into the class?

Yes, but those who are awaiting diagnosis or need additional support can access the expertise of the LRC.

What about people with depression/anxiety?	The LRC is for a different purpose. School Council can raise this issue regarding wellbeing within the school.
Where will this classroom be?	There is an area set aside within the school and the school will work with the local authority.
Will it be an additional benefit to the school?	There is a class for autism support at Brynteg and Bryntirion Comprehensive Schools and these work well. This is additional. We know of pupil transitioning. It will be for school support with other pupils in the school.
When will the class be open?	January 2018 if all goes well through Cabinet.
What type of things will the pupils do?	The pupils will have additional help. It depends on individuals and what their needs are. They will go into lessons.
What about social communication?	There will be programmes to look at communication. Support will be given to manage everyday situations.
How will this affect pupils?	Pupils will be encouraged to make progress and talk freely and develop to succeed. There are definitely things that can support so that they can cope and make progress. Lessons and support in class. Understand the questions a little better. Small tweaks to their day.
If they have not been diagnosed, can pupils go?	That is the purpose to have integration. Young people have different challenges and can benefit from having the expertise of the ASD LRC at the school.
Have other classes succeeded?	Yes, when they are a real part of the school and belong to the school and not something separate. Following the meeting, if you would like to make any further comments, please complete the pro-forma attached to the consultation document on the intranet. It is important that pupils who wish to continue their education through the medium of Welsh and have ASD can be educated locally.

**Consultation Meeting with
 Parents
 Re. Proposal to establish provision for
 pupils with additional learning needs
 (ALN) at Ysgol Gyfun Gymraeg
 Llangynwyd
 20 September 2017 - 5.00pm**

Present: Michelle Hatcher - Group Manager, Inclusion and School Improvement
 Headteacher – Ysgol Gyfun Gymraeg Llangynwyd
 Lorraine Silver – Lead Educational Psychologist & ALN Complex
 Cases Manager Terri Davies – Senior Advisor, Employee Relations
 2 Parents (1 a School Governor)

Michelle Hatcher introduced the consultation meeting and set out the purpose of the meeting, nature and process of the consultation and outlined the proposal.

Questions/Issues

Primary concerns that pupils have been lost to English-medium.

Will ASD pupils automatically be able to access the provision?

What about finance and travel?

Answer/Comments

It is important to have the continuum from Primary to Secondary.

Service has had conversations with parents.

School has held a pastoral evening so will be advising the school/pupils of the service available.

The pupils need to be at a level or meet the criteria to access the provision.

The school will be an Autistic Spectrum Disorder (ASD) friendly school. Having an ASD Learning Resource Centre (LRC) will give the school the opportunity to learn and develop.

A proposal for an ASD LRC at a Welsh-medium primary school will be taken to Cabinet in 2018, hopefully to open in September 2018. This ties into the Welsh Education Strategic Plan (WESP).

The proposal is that there will be twelve places in the ASD LRC with one Specialist Teacher and one Learning Support Officer (LSO).

Taxi arrangements possibly.

A quality impact assessment has been undertaken as part of the process.

If you would like to add anything outside of this meeting, there is a pro-forma attached to the consultation report.

The minutes of this meeting will feed into a consultation report.

**Consultation Meeting with
 Staff
 Re. Proposal to establish provision for
 pupils with additional learning needs
 (ALN) at Ysgol Gyfun Gymraeg
 Llangynwyd
 20 September 2017 - 3.00pm**

Present: Michelle Hatcher - Group Manager, Inclusion and School Improvement
 Headteacher – Ysgol Gyfun Gymraeg Llangynwyd
 Lorraine Silver – Lead Educational Psychologist & ALN Complex
 Cases Manager
 Terri Davies – Senior Advisor, Employee Relations
 18 Members of Staff
 Gwynfor Owen - Interpreter

Michelle Hatcher introduced the consultation meeting and set out the purpose of the meeting, nature and process of the consultation and outlined the proposal.

Questions/Issues

How many pupils will access the provision?

Who would support with the training?

Answer/Comments

The capacity for the learning resource centre (LRC) is for twelve full-time equivalent pupils. There is entry and exit criteria for those with a diagnosis. Strategies can be built in so they can thrive in education. The Specialist Teacher for ASD will support with the provision. There is a graduated response for the higher level of need. The Specialist Teacher for ASD will link in with the class teacher to amend lesson plans and the strategy. Mainstream teachers are not usually timetabled for the class.

Group Manager, Inclusion and School Improvement, the Lead Educational Psychologist and the autism team. The link Educational Psychologist for the school is a Welsh speaker. The Specialist Teacher for ASD will make regular visits to the school and will be the first point of contact. There is also a Learning Support Officer (LSO) who can also help with interventions.

The Group Manager asked, do you think this is a positive move?

Yes was the answer.

Will the pupil numbers grow?

The Specialist Teacher for ASD will have identified pupils. It will be the school's resource to use as appropriate.

There could be reverse integration for pupils with similar needs?

There would not be twelve on roll at any given time.

Are there pupils who already have a diagnosis of ASD who will move sideways into the class?

CARE – Communication, Autism, Resource, Education is the name of the ASD LRC. This will usually be for years 7 to 11. Often have skills at Post 16 not needing that support; it is based on the needs of the individual. Significant needs may need statementing up to age 19.

It depends on the needs but it needs to be a phased approach, start with a small number and build the provision up.

**Consultation Meeting with
 School Governors
 Re. Proposal to establish provision for
 pupils with additional learning needs
 (ALN) at Ysgol Gyfun Gymraeg
 Llangynwyd
 20 September 2017 - 4.00pm**

Present: Michelle Hatcher - Group Manager, Inclusion and School Improvement
 Headteacher – Ysgol Gyfun Gymraeg Llangynwyd
 Lorraine Silver – Lead Educational Psychologist & ALN Complex
 Cases Manager
 Terri Davies – Senior Advisor, Employee Relations
 3 School Governors

Michelle Hatcher introduced the consultation meeting and set out the purpose of the meeting, nature and process of the consultation and outlined the proposal.

Questions/Issues

Answer/Comments

What about admissions to the learning resource centre?

There is criteria in place. The local authority will work with the school – graduated response. Entry and exit criteria is in place.

What about sixth form pupils accessing the LRC?

This is a case by case basis. The pupils could access the resource if they are remaining in the school.

Will there be strong support for the resource centre?

Yes, there is the lead Educational Psychologist who supports the Education Psychology Service and a Specialist Teacher for Autistic Spectrum Disorder (ASD). Transport will be looked at for specific needs.

What would the alternative be?

Transfer to English-medium school which would be in Maesteg Secondary School.

Missed opportunities by introducing secondary schools first rather than primary.

This will be rectified by going to Cabinet during 2018 to open a learning resource centre (LRC) at one of the Welsh-medium primary schools.

Will we be able to expand?

There are good identification tools to identify pupils. Can say what the needs of the child are and what provision is required. The provision will not be full to begin with but this will grow. There are pupils who need care but have a wrap-around support. Criteria checklist is universal.

This proposal is brilliant but we are aware that children have left Welsh-medium education.

This provision will be maintained?

Transport – who will pick this up?

Pupils will be in school for a full day?

What about the staffing?

Will school data be impacted by the LRC?

What about Post 16?

Governor advised – Cardiff University provide excellent supporting ASD.

Is Cabinet supportive?

What about costs?

Maesteg School had a gradual intake.

It is appreciated that resources need to grow, especially Welsh-medium and the local authority have recognised that we need to consider all four primary schools for the consultation process and consult on one.

This will support primary school aged pupils with ASD to enable them to remain in a Welsh speaking primary school.

Transport is centrally funded.

Yes, the ASD Specialist Teacher will help set up the provision in conjunction with the school. There will be breakout areas/break times. There is a lot of experience within the ASD team.

There is funding for a Specialist Teacher and a Learning Support Officer (LSO). Integration with the unit. The ALNCo of the school can liaise with the ASD team.

School recognise this, however these pupils are already part of school data. The school and local authority are aware of the data. There will be criteria for entrance and exit with lots of strategies to manage the right children are accessing the provision.

Pupils with ASD who remain in sixth form can access the same resource as other pupils on an individual needs basis.

Yes, all LRCs have been supported by Cabinet. The local authority recognises the benefits of meeting needs locally.

There will be set up costs of £10,000 given to the school.

Estyn response to the proposal to establish provision for pupils with additional learning needs (ALN) at Ysgol Gyfun Gymraeg Llangynwyd**Introduction**

This report has been prepared by Her Majesty's Inspectors for Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

Summary/ Conclusion

The proposal to establish a learning resource class (LRC) at Ysgol Gyfun Gymraeg Llangynwyd is likely to improve the standard of educational provision for those pupils with autistic spectrum disorders (ASD) who wish to continue their education through the medium of Welsh.

Description and benefits

Bridgend County Borough Council has presented a clear rationale for this proposal supported by the Welsh Education Strategic Plan (WESP), (Bridgend 2017-2020). The focus in outcome six of the plan is 'to extend capacity to provide appropriate additional learning needs provision through the medium of Welsh during all stages of education.'

The plan sets out clearly that as there is currently no provision locally to meet these pupils' needs through the medium of Welsh, then there will only be advantages for these pupils compared to the status quo.

There are no perceived risks associated with this proposal and the community impact assessment concludes that there will be no significant negative impact on the local community or other schools.

The Council has considered the alternative of pupils attending the LRC at Maesteg Comprehensive School. However, this is not a suitable alternative as the curriculum is delivered through the medium of English and therefore does not meet the language needs of these pupils.

The Council correctly identifies that whilst this proposal will have no impact on current travel arrangements for pupils who attend Ysgol Gyfun Gymraeg Llangynwyd

consideration will have to be given to the most appropriate mode of transport for those pupils with ASD who would be accessing the LRC.

This proposal will enhance the current Welsh medium provision in the local authority.

Educational aspects of the proposal

The Council has considered the current quality of outcomes, provision and leadership and management at Ysgol Gyfun Gymraeg Llangynwyd using the National Categorisation School Report 2016/17 as the source of evidence. The judgements for outcomes and provision are in line with the most recent Estyn inspection (March 2015), whilst the judgements for leadership are slightly more positive in the categorisation report. The proposal concludes that there will be no likely negative impact on the quality of outcomes, provision and leadership and management as result of the proposal to establish an LRC.

The Council accurately concludes that this proposal will not impact on the ability of the school to deliver the full curriculum at all key stages.

The outcomes of the community impact assessment and equality impact assessment indicate that there will be no significant negative impacts of this proposal, whilst enhancing the provision for those pupils with ASD who wish to be educated through the medium of Welsh.

Quality and Standardisation Group

Grŵp Ansawdd a Safoni

National Categorisation School Report 2016/17

Quality Assurance	
Reg. Mod	
Nat. Ver	

School:	Ysgol Gyfun Gymraeg Llangynwyd
Region:	Central South Consortium (CSC)

Step 1 - Standards Group

Based upon the National Categorisation for standards the school is in standards group 1.

School Context

- The school's three-year average for the percentage of pupils eligible for free school meals (eFSM) is 14.6%, (CSC 19.1%, Wales 17.3%).
- There were 77 pupils in Year 9 and 99 pupils in Year 11 in 2015-2016.

Evaluation

Leaders' analysis of performance correctly evaluates the following strengths and shortcomings:

- Overall, standards of attainment are good, with a very strong performance at key stages 4 and 5 in 2016.
- At key stage 3, improved performance in 2016 in nearly all indicators at level 5+, 6+ and 7+. However, despite improvement, performance for the last two years is predominantly in the bottom 25% when compared with similar schools. The only exception is the performance of science at level 5+, where outcomes are in the top 25% or higher 50% for the last three years. The gap in performance between boys and girls is narrower than local, regional and national averages in all core subjects at level 5+, and in English and science at level 6+ and 7+. However, the gap in performance between eFSM pupils and their peers is wider than local and regional averages for the core subject indicator and all core subjects at level 6+.
- There is a strong performance across key stage 3 in the national tests, with the percentage of pupils achieving a score of 85 and above in English and numeracy higher than local authority and national averages. Performance in reasoning in all year groups, at the average and above average score, compares favourably with similar schools (higher 50% or top 25%).
- At key stage 4, a fluctuating performance over time following a drop in key indicators such as the level 2 inclusive, core subject indicator and mathematics in 2015, followed by a significant improvement in 2016. This results in improved benchmarking positions in 2016, with the school predominantly in the top 25% in most areas when compared with similar schools. There is a strong improving trend in the performance of eFSM at the level 2 inclusive indicator, with 50% or pupils attaining the indicator in 2016 compared with 23% in 2014 and 44% in

2015. Improved performance also by boys, with 80% of them gaining the level 2 inclusive indicator, compared with 55% in 2014 and 51% in 2015. However, girls continue to outperform boys in both languages at level 2, although the gap in performance is less significant than local and national averages.

- At key stage 5, a very strong performance for the school's second year of entry at A level, with further improvement in all key indicators, and outcomes at A*-C, average wider point score and level 3 threshold above family, local authority and national averages for the last two years.
- Increase in attendance figures over time, from 94.2% in 2014 to 94.9% in 2016. Figures compare favourably with similar schools (higher 50%) over the last three years.
- Very good pupil behaviour and further reduction in fixed term exclusion rates during the last academic year.

Areas for further improvement

The school's leaders are rightly seeking to secure further improvement in the following areas through the school's improvement plan:

- performance at key stage 3
- standards at key indicators at key stage 4
- performance of eFSM pupils at key stage 3 and 4

Step 2 – Improvement Capacity

Based upon scrutiny of evidence and discussion the school's improvement capacity is B.

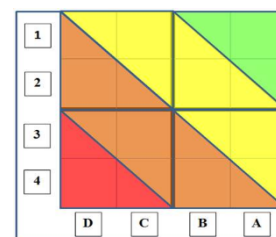
Evaluation

- The leadership of the school is strong. Leaders and staff have a clear vision for the school, with a strong focus on providing Welsh-medium education of the highest standard for all pupils. This has been successful in ensuring significantly improved outcomes at GCSE in 2016, and two successful years of A level results. A strong team identity ensures a caring, inclusive and strong Welsh ethos.
- Leaders demonstrate a strong capacity to plan, implement change and maintain improvement successfully. Members of staff engage effectively in whole school initiatives, and are willing to lead and contribute to key strategies. For example, the active involvement of all departments in ensuring that pupils respond effectively to teacher feedback results in valuable and meaningful strategies being implemented across the curriculum, impacting positively on pupils' work.
- Self-evaluation processes are regular and thorough, and provide the school with a comprehensive range of first-hand evidence. The opinion of all stake-holders is important and valued. Information gathered via these processes is used effectively in order to identify the school's priorities. Very effective analysis of data by leaders ensures they have a clear and accurate picture of the school's strengths and areas for development. The self-evaluation report is a concise and evaluative document that identifies accurately strengths and areas for development. However, leaders acknowledge appropriately that monitoring activities, and how findings contribute to the self-evaluation report, are not yet fully embedded. The reference to impact in the self-evaluation report is also underdeveloped.
- Leaders are clear about the priorities that need to be addressed in the school's improvement plan, and there is a strong focus on raising standards and strengthening provision. As a result, outcomes have significantly improved in all key indicators in 2016. In addition, monitoring activities demonstrate that strong progress has been made against each of the recommendations arising from the

Estyn inspection in March 2015. Provision for pupils with additional learning needs is now in line with statutory requirements. There is first-hand evidence to suggest that the quality and consistency in teachers' feedback has improved across the school. Adopting a whole school assessment policy and introducing Improving Personal Effectiveness sessions result in more consistency in the feedback provided to pupils within and across departments. There is now strong evidence of pupils reflecting on their work, responding positively to teachers' comments and improving the quality of their work.

- The school has a good track record in raising the achievement of most pupils, including vulnerable learners. The nurture club is proving to be effective, particularly in developing vulnerable pupils' confidence and addressing their social and emotional needs. Staff work closely with pupils, provide valuable support, a strong focus on wellbeing, and carefully monitor targeted pupils. As a result, vulnerable pupils demonstrate good or better behaviour, homework is completed on time and nearly all make progress that is at least in line with expectations.
- The school gives good attention to national and local priorities. Provision for literacy and numeracy is promoted strongly across the curriculum. The school has responded positively to the implementation of the Welsh Baccalaureate and this is successfully embedded at key stage 5, resulting in very strong examination results in 2016. Use of the Pupil Deprivation Grant targets individuals and specific groups of pupils, builds on previous successful initiatives, and covers a wide range of activities in and outside school. As a result, there is year on year improvement by eFSM pupils at key stage 4.
- Leaders and staff have well defined roles and responsibilities and exhibit high professional standards. The high priority given to staff development, and strong focus on performance management, have all contributed effectively to the strong progress made in relation to Estyn recommendations.
- The governors are very supportive of the school and good use is made of their expertise. They are well informed and knowledgeable about school performance through detailed updates, regular presentations and effective links with key areas. They are proactive in their involvement with the school and are able to challenge the school effectively.
- Strong systems are in place for tracking teaching and learning, which includes effective departmental reviews. As a result, there is a comprehensive bank of detailed observation records that provide a clear picture of teaching. The quality of teaching and its impact on pupils' learning is good or better in around 80% of cases. Involvement in the OLEVI Outstanding Teacher Programme, and Improving Teacher Programme, has been instrumental in improving aspects of teaching during the last year. Appropriate strategies are in place to improve any areas identified for improvement, including an effective mentoring and support system for any teacher judged to be satisfactory or unsatisfactory, triad workings and valuable involvement in key working parties.
- The school has thorough and rigorous systems to track pupil progress with predicted outcomes at key stage 4 very close to actual examination performance. Targets also reflect the school's high expectations, and would place the school in the higher 50% or top 25% if realised. Leaders are anticipating a drop in performance in 2017, which is reflected in the targets set. Work is already ongoing in monitoring and tracking pupils carefully and ensuring appropriate interventions of targeted pupils are in place.
- Leaders and staff work very successfully with schools and forums. Active involvement with the 14-19 regional Welsh medium forum enables the school to enhance curricular provision, and for staff to gain in confidence through training

and professional learning communities. Leaders are prominent in developing work within the family of schools and School Improvement Group (SIG). For example, discussions and implementation of successful reward strategies identified in a SIG working party have further improved attendance in 2016. The school's formal collaboration with a nearby secondary school, and partnership with the local college ensures that a wide range of subjects, including vocational options, are offered at key stage 4 and 5.



Areas for further improvement

Appropriate priorities in the school improvement plan relate closely to:

- strengthening the quality of teaching across the school
- addressing the planned curricular changes including responding to Successful Futures, involvement as a lead creative school, and implementation of the Digital Competence Framework

Evidence scrutinised to make the judgement

- Whole-school performance data over the last three years including national benchmarking data and the all-Wales core data sets.
- Data at individual pupil level including the performance of specific groups of pupils such as e-FSM pupils and value-added data.
- National literacy and numeracy test data.
- The school's self-evaluation report.
- The school's improvement plan.
- The school's analysis of the outcomes of classroom observation and book scrutiny.
- The challenge adviser's previous school improvement report and notes of school visit.
- Documentation concerning the headteacher's performance objectives and the monitoring of progress against objectives.

Step 3 – Support Category

It was agreed at the meeting that the overall support category is B.

Exceptions

Exceptions have been applied: No

Categorisation Overview

Step 1	Step 2	Step 3	Exceptions applied
1	B	Yellow	No

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

The draft and final reports should be shared with the governing body.

Quality and Standardisation Group

Grŵp Ansawdd a Safoni

National Categorisation School Report 2016/17

Quality Assurance	
Reg. Mod	
Nat. Ver	

School:	Maesteg Comprehensive School
Region:	Secondary

Step 1 - Standards Category

Based upon the National Categorisation for standards the school is judged to be: 2

School Context

The school's three-year average for the percentage of pupils eligible for free school (eFSM) meals is

26.6%, (CSC 19.1%, Wales 17.3%).

There were 157 pupils in Year 11 in 2015-2016.

Evaluation

Senior leaders' analysis of performance correctly evaluates the following points: At key stage 3, attainment in all three core subjects, and in most non-core subjects, has improved at level 5+ over the last three years. Outcomes are now in either quarter 1 or quarter 2 when compared with similar schools and exceed the family's average and national figures. At level 6, outcomes have improved in English and mathematics over the last year, following a dip in 2015. However, only performance in science is above the median in quarter 2. The outcomes in most of the non-core subjects at level 6 are showing a rise over the past three years, and all subjects, apart from design technology, are above the median.

Too many pupils, particularly boys, are making progress which is lower than expected in English and mathematics. The key stage 2 to 3 progress measures show over half of the year group making one level of progress or less in both of these core subject areas. In science, the figure is better with almost 70% making at least 2 levels of progress.

Most pupils speak confidently in lessons and girls read fluently. Girls also develop their writing skills well in most subjects. However, the gap between girls' and boys' writing is too wide at 30% and more than twice that at both local authority and all-Wales levels.

There has been a decline in performance in 2016 against a number of key measures at key stage 4.

Outcomes in the level 1 threshold (level 1), the 2 threshold (level 2), the level 2 threshold including English and Performance in science (92%) is particularly strong exceeding both local authority and Wales figures. However, performance fell slightly in English (2 percentage points) and significantly in mathematics (11 percentage points). In both these cases, and against the level 2+ threshold, outcomes were lower than in each of the preceding two years. As a result, the school has dropped from standards group 1 to group 2.

The proportion of the school's more able pupils achieving 5+ A/A* grades has been up and down over the last three years, (2014 15.2%, 17.7% in 2015, 2016 13.4%). Overall, this proportion is too low and is below both local (16.5%) and regional (17.2%) averages. Out of the 20 pupils in Year 11 recognised as more able and talented pupils, only 15% achieved an average grade of an A.

Free school meal pupils (eFSM), make good progress at level 5 in key stage 3, with 81% gaining the core subject indicator. This is just 7% lower than non eFSM pupils and narrower than the regional gap of 15%. However, this gap widens to 30% at the higher level 6. In key stage 4 at level 2 inclusive (L2+), the school's three-year average is just over 35% which, in turn, is just over the national target of 32%.

However, the pattern has been variable over the course of the last three years with a 13-percentage point fall on the 2015 eFSM L2+ figure (33%/46% respectively).

Pupils with a special educational need make good progress from their starting points. Nearly all are 2/6 successful in achieving a recognised qualification at key stage 4. Nearly all achieve the level 1 threshold and just under one third the level 2 inclusive threshold.

The data from the national reading and numeracy procedural tests shows that the percentage of pupils achieving an average or above average progress measure, is lower than that of the local authority and nationally in every year group. The numeracy reasoning outcome is above local and national averages in years 8 and 9 but not in year 7.

Post 16, approximately 98% of boys and girls achieve the level 3 threshold at A level. However, only just over 10% have achieved A*/A grades— a figure that is below regional and national averages.

Attendance rates have placed the school in the higher 50% when compared with similar schools in recent years. However, the rate of improvement has been up and down over the last three years and in 2016 fell from the 2015 figure of 94.1% to 93.7%.

The number of fixed-term exclusions, has risen significantly this year from 53 in 2014/15 to 153 in 2015/16. The proportion of fixed term exclusions per 1000 pupils at 85.8 is higher than the local authority average of 67.1.

Areas for further improvement

The challenge adviser agrees with the priority that the school's leaders are giving to securing improvement in the following areas:

- raising standards in mathematics at both key stages 3 and 4;
- raising standards in English at key stage 4;

- improving outcomes at the higher levels in key stage 3 for eFSM pupils and improving outcomes against the L2+ at key stage 4 for these pupils;
- improve outcomes at the higher grades at GCSE and A Level;
- improving boys' reading and writing skills and all pupils' skills with number;
- reducing the number of fixed term exclusions.

Step 2 - Improvement Category

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

Evaluation

The school judged that the school's improvement capacity is B. However, the challenge adviser judged that improvement capacity is currently C. The headteacher has been in post for a year and has developed a clear vision and strategic priorities for the school's future direction. These are beginning to be understood more.

Self-evaluation involves many stakeholders and the report is largely evaluative. Whole-school and departmental self-evaluation, and the use of performance data, are rigorous in the main but some leaders and teachers, such as those in mathematics, do not use the performance data accurately enough to secure improvement. The roles and responsibilities are clearly defined for all leaders and staff but there are inconsistencies in the extent to which accountability is exercised in practice. Arrangements for holding middle leaders to account for performance, including both performance management and line management meetings, do not drive forward the school's improvement sufficiently in all areas, including the core subjects at both key stage 3 higher levels and key stage 4.

Overall, the impact of leadership is adequate at present. The school's targets at both key stages reflect high expectations and, if achieved, will bring performance in line with the top 25% of similar schools by 2017. The school's ability to raise pupils' achievement is inconsistent over a three-year period. Outcomes from 2016 at key stage 4 particularly, demonstrate a lack of accurate monitoring of pupils' progress towards their targets. This was particularly evident in mathematics which had a target set of 70% and attained an actual result of 54%. As a result, performance fell short of the level 2 inclusive target of 65% by 18% (47%).

School leaders have made suitable links between the outcomes of self-evaluation and the improvement priorities in the main. Planning and the use of resources have had impact in a wide number of areas at key stage 3 but not in the core areas at key stage 4. National and local priorities have had inconsistent impact in those aspects of literacy and numeracy where progress is slow.

Senior leaders gather first-hand evidence about learning and teaching. However, judgements about the quality of learning and teaching are made largely on the basis of lesson observation alone. Insufficient connection is made with pupils' progress over time. The judgements about the quality of teaching do not take enough account of end of year outcomes. Leaders have implemented a comprehensive 3/6 development programme to improve teaching and involved a number of teachers in the 'outstanding teacher programme'. The characteristics of good and excellent teaching are well defined and the majority of the teaching is of a good quality. However, there are inconsistencies across the curriculum as a whole. This restricts pupils' outcomes in a number of areas such as mathematics, at the higher levels/grades in key stage 3 and key stage 4, and in design technology at key stage 3 which is the only noncore subject to remain below the median.

There are also inconsistencies in the accuracy with which pupils' progress is tracked and the effectiveness of the support provided for pupils within some departments. This is demonstrated by variable or downwards trends in performance over time such as in English at key stage 4.

The governing body receives relevant information about performance and is very supportive. Governors rely very much on the tracking and monitoring data provided by the school. Given that the data provided is not fully accurate, governors are currently unable to scrutinise performance effectively.

Work in collaboration with other schools as both a pioneer school and a literacy hub, has made little contribution to core subject improvement to date.

Areas for further improvement

The school improvement plan appropriately addresses the following:

The need to strengthen the accuracy of tracking and monitoring at all levels so accurate prediction of pupil performance can be made in time to address any weaknesses.

However, there is also a need to:

- ensure good teaching translates to good learning so that in school variation is eradicated;
- embed those actions that support the school's vision and strategic direction so that they lead to sustained improvement in outcomes and aspects of provision;
- bring greater consistency to the quality, rigour and impact of self-evaluation and improvement planning across the school.

The school judged that the overall support category for the school is yellow. However, the challenge adviser judged this to be amber.

It was not possible to agree the outcomes at both step 2 and step 3 at the categorisation meeting. The outcomes will be referred to the senior challenge for review, in line with the requirements nationally, if the school decides that it wishes to submit the disagreement proforma.

Evidence scrutinised to make the judgement

- performance data at whole-school, cohort and pupil level;
- comparative performance data;
- value-added data and data about pupils' progress;
- the school's self-evaluation report and improvement plan;
- the school's targets;
- the previous categorisation report;
- previous notes of visits and/ or progress reports;
- documentation relating to the headteacher's performance management;
- reports relating to the school's inspection where relevant;
- first-hand knowledge of the life and work of the school.

Governing Body Ratification

After discussion the Governing body were not in full agreement with the Support Category shown above.

Step 3 - Support Category

The Overall Support category for the school is judged to be: Amber.

Exceptions

Exceptions have been applied:

4/6

-

Potential rare exceptions

Other Circumstances where the matrix has been overridden (please list reasons and evidence below)

Explanation base with evidence:

5/6

Step 1 Step 2 Step 3 Exceptions

Applied

2 C ● Amber

APPENDIX (viii)

Full Equality Impact Assessment

Name of project, policy, function, service or proposal being assessed:	Proposal to change the provision for pupils with additional learning needs (ALN) at Ysgol Gyfun Gymraeg Llangynwyd
Date assessment completed	17 October 2017

At this stage you will need to re-visit your initial screening template to inform your discussions on consultation and refer to [guidance notes on completing a full EIA](#)

An Initial Equality Impact Assessment Screening was undertaken on this proposal on 27 June 2017. The recommendation from the EIA Screening was that a Full Equality Impact Assessment would be required.

The consultation is to invite your views on the proposal to establish a learning resource centre for a maximum of 12 pupils with ASD at Ysgol Gyfun Gymraeg Llangynwyd.

A consultation exercise lasting from 6 September to 17 October 2017 sought the views of staff, parents, pupils, interested parties and the governing body as the first step in the statutory process. If the proposals are supported they would come into effect on 8 January 2018.

1. Consultation

		Action Points
Who do you need to consult with (which equality groups)?	Within each of the protected characteristic groups the council will need to consult with: Headteacher, teachers, governing body, parents, carers and guardians of children and the general public.	The consultation tools and mechanisms to be used should include: Focused Meetings, Public Meetings, a consultation document and associated questionnaire, publication of all information on the council's website and school websites, press releases, information on the council's customer service screens, all partners, social media, Bridge members, schools texting service, Local Service Board, citizens panel
How will you ensure your consultation is inclusive?	The council is mindful that as wide a range of consultation and engagement	

	<p>activities and tools need to be deployed in order to reach as wide an audience of consultees as possible. Consultation and engagement must be maximised in order that public views and concerns are “heard and considered” by the council to identify better ways of working and influence difficult decision making from a representative group.</p> <p>Methods of consultation will include (where appropriate) bilingual (Welsh / English) materials, information produced in languages other than English and Welsh, large print documents, easy read versions of information, provision of audio information and will include a mix of hard copy documents and provision of online forms and information. The council recognises that, key to the council’s consultation and engagement strategy is the commitment to visiting the public and other consultees in their own locations / communities at times that are convenient to them. Another key element is liaising with pupils of the school through engagement with the school council.</p>	
<p>What consultation was carried out? Consider any consultation activity already carried out, which may not have been specifically about equality but may have information you can use</p>	<p>Interested / impacted parties were invited to consider the proposal and submit views as to whether or not they supported the proposal to establish a learning resource centre for pupils with ASD at Ysgol Gyfun</p>	

	Gymraeg Llangynwyd from 8 January 2018 via consultation meetings held for the different interested parties. Interested and impacted parties were invited to attend meetings to hear an explanation of the proposal, put questions and express any views or concerns.	
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Record of consultation with people from equality groups

Group or persons consulted	Date, venue and number of people	Feedback, areas of concern raised	Action Points
Members of School Council of Ysgol Gyfun Gymraeg Llangynwyd	20 September 2017. Further details are included in this EIA	Feedback documents were circulated to all attendees at the event for individual considered views to be shared with the council	Please see tables within this Full EIA.
Ysgol Gyfun Gymraeg Llangynwyd school staff (1 meeting)	20 September 2017. Further details are included in this EIA	Feedback documents were circulated to all attendees at the event for individual considered views to be shared with the council.	Please see tables within this Full EIA.
Governing Body of Ysgol Gyfun Gymraeg Llangynwyd	20 September 2017. Further details are included in this EIA	Feedback documents were circulated to all attendees at the event for individual considered views to be shared with the council.	Please see tables within this Full EIA.
Parents of pupils at Ysgol Gyfun Gymraeg Llangynwyd	20 September 2017. Further details are included in this EIA	Feedback documents were circulated to all attendees at the event for individual considered views to be shared with the council.	Please see tables within this Full EIA.

2. Assessment of Impact

Based on the data you have analysed, and the results of consultation or research, consider what the potential impact will be upon people with protected characteristics (negative or positive). If you do identify any adverse impact you **must**:

a) Liaise with the Engagement Team who may seek legal advice as to whether, based on the evidence provided, an adverse impact is or is potentially discriminatory, and

b) Identify steps to mitigate any adverse impact – these actions will need to be included in your action plan.

Include any examples of how the policy helps to promote equality.

The attached Cabinet Report provides a summary of Consultation responses, data and feedback.

Gender	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact on women and men.	None	Neither men nor women will be disproportionately negatively affected by this proposal.
Disability	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact on disabled people (ensure consideration of a range of impairments, e.g. physical, sensory impairments, learning disabilities, long-term illness).	None	Disabled people will not be negatively impacted by this proposal.
Race	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact of the service on Black and minority ethnic (BME) people.	Black and minority ethnic people will not be disproportionately negatively affected by this proposal.	None
Religion and belief	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact of the service on people of different religious and faith groups.	There will be no impact on Religion and Belief as a result of this proposal if it is approved.	None
Sexual Orientation	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact of the	There will be no impact on Sexual	None

service on gay, lesbian and bisexual people.	orientation as a result of this proposal if it is approved.	
Age	Impact or potential impact	Actions to mitigate
Identify the impact/potential impact of the service on older people and younger people.	There will be no impact on Age as a result of this proposal if it is approved.	None
Pregnancy & Maternity	Impact or potential impact	Actions to mitigate
	There will be no impact on Pregnancy and Maternity as a result of this proposal if it is approved.	None
Transgender	Impact or potential impact	Actions to mitigate
	There will be no impact on Transgender people as a result of this proposal if it is approved.	None
Marriage and Civil Partnership	Impact or potential impact	Actions to mitigate
	There will be no impact on Marriage and Civil Partnership as a result of this proposal if it is approved.	None

United Nations Convention on the Rights of the Child (UNCRC)

The UNCRC is an agreement between countries which sets out the basic rights all children should have. The United Kingdom signed the agreement in 1991. The UNCRC includes 42 rights given to all children and young people under the age of 18. The 4 principles are:

1. Non-discrimination
2. Survival and development
3. Best interests
4. Participation

This section of the Full EIA contains a summary of all 42 articles and some will be more relevant than others, depending on the policy being considered however, there is no expectation that the entire convention and its relevance to the policy under review is fully understood. The Engagement Team will review the relevant data included as part of its monitoring process. The EIA process already addresses two of the principle articles which are non-discrimination and participation. This section covers “Best interests” and “Survival and development”.

Some policies will have **no direct impact** on children such as a day centre for older people.

Some policies will **have a direct impact** on children where the policy refers to a children’s service such as a new playground or a school.

Some policies will **have an indirect impact** on children such as the closure of a library or a cultural venue, major road / infrastructure projects, a new building for community use or change of use and most planning decisions outside individual home applications.

What do we mean by “best interests”?

The “Best interest” principle does not mean that any negative decision would automatically be overridden but it does require BCBC to examine how a decision has been justified and how the Council would mitigate against the impact (in the same way as any other protected group such as disabled people).

- The living wage initiative could be considered to be in the “Best interests”. The initiative could potentially lift families out of poverty. Poverty can seriously limit the life chances of children.
- The closure of a library or cultural building would not be in the ‘best interests’ of children as it could limit their access to play, culture and heritage’ (Article 31).

Please detail below the assessment / judgement of the impact of this policy on children aged 0 – 18. Where there is an impact on “Best interests” and “Survival and development”, please outline mitigation and any further steps to be considered. The 42 rights are detailed below.

Article 1: Everyone under 18 years of age has all the rights in this Convention.

Article 2: The Convention applies to everyone whatever their race, religion, abilities, whatever they think or say and whatever type of family they come from.

Article 3: All organisations concerned with children should work towards what is best for each child.

Article 4: We should make these rights available to children.

Article 5: We should respect the rights and responsibilities of families to direct and guide their children so that they learn to use their rights properly.

Article 6: All children have the right of life. We should ensure that children survive and develop healthily.

Article 7: All children have the right to a legally registered name, a nationality and the right to know and, as far as possible, to be cared for by their parents.

Article 8: We should respect children's right to a name, a nationality and family ties.

Article 9: Children should not be separated from their parents unless it is for their own good, for example if a parent is mistreating or neglecting a child. Children whose parents have separated have the right to stay in contact with both parents, unless this might hurt the child.

Article 10: Families who live in different countries should be allowed to move between those countries so that parents and children can stay in contact

Article 11: We should take steps to stop children being taken out of their own country illegally.

Article 12: Children have the right to say what they think, when adults are making decisions that affect them, and to have their opinions taken into account.

Article 13: Children have the right to get and to share information as long as the information is not damaging to them or to others.

Article 14: Children have the right to think and believe what they want and to practise their religion, as long as they are not stopping other people from enjoying their rights.

Article 15: Children have the right to meet together and to join groups/ organisations, as long as this does not stop other people from enjoying their rights.

Article 16: Children have a right to privacy. The law should protect them from attacks against their way of life, their families and their homes.

Article 17: Children have the right to reliable information from the mass media.

Article 18: Both parents share responsibility for bringing up their children. We should help parents by providing services to support them.

Article 19: We should ensure that children are cared for, and protect them from violence, abuse and neglect by anyone who looks after them.

Article 20: Children who cannot be looked after by their own family must be looked after properly, by people who respect their religion, culture and language

Article 21: When children are adopted the first concern must be what is best for them.

Article 22: Children who come into a country as refugees should have the same rights as children born in that country.

Article 23: Children who have any kind of disability should have special care and support so that they can lead full and independent lives.

Article 24: Children have the right to good quality health care and to clean water, nutritious food and a clean environment so that they will stay healthy.

Article 25: Children who are looked after by their local authority rather than their parents should have their situation reviewed regularly.

Article 26: We should provide extra money for the children of families in need.

Article 27: Children have a right to a standard of living that meets their physical and mental needs. We should help families who cannot afford this.

Article 28: Children have a right to an education. Discipline in schools should respect children's human dignity.

Article 29: Education should develop each child's personality and talents to the full.

Article 30: Children have a right to learn and use the language and customs of their families.

Article 31: All children have a right to relax and play, and to join in a wide range of activities.

Article 32: We should protect children from work that is dangerous or might harm their health or their education.

Article 33: We should provide ways of protecting children from dangerous drugs.

Article 34: We should protect children from sexual abuse.

Article 35: We should make sure that children are not abducted or sold.

Article 36: Children should be protected from any activities that could harm their development.

Article 37: Children who break the law should not be treated cruelly.

Article 38: Governments should not allow children under 15 to join the army.

Article 39: Children who have been neglected or abused should receive special help to restore their self - respect.

Article 40: Children who are accused of breaking the law should receive legal help. Prison sentences should only be used for the most serious offences.

Article 41: If the laws of a particular country protect children better than the articles of the Convention, then those laws should stay.

Article 42: We should make the Convention known to all parents and children.

Impact or potential impact on children aged 0 – 18	Actions to mitigate
<p>In terms of this policy, the relevant articles to be considered are articles 3, 12, 28 and 30.</p> <p>Article 3: The council works towards what is best for each child. There is no impact of this policy on article 3.</p> <p>Article 12: Children have been given the opportunity to say what they think as they have been included in the consultation and engagement programme. Their views and opinions have been taken into account. There is, therefore, no impact on article 12.</p> <p>Article 28: Children in Bridgend County Borough Council have a</p>	<p>The Corporate Improvement Plan.</p> <p>These proposals are related to the Corporate Plan (2016-2020) and the Education Inclusion Programme and, in particular, in the Corporate Plan Improvement priority one</p> <ul style="list-style-type: none"> • Supporting a successful economy. <p>2.2 In order to achieve this improvement priority, it is</p>

<p>right to an education. The methods of discipline in our schools respect children’s human rights and dignity. There is, therefore, no impact on article 28.</p> <p>Article 30: Children in Bridgend are supported and encouraged to learn and use the language and customs of their families. There is, therefore, no impact on article 30.</p>	<p>important to work with our partners to support pupils with additional learning needs (ALN). The focus needs to be upon raising their skills, ambition and qualifications, and support them to take advantage of opportunities to succeed. This will improve the future prospects for our children and young people. We have already contributed to this priority by improving the provision in mainstream schools for pupils with additional learning needs.</p> <p>The proposals relate, in particular, to principle two and three. The Education Inclusion Strategy was agreed by the council’s Cabinet in March 2009.</p>
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The council is mindful that a further period of time is required to enable a full and meaningful assessment of the impact of this proposal to be made. The council will need to address a number of questions:

- the impact of the closure on the outcomes of the pupils directly affected by the closure,
- a clearer understanding (based on further evaluation and assessment) of the realignment of the council’s provision for pupils with additional learning needs.

The council has already carried out an Initial Screening Equality Impact Assessment and this identified a number of potential risks which have been addressed in this Full Equality Impact Assessment. These risks include the impact of the closure on future service need and the possible impact of increased class sizes. It recognises appropriately that a full assessment of the impact on attainment levels needs to be included together with more information on ages and levels of disability of the pupils in receipt of the service.

This Full Equality Impact Assessment is considered to be a live document and its fluidity will be reflected in the ongoing assessment of the impact on Children with Additional Learning Needs of the policy.

The full EIA holistically evaluates the pupils affected by the introduction of the proposal.

Please outline how and when this EIA will be monitored in future and when a review will take place:

3. Action Plan

Action	Lead Person	Target for completion	Resources needed	Service
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Insert points raised during consultation				Development plan for this action
Continue to review and monitor MLD places available	Group Manager Inclusion. Lead Educational Psychologist. Team Manager ALN	Reviewed annually.	Staff time.	Yes.
Continue to track and monitor individual pupil progress within the MLD learning resource centres.	Group Manager Inclusion. Team Manager ALN. Cognition and Learning Specialist Teachers.	Termly data tracking. Annual review.	Staff time.	Yes.
Provide relevant training for the MLD in the primary schools in order to build capacity	Team Manager ALN. Cognition and Learning Teachers	Ongoing from September 2016	Staff time.	Yes.

Please outline the name of the independent person (someone other the person undertaking the EIA) countersigning this EIA below:

Emma Blandon, Communication, Marketing and Engagement Manager

Signed: Michelle Hatcher

Date: 17 October 2017

4. Publication of your results and feedback to consultation groups

It is important that the results of this impact assessment are published in a user friendly accessible format.

It is also important that you feedback to your consultation groups with the actions that you are taking to address their concerns and to mitigate against any potential adverse impact.

Please send completed EIA form to [Emma Blandon, Communication, Marketing and Engagement Manager](#)

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT OF THE CORPORATE DIRECTOR - COMMUNITIES

CABINET

28 NOVEMBER 2017

NANTYMOEL COMMUNITY FACILITIES

1. Purpose of Report

- 1.1 The purpose of the report is to seek Cabinet approval of the submitted business plan from a representative Community Group in Nantymoel, to allow the existing Nantymoel Boys and Girls Club to be extended. This will ensure that additional community use can be accommodated in that facility and that the allocated Council capital funding of £200,000 can be released for this purpose, as per the Cabinet recommendation resulting from the closure and demolition of the Berwyn Centre five years ago.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The proposal links to the Council priorities of smarter use of resources and encouraging communities to be more self-reliant.

3. Background

- 3.1 Previous Cabinet reports going back to October 2012 have set out the background to the original closure and demolition of the Berwyn Centre in Nantymoel, in view of very substantial repairs and maintenance backlog and various health and safety concerns. A series of approved recommendations at that time included that the Council set aside a capital sum of £200,000 in the Capital Programme to invest in the provision of replacement community facilities in Nantymoel.
- 3.2 In the intervening five years, Council officers have liaised on an ongoing basis with Ogmore Valley Community Council and the Community Group that emerged from the 'Friends of the Berwyn Group', to bring forward proposals and options to invest the funding. This process has been much slower and more difficult than originally envisaged and in particular it has been challenging to come to a local consensus on where and how the money should be invested and to provide the Council with the necessary comfort that the money would be invested in something that was viable and would also achieve the objectives and opportunities for local people originally approved by Cabinet. This has resulted in various extensions being approved by the Council with regard to the deadline for spending the Capital sum, the most recent of which was included in a report to Cabinet on 28th February 2017 and extended the deadline for spending the money to 31st March 2018 with an explicit recommendation that it was unlikely to be extended beyond that date unless a suitable business plan was submitted in good time because of other pressures on the Council's capital programme.

3.3 Additionally the Council has been investigating with the Charity Commission the feasibility and the necessary process to also release a sum of approximately £49,000 held in trust by the elected Members of the Council as Trustees, on behalf of the Community of Nantymoel, for this same purpose.

4. Current Situation / Proposal

4.1 Previous reports have outlined how a number of different options were explored in and around Nantymoel to invest the capital money to improve community facilities. It was concluded that better value for money and long term viability would be achieved by enhancing and improving an existing facility rather than seeking to build a new one within a community with a relatively small population.

4.2 The local Community Group, which has now evolved into a charitable incorporated organisation named 'Nantymoel Boys and Girls Club and Community Centre', with equal trustee representation from the Boys and Girls Club and the previous 'Friends of the Berwyn', including the Clerk of the Ogmores Valley Community Council and the local elected Member for Nantymoel from Bridgend County Borough Council. This group has been working closely with the Wales Cooperative Centre over the last year, and also assisted by the Council's Rural Development Team, to develop their business plan based on a preferred option of extending the existing Nantymoel Boys and Girls Club, which is situated a very short distance from the previous Berwyn Centre site. The club is already used heavily on most days by young people from the local area and so one of the challenges therefore has been to develop a compelling case, accepted and approved by all stakeholders, that the proposed extension to the building would allow other user groups from Nantymoel and the surrounding area to also access the facility on a regular basis for their activities, were it to be extended.

4.3 On this basis several iterations of a business plan have been produced and submitted to the Council over recent months. On each occasion various challenges and requests for additional information have been made. A position has now been reached however where Council officers are content that the proposed design and business plan that has been submitted is sufficient to make a recommendation to Cabinet to release the Capital funding that is held, as long as certain safeguards are put in place to protect the Council's position. These should be on terms set out by the Council's Section 151 Officer, to include but not exclusively limited to, various safeguards that ensure that the money is spent with contractors evidencing value for money and in a way that is consistent with the business plan submission.

4.4 The original deadline for spending the money has been extended on various occasions in the absence of an acceptable business plan from the Community Group. The latest deadline that Cabinet has agreed was by 31st March 2018. It is unlikely that even if Cabinet feel able to approve the submitted business plan that monies will be spent by that date, so a further extension will be required, probably until at least to 31st March 2019, particularly as the submitted funding plan requires other sources of external funding to be secured to develop the intended proposal. This includes potential bids to the rural Communities Development Fund, The Coalfields Regeneration Trust, The Welsh Church Fund, Pant y Wal Windfarm fund and the Community Facilities Programme. The full business plan submission is set out in **Appendix 1** for information.

- 4.5 The Community Group have also requested that the Council follow the necessary process to release the sum of money and the area of land covering the footprint of the previous Berwyn Centre, held in trust by all of the Council's elected Members acting as Trustees for the charity 'Nantymoel Workmen's Institute', to the new incorporated charity 'Nantymoel Boys and Girls Club and Community Centre', in order to supplement the £200,000 the Council has allocated in its Capital Programme. This sum of money of approximately £49,000 was always intended to support the local community as it accrued from the original development of the Berwyn Centre. The area of land in question is set out in **Appendix 2**. The Nantymoel Boys and Girls Club and Community Centre would then take full responsibility for the maintenance of that area of land moving forward and an appropriate covenant will ensure that it remains in beneficial community use in accordance with the charitable purposes of the Nantymoel Boys and Girls Club and Community Centre. It is understood that the local group hope to develop a heritage 'park' proposal on the site.

The Council's legal officers have been in contact with the Charity Commission to resolve how the money and land can be transferred in the way that the community desire. It is likely that it will require a public meeting in Nantymoel as well as a resolution from all the Council's elected Members (acting as Trustees for the existing charity) in order for this to happen.

5. Effect upon Policy Framework & Procedure Rules

- 5.1 There is no effect on the Council's policy framework and procedure rules.

6. Equality Impact Assessment

- 6.1 The Council as part of its assessment of any business plan submitted will seek to ensure that any new or enhanced facilities are accessible to all local individuals and groups as far as is possible.

7. Financial Implications

- 7.1 A sum of £ 200,000 is included in the Council's capital programme allocated for investment in Nantymoel Community Facilities. It will be necessary to extend the deadline for this capital sum to be spent until March 31st 2019. The process of how the money will be released will be clarified once all funding is confirmed.
- 7.2 The total anticipated cost of the project is £276,000. This is based upon the design and work schedule prepared by the Built Environment Section and the submission and analysis of four quotations. The work schedule includes the provision of a general contingency of 5%.
- 7.3 The release of BCBC funding is subject to the Council being satisfied that all funding streams are in place. There will be no further call on funding from the Council over and above the £200,000 included in the Capital Programme.
- 7.4 The revenue funding streams identified in the business case are the responsibility of the 'Nantymoel Boys and Girls Club and Community Centre'. There is no ongoing commitment for revenue funding from the Council.

8. Recommendation

- 8.1 That Cabinet approve the submitted business plan proposing an extension to the existing Nantymoel Boys and Girls Club and thereby agree to commit the capital allocation of £200,000 towards the proposed development under terms to be agreed and set out by the Council's Section 151 Officer. Furthermore if Cabinet approve the submitted business plan that a further extension for the expenditure of the capital sum be agreed, initially to 31st March 2019.
- 8.2 That Cabinet note that officers will request that the Wales Cooperative Centre continue to support the Community Group, assisted where necessary by the Council's Rural Development team, to bring forward the proposed development, and work with local stakeholders, to secure further external funding, in line with the submitted funding plan.
- 8.3 That Cabinet note that it will be necessary to submit a report to all of the Council's elected Members, acting as Trustees of the Charity Nantymoel Workmen's Institute, to seek release of monies and land held in trust, to a new charity set up for the purpose of developing additional facilities for the local community of Nantymoel, namely Nantymoel Boys and Girls Club and Community Centre, and that it will also potentially be necessary to hold a public meeting for this purpose to gain the explicit support of local people as set out in the Nantymoel Workmen's Institute Charity Commission scheme.

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November 2017

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Background documents:
Report to Cabinet 28th February 2017

Business Plan

For

Nantymoel Boys & Girls Club



The Memorial Hall
Waun Wen Terrace
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Presented by

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Business plan date

July 2017

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1. Executive Summary

This business plan's aim is to secure the future of a valuable asset, upgrade its facilities and create a versatile community building. The requirement of this business plan came about as a result of the closure and subsequent demolition of the Berwyn Centre, and the continued need for community facilities to satisfy many needs in the village of Nantymoel.

The Nantymoel Boys & Girls Club was an unincorporated registered charity (charity number: 524197) until recently. However, due to the proposed scale of the project and future activities, the charity decided to incorporate with The friends of the Berwyn Centre as a Charitable Incorporated Organisation (CIO).

The coming together of the 2 organisations as a CIO is seen as a demonstration to all funding bodies that this business/financial plan is a serious undertaking and that the formally two organisations are serious about their commitments.

The name of the CIO shall be The Nantymoel Boys & Girls Club and Community centre.

The current proposed redevelopment of the Memorial hall includes the following features:

Adjustments to the current internal framework to create an office shared by the police, staff and volunteers, plus other potential "hot desk" or "satellite" users, an upgraded kitchen, improved and reconfigured toilets, additional storage, a welcoming reception area, better entrance and revamped facilities.

A retractable stage for performances in the main hall

The organisation's renewed mission statement is:

"To create a thriving organisation which, in the long term, will become a non-grant dependent community facility offering versatile opportunities and services to locals and visitors to the Ogmore Valley."

The CIO is very confident that a market exists for its developed and extended community facilities. This projection shows that the CIO can become non grant dependent and sustainable within 3 year of the development.

Financial Projections

Year	Projected Turnover	Projected Surplus
Year 1	£26,867	-£5,337
Year 2	£62,742	£11,446
Year 3	£83,143	£27,526
Year 4	£70,102	£14,593
Year 5	£73,180	£16,129

Further financial details are within section 7 and the accompanying financial projections.

2. Business Background

2.1 Historical activity & background

Business Background

This business plan's aim is to secure the future of a valuable asset, upgrade its facilities and create a versatile community building. The requirement of this business plan came about as a result of the closure and subsequent demolition of the Berwyn Centre, pictured below, and the continued need for community facilities to satisfy many needs in the village of Nantymoel. The background to this project is as follows.

The Berwyn Centre was located in Nantymoel at the head of the Ogmores Valley. It was a 3 – 4 storey building containing an auditorium, library, café, community rooms and a function room, with an area of hard-standing and lawn outside.

The building was originally built in 1901/2 as the Nantymoel Workmen's Hall and Institute. Until the 1960s the Hall flourished and was the hub of community, education, cultural and social activities. By the early 1970s the condition of the Berwyn Centre had deteriorated to the point where demolition was recommended. In 1973, however, the Ogmores and Garw Urban District Council agreed to a proposed rescue package that would retain the building and re-open it as a theatre and arts centre. For the next 20 years the theatre, cinema and art exhibitions were offered to the community of Nantymoel alongside youth and community activities, albeit at a heavily subsidised rate.

In 1996, following local government re-organisation the Centre became the responsibility of Bridgend County Borough Council. Over the following ten years art activities aimed at adults and children breathed new life into the building; however, attendance figures never recovered to their historic levels.

In 2007, the theatre was closed when the roof was found to be unsafe. The building was eventually demolished although an attempt was made by the Community to adopt the building.

Following its loss a consultation study was completed to gather the current needs of the community. In brief the consultation revealed that improved facilities were needed and sought in the valley. See appendices.



A feasibility study was then carried out to look at the options for a New Community Hub which included the Gym Block at Nantymoel Primary School, the existing Nantymoel Bowls Club, Nantymoel Boys and Girls Club, and the Old Tennis Courts; this concluded that the clear best option, taking into account, value for money and sustainability was to progress a project around Nantymoel Boys and Girls Club.

The Nantymoel Boys and Girls Club

The Boys and Girls club in Nantymoel was established in 1923 and is run from its current premises, called the Memorial Hall. The building itself is affectionately known locally as the MEM. The legacy of the club was created by Arthur & Enid Lock who ran it for many years and latterly their son Byron. Although primarily a club for boys and recently girls, the whole community benefited from the MEM historically holding Saturday night dances in its main hall.



The building is in a prime location at the top of the village and consists of a large main hall, a reasonably large activity room, an ICT suite, a community police office, a training room, a servery (Tuck Shop), male and female toilets and a couple of store rooms. The building and club is completely run by volunteers.

The Proposal

The current proposal is for the Nantymoel Boys and Girls Club to expand its charitable objects to benefit the wider community as well as the youth of Nantymoel. The current committee will be re-structured to include equal representation from the Nantymoel Boys and Girls Club's current committee, the Friends of the Berwyn committee and the wider community and this newly re-structured committee will oversee the development and later running of the Memorial Hall (Note as a commitment to the project and the continuation of such a valuable asset to the community the two organisation have recently merged and formed a CIO (Charitable Incorporated Organisation). The principal remit will be to provide improved facilities for existing Boys and Girls club attendees but also to use the building for much wider community use.

The current proposed redevelopment of the Memorial hall includes the following features:

- Adjustments to the current internal framework to create an office shared by the police, staff and volunteers, plus other potential “hot desk” or “satellite” users, an upgraded kitchen, improved and reconfigured toilets, additional storage, a welcoming reception area, better entrance and revamped facilities.
- A retractable stage for performances in the main hall.

It is anticipated that post development, future funding applications may be made to develop and run other revenue generating facilities alongside the current hall. Consideration is being given to the following:

- Some form of outside terrace, accessed from the main building suited for refreshments and other uses
- Build an extension alongside the existing building. This extension will potentially create two additional rooms for hire. It is likely to have its own entrance, but be connected to the main building and have its own small kitchen facilities and WCs.
Dedicated car parking facilities, on brown fieldland, adjacent above the Hall. It is envisaged that approximately 100 spaces will be created using rough gravel.
- Establishing camping/caravanning, where the café and WC facilities of the MEM can be accessed. (This would be on “brown field land” adjacent to the Hall and would require some form of land transfer or lease of such land from Bridgend County Council).
- A Multi Use Games Area (MUGA) in the village to be used by the community but run from the MEM.

The aim for this project is to become a thriving, non-grant dependent community centre offering employment opportunities, opportunities to improve the skills of the community, attract visiting tourists to events/entertainment & leisure time offerings. This will encourage integration in community life and help to empower the community to lead its own local development.

This will be achieved by increasing the number of community groups that will use the community resource centre, the range of events and activities and this is the focus of this business plan.

2.2 Legal Business Description

The existing trustees of the Nantymoel Boys & Girls Club have been working alongside representatives of the Friends of the Berwyn and other independent community representatives to consider the best vehicle to take the project forward. It has been unanimously agreed that the Nantymoel Boys & Girls Club is the organisation best placed to do so and that it will enhance its objects for wider community benefit and re-structure the committee to include

equal representation from the Friends of the Berwyn committee and other community stakeholders.

The Nantymoel Boys & Girls Club was an unincorporated registered charity (charity number: 524197) until recently. However, due to the proposed scale of the project and future activities, the charity decided to incorporate with The friends of the Berwyn Centre as a Charitable Incorporated Organisation (CIO).

The coming together of the 2 organisations as a CIO is seen as a demonstration to all funding bodies that this business/financial plan is a serious undertaking and that the formally two organisations are serious about their commitments.

The name of the CIO shall be The Nantymoel Boys & Girls Club and Community centre. Guidance on the constitution and governance arrangements are being provided by the Wales Cooperative Centre under the Social Business Wales operation.

2.3 Building Ownership

Currently, the building (Memorial Hall) is managed by the Memorial Hall Trustees. Nantymoel boys and girls club own the club and building, documentary evidence is being gathered.

2.4 VAT Status

Advice is being sought currently from Wales Cooperative Centre. However, the current financial projections show that VAT is not included on revenues, due to turnover, and capital figures are inclusive of VAT. This method is applied until more detailed specialist advice is forthcoming as it is believed this is the most prudent approach to adopt. (ie This represents “worst case” scenario)

2.4 Key Organisational Personnel

Key personnel who have agreed to sit on the re-structured committee of the CIO are listed below:

Ken Davies – Currently the Chair of the Nantymoel Boys & Girls Club charity
Louvain Lake – Local town clerk, representing Friends of the Berwyn
David Treharne – a current committee member of the Nantymoel Boys & Girls Club charity
David Owen – Community Council and representing Friends of the Berwyn
Janet Harris – Community Council

2.5 Support Team & Stakeholders

Support towards development of this building for enhanced community use is forthcoming from the following organisations:

- Friends of The Berwyn
- Ogmore Valley Community Council
- The Trustees of Wales Boys and Girls Club
- Bridgend County Borough Council
- Dyfed Powys Police (who currently have an office in the Memorial Hall)
- Members of the community
- Bridgend Association Voluntary Organisation (BAVO)
- Local businesses
- Current users of the existing Memorial Hall
- Local community members
- Wales Co-operative Centre.
- Various funders including local LEADER Programme (for their REACH project), The Walters Group (for section 106 community monies)
- The existing Volunteers

3. Vision, Aims and Objectives

3.1 Vision

The CIO's vision, is to achieve by 2019 a range of positive outcomes that can be best summarised by a series of statements.

- Redevelop a legacy lost from a well-loved building (Berwyn), whilst also securing a future for another well loved and historic building (The Memorial Hall)
- Trading activities at the Memorial Hall to be financially sustainable
- Create a range of complimentary, viable facilities and services at the Memorial Hall, to ensure that the total is greater than the sum of its parts
- Develop additional facilities and services that the local community demand and will support
- Evidence the difference the CIO makes to peoples' lives.
- Have a recognisable, respected, envied, brand and make the Memorial Hall part of Bridgend County Council's destination management plan for the Ogmores Valley
- Have strong, mutually beneficial relationships with appropriate partners in the local area
- Have strong, reliable systems/processes/procedures that support what we do
- Have a clear and renewing business plan of what we do, how we do it and why we do it
- Provide clear, appropriate communication to the target audiences that we need to reach and receive accurate feedback on which we will act
- Create jobs, education, training and development opportunities for local people
- Have sufficient and flexible resources amongst the committee to develop the site to achieve its considerable potential.

The vision, although ambitious is realistic and will take three to four years to realise. It is anticipated that once activities start to occur on the site other groups and organisations will come forward who may wish to initiate their own projects and activities.

The local Bridgend area, (much of which is was designated Communities 1st and was/is subject to much deprivation) and the Ogmores valley more than ever, requires landmark projects such as this which directly impact the local economy, community engagement, health and wellbeing and the environment. Referral to data provided by Wales index of multiple deprivation is shown later in this report.

3.2 Mission & Values

The organisation's renewed mission statement is:

“To create a thriving organisation which, in the long term, will become a non grant dependant community facility offering versatile opportunities and services to locals and visitors to the Ogmere Valley.”

Values

The committee members who will take this project forward have agreed a range of core values which underpin its development strategy and future delivery of services. These are to:

1. Work openly, honestly and transparently with those with a vested interest in what it does
2. Recognise and represent the diverse and equal needs of the local community to give them facilities and services that they need, want and will support
3. Remain contemporary to local needs and be prepared to update and adapt plans accordingly

3.3 Business Objectives

Year One Key Objectives

- Gain sufficient funding to enable development of the site to proposed standards
- To complete all capital development works to budget, quality and timescale
- Establish good working relationships with governing bodies for existing and proposed activities to prepare mutually beneficial development strategies for each
- To recruit key board members with the required knowledge, skills and behaviours
- To continue to run the Boys and Girls Club and enhance services and increase numbers

Year Two Key Objectives

- To attract new users and increase user numbers as outlined in the financial projections
- To market room hire and events venue hire to attract new and diverse users
- To continue to introduce new and interesting activities
- To attain/exceed trading performance as per the attached financial projections

Year Three Key Objectives

- To continue to attract regular and new users as outlined in the financial projections
- To continue to introduce new and interesting activities at the centre
- To attain/exceed trading performance as per the attached financial projections.

3.4 Critical Success Factors

Factors critical to the project's success are as follows:

- Demonstrate the viability of the project to secure the £200,000 set aside by BCBC.
- Securing the £200,000 from BCBC.
- Securing £21,000 in additional grant funds
- Gaining approval to use £46,000 from Berwyn centre Funds (Approval from Charity Commission)
- Maintaining the commitment of the management body and stakeholders during the project's formative stages
- Creating a compelling proposition that generates wholehearted support from wider stakeholders and funding bodies
- Determining that the centre can be sustainable in real commercial terms within three years post development
- Generating additional usage and revenue from the existing services offered
- Establish new/extended services to increase revenue potential of the Memorial Hall
- Providing services and facilities in the centre that the local population and visitors require and will use
- Create effective marketing, brand and reputation that attracts wider custom but does not create a local business displacement effect
- Preserving the working relationships and commitment of existing (and new) committee members so that they remain a cohesive body
- Recruiting appropriately qualified project personnel to drive the development forward under the steerage of the committee
- Attracting new groups/partners/stakeholders to commit to, support or invest in the Memorial Hall's activities
- Managing any conflicts around the breadth of organisations and diverse uses of the Memorial Hall
- Recording and incentivising volunteering working.

3.5 Key Performance Indicators

The following factors will be monitored to ensure the Hall's trading "health" and viability:

- Performance against plan in terms of fiscal performance and development timescale

- Usage/occupancy rates for each area of the building (measured by percentage occupancy rates, number and diversity of users)
- Total income versus costs measured overall and by individual revenue streams
- Monthly and yearly revenue/profitability growth figures
- Number of enquiries generated towards services and the number of bookings taken
- Level of repeat bookings/custom
- Customer/visitor satisfaction, measured anecdotally and via simple processes (eg anecdotal customers responses and social media)
- Benchmarking pricing of services and charges against other local providers
- Continually researching ideas and best practice to improve the Hall's services and performance.
- Beneficiary numbers using the Memorial Hall and additional facilities.
- The amount and value of "in kind" support (volunteer time and timebanking).

3.6 Social Impact Reporting

Social Impact Reporting or Social accounting is the process of communicating the social, environmental and community effects of an organisations economic actions to particular interest groups within society and to society at large. For the CIO it is about reporting the "impact" and "value" of what it does locally to appropriate audiences. It is important to do this for several reasons:

- To reassure and convince stakeholders and funders that it is doing a good job beyond its statutory accounting reporting by reporting against Qualitative and Quantitative outputs
- To reassure itself of the value of what it does
- To help keep it on track and relevant to the CIO aims
- To provide evidence that validates existing funding and ensures continuity of ongoing funding
- To demonstrate sectorally, locally, regionally (and nationally) its societal value.

There are a number of formal social accounting models that can be used to "measure" the above, however, it is Landsker's view due to the diverse activities that will arise as a result of the Memorial Halls development that the CIO should develop its own "impact" measurements. These may be based on:

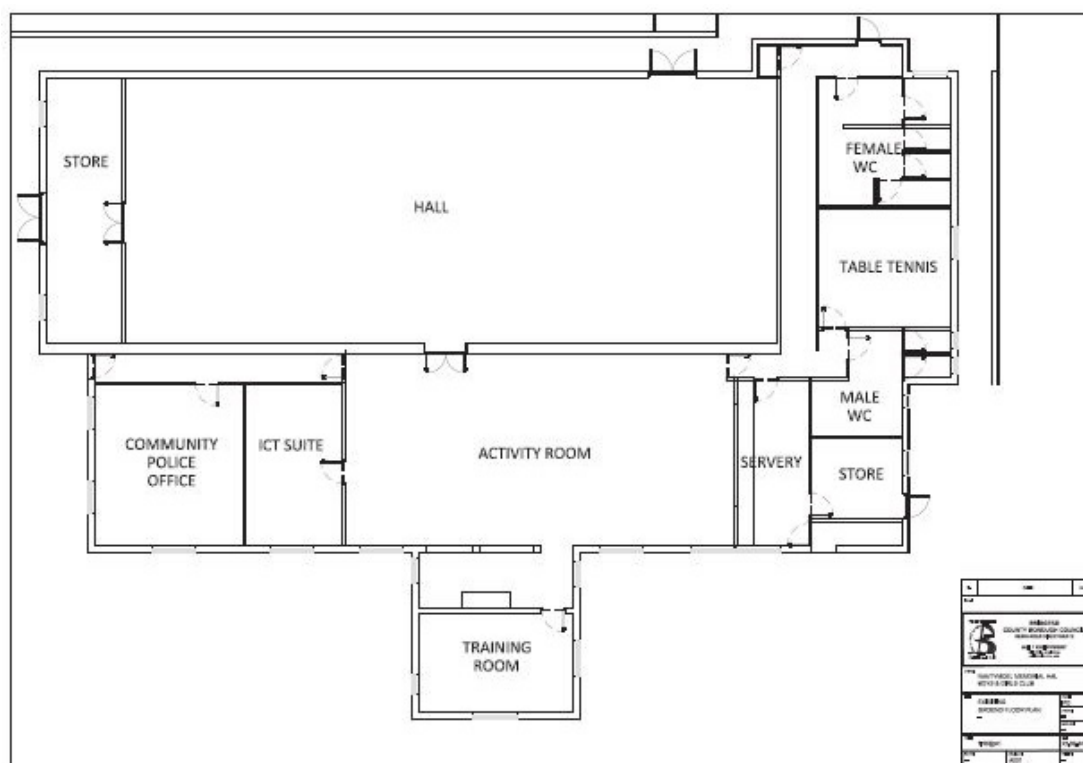
- (1) Case studies of beneficiaries
- (2) Commentaries or reports from stakeholder organisations (e.g. local police PSCO's etc.
- (3) Broad but credible projections detailing "what if" scenarios (eg the difference between youngsters regularly participating in activities at the Memorial Hall to offset the risk of them becoming a youth offender and then pursuing a career).

4. Delivery of Services

4.1 Product / Services

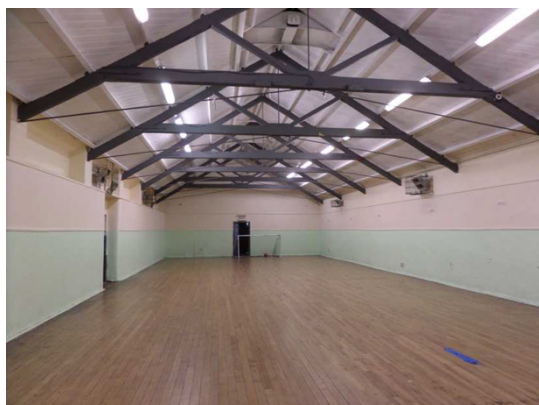
This project will look to provide a new and improved facility at the village community resource centre (Memorial Hall) for use by the whole community, and for the benefit of the Nantymoel area. In particular, the facilities will be used for health and wellbeing, meetings, classes, performances and other forms of recreation, leisure time and business activities with the object of improving the quality of life and skills for the local inhabitants.

The existing plan of the building is as per the drawing below.



The upgraded hall and new facilities will include the following:

Hall & Store room – This will become a Multi-functional Hall. An ideal space for performances, training session, fitness & dance classes, craft fair and events etc. The hall is easy to adapt and decorate to become an ideal space for these events. The newly formed CIO will locate the provision of a demountable/fold away stage in the new hall which will ensure bands, recitals and theatrical performances & fashion shows etc are easily catered for. The Store room could



hold chairs / tables etc for performances as well as the current sports equipment.

Activity Room / ICT Suite - The Activity room has pool and snooker tables that are well used and have produced some talented players who compete at



county / country level. The desired outcome for this room is to dispose/sell the snooker table, keep the pool tables and create some table and seating area as a **café space** in front of a **new kitchen**. The gaming tables can be moved within the room to create more space. The ICT suite used to house a number of PC's with the ability to access the internet. The room additionally housed computer

gaming equipment (Playstation and large screen). The PC and gaming equipment has now been relocated and has effectively created a workable/hirable space. Although currently fit for purpose there is an opportunity to update and make it more relevant. Options are being considered to make the Community police room and ICT room one open flexible space with a partition to enable the space to be still used as multiple rooms.



Servery & Store – Currently a small kitchen but not designed to serve or prepare cooked food. In the main it acts as a tuck shop with crisps/ snacks/ chocolate, tea and coffee etc. Any revised building will aim to be a facility that acts as a “commercial standard” kitchen and community café open to the general public. Within the area there is no café or community eating place. The range of food to

prepare and serve needs to be discussed. It is suggested that as much local produce would be sourced and links created with Supermarkets that have excess waste, or work with Fareshare Cymru to make the most of available waste produce. Furthermore, the commercial kitchen could be hired out for community use, this would be perfect for catering for parties & clubs or production of food for markets. The converted commercial kitchen will additionally be able to serve alcoholic drinks at evening events (Comedy club/Christmas nativity etc). This would be done on a Temporary Events Notice basis (ie allowing 12 alcohol serving events per year) And furthermore any fully equipped commercial kitchen could cater for intervals at the events etc.

Training Room – This is another room that comes off the Activity room. The space is divided by a partition wall. The smallest space is now the area where the PC's and IT equipment are located and used. The larger space will accommodate the equipment required by the community police team and house a lockable cabinet for the security of sensitive information. The room will additionally be the main office for the staff and management. The room may be additionally available for hire for suitable groups and organisations.

Community Police office – On the right of the current main entrance is the Community Police office room. As discussed the police office will be moved to the training room, effectively opening up a space that has been out of bounds to the rest of the hall users. This space could be better organised and divided and used by other organisations creating additional revenue for the hall. If the hall starts to organise events then this space may be required as a reception for admin and ticket collection etc. A partition is being considered for the room to create greater flexibility.

Table Tennis Room – This room currently houses the table tennis tables and acts as a storage room to house items from the old Berwyn Centre. A revised plan would see this space being made larger by moving walls and reducing the size of both male and female toilets. A larger room would appeal as a space to hire for meetings, for community and business groups, creating additional revenue for the hall. The room can be further used as a performers green room when an event is planned for the main hall. The community council have expressed an interest in using this space as their chambers when needed. This could work well as it exposes community members and youngsters especially to the democratic process. Furthermore the room will be made available for external hirers e.g. Learn direct, counselling facilities etc.

Toilets & changing facilities – On the current plan above it can be seen that the male and female toilets are spatially excessive. The toilets will be reconfigured as follows; The current female toilets will be divided up and made into 2 separate facilities male & female, part of the current male toilets will be used for the commercially equipped kitchen, whilst another section will become unisex disabled facilities that will additionally have baby/disabled changing equipment. See diagram in next section.

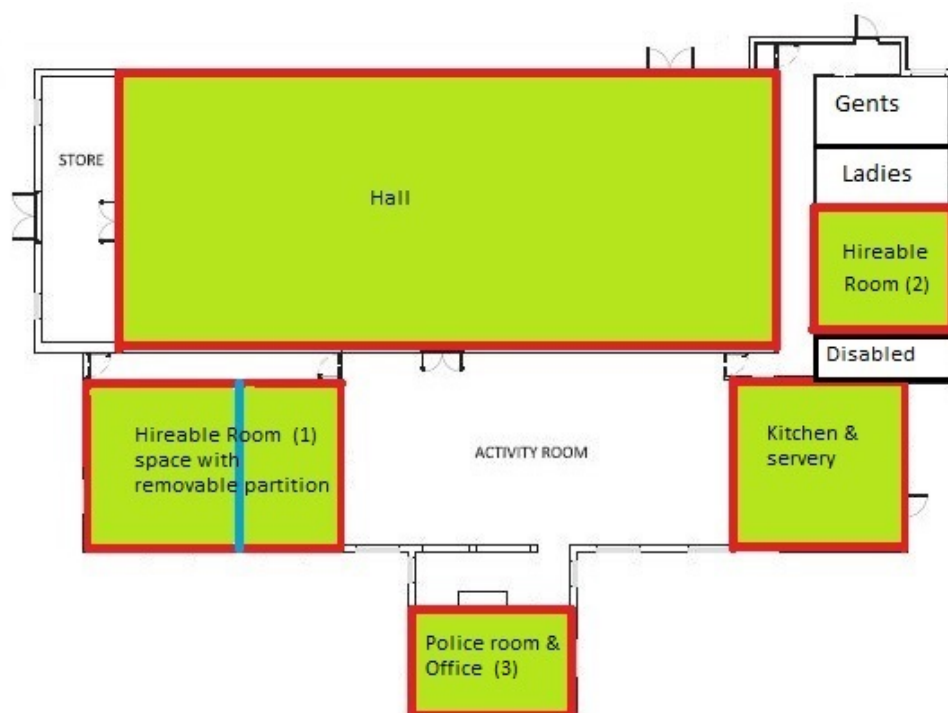
Notice Boards - Areas within the Memorial Hall will be designated as information points, where local residents can pick up leaflets and information about the activities, local news, what's on in the hall and local area. This would create a real community focal point.

Centre Synergy

The Memorial Hall will be purposely designed to offer a number of separate distinct areas that can be hired by different users simultaneously; it will also be possible for one user to hire more than one area or all of the Hall.

4.2 New Facility plan

To give an indication of what the new facility could look like the draft diagram below gives a clear outline of what the halls potential is.



The potential for the building to provide better childcare facilities will also be considered as this has been identified as a priority in the valley through the VARPS. A number of existing, strong playgroups, already in operation have shown an interest in using the community hub.

4.3 Income Streams

A range of income streams will be available to the hall upon completion. These opportunities have been accounted for within the financial plan.

Room Hire – The main building will have been refurbished and the 3 rooms plus large hall, kitchen & activity room will be flexible and allow for a maximum of 6 hireable spaces to be created. The rooms will be more welcoming, fit for purpose and flexible for a more versatile use.

Refurbished Training Room – The Nantymoel Community Council have expressed interest in using a refurbished room as their council chambers, when required. The police will be relocated to this room with the addition of a lockable cabinet for security. This would also result in more regular room hire income.

Community Café & Commercial Kitchen – The current tuck shop is not designed to act as a formal kitchen. A fully equipped kitchen to commercial

standards and servery could cater for events, be hired out for community use, be hired out for the production of food for markets or Pop up restaurant activities and act as a bar for events and parties.

Main Hall with demountable stage – A refurbished main hall with demountable stage would enable the Memorial Hall to stage events (comedy club, live music, theatre and plays etc). The stage would additionally allow for the hosting of school plays and other community projects (drama and acting groups).

Activity room Pool & Snooker tables – At present the tables are only available during the time the hall is used as a Boys and Girls Club. The tables are available from 8am to 11pm every day but are only used between 4pm and 8pm on Mon/Wed/Fri. This accounts for only 11% of their available hire time. Additional revenue can be created by hiring out the tables during the day and in the evening. The snooker table may be disposed of/sold.

Future income streams – As part of a phased programme the Memorial Hall would anticipate additional revenue being generated by the addition of

- To the north of the hall in this diagram (in effect behind the building) a large car park will be constructed. This could be of simple gravel construction and would accommodate up to 100 cars. The car park would solve a current safety issue with parents dropping off children for the Boys and Girls club and could act as a revenue stream for Boot sales etc
- A new build extension with unisex disabled toilets and a small kitchenette for tea and coffee making facilities. A large and small room available for hire. The walls of the smaller room will be removable to make one large hireable space.
- A conservatory or outdoor space suitable for a number of covers for the café/kitchen. Visually this will make a great impact as it will be the first view of the building as approached from the main high street. The exact location is to be discussed in relation to direction of the sun / view, its architectural look etc
- Establishment of a 3G or 4G multi use games area (MUGA) which would be hired out (A shortfall in the provision of this has already been identified)
- The creation of a small certificated camping and caravanning site.

The success of the project is not determined by these later phases but if they do come to fruition it is estimated they would have a beneficial economic impact.

4.4 Customer Service

It is the overall aim to maintain a viable, vibrant, and safe community facility with broad appeal. This will be manifested by the following features:

- Providing services and facilities that people want, when they want them.

- Offering competitive and clear pricing of services
- Being flexible, as far as possible, re usage terms to reflect particular customer requirements
- Maintaining a clean, safe and tidy building and grounds
- Being “easy to do business with” – meaning simple, straightforward processes like booking arrangements, security procedures and so on
- Listening to Hall users and responding to their comments where and when practicable
- Providing an environmentally benign facility that meets societal concerns re preservation of the environment. (For example, an aspiration may be to make the building as carbon neutral as possible.)
- Acting with honesty and integrity
- Offering an inclusive facility to all local residents and visitors.

4.5 Technology, Processes and Equipment

Technology – All rooms in the premises will have wifi and have good connectivity and superfast broadband. Having this connectivity encourages wider use of IT, facilities which may not be available to many at home. The premises will also be served with a website aimed at community use. .

Processes – Effective processes will be implemented for bookings, financial management, risk assessments, environmental audits, fund raising, cleaning, planning and management of the building.

Equipment – Includes tabling/chairs, fire extinguishers and alarm, pool and snooker tables, Table tennis tables, a variety of sports equipment (footballs etc), built in storage cupboards, office and gaming IT in the ICT room, kitchen equipment.

4.6 Suppliers and Terms of Trade

Suppliers included are for equipment such as tables and chairs, servicing of extinguishers, alarms etc in addition to the usual utility and stationary suppliers. Where regular transactions are envisaged with a supplier, trade account terms of 30 days credit would be arranged.

4.7 Premises

The current building was built in 1925. Both its internal and external appearance are dated and have become worn.

The building is located at The Memorial Hall, Waun Wen Terrace, Nantymoel, Bridgend, CF32 7NB and is sited in a prominent position. Nantymoel is in the North East ward of Bridgend County and at the northern end of the Ogmore Valley. The village is approximately 10 miles north from Bridgend. North of

the building the mountain rises steeply into beautiful, hilly countryside with panoramic views.

4.8 Catchment Area

The Memorial Hall operates primarily as a Boys and Girls club and as such attracts residents primarily based in the immediate Nantymoel area. However, the project will incorporate some of the activities previously held at the Berwyn centre. As a result of new activities the catchment area should extend to peripheral communities and joint activities within the Ogmere Valley. It is also intended to attract tourism custom by hosting events such as arts, performance, food and craft festivals/fairs.

4.9 Legislation

The CIO must comply with health and safety and employment law legislation. Key regulations include the:

- Employment Right Act 1996 provides a range of contractual rights for employees, including National Minimum Wage legislation, arranging employer's liability insurance and ensuring equality of treatment in recruitment.
- Health and Safety at Work etc. Act 1974 and the Health and Safety (Miscellaneous Amendments) Regulations 2002, which set out general obligations towards staff, clients and members of the public in terms of health and safety.
- Fire Precautions (Workplace) Regulations 1997 (amended in 1999) and the Regulatory Reform (Fire Safety) Order 2005.

The following legislation must be adhered to in relation to hosting events:

- The Equality Act 2010 forms the basis of anti-discrimination law in Great Britain. It requires equal treatment in access to employment as well as private and public services, regardless of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation
- Event venues, and the electronic and cabling equipment used, must conform to the Electricity Supply Regulations 1988 (as amended).
- Event organisers must abide by the Trade Descriptions Act 1968, which stipulates that you must not advertise a service you cannot actually deliver.

If details of clients or donators are kept then the CIO must comply with the Data Protection Act 1998, which covers confidentiality issues surrounding the retention of personal information.

Anyone working with children is subject to a disclosure check carried out by the Disclosure and Barring Service (DBS). Other legislation in this area includes:

The Children Act 1989 (as amended in 2004) establishes standards for out-of-school care and applies in England and Wales.

The Care Standards Act 2000 transferred the responsibility for regulation of out-of-school childcare providers to the devolved regulatory bodies.

In Wales, the Childminding and Day Care (Wales) Regulations 2010 apply. Clubs for the under-eights that operate for longer than two hours per day or, in the case of holiday clubs, for more than five days a year, must be registered with a regulatory body such as the Office for Standards in Education (Ofsted).

Any café/food offering will have to adhere to food preparation and sale as follows:

- Supply of Goods and Services Act 1982
- The Sale and Supply of Goods Act 1994
- The Consumer Protection Act 1987.
- The Food Safety Act 1990 (Amendment) Regulations 2004
- The Price Marking (Food and Drink services) Order 2003
- The Food Safety (General Food Hygiene) Regulations 1995
- The Food Safety (Temperature Control) Regulations 1995
- The Food Premises (Registration) (Amendment) Regulations 1993
- The Food Standards Act 1999
- The Food Labelling (Amendment) Regulations 2004.
- Sports accreditation may be sought from various recognised sports governing bodies.

4.10 Insurances

A block insurance policy is currently in place that incorporates public and employers' liability, buildings and contents insurance. The level of cover will be adjusted according to future developments, values and uses.

4.11 Future Staff Requirements

Neither the Boys and Girls Club or the Friends of the Berwyn Centre employ any staff currently. All project activity to date has been driven by volunteers. However, staffing requirements will be needed to co-ordinate and develop the project. The likely job to be created will be that of a Project manager to oversee the management of the tasks ahead. Once the building is refurbished the role of Project manager would be modified to perform the ongoing function of Centre Manager/Co-ordinator. The role would be a part time position but should targets be achieved and financial incomes exceeded the role could be extended to full time.

The position will be filled by an appropriately qualified person. Initial salaries will be met by either working capital funding or a grant scheme (Lloyds Bank has been outlined as offering grants for project officers) but it is planned that

after 3 years trading any paid staffing would be maintained from earned income.

The Boys and Girls club will continue to receive voluntary support from the committee and other members of the local community and both volunteer numbers and the range of help provided is planned to be increased.

The aim of the CIO moving forward is to have 10 volunteers offering 3 hours per week within year one. This will increase to 15 volunteers in year 2 and 20 in year 3 all offering 3 hours per week. All of these hours will be recorded for Timebanking purposes (see section 4.20).

4.12 Employment Policy

In all matters relating to future staff employment, the new social enterprise will give utmost consideration to the preservation of good staff relations, training, development and employment best practice. Where possible, local candidates will be sought for any employed positions.

4.13 Training Policy and Plan

Trustees and the manager will ensure that training requirements of themselves, volunteers and staff are monitored on a regular basis and that relevant training/development is provided where necessary or beneficial.

4.14 Equal Opportunities Policy

The CIO will provide a community facility for the benefit of the people of Nantymoel and the surrounding area without distinction of sex, age, sexual orientation, race, or political, religious, or other opinions.

4.15 Health and Safety Policy

The CIO will be committed to ensuring the health, safety and welfare of the public, its committee, other building users and any employees. It will ensure that its statutory duties are met at all times. Each trustee member, volunteer and employee will be given such information, instruction and training as is necessary to enable the safe performance of activities. It is the duty of the trustees and the manager to ensure that all processes and systems are designed to take account of health and safety.

4.16 Welsh Language Policy

The CIO will be committed to the promotion of the Welsh language. Signage will carry both Welsh and English and where and when possible the public, and visitors may be conversed in Welsh if they wish this. Bilingual facilities, such as translation can be arranged. Also, new employees with bilingual skills would be preferred if other required attributes are also possessed.

4.17 Environmental Policy

The existing building and proposed development are intended to become a model for environmentally friendly community use. Where possible the centre will be regarded as a site of best practice and education with regards to environmental and energy reduction issues.

The CIO's environmental and energy policies will include the following:

- Undertaking activities that are respectful of the natural environment and which seek to protect it
- Imparting knowledge indicating a caring, environmental stance
- Developing customers, suppliers and other stakeholders own responsibility and knowledge for protection of the environment
- Advising customers, suppliers and other stakeholders where possible on processes or options which help preserve the environment
- Choosing the most environmentally friendly route where requirements and economics allow
- Recycling and/or reusing materials used
- Disposing safely and correctly any waste products which may be harmful to the environment
- Saving energy where possible.

4.18 IT and eBusiness Policy

The organisation is committed to the appropriate use of IT in delivering services and facilities to the community. A review of current IT usage and improvements to delivery would take place annually.

4.19 Confidentiality Policy

The CIO will adhere to the Data Protection Act in all matters relating to customer, visitor, stakeholder and employee information that may be held. No information will be disclosed to third parties without the prior knowledge and consent of the persons concerned.

4.20 Volunteering & Timebanking

Currently, the Nantymoel Boys and Girls club have a vast number of unaccounted volunteer hours including time for coaching, club organisation and governance decisions. This volunteer time has a matched funding value if it is properly captured and authenticated.

As part of a philosophy to involve as many people voluntarily, and cohesively, in the project the CIO will develop a coherent and consistent volunteering strategy. This may be supported by the establishment of a time-banking system to encourage, recognise and value volunteer time commitment and effort. Currently, the CIO has no measurement of the amount of volunteer time from which it benefits, but all are committed to doing so to try and generate match funding but also to demonstrate its societal/community value. It will be part of the role of the project/centre manager appointed to help collate this information.

The Boys and Girls club have a natural synergy with the youth of the area. The CIO is especially keen to engage with young volunteers (up to age 25) who it will register with the Millennium Volunteers Award, to further recognise and acknowledge their contribution. If calculated and audited correctly, such volunteer time can accrue a value which may be used as match funding in some grant schemes.

Moving forward, the aim of the CIO is to have 10 volunteers offering 3 hours per week. This will increase to 15 volunteers in year 2 and 20 in year 3 all offering 3 hours per week.

Millennium Volunteer award - Millennium Volunteers (MV) is an award programme supporting young people to make a commitment to volunteer for 200 hours in their community. It encourages 14-25 year olds to build on existing skills and interests and to gain new experiences by giving their time to worthwhile and well-organised volunteering activities. Their efforts are recognised through a 50 and 100 hour Certificate and 200 hour Award of Excellence signed by the First Minister of the Welsh Assembly Government.

Furthermore the CIO will actively promote the benefits of joining the GwirVol initiative.

GwirVol - is an initiative for young people aged 14-25. (www.gwirvol.org)
GwirVol's core aims are to:

- Increase the number and the diversity of young people volunteering in Wales.
- Increase the number and accessibility of quality volunteering opportunities for young people in Wales to ensure they get the most from their volunteering experience.

GwirVol seeks to be the leading group on issues that effects youth volunteering and be the “go to” for such issues, campaigns and research.

(NB: **Timebanking** is a means of exchange used to organise people and organisations around a purpose, where time is the principal currency. For every hour participants ‘deposit’ in a time bank, perhaps by giving practical help and support to others, they are able to ‘withdraw’ equivalent support in time when they themselves are in need. In each case the participant decides what they can offer. Everyone’s time is equal, so one hour of my time is equal to one hour of your time, irrespective of whatever we choose to exchange. Because time banks are just systems of exchange, they can be used in an almost endless variety of settings.)

As part of its development plans the CIO will take further advice from organisations such as Spice who can provide advice and guidance on how to establish a local timebank (www.justaddspice.org).

4.21 Governance

Decision making and governance will be provided by a committee made up of experienced personnel representing existing members of the Nantymoel Boys & Girls Club, the Friends of the Berwyn and the wider community.

Under the guidance of the Wales Cooperative centre the two groups have come together and formed a Charitable Incorporated Organisation. The newly formed CIO is called the Nantymoel Boys and Girls Club and Community centre.

There is a common will and commitment for these diverse groups to work together to achieve common aims. However, it is accepted that working together on a large project represents major organisation transition and opportunity and risk. All CIO members accept that there are likely to be new skills required in developing and running new, versatile, diverse, large community facilities. Consequently, in the short to medium term the steering group is receptive to undergoing a Board Profiling exercise to determine competencies and identify gaps in skills, knowledge and behaviours likely to be needed to bring this major development project to fruition.

4.22 Cross Cutting Themes

The CIO's position with regard to key cross cutting themes (such as those that are integrated into Welsh Government strategy and the 2014-2020 structural funding programmes) are as follows:

Equal Opportunities and Gender Mainstreaming (EO&GM) – The CIO will develop appropriate policies and procedures around equality, diversity, and inclusivity, and will seek assistance on this from organisations such as the Wales Cooperative Centre.

Tackling Poverty and Social Exclusion (TP&SE) – The project area will serve mixed communities ranging from several Community First clusters, to others that may be financially better off, but may still be subject to deprivation in terms of access to services (as denoted by the Welsh Index for Multiple Deprivation). The overall project strategy is about improving facilities, community engagement, achieving inter-generational engagement, and providing opportunities for job creation, skills development and volunteering.

Sustainable Development and the Environment – All activities will be undertaken with a strong environmental consciousness, and assistance will be sought to develop an achievable environmental strategy. Inclusive in this strategy will be reuse and recycling of materials, use of renewable energy, minimising environmental impact and the Memorial Hall's carbon foot print, and compliance with the latest environmental building requirements and encouraging low carbon travel.

Information Communication Technology – Implicit in the set up and running of the project, and its later transition to become a sustainable

business will be effective use of ICT. This will be incorporated in areas such as back office systems, community engagement, marketing, capturing and reporting against management information, site security and connectivity (i.e. superfast broadband and Wifi).

5. The Market

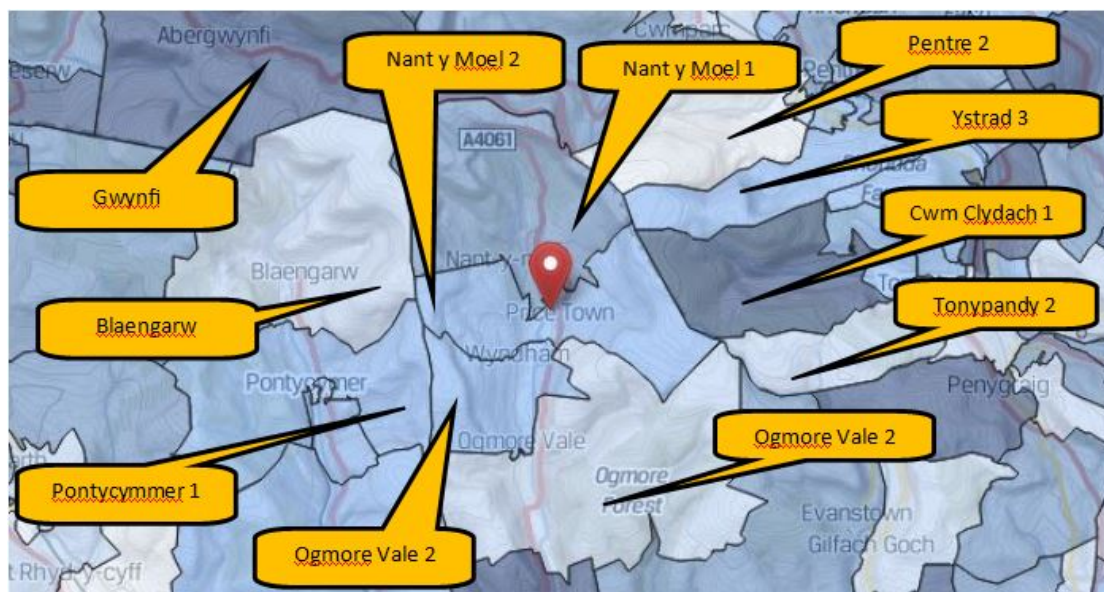
5.1 Market Overview

Welsh Index of Multiple Deprivation (WIMD 2011)

Wales has been divided into 1,909 areas each having roughly the same number of people. These are known as Lower Super Output Areas (LSOA). The Nantymoel is split into 2 areas 1 & 2. The Nantymoel Boys and Girls club is within the SOA - W01001025: Nantymoel 2. Deprivation scores have been worked out for each of these areas 1 & 2.

Deprivation is a wider concept than poverty. Poverty means not having enough money (or other essentials) to get by. Deprivation refers to problems caused by a general lack of resources and opportunities (not just money). The 7 indexes on which the WIMD ranked deprivation are shown below with the Nantymoel results shown. For each index Nantymoel is given a rank which relates to where it is ranked in relation to the 1,909 areas within Wales with a score of 1 meaning that the area is the most deprived and a rank of 1,909 least deprived in Wales. The actual ward in that the Memorial Hall is in is highlighted in Green, it is however a matter of 50 feet from the other ward (Nantymoel 1).

Ward map image below,



Nant Y Moel

	Income	Employment	Health	Education	Access to services	Community Safety	Housing	Physical environment	Overall Index
W01001024: Nant-y-moel 1	429	308	229	176	935	649	1,036	1,890	347
W01001025: Nant-y-moel 2	596	465	322	281	1,668	969	1,596	948	542
W01001042: Pontycymmer 1	467	470	629	321	1,540	564	726	1,865	551
W01001043: Pontycymmer 2	569	322	320	368	469	714	1,357	1,698	425
W01001033: Ogmores Vale 1	801	694	884	568	1,412	1,134	1,664	320	833
W01001034: Ogmores Vale 2	539	320	408	417	1,255	876	1,291	628	485
W01000978: Blaengarw	507	411	488	629	1,447	918	703	1,906	604
W01001166: Cwm Clydach 1	197	214	210	123	410	656	273	1,874	184
W01001214: Pentre 2	1,189	991	980	1,438	1,649	975	1,839	1,362	1,424
W01001271: Treorchy 3	464	294	184	763	378	486	574	1,584	367
W01001287: Ystrad 3	326	438	157	689	969	689	752	750	391
W01001248: Tonypandy 2	866	663	601	683	1,340	613	533	566	749
W01000930: Gwynfi	223	138	172	116	348	1,027	1,020	1,899	177

1909
lowest 25% Red text

Nant Y Moel

	Income	Employment	Health	Education	Access to services	Community Safety	Housing	Physical environment	Overall Index
W01001024: Nant-y-moel 1	22%	16%	12%	9%	49%	34%	54%	99%	18%
W01001025: Nant-y-moel 2	31%	24%	17%	15%	87%	51%	84%	50%	28%
W01001042: Pontycymmer 1	24%	25%	33%	17%	81%	30%	38%	98%	29%
W01001043: Pontycymmer 2	30%	17%	17%	19%	25%	37%	71%	89%	22%
W01001033: Ogmores Vale 1	42%	36%	46%	30%	74%	59%	87%	17%	44%
W01001034: Ogmores Vale 2	28%	17%	21%	22%	66%	46%	68%	33%	25%
W01000978: Blaengarw	27%	22%	26%	33%	76%	48%	37%	100%	32%
W01001166: Cwm Clydach 1	10%	11%	11%	6%	21%	34%	14%	98%	10%
W01001214: Pentre 2	62%	52%	51%	75%	86%	51%	96%	71%	75%
W01001271: Treorchy 3	24%	15%	10%	40%	20%	25%	30%	83%	19%
W01001287: Ystrad 3	17%	23%	8%	36%	51%	36%	39%	39%	20%
W01001248: Tonypandy 2	45%	35%	31%	36%	70%	32%	28%	30%	39%
W01000930: Gwynfi	12%	7%	9%	6%	18%	54%	53%	99%	9%

Key: Bottom 10%
Bottom 25%
Bottom 50%

The 2 tables above show that the Nantymoel areas overall score ranks in or the bottom 28% or below in the whole of Wales. More specifically Nantymoel ranks in the bottom 25% for Employment, Health, Education, and in one part Income. Nantymoel 1 scores in the lowest 10% for Education.

Nantymoel 1 scores in the lowest half of the table for Access to Services. This index specifically looks at local amenities and the ability of residents to reach these in an acceptable time frame using public transport. This statistic further strengthens the need to provide local amenities in the Memorial Hall to help address this situation.

Education

Adult education and training for work based skills has seen large growth in recent years. This is particularly pertinent to as a potential revenue stream by renting out space to learning providers, via outreach. Employers and business owners are gradually recognising the importance of having a skilled workforce, while employees have also realised that work-based training can be of benefit to them. An important aspect of delivering “new” learning to people is that it takes place in a non-academic environment. The organisation will take account of this requirement in its development and equip its facility accordingly.

Activities trends

Fitness and healthy living clubs, in particular, have benefited from the media coverage of childhood obesity, which is on the increase in the UK and second only to the US worldwide. This trend indicates that above and beyond the currently successful karate, fitness and Boys and Girls Club activities there is potential to stage more sport or active leisure events at the Memorial Hall, especially involving the older generation.

5.2 Customer Profile

Current Customers – a number of groups utilise the Memorial hall as follows;
The Nantymoel Boys & Girls Club – as owner of the premises, they regularly open the Hall to its youth club members on a Monday Wednesday and Friday between 4pm and 8pm

Karate club – Use the Hall on a Tuesday and Thursday from 6pm to 8pm and for a couple of hours on the weekend.

Occasional Hire – The Hall is occasionally hired by the junior rugby club for parties and events.

Poll Station – The Hall is used as the polling station for election and voting purposes.

Future Customer Commitment:

The Memorial Hall has historically been used by a number of community groups (From 2014) as detailed below: (Note these groups form part of the financial plan)

- Boys & Girls club
- Play Group
- Karate
- Sewing
- Social Service
- Wellbeing Class (12 Weeks)
- Counsellor supervision Fortnightly
- Bridges Want to work
- SHOUT - Engaging older People
- Citizens Advice Bureau
- Art Class
- Learn Direct
- Bingo

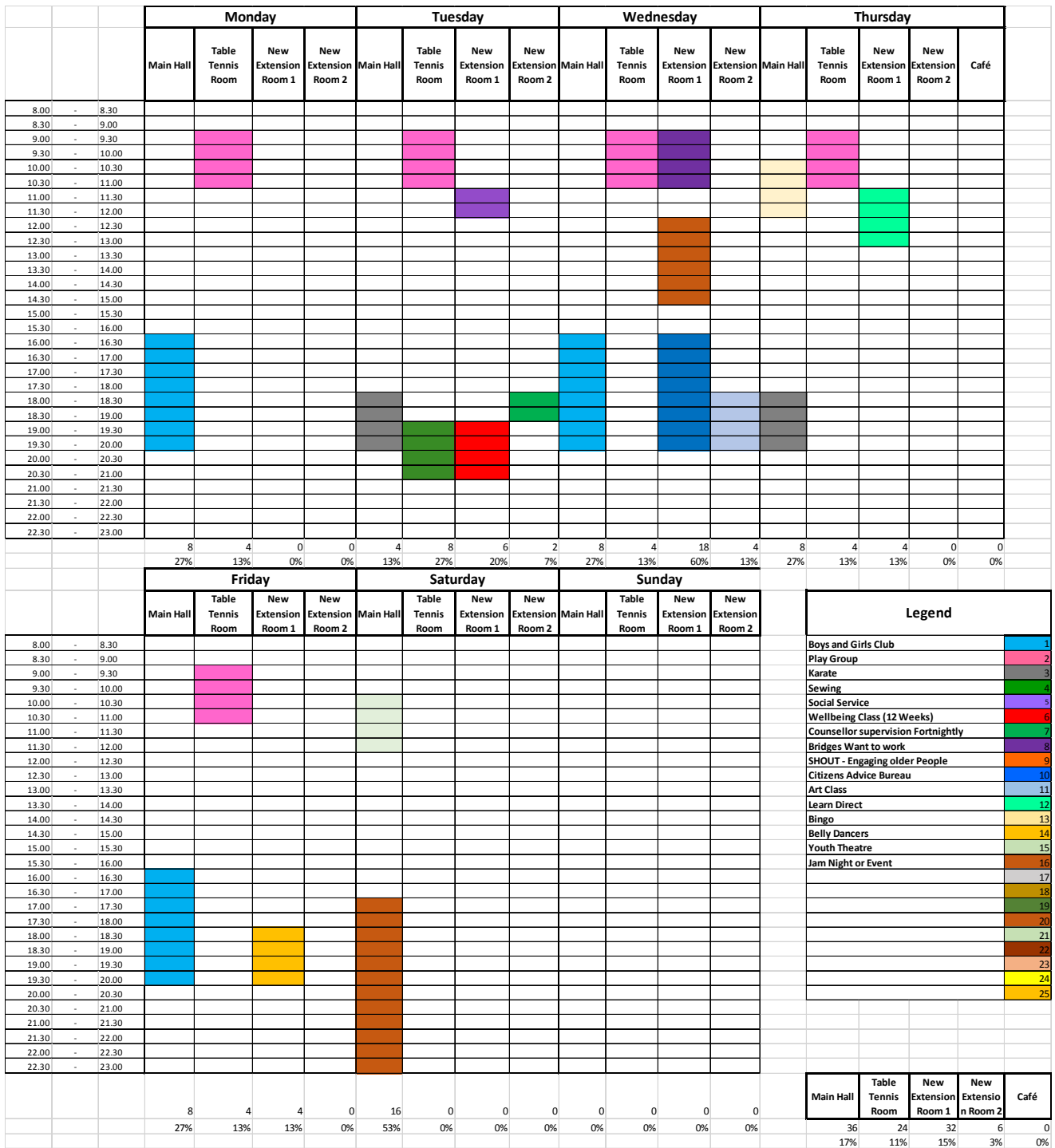
- Belly Dancers
- Youth Theatre
- Monthly Jam night or event

Other local groups to be approached include (These groups are not included in the financial plan)

- Ti a Fi Playgroup
- Foot Clinic (Every other week)
- Meditation Monthly
- Fitness
- Kids Knitters
- Card Craft
- Sugar Craft
- Welsh Class
- Adult Theatre

In addition there are various other uses for its developed facilities that the CIO will target/aim to attract.

Based on the groups listed above a timetable of building use is outlined below. The usage will be phased in from opening in April 2018 over a 21 month period. Please refer to the financial plan to demonstrate how this would happen and what financial impact this has on the CIO.



The CIO aims to assist all local community groups as itemised above and provide a fit for purpose, pleasant meeting place. The organisation will also act as a catalyst for new groups and activities with the community.

Further additional users of the building will likely come from

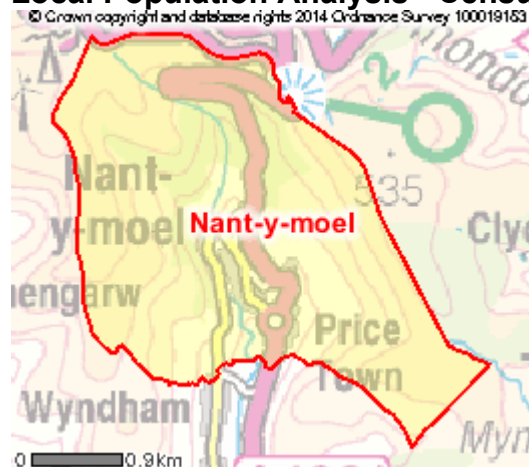
- Dancing clubs – Line dancing, Salsa, Irish, Rock n Roll, Jive, Tea dances
- Art Craft clubs – Painting, Needlework, Quilting, Camera, Flower arranging

- Other clubs – Writing, Book Club, Singing, Choirs rehearsals, Pop band rehearsals, Poetry
- Learning & evening classes – A range of classes to be supplied by BCBC outreach learning.
- Markets / Sales – Craft Market, Art Exhibitions, Antique Fairs, Farmers Markets, Bric a Brac. These could be a one off sale or regular monthly/quarterly events.
- Entertainments nights – This is where people hire the venue and include activities such as Comedy Nights, Concerts, Talent Shows, Cabaret nights, Youth Discos, Bingo, Whist/Bridge drives, Beetle Drives, Karaoke, quizzes etc

The CIO will, as mentioned already, promote and encourage the use of the Welsh language and provide opportunities for the acquisition of the language from non-Welsh speakers.

In particular, the CIO wants to encourage more young people to become involved in activities to nurture “life skills” such as leadership, community orientation and so on. In the longer term this may assist to retain local youth in gainful employment locally rather than having to relocate to find work. The CIO will increase its youth representation on various committees and encourage more youngsters to become involved as per the section within this report on volunteering and timebanking.

Local Population Analysis - Census 2011



As all members of the local community are potential users of the centre it is important to understand the population of the area.

At the time of the Census in 2011, the resident population of LSOA Nantymoel W01001024 & 1025 was 2344 of whom 48% were male and 52% were female. This compared with a resident population in Bridgend of 139,178 people, of whom 49% were male and 51% were female. The majority of the population of Nantymoel are 45 plus

with 679 people younger than 24 years old.

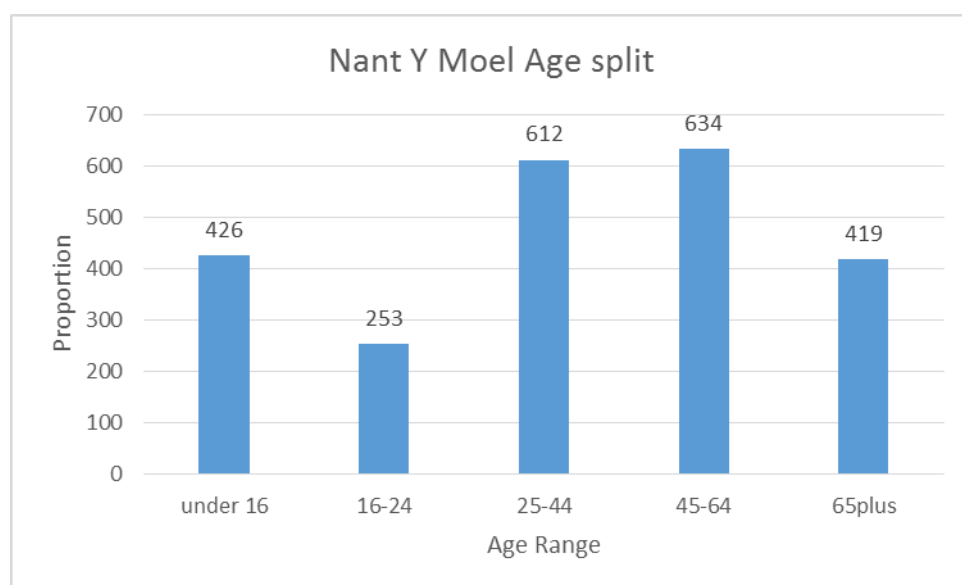
Population information for Bridgend and Nantymoel is detailed below.

	All	Male	Female
Bridgend	139,178	68,789	70,389
		49	51

	all	under 16	16-24	25-44	45-64	65plus
Bridgend	139,178	25,288	15,018	36,363	37,655	24,854
	%	18	11	26	27	18

	All	Male	Female
Nant y Moel W01001024	1,144	568	576
Nant y Moel W01001025	1,200	568	632
	2,344	48	52

	all	under 16	16-24	25-44	45-64	65plus
Nant y moel	2344	426	253	612	634	419



Frequency of attendance at events in Bridgend County

In 2010 the Arts council of Wales conducted a major survey into peoples' attitudes and attendance at events. The following data comes from the Arts in Wales 2010 survey – available online at <http://www.artscouncilofwales.org.uk/what-we-do/research/latest-research/arts-in-wales-survey-2010>

The figures are specific for Bridgend County.

Those details are as follows

Frequency of attendance - Any art form (excluding cinema)		Population of Nant y moel 2344	Population of Bridgend 139,178	Sum of Highlighted Percentages
Once a month or more	10%	234	13918	
Once every 2-3 months	12%	281	16701	
2-3 times per year	32%	750	44537	54%
Once a year	25%	586	34795	
Less often	4%	94	5567	
Never	15%	352	20877	

Location of most recent attendance		Population of Nant y moel 2344	Population of Bridgend 139,178	Sum of Highlighted Percentages
Somewhere in your local neighbourhood	33%	774	45929	
Somewhere in your local authority	15%	352	20877	48%
Somewhere in your region	38%	891	52888	
Elsewhere in Wales	4%	94	5567	
Rest of UK	10%	234	13918	
Abroad	1%	23	1392	

Specific activities attended	Base Size	At least once every 2-3 months	2-3 times per year	Once a year	Less often	Total Attend	Never	Potential Local Audience (1266) (54%)	Potential Local Audience at the 48% recent local	Potential Attendance of local audience 2 to 3 times a year or more
Go to a cinema to see a film	314	27%	29%	11%	7%	74%	27%	937	450	252
Go to a musical (not an opera)	314	4%	14%	21%	7%	46%	55%	582	280	50
Go to an opera	314	2%	2%	5%	3%	12%	88%	152	73	3
Go to a ballet	314	0%	1%	6%	3%	10%	89%	127	61	1
Go to contemporary dance performances	314	1%	2%	6%	3%	12%	88%	152	73	2
Go to plays	314	3%	12%	13%	7%	35%	65%	443	213	32
Go to classical music concerts or recitals	314	1%	7%	7%	3%	18%	82%	228	109	9
Go to Jazz concerts or performances	314	0%	2%	6%	3%	11%	88%	139	67	1
Go to folk,	314	1%	6%	6%	3%	16%	83%	203	97	7

traditional or world music											
Go to other live music	314	13%	25%	16%	4%	58%	42%	734	352	134	
Go to arts or craft galleries or exhibitions	314	5%	18%	16%	6%	45%	56%	570	273	63	
Go to reading, storytelling and other literary events	314	2%	2%	6%	2%	12%	88%	152	73	3	
Go to carnivals and street arts	314	1%	7%	32%	4%	44%	55%	557	267	21	
Go to a circus (not involving animals)	314	0%	2%	15%	6%	23%	78%	291	140	3	
Go to an arts festival	314	1%	3%	19%	6%	29%	70%	367	176	7	
Go to a pantomime	314	0%	1%	30%	7%	38%	62%	481	231	2	

For clarity this is how the figures have been calculated in the above tables,

- The local population of Nantymoel is 2344. Of which 54% attend an event 2/3 times a year or more which equals 1,266.
- Of the 1,266 local population who attend events 48% of them attend an event locally.
- This figure has been broken down into specific events. We use the “Go to other live music” as an example.
- It can be seen that the total attendance of this category is 58%, therefore 734 go to live music.
- Of the 734 that go to live music 48% attend an event locally. Therefore, approximate, available audience for local live music is 352.
- Finally, when drilled down to specifically music, it can be seen that 38% go at least once every 2 to 3 months. Giving us a potential attendance figure locally of 134 people.

These figures are a good guide for attendance at an event and should only be treated as a guide. For example the figures for “Go to a pantomime” are very low, if the pantomime had local children appearing in it then attendance figures would naturally be significantly higher.

5.3 Competition Analysis

The CIO does not intend competing with other local venues. Its intention is to collaborate with and compliment other community venues by providing services and facilities not commonly available. The CIO intends developing its “offerings” with consideration to those offered by:

1. Other Local Community / Village / Church Halls
2. Council Run Leisure Centres

3. Local Privately Owned Hotels With Function / Leisure Facilities
4. Sports and Social clubs

Other Local Community Centres

Other community facilities locally tend to be outdated and do not have the aesthetic appeal, the main hall space, number of different rooms or the flexibility that a refurbished Memorial Hall will offer. The list below shows the other community venues in the area:

Wyndham B&G Club – A local boys and girls club that specialises in field sports (Football etc)

Calvary Baptist Church – A small Baptist church offering activities with a Christian basis.

Horeb Baptist Chapel - A small Baptist church offering activities with a Christian basis.

Bryant OAP Centre/Community centre – A community centre that has offered childcare facilities. The centre is effectively closed at this time.

Nantymoel Bowling Green & Community Centre – A building offering community centre facilities but effectively only operates as a bowling club and is closed the rest of the time.

Non Political Club – A social club offering a bar and occasional musical entertainment located in Ogmore.

Nantymoel Social club (Top Club) – A social club opened in 1929 offering a bar and occasional musical entertainment.

Nantymoel Primary – Offers after school clubs

Ogmore Valley Life Centre - A social enterprise that runs many sports centres one of which is in Ogmore.

Community Café - Cwrt Gwalia Ogmore Vale operates on a Friday out of the Valley life centre.

A more detailed analysis of the activities offered by all these spaces is detailed in the appendix.

Leisure Centres

Due to the leisure facilities that are to be offered by the CIO, within the Memorial Hall, it is important to understand the facilities offered by the leisure centres within the area which are the closest. Although the CIO will not be competing with the more specialised sports provision such as Tennis, Squash, Swimming Pool etc the more general leisure centre services may provide similar activities.

Most of the activities offered by the Valley Life centre in Ogmore are detailed within the table in the appendices. It is important to note, however, that for the WIMD data the LSOA in which the Centre is located ranked in the bottom 50% for 'Access to Services' of which access to a leisure centre is one part.

5.4 Competitive Advantage

Competitive advantage, contributing to a sustainable “business”, will arise from a combination of factors:

- Clarity of vision from the newly restructured committee of the CIO towards how the new premises will function
- Continuous commitment of the committee members moving forward
- Provision of cost effective services (not cheap but providing value for money)
- Detailed local knowledge of what facilities Nantymoel and the surrounding areas require.
- Commitment to the development from many stakeholders, existing and potential future users
- The creation of the new facility will augment existing social provision not displace it.
- The refurbished facility will be a modern, multi-functional, flexible and environmentally friendly facility
- Range of facilities offering wide appeal and allowing opportunities for cross fertilisation
- New CIO status of the new facility allows access to funding for essential development works where appropriate

5.5 External Influences

The PESTLE analysis below details those external factors that will have a bearing on how the organisation will trade in the future. By identifying these factors the CIO can either capitalise on these external factors or take mitigating action to avoid them or reduce their impact.

PESTLE Analysis:

POLITICAL

- Welsh Assembly & BCBC committed to development of communities & social enterprises
- Welsh Assembly & BCBC committed to development of sustainable community venues
- No major policy changes anticipated to reverse trends of supporting social/community enterprises in the future apart from need for greater sustainability
- Welsh Assembly stated commitments to increasing Necessity and Opportunity entrepreneurialism in Wales (for private and not for profit sector)
- Reasonably stable political climate in Wales encouraging significant inward investment.
- Ongoing commitment to regeneration in key areas in Wales, although certainty beyond 2018 not known.
- Future funding may be affected by accession of Eastern European countries to EU and the BREXIT vote
- Support for bilingualism in Wales
- Government commitment to its public services agenda may influence use of facilities by likes of educational/social and health services.

ECONOMICAL

- The Memorial Hall is in an area that can apply for Section 106 money and monies from the LEADER programme
- Grant provision can be available for capital and revenue projects. Better chance of success if future is shown to be economically sustainable
- Services offered must be affordable for the local community and wider audience
- Need to cover running costs of community venue to achieve a breakeven / profit
- Economies of scale if purchasing multiple items (like tables, chairs)
- Potential of rate relief
- Tax benefits through non profit making status Subsidised consultancy fees for SME's through central funding schemes.
- Salary/earnings levels in rural areas are below the Welsh average.
- National minimum wage

SOCIOLOGICAL

- Comfort level of developed premises. It needs to be warm, welcoming and "fit for purpose" to satisfy user expectations and requirements
- Future branding of The Memorial hall is important to generate community appeal to use facilities
- Societal factors like increasing divorce rate, single parents etc may influence the type and amount of usage from the likes of social services organisations
- Nantymoel and surrounding areas rated very poorly in the indexes setting out the basis for access to services deprivation data as set out in WIMD.
- Adult education and training for work based skills has seen large growth in recent years
- Media coverage has increased concern over childhood obesity which has resulted in demand for increase healthy living and fitness based activities

TECHNOLOGICAL

- Broadband connectivity – may be required to attract business use and provide additional services/benefits for youth clubs etc
- Wireless connectivity and user set up in various meeting rooms.
- Growth and knowledge of WWW amongst business and domestic users. Good means to advertise The Memorial Hall
- Exponential growth in usage of the internet
- Widespread usage of email and social media for instant communication
- High tech nature of security and alarm systems linked to police/fire stations etc
- IT proficiency increasing across all age groups, especially school age children
- Video conferencing now reasonably commonplace although multiple phone lines needed.
- Use of Wireless technology can prevent need for "hard" IT wiring thus providing

	<p>versatile and multiple simultaneous user internet usage.</p> <ul style="list-style-type: none"> • Ubiquity of mobile phones, may do away with the need to have telephone land line
<p>LEGAL</p> <ul style="list-style-type: none"> • Public liability Insurance for visitors/users of the premises • Compliance with Data Protection Act re storage of addresses, contacting people etc • Compliance with Disability Discrimination Act – re physical characteristics of the premises • Security controls and protocols for aspects such as key holders • Correct interpretation and application of planning requirements • Numbers allowed in the premises re planning and fire regulations • Tenancy/frequent user agreements may be required • Testing of electrical equipment re public usage • Food preparation on premises for wider consumption must be done with consideration to food hygiene and food preparation guidelines • Employment contracts and employees statutory rights 	<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Efficiency of heating systems to heat premises for intermittent use • Recycling policy of consumables, paper etc • Usage of low energy and materials with high insulation qualities • Modern thermostatic and zoned heating systems can reduce fuel usage significantly • Creating a building with a low energy footprint is good practice and makes commercial sense in the long run • Awareness of public organizations re choosing venues that are environmentally friendly • Availability of grant funding for projects that are environmentally beneficial • Planning sensitivities.

6. Marketing

6.1 Message

The core message to be promoted is that the developed Memorial Hall provides modern, cost effective, inclusive facilities suitable for a wide range of uses by the local community and surrounding wards plus other Bridgend residents and visitors to the area.

6.2 Positioning

The centre is aimed at residents and organisations within Nantymoel and the surrounding areas who have a social, welfare, business, educational or leisure requirement involving a number of people.

6.3 Branding

The branding for the Memorial Hall will be developed and professionally displayed across all media such as business stationary, building signage, web site and advertisements. The Memorial Hall is at the heart of the Community and provides a focal point for community activities. As such, branding should focus on openness and the welcoming attitude of all members of the community, and encourages all locals, tourists and visitors to become part of that community. The Hall will be identified as a place where all may gather in a welcoming, relaxing and engaging environment, whether attending as a centre for leisure and social activities or a place of learning. In the future, the Memorial Hall will be marketed to businesses, learning providers and event organisers as a high-quality facility providing all that is needed for meetings, conferences, educational activities and events.

As such, the Memorial Hall will endeavour to engender the following emotions or brand values amongst its employees, customers, trustees and wider stakeholders. It is hoped that all will attribute the Memorial Hall with the following values:

1. Comfortable
2. Accessible
3. Inclusive
4. Provides good quality, sought after services
5. Friendly helpful service from responsive staff (paid and voluntary)
6. Encourages a desire to return and to inspire customer loyalty
7. Is memorable, for all of the right reasons
8. Good atmosphere
9. A good place to meet, socialise, drink and eat
10. Value for money
11. Relaxing and welcoming
12. Interactive and participative
13. Listens and responds to customer feedback
14. Adaptable and versatile.

6.4 Pricing Objectives

Hiring prices are set at a level that will allow the CIO to cover all its costs (including any salaries, insurance and basic equipment) and build a reserve in order that ongoing maintenance and future capital requirements can be self-funded.

6.5 Price Determination

Outlined prices in the accompanying financial projections have been benchmarked against other local alike providers; hiring prices are listed below:

Main hall - £14.00 per hour
Community Police room - £14.00 per hour
Kitchen Hire - £14.00 per hour
Training room - £14.00 per hour
Table Tennis room - £14 per hour

Pricing for other revenue streams such as in the café, income from events etc reflects realistic values found elsewhere.

6.6 Price Adjustment Strategies

Prices will be reviewed each year and adjusted in line with costs, inflation and revenue. The pricing objective will remain to achieve a minimum of breakeven.

For each of the services offered discounts will be given for long term hire commitments.

6.7 Marketing Methods

The CIO will use a number of marketing media to promote its new services and facilities. Published marketing will be bilingual.

POINT OF SALE - Point of sale signage will be positioned directly outside the premises in a prominent, visible, position. Internal signage, carrying overall branding, will also be used to direct visitors to their chosen activity.

Point of sale in the form of free standing signage may also be designed to stand outside the premises at the main road entrance. Signage will communicate effectively the facilities offered by the building and existing clubs / forthcoming events together with contact details.

Once inside the building a notice board will give greater detail about existing clubs and forthcoming events as well as the rooms available to hire and a calendar of available dates.

There will be an A5 leaflet dispenser next to the notice board so that potential customers can take information away with them. This leaflet should be printed in house and summarise the rooms available and the hire rates

together with regular clubs and any one off events in the near future. This information can be updated on a regular basis without the need for costly print runs.

Additional areas within Nantymoel will be designated as information points, where local residents can pick up leaflets on energy saving, council tax, local services, environmental issues and events and activities held locally, for example.

LOCAL LEAFLETING - Leaflets carrying appropriate branding will be developed listing the new facilities and clubs using the Centre. These will be distributed to every house, business and community organisation within The Ogmere Valley and the surrounding areas. The committee will endeavour to secure voluntary help so that this can be achieved quickly and efficiently at low cost.

It is estimated that due to the large number of leaflets it would be cheaper to get these printed professionally rather than printing in-house. Further cost savings could be made by asking for help from the local community in the design and desktop publishing of the leaflet so that a print ready design could be sent to the printers.

A leaflet should also be produced that could be distributed over a larger area. This would be aimed at being displayed in commercial, community and tourist attractions throughout Bridgend to encourage tourism use and make the wider population aware of the services offered.

DIRECT MAIL - Upon completion of the development, the CIO will target sectors such as schools, adult education providers, local activity providers, music teachers & bands, sports clubs, other recreation clubs (such as dance groups) etc, to raise awareness. A small cross section of each of these groups should be targeted and responses monitored.

WEB SITE AND INTERNET PROMOTION – A new dedicated website for the CIO should be created, this will be a useful marketing tool, and provide the CIO with scope to explain its aims and detail its activities, facilities and the events taking place. Staff would ensure that it actively promotes the website by having the web address printed on all promotional literature and stationery. Eventually, online bookings and enquiries of facilities should become a feature of the website. The CIO should also set up a social media presence through areas such as Facebook, Twitter etc to gain an important (and free) presence through this medium. The social media presence should promote all the centres activities and facilities and not focus singularly on the Boys and Girls Club.

Current Social Media sites for the Memorial Hall include:

<https://www.facebook.com/mem.nantymoel.5>
<https://www.facebook.com/mem.nantymoel>

Website for the boys and girls club -
<http://nantymoelboysandgirlsclub.weebly.com/about.html>

There is no specific website for the Memorial Hall currently and this is proposed for the new development to help publicise its facilities and events. Linked to the website will be full information promoting the boys and girls club.

DIRECTORY LISTINGS / BUSINESS MEMBERSHIPS – The Memorial Hall should secure a listing in local business directories, both online and in hard copy, as these are often the first point of reference used by potential clients seeking a venue. Yellow Pages (www.yell.com) and Thomson Directories (www.thomweb.co.uk) are two of the best-known national directories and offer free online basic listings. There are also a host of regional directories and information sources about South Wales on which, because of its community status, The Memorial Hall should be able to gain free listings and links to its web site. These will include online directories listing conferencing and meeting room venues.

As well as internet based directories it will also be useful to register with local Tourist Information Centres, as they are sometimes approached to recommend venues for events and exhibitions. This will be particularly important in attracting clients who live outside the area.

WORD OF MOUTH - Word-of-mouth recommendation is crucial to the new community activities. The committee need to establish long-term relationships with key stakeholders and potential new clients and ensure that customer satisfaction is promoted and becomes the byword for the Memorial Hall.

LOCAL NEWSLETTER – The Memorial Hall will establish a membership list of individuals who have or intend to use the hall and its facilities, and those who are interested in finding out more information. A regular newsletter providing information about the new facilities and clubs should be regularly sent out to those interested parties/individuals. This will also be an excellent medium through which to notify key stakeholders of the development's progress.

Ideally, this newsletter should be able to be sent by e-mail as this would reduce both material and sending costs. For this reason it is essential that procedures are put in place to secure this information from the recipients. Paper copies could either be sent or picked up by those without e-mail facilities.

BRIDGE FM – Bridge FM is a very popular and widely listened to media. It will be used appropriately to publicise general facilities and specific events.

6.8 Public Relations

Due to the nature of the development and its function as a community facility The CIO may be able to attract free publicity from local TV, radio stations and local newspapers. Prior/soon after opening a press release should be

prepared and sent to each of these. These will then be followed up with a phone call and an invitation to come and see the facility and get photographs/editorial and footage as appropriate.

In line with this, upon the project's completion an open day will be held where local residents, businesses and media are invited to the building. At this time, visitors may be invited to fill in a simple questionnaire to establish areas of interest for usage.

In addition to a grand opening day, the steering committee may wish to have an open day each year when they could invite all those who have used the premises to participate. This may mean a line dance exhibition, music from a local brass band and stalls from craft users selling their wares as well as the ability to sign up to the different leisure and educational opportunities or clubs etc. Although this will not generate direct revenue it will raise awareness of the building's function and may encourage cross fertilised activity where locals/visitors sign up to other activities at the Memorial Hall. The committee could also run stalls and raffles etc as well taking donations to fund the event and raise money for the premises ongoing upkeep.

It is important to note that publicity pre the centre's opening would be organised to begin raising awareness towards the development. This would use a variety of print and non-print media. This publicity would be aimed at encouraging custom and managing expectations as to the project's opening timescale.

7. Finance

7.1 Financial Projections

The CIO is very confident that a market exists for its developed and extended community facilities. As such, in the three years, the following revenue and profits are shown below.

This projection shows that the CIO can become non grant dependant and sustainable within 3 year of the development. It is also important to note that the profit figures include depreciation of furniture, equipment and computer equipment which illustrates that provision is being made for the replacement of these.

An analysis showing the breakeven levels over the period is shown below:

Financial Projections

Year	Projected Turnover	Projected Surplus
Year 1	£26,867	-£5,337
Year 2	£62,742	£11,446
Year 3	£83,143	£27,526
Year 4	£70,102	£14,593
Year 5	£73,180	£16,129

Assuming that the funding sources can be accessed successfully, this analysis illustrates that the CIO can be self-sufficient from trading income in year two.

It is important to note that retained profit will be used to establish reserves for future maintenance and repairs for the building.

7.2 Breakeven Analysis

The matrix below shows the approximate breakeven for the redeveloped Hall.

Breakeven Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
Income	£26,867	£62,742	£83,143	£70,102	£73,180
Variable costs	£6,233	£16,635	£19,735	£19,278	£19,541
Gross Profit	£20,634	£46,108	£63,409	£50,824	£53,639
Fixed Costs	£25,971	£34,662	£35,883	£36,231	£37,510
Net Profit	-£5,337	£11,446	£27,526	£14,593	£16,129
Breakeven income	£33,816	£47,167	£47,051	£49,974	£51,175

7.3 Existing Assets

The accompanying financials only show assets in the form of cash at bank of approximately £5,000 plus the £46,000 moved from the Friends of the Berwyn Centre Account (Upon approval from Charities commission). There is other value in terms of existing fixtures and fittings and the asset value of the building itself although there is no current valuation of these assets.

7.4 Funding Requirement

It is estimated that with the new build extension an approximate development budget of £267,000 is needed (inclusive of VAT)

An initial payment of £15,000 is required up front the remaining payments are made on a fortnightly basis over a 6 month period less a 5% final defects liability retention, which will be released 12 months after the works are completed.

7.5 Sources of funding

The following assumptions have been made in determining how financing will be accessed to fund the development.

Grant Funding:

Source	Amount
BCBC	£200,000
Cash at Bank from Berwyn Centre Reserve	£46,000
Other Funding*	£21,000
Total	£267,000

* Other Funding identified

Welsh Church Act	Up to £50k
Community Facilities Programme	Up to £500k
RCDF	Up to £160k inc £32k match
Garfield Weston	Up to £100k
Foyle Foundation	Up to £75k
Potential Sale of Land	£25k Approx.

BCBC - As previously outlined BCBC have £200,000 available to contribute to a new community facility within the Nantymoel area.

Friends of the Berwyn – Cash at bank for the friends of the Berwyn outline that £46,000 is available. This can be transferred across and spent on the project with Charity Commission approval. It is believed that this work will fit the requirements of the charity commission.

Berwyn Centre Land Sale – The Land that the former Berwyn Centre sat on has a residual land value. The land could be made available commercially on the open market or purchased by BCBC. An estimated value of £25,000 for its sale is calculated based on research into other local plot prices. The assumption is made that this sum helps future development costs.

7.6 Assumptions

- The assumptions on which the financial projections are based are listed in the accompanying financial projections.

Appendices

Other Community centre activities

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

Financial Assumptions

- Revenue Assumptions
- General Cost Assumptions

Financial Projections

- Profit and Loss
- Balance Sheet
- Cash flow forecast

New Nantymoel community facility consultation report

Other community activities in the immediate area see table below;

Name	Miles	Activities/Events	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Wyndham B& G Club	0.9 Miles	Arts/Crafts/Sports/Training/Leisure Activities/Excursions/Camping/Fun Days/Table Tennis/Football	6-9pm		6-9pm	6-9pm			
Calvary Baptist Church	1.3	Toddler Group, Kids Club, Teens Club, Outreach, Womens Breakfast	10-11.30 Toddler Group			6pm Kids Club. 7pm Teens Club	Lunchtime once per month Outreach Service	Womens Breakfast	
Horeb Baptist Chapel	0.2	Does Games, Craft, Snacks, Competitions/prizes Plus Space Club Ages 5 to 13	Film Club Every Monday in the summer	Club 4.30 - 6.30	Club 4.30 - 6.30	Food Bank 11-1.30pm - Club 4.30 - 6.30	Club 4.30 - 6.30		
Bryant OAP Centre/Community centre									
Bridges into work 2 - Valley Life Centre	1.4					9am-12			
Nantymoel Bowling Green & Community Centre	0.1	Toddler Group	Toddler Group 10-12 & 11-1pm			Toddler Group 10-12 & 11-1pm			
Non Political Club	1.3	Events & Weddings	Slimtone class	Zumba Class	Bingo	Quiz night		Event - Live music	Bingo and Lounger night
Nantymoel Social club	0.4	Events and entertainment							
Nantymoel Primary	0.1	Afterschool club - Animation, ICT, Netball, Cross Country							
Ogmore Valley Life Centre	1.3	Gym, Exercise classes, racket sports, Sports Hall, Childrens Activities, Gymnastics, Birthday Parties, Creche, GP Referrals, IT Training Suite, Cyber Café, library PLUS - Yoga, Abs, Pilates, Salsa, Cheerleading, Gymnastics	Kettle Bells 6-7, Circuits 7-8	Creche 9-10&10-11am, Boot camp 9-10am, Legs Bums and tums 6-7pm	Zumba 9-10am Circuits 7-8pm	Creche 9-10&10-11am, Kettle Bells 6-7, Bootcamp Circuits 7-8			
Community Café - Cwrt Gwalia Ogmore Vale - Crossroads	1.2						Community café		

SWOT Analysis

Strengths

- Commitment and competence of management committee and other volunteers
- Commitment from the local community as proven through the number and content of paper questionnaire returns (2014)
- Support from existing groups that have stated they would use the facilities
- Stated support of broad base of stakeholders
- Clear and strong Vision in place to lead and develop the Memorial hall
- No real local competition for the quality of the final build
- The Memorial hall is in an area where significant grant funding is available

Weaknesses

- Little footfall/passing trade at the location
- Outside the 'main tourist' area of Bridgend
- Reliance on voluntary help
- Volunteer fatigue from the length of the process thus far
- Reliant on a competent and driven Centre manager to deliver programme of events and bring in new hirers.

- Willingness for the community to pay the going hire rate

Opportunities

- Development would lead to direct and indirect job opportunities
- Creation of modern, versatile leisure and community space in Nantymoel, not well served by other community venues
- Environmentally friendly facilities and branding
- Could create new “brand” and image for The Memorial Hall to attract wider community business
- Creation of new community venue could encourage local communities to set up and provide new activities/clubs/pastimes not previously offered
- The project and final build provide a catalyst for further development of the area
- The project and final build could provide Jobs and income generating opportunities for local residents (Organising gigs etc)

Threats

- Other leisure and community developments divert future/existing custom from The Memorial Hall
- Time in which the money from BCBC is available (The £200,000)
- Funding applications being turned down
- Ramifications of the BREXIT vote to future funding
- The timeframe in which this is to be done.

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H.M. LAND REGISTRY		TITLE NUMBER	
		WA767226	
ORDNANCE SURVEY PLAN REFERENCE	SS 9392	SECTION F	Scale 1/1250 Enlarged from 1/2500
COUNTY MID GLAMORGAN		DISTRICT OGWR	© Crown copyright 1974



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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

FORWARD WORK PROGRAMME

1. Purpose of Report .

1.1 The purpose of this report is to seek Cabinet approval for items to be included on the Forward Work Programme for the period 1 January – 30 April 2018.

2. Connection to Corporate Improvement Objectives.

2.1 The active engagement with the public regarding key decisions of the Council contributes to all of the following Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.

3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3. Background.

3.1 The Constitution of the Council explains that the Forward Work Programme will be prepared by the Corporate Director – Operational and Partnership Services to cover a period of four months except when ordinary elections of councillors occur, in which case the forward work programme will cover the period up to the date of the elections.

3.2 The Forward Work Programme will contain matters which the Cabinet, Overview and Scrutiny Committees and full Council are likely to consider. It will contain information on:

(a) the timetable for considering the Budget and any plans, policies or strategies forming part of the Policy Framework and requiring Council approval, and which body is to consider them;

- (b) the timetable for considering any plans, policies or strategies which are the responsibility of the Cabinet;
- (c) any individual matters on which the Cabinet intends to consult in advance of taking a decision, and the timetable for consultation and decision;
- (d) the work programme of the Overview and Scrutiny Committees, to the extent that it is known.

3.3 The Forward Work Programme will be published at least 14 days before the start of the period covered. The authority is required to publish a notice in at least one newspaper circulating in the area, stating that a forward work programme will be published and giving the publication dates for that year.

3.4 The recent Wales Audit Office report also identifies that the Council should improve the availability and accessibility of information relating to decision-making on significant service change.

4. Current situation / proposal.

4.1 The proposed Forward Work Programmes are described below:

- Cabinet and Council FWP - Appendix 1
- Overview and Scrutiny FWP - Appendix 2

4.2 Following consideration by Cabinet, the Forward Work Programme will be published on 15 December 2017.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There are no implications relating to the Policy Framework and Procedure Rules

6. Equality Impact Assessment

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

7. Financial Implications.

7.1 There will be a translation cost of approximately £60 for each quarterly update of the Forward Work Programme when it is published on the Bridgend County Borough Council Website and will be met from within existing budgets.

8. Recommendation.

8.1 Cabinet is recommended to:

- Approve the Cabinet Forward Work Programme as shown at Appendix 1;
- Note the Council and Scrutiny Forward Work Programme as shown at Appendix 1 and 2 respectively.

P A Jolley
Corporate Director Operational and Partnership Services
7 November 2017

Contact Officer: Andrew Rees
Senior Democratic Services Officer
Telephone: (01656) 643147
Email: Andrew.rees@bridgend.gov.uk

Postal address: Democratic Services
Operational & Partnership Services
Civic Offices
Angel Street
Bridgend
CF31 4WB

Background documents: None

Cabinet and Council Forward Work Programme for the period 1 January – 30 April 2018

- (a) The timetable for considering the Budget and any plans, policies or strategies forming part of the Policy Framework and requiring Council approval, and which body is to consider them;

Item	Title and Description of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
1.	Local Development Plan Review The purpose of the report is to seek Council's authorisation to formally commence the review of the Bridgend Local Development Plan		31 Jan 18	Mark Shephard Corporate Director – Communities Tel No: 01656 643526 Email: Mark.Shephard@bridgend.gov.uk
2.	Council Tax Reduction Scheme To provide Council with information regarding the implementation of the Council Tax Reduction Scheme, the requirement to adopt a CTR scheme by 31 January 2018, together with the funding implications.		31 Jan 18	Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.mepham@bridgend.gov.uk

- (b) The timetable for considering any plans, policies or strategies which are the responsibility of the Cabinet;

Item	Title and Description of Report	Cabinet	Council	Contact Officer
3.	School Admission Arrangements 2019 – 2020 The purpose of this report is to present the draft School Admissions Policy and Arrangement for 2019-2020 and seek Cabinet approval. The report will highlight the outcomes of the consultation process and proposed changes compared to the previous year's policy/arrangements.	30 Jan 18		Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.Harvey@bridgend.gov.uk
4.	Data Retention Policy The purpose of this report is for Cabinet to approve the Data Retention Policy which will set out the Council's responsibilities and activities in respect to the data it holds with an emphasis on the introduction of a data retention schedule agreed by all Directorates.	30 Jan 18		Andrew Jolley Corporate Director Operational and Partnership Services Tel: 01656 643106 Email: Andrew.Jolley@Bridgend.gov.uk

- © any individual matters on which the Cabinet intends to consult in advance of taking a decision, and the timetable for consultation and decision;

Item	Title of Report	Cabinet	Council	Contact Officer
(a)	(b)	(c)	(d)	(e)
5.	<p>MTFS 2018-19 to 2021-22</p> <p>The purpose of this report is to present Cabinet with the draft Medium Term Financial Strategy 2018-19 to 2021-22, 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 2018-22 and a detailed draft revenue budget for 2018-19</p>	13 Feb 18	28 Feb 18	<p>Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.mepham@bridgend.gov.uk</p>
6.	<p>Corporate Plan 2018-22</p>	13 Feb 18	28 Feb 18	<p>Darren Mepham Chief Executive Tel: 01656642616 Email: Darren.mepham@bridgend.gov.uk</p>

Scrutiny Forward Work Programme for the period 01 November 2017– 31 January 2018

Meeting Date	Corporate Scrutiny Committee	Meeting Date	Subject Scrutiny Committee 1	Meeting Date	Subject Scrutiny Committee 2	Meeting Date	Subject Scrutiny Committee 3
15-Nov	Digital Transformation Programme The ongoing monitoring of the project including its potential savings and risks	06-Nov	Residential Remodelling – Childrens Services Appraisal of the options and proposed new model for children's residential provision and use of therapeutic interventions. (Pre decision item)	12-Dec	Child and Adolescent Mental Health Services (CAMHS) To receive a report detailing how children and young people with mental health issues are identified and supported by professionals and volunteers. To include how communication and joint working between CAMHS and the YOS has been achieved following staffing related issues.	22 - Nov	Waste Services (Operational) To review the implementation and roll-out of the new waste services contract. The review to include the concerns that have been raised by the public and recorded on the Member Referrals system. This meeting is planned to be webcast
14-Dec	Budget Consultation To consider the budget proposals for the 2018-19 financial year	04-Dec	Budget Consultation To consider the budget proposals for the 2018-19 financial year	07-Dec	Budget Consultation To consider the budget proposals for the 2018-19 financial year	06-Dec	Budget Consultation To consider the budget proposals for the 2018-19 financial year
	2017-2018 Half Year Financial Performance and Half Year Corporate Plan Performance						

Meeting Date	Corporate Scrutiny Committee	Meeting Date	Subject Scrutiny Committee 1	Meeting Date	Subject Scrutiny Committee 2	Meeting Date	Subject Scrutiny Committee 3
25-Jan	Budget Responses and Budget REP	10-Jan	Schools Strategic Review Post-16 Education – proposals being consulted upon to include the relationships between secondary schools and colleges	8-Jan	Empty Homes A report to inform of the current Welsh Government policy and how BCBC are bringing back into use empty properties across the Borough	17 -Jan	Community Asset Transfer The current position on the Community Asset Transfer policy and how BCBC are engaging with communities to promote the scheme
	Corporate Plan						
21- Feb	20172018 Quarter 3 Financial Performance	8-Feb	School Standards Annual school performance report from CSC	7-Feb	Economic Prosperity of Bridgend County Borough To include areas such as City Deal, Economic Development, Worklessness Programmes, EU Funding for Skills.	12-Feb	Town Centre Regeneration To provide members with information on the responsibilities of the Council and how these are managed and can be developed with reduced resources
	City Deal To receive an update on the current position of City Deal, how BCBC are contributing and the expected outcomes for Bridgend						

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES & MONITORING OFFICER

REPRESENTATION ON OUTSIDE BODIES & JOINT COMMITTEES

1. Purpose of Report.

- 1.1 The purpose of this report is to nominate one member representative to serve on the Margam Crematorium Joint Committee.

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

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

3. Background.

- 3.1 The Authority is represented on a number of outside bodies and joint committees by Elected Members.
- 3.2 The Authority is entitled to nominate two representatives to serve on the Margam Crematorium Joint Committee and one vacancy has recently arisen to replace Councillor Mike Kearns.

4. Current situation / proposal.

- 4.1 It is proposed that members be appointed for a term of one year except where earlier revocation of appointment is appropriate.
- 4.2 It is proposed that where Cabinet nominates on the basis of a member's role within the Authority the appointment be attached to the role and not to the individual member e.g. scrutiny chair, cabinet member.
- 4.2 All appointments are made with the assumption that appointees represent Bridgend County Borough Council. Should any appointee cease to be a Bridgend County Borough Councillor, they will cease to represent this Authority and are expected to relinquish their appointments as necessary.
- 4.3 It is proposed that the following Elected Member be nominated to replace Councillor Mike Kearns and represent the Authority on the Margam Crematorium Joint Committee.

- Cllr Stephen Smith

All other representation will remain as agreed by Cabinet at its meeting of 30th May 2017.

5. Effect upon Policy Framework & Procedure Rules.

5.1 None.

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications.

8. Recommendation.

Cabinet is recommended to: -

8.1 Nominate Cllr Stephen Smith as one of the Authority's Elected Member representatives on the Margam Crematorium Joint Committee.

P A JOLLEY

**Corporate Director Operational and Partnership Services and Monitoring Officer
8 November 2017**

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Postal Address Democratic Services
Legal & Regulatory Services
Civic Offices

Background documents

None.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

SOCIAL HOUSING ALLOCATIONS POLICY (SHAP) - AMENDMENT

1. Purpose of Report

- 1.1 The purpose of the report is to seek Cabinet approval in respect of proposed changes to the Social Housing Allocation Policy (SHAP) attached as Appendix 1.**

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The Policy will help to deliver the Corporate Improvement Priorities of 'Supporting a Successful Economy' and 'Helping people to be more self-reliant'.**
- 2.2 It will help to manage demand for social housing and deliver elements of the Local Housing Strategy 2016 -2018 approved by Council on 10 May 2016.**

3. Background

- 3.1 There is a statutory requirement for every housing authority to have a Housing Allocation Scheme for determining priorities and a procedure to be followed in allocating housing accommodation. The current Social Housing Allocation Policy (SHAP) was approved by Cabinet on 11th November 2014.**
- 3.2 The existing SHAP was based on local evidence of need and was aligned with wider local and national strategic objectives. The four Registered Social Landlords (RSLs) have been actively involved in the continuing development of the SHAP and their compliance is vital to the success of this.**
- 3.3 The four RSLs in Bridgend who are party to the SHAP and the Common Housing Register (CHR) are:**
- Valleys to Coast (V2C)**
 - Linc Cymru**
 - Hafod**

- Wales and West Housing Association

4. Current situation / proposal

- 4.1 The Council and the RSLs have recently re-evaluated the effectiveness of the SHAP and have considered additional procedures to take account of, and formalise, requirements of the Housing Act 1996 and the Code of Guidance for Local Authorities on Allocation of Accommodation and Homelessness 2015.
- 4.2 The Housing Act 1996 stipulates that Local Authorities are to have a written policy that determines the priorities and procedures that are to be followed in allocating accommodation.
- 4.3 Reasonable preference must be given to defined groups which have already been reflected in the bands contained in the SHAP. Preference will always be given to these applicants however; due to low demand for certain bedroom sizes in certain areas of the county borough, RSLs are sometimes unable to allocate these properties to applicants from one of the main housing need bands.
- 4.4 As there are occasionally applicants who are assessed as having no housing need who are willing to reside in an area of low demand, the introduction of additional criteria within the SHAP to facilitate this would be beneficial.
- 4.5 Section 167(2E) of the Act permits the Authority to allocate properties to persons of a particular description regardless of whether they fall into one of the reasonable preference categories. This ability is formalised via a Local Lettings Policy provided it does not govern the allocations scheme and in addition, that it meets the aim of community sustainability.
- 4.6 A Local Lettings Policy (LLP) will minimise the risk of tenancy failure and create balanced and sustainable communities. Such policies recognise the needs of new tenants and balance these with the interest of existing tenants to create sustainable neighbourhoods (This is included at points 3.0–3.4 in the attached Appendix). It will also be reflected in a new Band C within the SHAP to ensure efficient maximising of stock with the BCBC area.
- 4.7 An LLP can apply to an estate, a block or new development where there is justification for it. Examples of issues which may lead to the development of an LLP are:
- New developments where there needs to be a new community established
 - Age restrictions to balance the population
 - Management of anti-social behaviour
 - Regeneration areas
- 4.8 There is current and future intention to develop new accommodation developments such as that currently being developed at the Rhiw site. Whilst a percentage of these may be subject to a Social Housing Grant and thus,

allocated in accordance with the current Social Housing Allocation Policy, some units will be let subject to an LLP to be agreed by the Housing Association and the Authority.

- 4.9 The regeneration of town centre areas in the Borough plays a major role in transforming the overall borough and increasing economic growth linking to the Authority's priority of 'Supporting a Successful Economy'.
- 4.10 Persons who are not deemed to be in housing need and thus ineligible for allocation of accommodation through the Common Housing Register may nevertheless wish to access the housing market and require support to do so due to a low household income. These persons will be economically active and contribute to the economic growth of the Borough.
- 4.11 The Authority seeks to support these households through allocation of accommodation subject to grant funding, specifically Homes In Town (HIT) grants.
- 4.12 A HIT grant is designed to encourage town centre living in the County Borough. The HIT Grant forms part of the Authority's overall approach to tackling vacant in the Town Centres of the Borough, to breathe life and vitality back into the Town Centre areas and to increase the supply of affordable accommodation in key hubs of the Borough.
- 4.13 The four RSL's in Bridgend have been consulted and have approved the proposed amendments to the SHAP.

5. Effect upon Policy Framework & Procedure Rules

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

6. Equality Impact Assessment

- 6.1 An Equality Impact Assessment has been carried out on the SHAP to assess its relevance to the Authority's public equality duties and potential impact on protected equality characteristics. This SHAP has been assessed as relevant to the Authority's general and specific duties to promote equality and eliminate discrimination with regard to gender, disability, race, religion and belief and age.
- 6.2 The policy has also been assessed as relevant to the Authority's duty to promote and protect human rights (specifically protection of property and right to respect for private and family life).

7. Financial Implications

- 7.1 In seeking to make better use of the existing stock of social housing, the SHAP intends to help reduce the impact of other upward cost pressures associated with homelessness. The amended Social Housing Allocation Policy will continue to support this approach.

8. Recommendation

8.1 Cabinet is recommended to approve the amended Social Housing Allocation Policy (SHAP) attached as **Appendix 1**, in particular the creation of a new Band C for rehousing applicants assessed as having no housing need:

- who are willing to reside in an area of low demand: or
- who meet the requirements of a Local Lettings Policy

ANDREW JOLLEY

Corporate Director Operational and Partnership Services

16th November 2017

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Background Documents

None

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

www.bridgend.gov.uk



Bridgend Social Housing Allocation Policy



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The Council's contact details are:

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E-mail: housing@bridgend.gov.uk

Telephone: 01656 643643

Put 18001 before any of our telephone numbers for the text relay service
SMS Messaging (for deaf/hard of hearing applicants): 07581 157014

Fax: 01656 668126

This Policy is available in other formats e.g. in large print or in welsh.

Bridgend Social Housing Allocation Policy

1.0 General Principles

- 1.1** This Allocation Policy sets out how Bridgend County Borough Council and its Housing Association Partners will allocate the majority of social housing. The four Housing Associations that operate within the Bridgend County Borough are Hafod, Linc-Cymru, Valleys to Coast (V2C), and Wales & West.
- 1.2** These organisations together with the Council constitute the ‘Partners’ referred to in this document and whose details are available from the Council.
- 1.3** The table below shows the percentage of vacancies of social rented housing allocated through this Policy:

Housing Association	% of Vacancies
Wales & West	100
Hafod	100
Linc-Cymru	100
Valleys to Coast	75

Valleys to Coast may allocate up to 25% of their vacancies through their own allocation policy.

- 1.4** This Policy sets out how the Partners deal with new applications for social housing, applications from existing tenants wishing to transfer to other social housing and how housing is allocated. This Policy does not apply to mutual tenancy exchanges or transfers initiated for management purposes.
- 1.5** The Partners are committed to promoting equal opportunities and all applicants will be treated equally and without any discrimination. This Policy aims to give people in the greatest housing need the highest priority for being housed or rehoused in an area of their choice.
- 1.6** The Policy aims to achieve a balance between assisting those in greatest need and ensuring that there are opportunities for re-housing for those who require it. It is designed to reflect a range of need factors and enable applicants to clearly understand their prospects for re-housing given their particular needs, circumstances and preferences.
- 1.7** This Policy has been written to comply with the legal requirements of the Housing Act 1996, Housing (Wales) Act 2014, and the Welsh Government’s Code of Guidance for Local Authorities on Allocation of Accommodation and Homelessness.
- 1.8** The Council appreciates the importance of offering applicants as much choice as possible regarding their housing options, both to recognise their

individual wishes and to build sustainable communities where residents have chosen to live. Applicants are encouraged to express preferences about the housing accommodation to be allocated to them but the Council and its Partners' ability to meet these expressed preferences may be severely limited.

- 1.9** For applicants who are owed a duty under section 66, 73 and 75 of the Housing (Wales) Act 2014, the Council will be entitled to make an offer of suitable accommodation anywhere within the Council's Borough.
- 1.10** Applicants are placed in Bands according to housing need and those Bands determine the applicant's priority for re-housing.
- 1.11** The Policy is based on:
- The recognition of reasonable preference categories which are set by law i.e. who must be given reasonable preference in comparison with other applicants;
 - The principle that social housing properties should be let on the basis of an applicant's housing needs;
 - The requirement that Local Authorities provide information to applicants as to their rights under the Allocation Policy.
- 1.12** Reasonable preference for housing must be given to:
- All categories of homeless people;
 - People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;
 - People who need to move on medical or welfare grounds including grounds relating to disability;
 - People who need to move to a particular locality within the Borough where failure to meet that need would cause hardship (to themselves or others).
- 1.13** In addition the Council will give reasonable preference to reflect the housing needs of those applicants within the following categories. This list is not exhaustive and each case will be considered on its merits as regards the urgency of the need for re-housing:
- i. Those owed a homelessness duty as a result of violence or threats of violence likely to be carried out and who as a result require urgent rehousing, including:
 - Victims of domestic or other abuse;
 - Victims of hate incidents;
 - Witnesses of crime or victims of crime who would be at risk of intimidation amounting to violence or threats of violence if they remained in their current homes;
 - ii. Those who need to move because of urgent medical reasons.

- iii. Applicants who suddenly lose their existing home as a result of a disaster e.g. fire or flood;
- iv. Applicants who need to move to suitable adapted accommodation because of a serious injury, medical condition or disability which he or she, or a member of their household, has sustained as a result of service in the Armed Forces;
- v. People who needing accommodation as a result of leaving the Armed Forces and the loss of military accommodation;
- vi. People under-occupying social housing and wanting to transfer to a smaller property.

1.14 It is important to note that even if an applicant falls under one of the above categories they may still be awarded a lesser priority or no preference compared to others in that category as a result of their circumstances or actions.

1.15 In compliance with the Data Protection Act 1998, no information will be disclosed about an applicant either without their express consent or where disclosure without consent is provided for by the Act. An applicant is entitled to examine information which is held about them whether the information is held on paper or on a computer database. This may exclude information provided by a third party which may not be disclosed. A single disclosure consent form will be provided to applicants as part of the housing application process and will provide authorisation for information to be shared between the Partners.

1.16 This Policy will be subject to periodic review.

2.0	Introduction
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2.1 Everyone can apply to be considered for housing under this Policy. Not every applicant will be eligible for housing under this Policy. The Council maintains a Housing Register of housing applicants for itself as well as for its Partners who have chosen to adopt this Policy.

2.2 As there is insufficient social housing within the County Borough to accommodate all housing applicants, the Council maintains a Register only of those applicants who are in housing need according to this Policy. The Council however retains the records of all applicants who are eligible and have not been excluded from allocation for the purposes of allocation and future admittance to the Register. The exception to this is where the Council receives an application from someone who is identified as not being in housing need however, meets the criteria in Band C.

2.3 The Council will consider all applications for social housing that are made in accordance with the procedural requirements of this Policy. In considering

applications, however, the Council must ascertain if an applicant is eligible for accommodation or whether he or she is excluded from allocation.

- 2.4** For further details about eligibility and exclusion please refer to Section 6. It should be noted that the law in relation to eligibility is complex and subject to change. The Council and its Partners will provide up to date information and advice to applicants as part of the application process.

3.0 Local Lettings Policies

3.1 Section 167(2E) of the Housing Act 1996 enables the Council to allocate accommodation to people of a particular description, whether or not they fall within the reasonable preference categories (outlined above) provided that overall the Council is able to demonstrate that they do not dominate the scheme and overall the scheme operates to give reasonable preference to those in the statutory reasonable preference categories over those who are not. This is the basis for 'local letting policies'.

3.2 Local Lettings Policies can be used to address a number of issues such as:

- Creating more mixed communities;
- Dealing with a concentration of deprivation;
- Ensuring properties that are particularly suited to being made accessible are prioritised for those with access needs;
- Relocating essential workers such as teachers, nurses and police officers within a reasonable travelling distance from their work;
- Dealing sensitively with lettings in rural areas to sustain communities by giving priority to those with a local connection to the local area;
- Under occupancy as a result of the Welfare Reform Act 2012;
- Supporting people in work, training or volunteering or who are seeking work or to take up volunteering opportunities;
- Sustaining Welsh-speaking communities by giving priority to those in housing need with a local connection to the area;
- Taking account of the needs of mobile workers such as those in the armed forces.

3.3 The Council may introduce Local Lettings Policies for housing management reasons. These may include the need to enable regeneration, to deal with specific property types and to encourage community cohesion or sustainability. Lettings will be monitored to ensure that the Local Lettings Policy is complied with. Please refer to the Council's website for details of current Local Lettings Policies.

3.4 Local Lettings Policies will be monitored as to their effectiveness and reviewed regularly so that they can be revised or revoked where they are no longer appropriate or necessary.

4.0 Making an Application

4.1 An application to join the Housing Register is subject to a housing assessment being completed. Whilst the Council will consider all enquiries for help with housing, not all applicants are eligible under this Policy to join the Housing Register.

- 4.2** The outcome of the housing assessment will have regard to the reasonable preference categories (see section 1), suitability of the applicant's current accommodation including overcrowding (see glossary of terms) and specific housing needs. All relevant additional information provided by the applicant or by other agencies on the applicant's behalf will be considered during the assessment.
- 4.3** Existing social housing tenants (see glossary of terms) can apply for housing allocation with another Housing Association and will be assessed and prioritised the same as all other applicants.
- 4.4** Following completion of a housing assessment, applicants will be notified of the outcome. Applicants who are identified as not being in housing need as per the criteria set out in the Bands in section 4.17 of the Policy will be offered housing options advice, including details of any review and complaints process (see sections 7 and 8).
- 4.5** The Council retains the details of all applicants who are eligible for an allocation, but not to join the housing register, for the purposes of allocation and future admittance to the Register (see section 2.2).
- 4.6** For applicants who are unable to attend an interview at the Council Offices, an interview may be carried out by telephone or a home or hospital visit may be offered.
- 4.7** Advice and help will be given to vulnerable applicants and those with specific needs in order that they can complete a housing assessment.
- 4.8** The Council may also retain details of all applicants who are not eligible for an allocation but qualify for other forms of accommodation (see section 4.9).
- 4.9** Applicants may register their interest and be offered other forms of accommodation under this policy to meet their housing need e.g. low cost home ownership, intermediate rented housing, Extra Care. More information about these housing options can be obtained from the Council and its Partners.
- 4.10** In order to ensure that the Council is treating all applicants fairly, applicants who are Council Members, Council Employees or a member of their family, 'Partners' Employees or a member of their family should disclose this fact on any application for housing. These applications will be assessed in the normal way but registrations and any allocation of accommodation will require the approval of a Senior Officer of the Council and will be considered in accordance with the Partner Housing Association's rules.
- 4.11** An Interview will be carried out by an officer at the Council and will help applicants determine if social housing is the best option for them. If appropriate, the Council's officer will complete the application for the Housing Register. In all circumstances applicants will be required to produce evidence of their eligibility and supporting information. Failure to provide information

within the required time period may result in their application being withdrawn.

- 4.12** Where more than one eligible applicant wishes to have a shared application they will be joint applicants. The Council and its Partners will not allocate housing accommodation to two or more people jointly if any one of them is a person from abroad who is ineligible or is a person who is being treated as ineligible because of unacceptable behaviour.
- 4.13** The applicant will be notified in writing either in which Band their application has been placed and the “effective date” of registration or notified of the outstanding information required in order to complete the housing registration.
- 4.14** The date on which the applicant contacts the Authority for a housing assessment is the “effective date” of the application. Allocations will normally be taken in effective date order, from the highest Band, subject to the target arrangements.
- 4.15** It is the responsibility of every applicant to ensure that their application details are correct at the time of registration and are subsequently updated when any circumstances change (see section 5). Failure to do this may either lead to the application being cancelled, the applicant being placed in the wrong Band, or a subsequent offer of accommodation being withdrawn because application details were incorrect.
- 4.16** Applicants will be required to re-register their housing application once a year in order to confirm that they still want to be considered for housing. On the anniversary of the date of their registration, applicants will be required to renew their application. Applicants will be notified in writing of the arrangements for completing this renewal. Failure to complete the renewal within the time period specified will result in the applicant being removed from the Housing Register.

Banding

- 4.17** Applicants will be placed in a Band depending on their housing need identified through the housing assessment and according to the following criteria:

Banding	System Target (%)
<p>PRIORITY CASES Those applicants falling within the reasonable preference categories set out in sections 1.12 and 1.13 whom the following also apply:</p> <ul style="list-style-type: none"> ▪ a number of statutory agencies are involved; or ▪ there is a statutory requirement to intervene; or ▪ Immediate provision of housing will alleviate intense agency input ▪ Immediate provision of housing is needed because of a critical medical or welfare need including emergencies ▪ Under occupation of social housing and need to transfer to a smaller property in order to avoid loss of tenancy <p>Will be regarded as having exceptional need of housing and will be prioritised</p>	As needed
<p>BAND A</p> <p>Those applicants assessed as having urgent housing need:</p> <ul style="list-style-type: none"> ▪ You have an urgent need to move because of your disability and the need for an adapted property; or ▪ You are unintentionally homeless, in priority need and owed a duty by the Council; or ▪ You need to move on from supported housing; or ▪ You are owed a homelessness duty and as a result of violence or threats of violence likely to be carried out you require urgent rehousing; or ▪ You need to move because of urgent medical or hardship reasons; or ▪ You need to move to suitable adapted accommodation because of a serious injury, medical condition or disability which you, or a member of your household has sustained as a result of service in the Armed Forces; or ▪ You need accommodation as a result of leaving the Armed Forces and the loss of military accommodation; or ▪ You are under occupying social housing and want to transfer to a smaller property in order to avoid financial hardship 	75%

<p>BAND B</p> <p>Those applicants assessed as having non urgent housing need:</p> <ul style="list-style-type: none"> ▪ You need to move for medical or hardship reasons; or ▪ You need to move because of overcrowding conditions or insanitary conditions; or ▪ You need to move because you are disabled and your property is not suitable and cannot be easily adapted; or ▪ You are homeless but do not qualify for Band A; or ▪ You need to move for reasons of employment, meeting needs in the local area; or ▪ You meet the criteria set out in these Bandings but you have no local connection with the area; ▪ You have a substantiated threat of homelessness within 56 days where housing will prevent your homelessness; ▪ You are homeless and housing will relieve your homelessness. 	<p>25%</p>
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<p>Band C</p> <p>Those applicants assessed as having no housing need:</p> <ul style="list-style-type: none"> • You have no specific housing need but are willing to reside in an area of low demand; or • You have no specific housing need but meet the requirements of a Local Lettings Policy. 	<p>As needed</p>
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<p>NO PREFERENCE</p> <p>Those applicants assessed as having no preference:</p> <ul style="list-style-type: none"> • You have a history of unacceptable behaviour which would have entitled the authority to a possession order under section 84 of the Housing Act 1985; • You have a recoverable property related debt of between £300 and £999 in your current or former home; • You have a recoverable property related debt in your current or former home of less than £300 but have failed to enter into an immediate repayment plan with the Council/Housing Association. 	<p>0%</p>
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- 4.18** The system target percentages in the above table indicate the proportion of vacant properties which will be allocated to that particular Band averaged across a year. These targets will be reviewed annually taking into account change in local circumstances.
- 4.19** An applicant will normally remain in the allotted Band until an offer of housing is made, except in the following circumstances:
- i. The applicant's circumstances deteriorate to such a degree that promotion to a higher Band is warranted. In this case the date on which they are promoted becomes the new effective date.
 - ii. The applicant's circumstances improve to such a degree that demotion to a lower Band is warranted. In this case they will move to a lesser Band and their original effective date will stand.
 - iii. Applicants will always have the choice of remaining within a lower Band rather than being promoted. For example, it may be to an applicant's advantage to remain in Band B in date order rather than join Band A at a lesser point.
 - iv. An applicant who has no preference completes a course of action determined by the Council or, reduces their debt to below £300 and has entered into an immediate repayment plan, will be moved into one of the Bands according to housing need.
 - v. Applicants who deliberately worsen their situation to gain advantage will be assessed on the basis of their situation immediately prior to this taking place.

Offer of Accommodation

- 4.20** One reasonable offer of accommodation will be made based on the information gathered as part of the housing assessment. The offer will be regarded as reasonable if it meets the needs of the applicant in terms of size and type of accommodation and is in the applicants preferred area of choice. Those applicants that are homeless and in priority need may be offered suitable accommodation outside of their preferred area which may result in no further homelessness duty being owed.
- 4.21** Further offers of accommodation may be made to the applicant outside the applicant's preferred area of choice where it appears to the Council that the size and type of accommodation is suitable to the needs of the applicant. As it is not in the applicants preferred area of choice, any refusal of these 'further offers' will not result in automatic removal from the register. This will not apply to applicants that are homeless and in priority need.
- 4.22** Applicants will be withdrawn from the Housing Register for up to 12 months following one reasonable offer of accommodation being refused without good

reason. Within the 12 month period applicants are eligible to make an application under the Policy but will not normally be accepted onto the Housing Register until such time as their suspension has lapsed or a review has concluded that a new application can be submitted. At such time a new housing assessment will be required to be completed.

4.23 For applicants who are eligible to join the Housing Register the applicant's requirements in relation to property size will normally be determined according to the standard indicated in the household table below. Exceptions may occur (subject to the applicant demonstrating ability to afford rent) which will include, but not exclusively:

- When the housing provider needs to consider the sustainability of an area;
- Where there is limited stock or low demand;
- Where a household member has a disability or health related condition which requires an additional bedroom. This must be supported by information from a relevant medical professional and subject to an affordability assessment;

Household	Bedrooms
Single person	1 or bedsit
Couple	1
Single pregnant woman	2
Single parent or couple with one child	2
Single parent or couple with two children of same sex	2
Single parent or couple with two children of opposite sex under 10 years	2 or 3
Single parent or couple with two children of opposite sex where at least one child is over 10 years	3
Single parent or couple with three children	3
Single parent or couple with four children	3 or 4
Single parent or couple with five children	4
Single parent or couple with more than five children	4

4.24 The following should be read in conjunction with the table above:

- i. For the purposes of sharing bedrooms the following apply:
 - Under 10 years old, mixed sexes may share a bedroom however, where a child is within twelve months of being 10 years old, an additional bedroom may be provided
 - Under 16 years old, same sexes may share a bedroom however, where a child is within twelve months of being 16 years old, an additional bedroom may be provided

- Over 16 years old, own bedroom required
- ii. Parlour type properties can be considered as having an additional bedroom to assist where necessary with housing larger families where larger accommodation is not available
 - iii. In all cases child refers to dependent child (see glossary of terms)
- 4.25** Individual assessments will be required for applicants whose household comprises of more than two adults or for other households who do not fit within the standards in the table.
- 4.26** Properties particularly suitable for people with a medical need or following an Occupational Therapist Assessment will normally be allocated to people where the adaptations will meet their needs or where the property can be easily adapted to meet their needs, e.g. adapted properties, bungalows and ground floor flats.
- 4.27** Sheltered housing will normally be offered to people over 60 or people over 55 who have a medical need for sheltered housing. Applicants for sheltered housing who are assessed as being in housing need will be placed in either the Priority, A or B bands and those assessed as having no specific housing need will be placed in band C.

5.0	Change of Circumstances
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- 5.1** Applicants should notify the Council in writing of any change in their circumstances, for example:
- i. A change of address, for themselves or any other person on their application; or
 - ii. Any additions to the family or any other person they would wish to join the application (N.B. it is for the Council to decide whether they will allow a person/s to join the application); or
 - iii. Any member of the family or any other person on the application who has left the accommodation; or
 - iv. Any change in income or savings
- 5.2** A change of circumstances may require a further housing assessment.

6.0	Eligibility and Exclusions
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- 6.1** The following is a summary of the main categories of applicants to whom the Council and its Partners may allocate accommodation taking account of nationality and immigration status:
- Existing tenants
 - British Nationals habitually resident in the Common Travel Area

- European Economic Area Nationals habitually resident in the Common Travel Area
- Persons subject to immigration control prescribed as eligible:
 - i. Refugees
 - ii. Persons who have been granted Humanitarian Protection
 - iii. Persons who have been granted Discretionary Leave
 - iv. Persons who have been granted exceptional leave to enter or remain
 - v. Persons who have been granted Indefinite leave to enter or remain
 - vi. Former residents of Montserrat who have left that territory because of volcanic eruption
- Persons subject to immigration control who are nationals of a country that has ratified the European Convention on Social and Medical Assistance or the European Social Charter (ESC).

Exclusion

- 6.2** The Council has the discretion to treat applicants as ineligible for an allocation of housing on the basis of their unacceptable behaviour. The Council's use of this sanction will be kept to a minimum, the Council will wherever possible use support mechanisms to maximise opportunities for people to secure social housing.
- 6.3** Where the Council has reason to believe that an applicant may be ineligible for an allocation of housing on the basis of their unacceptable behaviour, it will apply a three stage test:
- i. Where there is evidence of unacceptable behaviour was it serious enough to have entitled an authority to obtain a possession order?
 - ii. Was the behaviour serious enough to render the applicant or a household member unsuitable to be a tenant?
 - iii. Is the behaviour unacceptable at the time of application?
- 6.4** Where the Council is satisfied on all three aspects, it will consider exercising its discretion to decide if the applicant is to be treated as ineligible for an allocation. In reaching its decision, the Council will consider each application on its own merits. Having regard for each applicant's personal circumstances (and the personal circumstances of the applicant's household), including his or her health and medical needs, dependants and any other factors relevant to the application. A decision to treat an applicant as ineligible must be underpinned by compliance with the law and the Code of Guidance.
- 6.5** The Council may decide to allow the applicant to proceed with the application and be accepted on to the Register but decide to give the applicant no preference for allocation due to their unreasonable behaviour. The applicant or a member of his/her household, will be required to co-operate with support

agencies and complete a course of action determined by the Council if required to do so.

6.6 If an applicant, who has, in the past, been deemed by the Council and its Partners to be ineligible, now considers his/her unacceptable behaviour should no longer be held against him/her as a result of changed circumstances; he/she can make a fresh application. Unless there has been a considerable lapse of time it will be for the applicant to show that his/her circumstances or behaviour has changed. What constitutes a considerable lapse of time will depend upon the individual circumstances of the case and in particular the nature of the unacceptable behaviour.

6.7 If an applicant, or someone on the applicant's behalf, knowingly provides false information or withholds information that is relevant to their application for housing (which is a criminal offence under the Housing Act 1996 and liable on summary conviction to a fine not exceeding £5000) then the applicant may be removed from the Register. The Council will inform the applicant in writing of their removal from the register and the notification will include the reasons for removal and the review procedure.

7.0 Complaints

7.1 Any applicant who is unhappy with the service with which they have been provided by the Council may complain. It is best for everyone if complaints are dealt with as quickly as possible. Applicants should contact the office or individual they usually deal with first who will try to solve the problem quickly. If a complaint is not resolved at an informal level the applicant may make a formal complaint. A copy of the Council's Corporate Complaints Policy, including details of how to complain, is available on the Council's website or from the Council's Offices.

8.0 Right of Review

8.1 Any applicant has the right to request a review of any of the following decisions:

- i. That they are not eligible under the Allocation Policy. This includes decisions where an applicant is deemed ineligible due to unacceptable behaviour; or
- ii. To remove an application from the Housing Register following unreasonable refusals of offers of accommodation; or
- iii. About the facts of an applicant's case which have been, or are likely to be, taken into account in considering whether to make an allocation to him or her;
- iv. The assessment of an application, including the Banding; or
- v. The cancellation or withdrawal of an application.

8.2 Any applicant wishing to request a review of a decision must do so by contacting the Council in writing within 21 days of the date of the letter that informed them of that decision.

- 8.3** Homeless applicants may also have a statutory right of review on certain homelessness decisions, including decisions on the suitability of accommodation offered and any discharge of duty.
- 8.4** A Review Officer who was not involved in the original decision will deal with the review within 14 days of the request. All decisions following reviews will be notified to the applicant in writing giving the reasons for the decision. The decision letter will be sent out within 21 days of the original request. The review decision cannot be appealed at the County Court and the only available legal challenge to review the decision is by means of Judicial Review.

9.0 Glossary of Terms

Code of Guidance	The document issued by Welsh Government, and periodically updated which provides direction and further explanation on the way in which Housing Legislation should be implemented
Dependent child	A child who depends on a parent or guardian for financial, emotional or other support and where there is no alternative (one parent or guardian will usually be regarded as providing the principal home)
Existing social housing tenants	Existing tenants of one of the four Partner Housing Associations
Hardship	Difficulty which is beyond mere inconvenience causing the applicant suffering or deprivation which is likely to be endured over a long period
Household	The applicant and any persons who will be moving with the applicant, whether they currently live with the applicant or not
Housing Association	Independent organisations that provide low cost social housing on a not for profit housing basis for those in need of housing
Overcrowding	A housing situation is considered to be overcrowded if it fits one of the following situations: <ul style="list-style-type: none"> i. Two adults of opposite sex not living together as partners, who have to share a bedroom; ii. Three or more people of any age are sharing a bedroom where one or more is over 10 years of age; iii. Anyone sleeping in a room that is not a bedroom or a room that could reasonably be used as a bedroom; iv. For medical reasons a separate bedroom is necessary;

	v. For reasons of ethnicity, culture or religious belief it is not possible to share a bedroom.
Sheltered housing	Rented housing for older and/or disabled or other vulnerable people
Social housing	Social housing is housing that is let at low rents and on a secure basis to people in housing need. It is generally provided by Councils and not-for-profit organisations such as Housing Associations
Unacceptable behaviour	<p>Behavior of the person concerned which would (if he were a secure tenant of the authority) entitle the authority to a possession order under section 84 of the Housing Act 1985 on any ground mentioned in Part 1 of Schedule 2 to that Act (other than ground 8) (see Annex 1) or,</p> <p>Behavior of a member of his household which would (if he were a person residing with a secure tenant of the authority) entitle the authority to such a possession order (see Annex 1)</p>

ANNEX 1

UNACCEPTABLE BEHAVIOUR

Under s. 160A(8) of the 1996 Act, the following discretionary grounds (s.84 and Part 1 of Schedule 2 of the Housing Act 1985) are relevant to determining whether an applicant (or a member of his/her household) is guilty of unacceptable behaviour to make him/her unsuitable to be a tenant.

Rent lawfully due has not been paid or an obligation of the tenancy has been broken or not performed.

The tenant or a person residing in or visiting the dwelling house has been guilty of conduct causing or likely to cause a nuisance or annoyance to a person residing, visiting or otherwise engaging in a lawful activity in the locality of the dwelling or has been convicted of using the dwelling or allowing it to be used for immoral or illegal purposes or of an indictable offence committed in or in the locality of the dwelling house.

The dwelling was occupied (whether alone or with others) by a married couple, a couple who are civil partners of each other or a couple living together as husband and wife, or a couple living together as if they were civil partners and one or both the partners is a tenant of the dwelling, one partner has left because of violence or threats of violence by the other towards that partner or member of the family and the court is satisfied that the partner who has left is unlikely to return.

The condition of the dwelling or any common parts has deteriorated owing to acts of waste, neglect or default by the tenant or by anyone living with him or her, and where a lodger or sub-tenant is responsible for the deterioration, the tenant has not taken steps to remove that person.

The condition of furniture provided by the landlord for use in the dwelling or in common parts has deteriorated owing to ill treatment by the tenant or by anyone living with him or her, and in the case of ill treatment by a lodger or sub-tenant, the tenant has not taken steps to remove that person.

The landlord was induced to grant the tenancy to the tenant as a result of a false statement made knowingly or recklessly by the tenant or a person acting at the tenant's instigation.

The tenancy was exchanged by an assignment under Section 92 and the tenant paid or received a premium in return for the exchange.

A tied tenant of a property which forms part of or is within the curtilage of a building held for non-housing purposes who is guilty of conduct that make it inappropriate for him or her to remain in occupation.

A tenant, or an adult residing at the property, is convicted of an indictable offence which took place during, and at the scene of, a riot in the UK.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE MONITORING OFFICER

THE CORPORATE REPORT TEMPLATE

1. Purpose of Report .

- 1.1 The purpose of this report is to request approval of the revised corporate template for reports that are presented to Council, Cabinet and their committees.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 This report assists in the achievement of the following corporate priority:-

1. **Smarter use of resources** – ensuring 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.

3. Background.

- 3.1 The Corporate Template is designed to contain the key elements that will aid decision makers in assessing the available information and to make informed decisions.
- 3.2 The template has a common series of headings in a logical sequence that allows the reader to progress through any report and expect where key information should be found within it.

4. Current situation / proposal.

- 4.1 It is proposed that the report template be updated to reflect the implementation of the Well-Being Of Future Generations (Wales) Act 2015 and to include a standardisation of the Corporate Priorities.

- 4.2 The proposed template updates:

- 4.2.1 Section 2 to reflect the latest Corporate Priorities

- 2.1 This report assists in the achievement of the following corporate priorities:-

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

* Delete as appropriate

- 4.2.2 Section 7 is proposed to become the "**Well-being of Future Generations (Wales) Act 2015 Implications**" which has been added into the template to reflect the requirement to consider the implications of this legislation when making decisions.
- 4.2.3 The sections for **Financial Implications** and **Recommendations** have been renumbered accordingly.
- 4.3 The report author is still required to use the Equalities Impact Assessment (EIA) toolkit to determine whether mitigating actions need to be taken or a Full Equality Impact Assessment should be carried out. The report should include a summary of the mitigating actions of the EIA and the full EIA should be attached as an appendix to the report when required.
- 4.4 In addition to the EIA, the Author will then need to consider the completion of the Well-being of Future Generations (Wales) Act (WFGA) 2015 assessment. The WFGA Assessment template is attached at **Appendix 1** and will be made available on the intranet for report authors to access. An example of a completed assessment has been included at **Appendix 2** to show level of detail that may be required.
 - 4.4.1 It is proposed that when a WFGA assessment is undertaken, Section 7 of the report will include a summary of the assessment and if necessary the completed assessment will be included as an appendix to the main report.
 - 4.4.2 There may also be occasions where the assessment has been undertaken with no significant implications and therefore the assessment could be listed as a background document rather than appended to the actual report. Not all decisions will require an assessment to be completed e.g information reports.
 - 4.4.3 The report approvers will consider the content of the assessment before providing approval of the report.
- 4.5 It is proposed that report authors undertake training in respect of the Wellbeing of Future Generations Act and the use of the the template before the revised template is used. It is further proposed that the new template is used from 1st April 2018
- 4.6 A blank version of the revised Corporate Report Template is attached at **Appendix 3** for information.
- 4.7 Following approval of the proposals in this report, the report author training will be scheduled. The relevant documents including the templates, WFGA Assessment samples and other related documents will be updated on the intranet. Bridgenders

emails will be used to advertise the change of report template and introduction of the WFGA assessments.

5. Effect upon Policy Framework & Procedure Rules.

5.1 There will be no direct effect on the Policy Framework & Procedure Rules but the revised report template will provide a sound basis for decision making, improve communication and Corporate working within the Authority and provide greater accessibility and understanding the residents of the County Borough.

6. Equalities Impact Assessments.

6.1 This report has no EIA implications. The existing requirements for the Equalities Impact Assessment have not changed and should be included in this section.

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendation.

8.1 That Cabinet approves the use of the revised Corporate Report Template for all reports being presented to Committees from 1st April 2018, following the completion of appropriate training for report authors and awareness sessions for elected members.

P A Jolley

**Corporate Director Operational and Partnership Services and Monitoring Officer
15 November 2017**

Contact Officer: GP Jones
Head of Democratic Services

Telephone: (01656) 643385

Email: Gary.Jones@bridgend.gov.uk

Postal address: Democratic Services
Civic Offices, Angel Street
Bridgend
CF31 4WB

Background documents: None

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WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

Project Description (key aims):	
Section 1	Complete the table below to assess how well you have applied the 5 ways of working.
Long-term (The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)	1. How does your project / activity balance short-term need with the long-term and planning for the future?
Prevention (How acting to prevent problems occurring or getting worse may help public bodies meet their objectives)	2. How does your project / activity put resources into preventing problems occurring or getting worse?
Integration (Considering how the public body's well-being objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)	3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?

<p>Collaboration</p> <p>(Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)</p>	<p>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</p>
<p>Involvement</p> <p>(The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves)</p>	<p>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</p>

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>		
<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>		
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>		
<p>A more equal Wales</p>		

<p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>		
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>		
<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>		
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>		

Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:			
Gender reassignment:			
Marriage or civil partnership:			
Pregnancy or maternity:			
Race:			
Religion or Belief:			
Race:			
Sex:			
Welsh Language:			

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers	
Compiling Officers Name:	
Compiling Officers Job Title:	
Date completed:	

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

Project Description (key aims):	
Older Persons' Housing Related Floating Support service	
Section 1 Complete the table below to assess how well you have applied the 5 ways of working.	
Long-term	<p>1. How does your project / activity balance short-term need with the long-term and planning for the future?</p> <p><i>The service will provide a responsive, preventative and person centred support service however, it is recognised that Housing related support services are no alternative to or substitute for good quality health and/or social care that people may need to address long standing issues and underlying problems. As such we will ensure that services work in collaboration to ensure that information and signposting is available to the most appropriate source of support. The service will be monitored to identify trends and emerging needs to ensure that it remains fit for purpose and to support the authority in future planning.</i></p>
Prevention	<p>2. How does your project / activity put resources into preventing problems occurring or getting worse?</p> <p><i>Supporting People services are preventative in their very nature and have been proven to reduce the burden on other more costly statutory services. Early intervention is at their core and can ensure that in many cases situations do not escalate and individuals are able to maintain their independence for much longer with much less involvement from the authority.</i></p>
Integration	<p>3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?</p> <p><i>The contract for this service has been competitively tendered. Two organisations were shortlisted to the final stage. Both organisation's submitted tenders with costs below the maximum annual contract value specified in the invitation to tender. The overall costs are significantly lower than the current annual cost of delivering Older Persons floating support services which is £653,066.11. Awarding the contract to Company 1 would achieve significant savings in year 1 of the contract with further savings in years 2 and 3, demonstrating that the Council has achieved value for money through this tender process. The service will provide Housing Related support to older people aged 50 plus, to maintain independence and lead lives fulfilled and active lives within their local communities. Special emphasise has been placed on the need for the provider to ensure that people are supported to participate in community activities that can reduce isolation and loneliness and increase paying special attention to the cultural needs and preferences of the individual as well as the community.</i></p>

Collaboration	4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?
	<i>The service will provide a responsive, preventative and person centred housing related support service to people aged 50 plus enabling them to maintain their independence. This will be achieved through effective partnership working, communication and collaboration where necessary and appropriate with housing, health, social care and through developing links with existing multi agency hubs and other services both locally, regionally and nationally.</i>
Involvement	5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?
	<i>The service will provide a responsive, preventative and person centred housing related support service to people aged 50 plus enabling them to maintain their independence. This will be achieved through effective partnership working, communication and collaboration where necessary and appropriate with housing, health, social care and through developing links with existing multi agency hubs and other services both locally, regionally and nationally.</i>

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing	<i>The provider will be a locally based organisation, providing employment to local people. The preventative nature of the service will help to alleviate the demand on more costly statutory services.</i>	<i>Supporting People will closely review and monitor the way the contract is delivered to ensure that it remains fit for purpose, of a high quality and value for money.</i>

people to take advantage of the wealth generated through securing decent work.		
<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p><i>By supporting older people to remain within their own homes and communities for longer the service will be supporting and encouraging a more diverse society.</i></p>	<p><i>The impact of the service on local communities will be monitored.</i></p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p><i>The service will promote a 'supporting to' not 'doing for' ethos. The service will have the flexibility to increase and decrease the nature and level of support based on individual needs and circumstances. Where people do consistently require more support then the service is commissioned to provide then alternative interventions may need to be considered.</i></p>	<p><i>Support will be available for a maximum period of twelve months to ensure individuals do not become dependent on it. Where support has ended and new or additional needs are identified the service user may re-enter the service.</i></p>
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<p><i>This service is free of charge and based on need. This service is specifically designed to enable older people in Bridgend to live fulfilled lives with the same opportunities and quality of life as other</i></p>	<p><i>The reach of the service will be monitored and the effectiveness of meeting peoples goals will be measured through the Welsh Government Outcomes Framework.</i></p>
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	<p><i>The service will actively encourage its users to engage with the activities that take place within their community and support contact with friends and family. Through greater engagement individuals should be able to contribute to their communities for longer.</i></p>	<p><i>The level and type of support offered will be reviewed periodically. The correct type of support should positively impact on the communities of the people supported.</i></p>

<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p><i>During both stage 1 and 2 of the tender process, special emphasis was placed on the bidding providers would comply with the Welsh Language Measure (2011).</i></p>	<p><i>Compliance with the Welsh Language act will be monitored as part of service review.</i></p>
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p><i>Services that encourage older people to play active roles within their communities and maintain their independence for longer will help to improve wellbeing and contribute positively to society as a whole.</i></p>	<p><i>The outcomes of support and the wellbeing of service users will be monitored as part of service review. High levels of positive outcomes should positively impact on the community as a whole.</i></p>

Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Yes	No	<i>Service Delivery will be closely monitored</i>
Gender reassignment:	<i>Only if they meet the age eligibility criteria for the service</i>	No	<i>Service Delivery will be closely monitored</i>
Marriage or civil partnership:	Yes	No	<i>Service Delivery will be closely monitored</i>
Pregnancy or maternity:	Yes	No	No
Race:	Yes	No	<i>Service Delivery will be closely monitored</i>
Religion or Belief:	<i>Yes – individuals will be supported in line with their beliefs</i>	No	<i>Service Delivery will be closely monitored</i>

Race:	Yes	No	<i>Service Delivery will be closely monitored</i>
Sex:	Yes	No	<i>Service Delivery will be closely monitored</i>
Welsh Language:	<i>Yes – provision will be made to ensure that peoples preferences are respected and catered for</i>	No	<i>Service Delivery will be closely monitored</i>

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive members and/or Chief Officers	
Cabinet	
Compiling Officers Name:	GP Jones
Compiling Officers Job Title:	Head of Democratic Services
Date Completed:	** October 2017

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This part of the report to be completed during the approval process but deleted prior to printing or publication on the web

Report Approval	Name	Date
Chief Officer		
Cabinet Member (Cabinet reports only)		
Chairperson (Urgent only)		

	Name	Date
Legal		
Finance		
Sent to Cabinet Committee		

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO <COMMITTEE NAME>

<COMMITTEE DATE (DD MMM YYYY)>

REPORT OF THE CORPORATE DIRECTOR <INSERT TITLE>

<REPORT TITLE>

1. Purpose of Report .

1.1 The purpose of this report is to

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priority/priorities:-

1. ***Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. ***Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. ***Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

* Delete as appropriate

3. Background.

3.1

4. Current situation / proposal.

4.1

5. Effect upon Policy Framework & Procedure Rules.

5.1

6. The Equalities Impact Assessment

6.1

7. Well-being of Future Generations (Wales) Act 2015 Implications

7.1

8. Financial Implications.

8.1

9. Recommendation.

9.1

<Corporate Director Name>

<CORPORATE DIRECTOR TITLE>

<Date>

Contact Officer: <Name>
<Job Title/Appointment>

Telephone: (01656) <telephone number>

Email: <email address>

Postal address: <Full Postal Address>

Background documents: <List All relevant documents>

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

AUTHORISATION FOR A WAIVER, UNDER RULE 3.2.3 OF THE CONTRACT PROCEDURE RULES (CPRS) – MODERN.GOV COMMITTEE ADMINISTRATION SYSTEM.

1. Purpose of Report.

- 1.1 The purpose of the report is to seek authorisation for a waiver, under Rule 3.2.3 of the Contract Procedure Rules (CPRs), from obtaining tenders for the provision of a Committee Administration System.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The provision of a committee administration system assists in the achievement of the following corporate priority:-

1. **Smarter use of resources** – ensuring 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.

3. Background.

- 3.1 Since December 2014 Democratic Services have used a committee administration system from Modern.Gov to assist in delivering the team's functions. This has established a more efficient way of working.
- 3.2 Modern.Gov were awarded the original contract for a three year period. This followed a waiver of the Contract Procedure Rules on the basis Modern.Gov were the only company that had the required operational language facility.

4. Current situation / Proposal.

- 4.1 Modern.gov is currently operational in 20 Welsh Authorities (18 Councils, the National Assembly and Brecon Beacons NPA) and currently provides the committee administration service to 306 authorities with 270 of those being UK and Ireland local authorities.
- 4.2 Since the original contract was procured, Elected Members have made significant progress in developing their use of ICT equipment including the use of the Modern.gov application for publicly available agenda and reports. It is intended that this progress be continued and that modern.gov software developments be purchased to fully utilise the existing software and to realise greater savings through the reduction of printing.

- 4.3 The two key software developments have been the Restricted Application and the Active Directory Federation Services (ADFS). This software will provide secure access to exempted information for those members and officers whose role requires them to view this information and the ADFS which will enable users to use their existing security information when accessing the Restricted Application.
- 4.4 With the implementation of the Welsh Language (Wales) Measure 2011 it is considered imperative to have a proven and operational committee administration system software, able to provide the necessary Welsh language facility. This will enable the Authority to meet its Welsh Language Standards and in particular Standard 41 relating to production and publication of agenda and minutes of public meetings.
- 4.5 Further market research has been undertaken to determine if any other companies have an operational dual language committee administration system. It was found that one other company was able to provide some dual language functionality, but this company acknowledged they could not provide an operational Welsh language system for the complex functionality required for a committee administration system.
- 4.7 It is proposed that in order to facilitate the provision of a suitable committee administration system which meets the requirements for a dual website and Welsh translation facility that authorisation is sought for a waiver, under Rule 3.2.3 of the Contract Procedure Rules (CPRs), for the purchase of the Modern.Gov Committee Administration System as there is only one current provider

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 There are no implications for the Council's policy framework or procedure rules.

6. Equality Impact Assessment

- 6.1 The procurement of a committee administration system which incorporates a Welsh language facility is essential for this authority to meet the requirements of the Welsh Language standards.

7. Financial Implications.

- 7.1 The following costs are expected for the forthcoming years. It should be noted that the basic cost will increase annually in line with RPI.

Year	Basic Cost	Restricted App	AFDS	Set-up Cost	Totals
2018	£8,010	£3,000	£500	£1,000	£14,528.00
2019	£8,010	£3,000	£500		£13,529.00
2020	£8,010	£3,000	£500		£13,530.00
Totals	£24,030.00	£9,000.00	£1500.00	£1,000.00	£41,587.00

- 7.2 The cost of the Modern.gov system will be met from within existing budgets.

8. Recommendation.

- 8.1 It is recommended that Cabinet approves a waiver from the requirement to tender to procure a committee administration system from Modern.gov, in accordance with Rule 3.2.3 of the Contract Procedure Rules.

P A Jolley
Corporate Director Operational and Partnership Services and Monitoring Officer
11 November 2017

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Background documents: None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

INFORMATION REPORTS FOR NOTING

1. Purpose of Report .

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

2. Connection to Corporate Improvement Objectives.

- 2.1 The report relates to the Corporate Priority Smarter Use of Resources by improving the way we communicate and engage with citizens.

3. Background.

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

4. Current situation / proposal.

4.1 Information Reports

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

<u>Title</u>	<u>Date Published</u>
Smart System and Heat Programme Acceptance of a European Funding Award	22 November 2017
Local Authority/School Partnership Agreement 2017/2020	22 November 2017

4.2 Availability of Documents

The documents have been circulated to Elected Members electronically via Email and placed on the BCBC website, and also are available from the date of publication.

5. Effect upon Policy Framework and Procedure Rules.

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

6. Equality Impact Assessment

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

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendation.

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

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20 November 2017

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Background documents: Reports referred to in Paragraph 4.1 of this report.

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

SMART SYSTEM AND HEAT PROGRAMME ACCEPTANCE OF A EUROPEAN FUNDING AWARD

1. Purpose of Report

1.1 The purpose of this report is to make Cabinet aware of a European Regional Development Fund (ERDF) grant offer of £6,498,943 for the further development and delivery of the Caerau Heat Scheme which is a demonstrator project for the UK Government led Smart System and Heat (SSH) Programme.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 The Bridgend County Borough Council (BCBC) Corporate Plan covers a 5 year period from 2016 – 2020 and even though the SSH Programme and the Caerau Heat Scheme will run beyond this timeframe it will nonetheless address the current Corporate Improvement Objectives namely:

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

2.2 The Caerau Heat Scheme has the potential to have a significant economic development impact within the County Borough, attracting substantial inward investment, creating jobs both within the initial construction period and related to the ongoing supply chain and acting as a catalyst for other energy project investment, potentially through the City Deal and other external funding.

2.3 Caerau is ranked as the 5th most deprived ward within Wales according to the latest figures from the Welsh Index of Multiple Deprivation (WIMD). The WIMD is based on a number of factors such as Income, Health, Services, Housing, Education etc. The heat project aims to positively impact across a number of these areas through the creation of better quality more energy efficient housing, improved health through warmer, more comfortable homes and the opportunity to generate a legacy of training and educational opportunities.

3. Background

3.1 BCBC was selected as a demonstrator for the SSH Programme in October 2014. Cabinet previously received a report (3rd February 2015) regarding the programme and authorised BCBC participation. The SSH Programme is an ambitious, highly prestigious project, which will catapult BCBC into the role of one of the leading low

carbon local authorities in the UK. The programme offers significant benefits and opportunities to BCBC such as:

- Enhanced profile;
- Income generation and financial savings potential;
- Significant investment creating job and training opportunities,
- Address fuel poverty and health inequalities among residents;
- Enhanced energy security and resilience to residents and businesses;
- Supply chain development opportunities for local businesses.
- Link to energy prospectus opportunities within the proposed Cardiff City Deal

3.2 The programme within Bridgend will be divided into three phases (the phases follow calendar years not financial years). The Programme will be developed in three stages (which will overlap) with the key constituents of the three stages being:

Phase 1 2015 - 2018

3.3 This phase involves using the EnergyPath Network suite of tools to create a Low Carbon Transition Strategy for Bridgend County Borough. Detailing how the County Borough can meet the UK decarbonisation targets by 2050.

Phase 2 Development 2016 – 2019

3.4 This phase will involve the development of the funding package for the project, establish the scope of the demonstrator schemes, engage with residents and commercial stakeholders and create the delivery structure for the programme.

Phase 3 Delivery 2019 and beyond

3.5 Phase 3 Delivery will be the construction and monitoring phase of the programme which will test the concept and methodology of the project, and most importantly that the approach can be adopted nationally and provide an evidence base for future UK and Welsh Government (WG) policy.

3.6 BCBC proposed the Caerau Heat Scheme as one of the demonstrator projects for the SSH Programme. The project is highly innovative and proposes to extract heat from water contained within flooded former coal mine workings to provide a resource for properties within Caerau. The water would be transported via a network of pipes to the properties where the temperature would be boosted to the residents required level by a ground source heat pump.

3.7 A master planning exercise was completed in early 2016 which considered opportunities for heat schemes in the Upper Llynfi Valley area (area covered from Garth in the south to Caerau in the north) and the report concluded that the most suitable opportunity existed in Caerau which had potential to exploit mine water as a resource.

3.8 A feasibility study was commissioned in September 2016, with a consortium, led by Cardiff University procured for delivery. The study is due for completion in January 2018 but early outcomes from the work are encouraging. The former colliery workings have been accessed through the geo-technical site investigation and the

early indications are that they are full of water with a temperature of 20.6°C (this will be confirmed by British Geological Survey when they carry out the pump test).

4. Current Situation / Proposal

- 4.1 BCBC has been engaged in a dialogue with the Welsh European Funding Office (WEFO) since 2015 regarding securing ERDF funding for the SSH Programme projects within Bridgend. During summer 2016 WEFO considered that due to the financial costs of the SSH Programme any ERDF bid made at the programme level would likely trigger the major project threshold of EU funding rules.
- 4.2 It was agreed with WEFO that to avoid these complications any funding application made should focus upon the Caerau project partly due to the lower costs associated with this scheme but also because the scheme aligned more closely with WEFO's community energy and innovative project agendas.
- 4.3 BCBC submitted an Operation Logic Table (OLT) to WEFO on the 3rd June 2016 for the Caerau project. WEFO then took the OLT to their Programme Management Group who approved the OLT and BCBC were invited to submit a business plan for the Caerau Heat Scheme as part of the ERDF funding process.
- 4.4 Work on the business plan commenced in September 2016 in partnership with the Energy Systems Catapult (ESC). ESC procured the services of a professional bid writer to assist in the drafting of the business plan and the services of AECOM (an engineering consultancy) to provide detailed costings for the project.
- 4.5 The business plan went through several versions during an ongoing dialogue with WEFO and the final plan for approval was submitted in September 2017 under ERDF Priority 3 Renewable Energy and Energy Efficiency – SO3.2: *Increasing the number of commercially viable small scale renewable energy schemes*.
- 4.6 WEFO made a formal grant offer to BCBC (dated 22nd September 2017) for £6,498,943, which was the maximum amount that was bid for. BCBC had to formally accept the grant offer and sign and date the letter and return to WEFO within 20 working days of the date of the original letter.
- 4.7 Due to an incorrect date and address on the letter, WEFO issued a new offer letter (dated 13th November). BCBC will now need to return the re-issued letter within 20 working days of the issue date.
- 4.8 A delegated power was completed and signed (10th November) by the Corporate Director Communities to provide the authorisation for the formal acceptance of the grant.

5. Effect upon Policy Framework & Procedure Rules

- 5.1 The delivery of the Caerau Heat Scheme will require procurements to be carried out most notably for a design, build, operate and maintain contractor for the project.

6. Equality Impact Assessment

- 6.1 The BCBC Equalities Impact Assessment (EIA) Toolkit has been previously utilised when submitting update reports to Cabinet, which have indicated that the Programme will have no impact on specific equality groups and disability duties. Prior to the project moving into the delivery phase a further EIA will need to be undertaken to assess the current impacts of the project.
- 6.2 The programme is a positive step in regard to the Council's role in complying with the Well-being of Future Generations (Wales) Act 2015.

7. Financial Implications

- 7.1 The ERDF grant of £6,498,943 is awarded at an intervention rate of 69% with total project costs standing as £9,422,430. The match funding contribution is therefore calculated as £2,923,487. Total match funding secured for the project (a mixture of retrospective and in-kind contributions) has been calculated and accepted by WEFO as part of the bid and this totals £2,243,150. The BCBC contribution is made up of in-kind contribution from staff costs both retrospectively and for future years and from contributions to project development costs. The gap funding required by the project is therefore calculated as £680,337.

7.2 Table 1 Match Funding Secured

Funding Source	Total Value (£)
HNDU	94,000
ESC (staff and consultancy)	143,099
Welsh Government (ECO)	1,385,171
Welsh Government (Revenue Grant)	29,243
Welsh Government (Feasibility Study)	119,750
Scottish Power (ECO)	108,000
BCBC (Retrospective Staff Costs)	50,238
BCBC In-kind Contribution	252,649
BCBC Feasibility Study Contribution	61,000
Total	2,243,150

- 7.3 The remaining match funding is anticipated to be secured from other grant funding sources. Originally it was anticipated that the match funding for the project would be secured from the UK Government HNIP Heat Network Capital Funding Programme. The HNIP fund is a £320 million capital fund created by the UK Government to develop heat networks. The first round of funding opened in Autumn 2016, but due to delays the second round of funding is unlikely to open until Autumn 2018 which does not align with the development profile of the Caerau project.
- 7.4 Discussions have been ongoing between UK Government and Welsh Government regarding Welsh Government receiving a consequential of the HNIP funding and managing this for schemes within Wales. If a proportion of the funding is allocated to Wales then it could be that the funding will be made available for schemes early in the 2018-19 financial year making it possible for the funding to be accessed for this scheme.

7.5 Alternative funding opportunities exist with UK Government Business Energy & Industrial Strategy (BEIS) and a meeting between BEIS, Welsh Government and BCBC was held on the 15th November 2017 to explore opportunities. An example of a funding opportunity is the £10 million Low Carbon Heat Innovation Fund which is open for bids until January 2018 and which it is intended that BCBC submit an application. If the bid is successful BCBC would be notified in Spring 2018.

7.6 No ERDF funding will be accessed until the match funding is in place and BCBC have a 12 month mobilisation period starting from the 13th November 2017 to secure the appropriate match funding. As such there is limited financial risk, the risk is far more reputational risk if BCBC was unable to acquire the match funding and had to withdraw its acceptance of the ERDF grant.

8. Recommendation

8.1 It is recommended that Cabinet note that:

1. BCBC has been offered an ERDF grant offer from WEFO of £6,498,943 for the further development of the Caerau Heat Scheme.
2. BCBC is intending to continue dialogue with BEIS and Welsh Government to secure the match funding through either the HNIP Heat Network Capital Fund or the UK Government Heat Innovation Programme.
3. No funding will be drawn down from the ERDF grant until the full match funding for the scheme is in place.
4. BCBC intends to submit a bid to access match funding for the project through the £10 million BEIS Low Carbon Heat Innovation Fund.
5. BCBC has prepared a delegated power (Scheme B2 1.2) to provide the authorisation for the formal acceptance of the ERDF grant offer from WEFO.

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November 2017

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Background Documents:

None

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BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

28 NOVEMBER 2017

REPORT OF THE INTERIM CORPORATE DIRECTOR EDUCATION AND FAMILY SUPPORT

LOCAL AUTHORITY/SCHOOL PARTNERSHIP AGREEMENT 2017-2020

1. Purpose of report

- 1.1 This report is to inform Cabinet of the updated Local Authority/School Partnership Agreement which sets out how Bridgend County Borough Council (the local authority) and the governing bodies of the schools will work together to raise ambitions and drive up educational achievement.

2. Connection to Corporate Improvement Plan/other corporate priorities

- 2.1 The information in this report relates to the following strategic priority in the Corporate Plan:

- Supporting a successful economy.

3. Background

- 3.1 Section 197 of the Education Act 2002 requires local authorities to enter into a partnership agreement with the governing body of each school maintained by the local authority. Agreements are required for primary, secondary, nursery and special schools. The agreement must set out how a local authority and a governing body will carry out their respective functions in relation to a school. The purpose of partnership agreements is therefore to sustain and enhance existing partnership working between local authorities and schools.

4. Current situation/proposal

- 4.1 This Partnership Agreement was updated in October 2017 and will operate for a three-year period. The Agreement will be reviewed in October 2018, although an earlier review may take place in specific circumstances, as identified in the regulations, such as when:

- a school is identified in inspection as requiring significant improvement or special measures;
- the local authority uses its powers to appoint additional governors to the school or to suspend the school's delegated budget; and
- there is a change to the nature of the school following statutory proposals and consultation.

5. Effect upon policy framework and procedure rules

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

6. Equality Impact Assessment

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

7. Financial implications

7.1 There are no financial implications arising from this report.

8. Recommendation

8.1 Cabinet is recommended to note the content of this report.

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Background documents

- LA/School Partnership Agreement



LOCAL AUTHORITY/SCHOOL PARTNERSHIP AGREEMENT

2017 – 2019

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SECTION A: INTRODUCTION

A1 The purpose of this document

The purpose of this document is to set out how Bridgend County Borough Council (the LA) and the governing body of the school will work together to raise ambitions and drive up educational achievement.

A2 Our values and aims

Schools and the LA share in the vision in our Corporate Plan 2016-2020. This vision is Working Together to Improve Lives.

One of the key priorities is Supporting a Successful Economy. This means that we have a successful, sustainable and inclusive economy that will be supported by a skilful, ambitious workforce.

To achieve this priority, we will:

- work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers;
- complete the review into the curriculum and schools estates for primary, secondary and post-16 education and begin consultation on the proposals, where required, with all stakeholders;
- ensure that by working in partnership with schools, colleges and local training providers, our children and young people achieve improvements to their educational results, gain qualifications and undertake training; and
- ensure every school improves at a much faster rate so that more children achieve their expected outcomes at foundation phase, key stage 2, key stage 3 and at least two thirds of young people achieve a minimum of five GCSEs Grade A*- C or equivalent, including English/Welsh and mathematics, and the gap in literacy and numeracy between those who receive free school meals and those who do not is reduced.

A3 Why have a partnership agreement?

Section 197 of the Education Act 2002 enables the National Assembly for Wales to make regulations requiring local education authorities to enter into individual partnership agreements with governing bodies of maintained schools, and the Maintained Schools (Partnership Agreements) (Wales) Regulations 2007 came into force on 12 December 2007. A partnership agreement is defined as an agreement about how a LA and the governing body of a school will act to discharge their functions in relation to the school. Agreements are required

for primary, secondary, nursery and special schools. The agreement must set out how a LA and a governing body will carry out their respective functions in relation to a school. The purpose of partnership agreements is therefore to sustain and enhance existing partnership working between LAs and schools.

A4 The role of the LA

Bridgend LA is committed to the key principles outlined in Welsh Government policy, including those set out in the *Code of Practice on LA - School Relations*, namely:

- school self-management within a positive culture of sharing best practice;
- the key role of the LA in promoting high standards of education;
- challenge and support for schools by the LA in inverse proportion to schools' success;
- constructive partnership between the LA, its schools, and our partner agencies/bodies;
- efficient and effective collection and use of data by the LA; and
- reduction of bureaucracy.

The essential duties and responsibilities of LAs are:

- to work with others to promote and improve the well-being of children and young people;
- school improvement - including actions to set and meet performance targets and identify and support schools giving cause for concern;
- access - including managing the supply of school places, administering an admissions system, providing advice and support for excluded pupils, securing adequate home-to-school transport, school meals and pupil welfare;
- special educational provision - including assessing pupils' special educational needs, undertaking statutory assessments and statements of special educational need and securing provision in line with pupils' needs, monitoring provision and providing advice and information to parents; and
- strategic management - including planning for the education service as a whole, monitoring and auditing expenditure, investigating and resolving complaints, and facilitating LA-wide provision.

A5 Partnership working

Bridgend County Borough Council is committed to constructive partnership working with schools. In pursuing these outcomes, the LA and schools share the same expectations, namely:

- that our mutual priority is raising achievement for all learners;
- that we wish to focus our partnership activities on school improvement and education innovation to raise ambitions and drive up educational attainment;
- that we and the Central South Consortium (CSC) will jointly develop ways of sharing the good practice and expertise that resides in schools for the wider benefit of children and young people across Bridgend;
- that we will respond to shared challenges in a spirit of partnership and joint problem solving; and
- that we will be open and transparent, and continuously work to improve our communications and consultative/engagement arrangements.

The LA works closely with the diocesan authorities and where statutory roles differ between responsibilities in community schools and the voluntary aided schools, these are noted in the text if pertinent to this agreement.

A6 Timescale and review

This Partnership Agreement was revised in October 2017 and will be reviewed in October 2018, although an earlier review may take place in specific circumstances, as identified in the regulations, such as when:

- a school is identified in inspection as requiring significant improvement or special measures;
- the LA uses its powers to appoint additional governors to the school or to suspend the school's delegated budget; and
- there is a change to the nature of the school following statutory proposals and consultation.

SECTION B: THE SCOPE OF THE AGREEMENT

B1 Promoting high standards and supporting schools

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>commission the Central South Consortium (CSC) to act on its behalf, to provide a school improvement service that challenges and supports schools in their work to raise standards. In line with the CSC 'Framework For Challenge and Support School Improvement Service Handbook' it will:</p> <ul style="list-style-type: none"> • focus schools on those sections of the Single Integrated Partnership Plan which relate to school improvement and the quality of educational provision; • work with schools and other agencies to develop programmes for developing the quality of education provision and raising standards of pupil performance in Bridgend; • broker and manage a range of school improvement initiatives in response to national statutory and local strategic requirements; • provide programmes of training, support and professional development of all staff, as identified by schools or required by statutory/new initiatives; • provide support and guidance for schools on school self-evaluation and improvement planning; • allocate a challenge adviser to provide support and 	<ul style="list-style-type: none"> • agree an annual development plan, which will give due regard to the Education and Family Support Directorate; • participate in national and local school improvement initiatives; • work productively with a range of partnerships to secure school improvement; • work with the Central South Consortium challenge advisers and other agencies to confirm and develop programmes for improving the quality of educational provision and raising standards of pupil performance; • discuss and evaluate aspects of school provision and performance with challenge advisers/officers; • promote and develop effective self-evaluation processes as a means of securing school improvement; • submit, on an annual basis, a copy of the development plan and self-evaluation report, and work with the Central South Consortium School Improvement Service to improve education provision and standards of pupil performance; and • evaluate the professional development of all staff, including induction arrangements for newly qualified teachers.

challenge to schools on the review of data and targets, school self-evaluation and improvement planning;

- undertake, in partnership with the school, an annual review of data and performance;
- maintain and share with schools a database providing an overview of issues impacting on individual schools;
- monitor and evaluate the performance of schools, both individually and collectively, in terms of pupil achievement and progress and the quality of educational provision, in order to identify strengths and weaknesses in support of future improvement;
- take into account the reports of challenge adviser, LA and school- based reviews and statutory inspection reports;
- meet formally to review schools and identify trends and issues for consideration;
- receive copies of each school's development plan and self-evaluation report in order to monitor developments, identify overall professional development needs and inform the LA's support for its schools;
- differentiate support according to need/challenge and circumstances;
- provide advice and support to governing bodies on a range of school improvement issues; and
- monitor the provision of professional development for

staff, including newly qualified teachers, and evaluate its impact on school improvement.	
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B2 Identifying schools giving cause for concern

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>in association with CSC:</p> <ul style="list-style-type: none"> • clearly identify schools giving cause for concern on the basis of one or more of the following factors: <ul style="list-style-type: none"> – insufficient progress in addressing agreed areas for improvement; – a pattern of low pupil attainment over time when compared with that in schools serving broadly similar areas; – a low proportion of good quality teaching and learning; – shortcomings in curriculum provision; – weaknesses in target-setting and strategic planning for improvement; – concerns about the effectiveness of school leadership and management; – concerns related to poor working relationships and/or low staff morale; – weaknesses in school governance and the governing body's conduct of its responsibilities; – concerns about pupil behaviour and behaviour management or pupils consistently displaying negative attitudes to learning; – ineffective budget and resource management or significant concerns arising from financial audit; 	<ul style="list-style-type: none"> • use an ongoing self-evaluation process to evaluate progress and understand present position and performance; and • work in partnership with the challenge adviser to address issues/areas of concern.

- a pattern of upheld complaints;
 - concerns about shortcomings in one or more other significant aspects of a school’s work identified through school self-evaluation, LA monitoring (via CSC) or external inspection;
 - significant shortcomings in a school’s self-evaluation processes;
 - concerns expressed formally by the school’s governing body; and
 - schools judged by Estyn to require significant improvement or special measures.
- use the following sources of information in identifying these factors:
 - reports of school inspections and Estyn evaluations analysis of examination and assessment data;
 - CSC reviews;
 - reports and challenge adviser monitoring and evaluation;
 - finance and budgetary information;
 - HR information;
 - governance information;
 - complaints;
 - data on attendance and exclusions;
 - LA and school self-evaluation;
 - school development plans and targets for improvement; and

- school categorisation.	
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B3 Supporting schools giving cause for concern, requiring significant improvement or in special measures

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>In association with CSC:</p> <ul style="list-style-type: none"> • implement a range of intervention strategies to support schools with particular needs; • comply with requirements as set out in Welsh Government Circular Schools Causing Concern: Statutory Guidance for Schools and Local Authorities Guidance Document No. 129/2014 February 2014. • support schools in the construction of an action plan; • produce a statement of planned council action and support for the school; • deploy council and CSC staff to support the school as necessary; • work with schools to monitor and evaluate the implementation of the action plan; • share outcomes of monitoring and evaluation with staff and governors; • provide focused evaluations and implement statutory powers of intervention where a school fails; and • issue a 'cause for concern' or a 'warning' letter. 	<ul style="list-style-type: none"> • use an on-going self-evaluation process to understand better its present position and performance; • work in partnership with challenge advisers and other staff and services to address issues /areas of concern; • comply with requirements as set out in Welsh Government Circular Schools Causing Concern: Statutory Guidance for Schools and Local Authorities Guidance Document No. 129/2014 February 2014; • work with the council and the CSC in producing an action plan for improvement; and • monitor and evaluate progress against the action plan, and inform governors.

B4 Use of powers of intervention

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>In association with the CSC:</p> <ul style="list-style-type: none"> • use, as necessary, the full range of legal powers of intervention available to it as set out in legislation and regulations in accordance with the guidance given in the Code of Practice on LA School Relations and Schools Causing Concern: Statutory Guidance for Schools and Local Authorities Guidance Document No. 129/2014 February 2014. • use the following types of statutory intervention as appropriate: <ul style="list-style-type: none"> ○ require a school to work with another school, college or other named partner to secure improvements; ○ issue a warning notice; ○ appoint additional governors to strengthen the LA's voice on the governing body and/or provide additional expertise to the governors in key areas to support a school's improvement; ○ replace the entire governing body with an Interim Executive Board to secure improvement in the leadership and management of a school through the use of a specially appointed governing body for a temporary period; and ○ take back the school's delegated budget to secure control over staffing and spending decisions in order to secure improvements. 	<ul style="list-style-type: none"> • work in partnership with the LA in accordance with the guidance in the Code of Practice on LA School Relations and Schools Causing Concern: Statutory Guidance for Schools and Local Authorities Guidance Document No. 129/2014 February 2014 and other relevant Welsh Government guidance; and • in the case of voluntary aided (VA) schools, work with both the LA and the Diocesan authority to bring about improvement.

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B5 Transition between key stages

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>in association with CSC:</p> <ul style="list-style-type: none"> • foster close working relationships between the primary and secondary schools by promoting and supporting the community of schools approach, which will aid progression and continuity; • facilitate, support and evaluate transition plans between clusters of infant, primary and secondary schools; and • support schools to develop 14-19 Learning Pathways, generating co-operation amongst all partners (schools, colleges and other education and training providers). 	<ul style="list-style-type: none"> • establish, maintain and evaluate transition plans in relation to: <ul style="list-style-type: none"> – management and co-ordination; – joint curriculum planning; – teaching and learning; – assessment, monitoring and tracking; – evaluating impact on standards and optional elements; – pastoral links; – information about pupils' achievements, attainment, attendance and behaviour; and – learning needs of individual pupils. • develop consistent approaches to teaching, learning and assessment across key stage 2 and key stage 3; • help pupils to make better progress by sharing expertise and ensuring continuity in schemes of work from key stage 2 to key stage 3; and • develop learning pathways to meet the needs of pupils of all abilities.

B6 LA and school target-setting for pupil performance

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>in association with the CSC:</p> <ul style="list-style-type: none"> • agree targets with schools for pupil achievement and school performance; • discuss and analyse performance information, analyse and review targets; • provide training and guidance on data analysis and target setting; and • annually collect and collate individual pupil targets to form overall targets for the following year. 	<ul style="list-style-type: none"> • submit targets for school and pupil performance on an annual basis in line with Welsh Government guidance; • provide the LA with the information in an electronic format via LA SIMS system and CSC Cronfa; • use performance data to support school improvement initiatives; • attend training sessions organised by the LA or CSC; and • set sufficiently challenging and ambitious targets based on teacher assessments and/or test data.

B7 Inclusion

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • set out an agreed strategy for educational inclusion, and develop and implement, in partnership with schools, a strategy for its implementation; • provide advice, support and training for schools to assist them in building capacity to cater for the range of pupils who have additional learning needs of differing kinds; • develop guidance for schools in making inclusive provision and promoting equality that identifies and disseminates effective practice in respect of meeting the needs of diverse groups and individuals; • implement the requirements of the LA set out in the Special Educational Needs Code of Practice for Wales; • receive referrals for statutory assessment and undertake its duties in this respect in a timely manner; • support schools in meeting the requirements of Welsh Government Circular 47/2006 Inclusion and Pupil Support; • delegate resources to schools to enable them to make appropriate provision; • seek to ensure that local provision across the LA, including resource bases, special classes and units, special schools and pupil support, is configured to meet needs effectively; • ensure that special provision includes outreach support to assist pupils and teachers in mainstream schools; • take action to support early identification of needs and 	<ul style="list-style-type: none"> • develop an inclusive approach to meeting all pupils' additional learning needs so that, wherever appropriate, pupils can be educated in their local mainstream school; • implement the requirements of schools set out in Welsh Government Circular 47/2006 Inclusion and Pupil Support, and seek to remove barriers to learning and participation; • meet schools' responsibilities as identified in the Special Educational Needs Code of Practice for Wales, including: <ul style="list-style-type: none"> – identifying pupils' special educational needs and maintaining a register of them; – developing and implementing Individual Education Plans where necessary; – contributing to statutory reviews; and – making graduated provision to meet needs. • ensure that resources delegated to them to support pupils' additional learning needs are deployed effectively for this purpose; • seek to identify emerging additional needs at as early a stage as possible; • take positive action to address prejudice, discrimination and bullying, and to promote equality of opportunity and understanding of diversity; and • work in productive partnership with families and other agencies, and take account of the views of the full range of

<p>undertake early intervention, where appropriate;</p> <ul style="list-style-type: none">• work with schools to develop consistency in identifying thresholds of need and in meeting needs across the LA;• establish clear and consistently applied operating procedures for schools in accessing support and advice;• support and promote effective, integrated partnership working between agencies;• monitor, in partnership with schools, the quality and appropriateness of provision for pupils with additional learning needs, and the deployment of resources; and• work in productive partnership with families and other agencies, and take account of the views of the full range of children and young people themselves.	<p>children and young people themselves.</p>
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B8 Looked-after children

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • in association with the CSC: Fulfil the requirement of the Children Act 2004 to ensure that all children, including looked-after children: <ul style="list-style-type: none"> – receive their equal entitlement to education; – enjoy learning and achieve high standards; – attend school regularly; and – participate fully in education. • promote the educational achievement of looked after children, wherever they are placed; • fulfil its duty of co-operation to improve looked after children's well-being, including education, training and recreation; <p>assist the child's social worker and carer to identify an appropriate educational placement, including out-of-county placements;</p> • designate a specialist practitioner (the LAC Education Co-ordinator) to co-ordinate the child's education plan and address the education needs of looked after children and care leavers and ensure they gain maximum life benefits from education opportunities; • ensure, through its LAC Education Co-ordinator, that every child looked after by them has an effective and high quality Personal Education Plan that is formally reviewed and scrutinised as part of the statutory review of the Care Plan/Pathway Plan; 	<ul style="list-style-type: none"> • fully support the work of the Council in ensuring all children who are looked after: <ul style="list-style-type: none"> – receive their equal entitlement to education; – enjoy learning and achieve high standards; – attend school regularly; and – participate fully in education. • designate a teacher with responsibility for looked after children; • support the development of effective and high quality Personal Education Plans (PEPs); • contribute to the review and scrutiny of the effectiveness of the PEP; • work closely with the local authority's LAC Education Co-ordinator and all professionals supporting looked after children; and • comply fully with Welsh Government policy underpinned through guidance and regulations as outlined in Towards a Stable Life and Brighter Future and in Welsh Government Circular 2/2001 The Education of Children Looked After by Local Authorities.

- collect, analyse and use data relating to looked after children to promote their educational achievement; and
- comply fully with Welsh Government Policy underpinned through guidance and regulations as outlined in the Welsh Government document Towards a Stable Life and Brighter Future and with Welsh Government Circular 2/2001 The Education of Children Looked After by Local Authorities.

B9 LA and school target setting for attendance

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • collect data electronically weekly/fortnightly from schools to inform Education Welfare Officer (EWO) priorities; • monitor attendance rates - trends will be analysed and data shared with schools termly so that attendance rates can be benchmarked and outcomes celebrated or challenged; • agree with schools three-year targets for attendance; • offer support to schools on attendance matters and follow up through the EWS, children giving cause for concern; and • promote with parents the need for their children to attend school regularly. 	<ul style="list-style-type: none"> • promote with parents the need for their children to attend school regularly; • follow up all absences on the first day; • share information with the EWS on children giving cause for concern; • review attendance rates on a termly basis in relation to targets for improvement; • monitor attendance patterns of vulnerable groups; • maintain accurate pupil records; and • allow access by the LA to the relevant data in their management information systems on a weekly/fortnightly basis.

B10 Targets for reducing exclusions

The Educational Inclusion Strategy aims to ensure all children and young people have provision that is appropriate to meet their needs and for the vast majority this will be available within the setting of a mainstream school. The LA will support schools to enable them to retain students within the mainstream provision as far as possible and schools will consider exclusion only as a last resort.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • collect data on fixed-term and permanent exclusions. • monitor exclusion rates - trends will be analysed and data shared with schools termly so that exclusion rates can be benchmarked and outcomes celebrated or challenged; • offer support to schools on exclusion matters, including support on managed moves, behaviour and an appropriate curriculum; • provide a model behaviour policy; • work with schools to develop an appropriate range of learning pathways for students 14-19; • provide advice to governors, where permanent exclusions are likely to be considered; and • seek alternative provision (via Pupil Access Forum) for a student following a permanent exclusion so that he/she is placed in a new and appropriate setting within two weeks of being excluded. 	<ul style="list-style-type: none"> • follow the Welsh Government's statutory guidance, Exclusions from schools and Pupil Referral Units (Circular No 081/2012) regarding exclusions; • promote positive behaviour and discipline policies which set clear boundaries for learners and encourage good behaviour; • seek support from the LA for individual learners when serial fixed term exclusions occur or a permanent exclusion is likely; and • participate in the LA's managed moves agreement.

B11 Safeguarding

It is the duty of all staff, whether in schools or working for the LA, to ensure that children and young people are kept safe from harm in all of its various forms. It is the responsibility of schools and the LA to safeguard and promote the welfare of children under the Children Act 2004. There are statutory requirements which must be adhered to but also good working practices which weigh risks and put in place preventative measures to reduce risk.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • process DBS checks for new staff and undertake a rolling programme of re-checks for existing employees; • provide advice and support on child protection/safeguarding matters; • provide information on changes to statutory requirements, legislative changes, new national guidance and updates on safeguarding good practice; • provide a three-year rolling programme of basic child protection awareness for all school staff; • provide additional training for NQTs (via Central South Consortium) and provide additional 'mop up' sessions for new staff; • provide child protection awareness training for governors, arranged by the Learner Support Team twice a year; • offer support for child protection meetings, strategy meetings, child protection conferences (initial and review) and core groups; • provide feedback for schools following multi-agency audits; and • provide advice and support to schools when there are 	<ul style="list-style-type: none"> • ensure the physical security of children and young people on the premises; • abide by the ICT code of practice to keep children and young people safe when using ICT; • comply with recruitment requirements with regard to safeguarding and DBS checks; • access child protection training and ensure all staff have received recent and relevant updates; • train relevant staff in appropriate physical handling techniques; • comply with and monitor child protection procedures and the school's child protection policy; • ensure, where possible, that staff attend child protection meetings (child protection conferences, core groups and strategy meetings); • ensure that all staff have attended child protection awareness training; • submit reports for child protection conferences (initial and review) in addition to attending the meetings; • allow child protection teams to review files as part of multi-

<p>allegations against members of staff.</p>	<p>agency audits; and</p> <ul style="list-style-type: none">• ensure allegations against staff are referred through to the child protection coordinator and/or Assessment Team as a matter of urgency.
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B12 LA development and maintenance of effective information systems with schools and schools' maintenance and use of data

LAs and schools need to exchange a variety of information, including performance data, budget and expenditure information, and information about the needs of individual children. Monitoring, particularly of school performance and the regularity and propriety of school expenditure, is one of the central roles of LAs. The circulation of good quality data and advice on using them, particularly for target setting and development planning, is one of the ways in which LAs can best support schools. The LA can agree with schools the information and formats which would be most useful.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • provide guidance to schools so that they have a clear understanding of their roles, responsibilities and accountability relating to the collection and maintenance of pupil data; • maintain a central, up-to-date database of pupil details; • manage admissions and transfer information; • provide advice and support to schools to enable the successful completion of Pupil Level Annual School Census (PLASC) returns. Collate accurate data from PLASC returns and submit information to Welsh Government in order to access funding; • report on the collective performance of schools within the LA through: <ul style="list-style-type: none"> – annual performance reviews; – quarterly performance reviews and reports; – elected member briefings; and – reports to Overview and Scrutiny Committees. 	<ul style="list-style-type: none"> • maintain the accuracy and currency of information in their SIMS pupil records; • provide performance information to the LA in order to enable analysis and feedback; • undertake an effective ongoing evaluation and analysis of data in order to provide a clear indication of the school's strengths and weaknesses and incorporate into the school development plan; • forward accurate data to LA within designated time frames; • validate that information on Welsh Government's RE2 form is accurate prior to submission to Welsh Government (secondary only); • provide the LA with admission and transfer information and maintain up to date records of pupil details; • (in secondary and special schools) retain complete pupil records for each pupil (birth year plus 25 years) and basic information permanently; and • (in primary schools) forward all pupil records to receiving secondary schools and retain permanently basic information

- maintain and provide access to the LA Education and Family Support Directorate Information Zone.

The LA and CSC, in partnership, will provide quality performance data to all schools to supplement national data, including:

- detailed reports showing pupil progress in each school through each key stage compared with schools nationally;
- Fischer Family Trust data suggesting targets for each school, and value added data at each key stage.
- provide training to support school use of data for improvement; and
- distribute reports and relevant information from third parties such as Welsh Government, WJEC, Fischer Family Trust (FFT) and ALPS.

concerning pupils on roll and destination of records.

B13 Admission of pupils

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • produce annually an admissions prospectus setting out the LA admissions policy and the procedures by which parents can apply for a place for their child; • set the home-to-school/college transport policy and inform parents of the entitlements as published in the LA admissions policy; • set the Published Admission Number (PAN) for each school; • receive admissions requests from parents, allocate places and arrange appeals; • keep under review school catchment areas and conduct consultations as necessary on proposed changes; • ensure the statutory entitlements to a school place are met; • establish and maintain an admission forum; and • set school term and holiday dates (in association with CSC). 	<ul style="list-style-type: none"> • liaise with and inform the LA on all matters relating to admissions and application for admission; • inform the LA of any proposed changes to the configuration of the school which may affect the PAN; • notify the LA of fixed-term (15 days and over within one term) and permanent exclusions; • co-operate with the LA and partner schools in line with agreed policy in allocating places to children who have been excluded from another school; • make available and distribute as requested the LA admissions policy and prospectus or, in the case of voluntary aided schools, the school's admission policy; • provide for parents a school prospectus, the content of which meets statutory requirements; • complete returns to the LA (eg September and January returns), in a timely and accurate manner; and • keep attendance records and pupil records up to date.

B14 Providing support and training for governors

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<p>in association with the CSC:</p> <ul style="list-style-type: none"> • provide advice and support to governing bodies for senior appointments (headteachers and deputy headteachers this is not expected in CSC); • advertise the CSC mandatory training on induction, understanding data, role of the chair and clerk training. • ensure that all newly appointed clerks attend the CSC mandatory training courses in the required timescale. • provide advice and guidance on governance issues via an SLA; • establish new governing bodies, prepare and update the instruments of government; • provide a termly Director's report for all governing bodies; • provide advice to schools on the composition of governing bodies and procedures for establishing the membership of the governing body; and • arrange for the election of governors onto the governing body as per the constitution. 	<ul style="list-style-type: none"> • facilitate good working arrangements between staff, governors, other schools and the LA; • work with LA officers and advisers to ensure recruitment and selection procedures are compliant and result in sound appointments; • ensure new governors attend the mandatory induction and data courses in line with their responsibilities and encourage and encourage new and existing governors to attend topical training; • adhere to the Code of Conduct for governors; and • carry out governing body functions in line with statutory requirements.

B15 Reports which the governingbBody provides to the LA on the discharge of its functions

Under section 30 (3) of the Education Act 2002 the governing body of a maintained school must provide such reports in connection with the discharge of the governing body's functions as the local authority may require for the purposes of the exercise of any of the local authority's education functions. Under section 30 (4) of the Education Act 2002 the headteacher of a maintained school must provide the local authority with such reports in connection with the discharge of his functions as may be required by the local authority for the purposes of the exercise of any of their education functions.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • provide an electronic template to schools in order that the reports from the governing body to the LA on the discharge of its functions and the Annual Report to Parents can be completed; and • advise schools of expected reports - budget plans, school attendance targets, and exclusion/disciplinary findings. 	<ul style="list-style-type: none"> • complete the reports from the governing body on the discharge of its functions and the annual report to parents and submit these to the LA; • provide the LA with budget plans, school attendance targets, exclusion/disciplinary findings and provide information regarding any incidents as required, including racially-motivated incidents; • provide minutes of full governing body meetings and all committee meetings to the Learner Support Team; • arrange for the election of parent, teacher and staff representation onto the governing body as per the constitution; • co-opt community governors onto the governing body as per the constitution; and • ensure that associate pupil governors are appointed on to the governing body on an annual basis (secondary education only).

B16 Circumstances in which the school will seek LA advice on complaints and staff disciplinary matters

The LA does not have a statutory role in resolving complaints about schools. The statutory responsibility rests with the governing body. However, the governing body can ask for assistance to investigate a complaint, advice on handling, or advice on the response. The LA will also provide an adviser at all Complaint Committee hearings. The procedures will allow for the LA to review the procedure used to reach a decision but not to act as an appeal mechanism or to review the decision itself. If the LA concludes the process followed in a particular case was deficient it can ask the governing body to reconsider the matter.

For any complaints about the whole governing body or that relate to alleged criminal activity then the LA will need to be informed.

Before the school embarks on any disciplinary procedures for cases of gross misconduct and at each stage thereafter the headteacher and governing body should seek the advice of the LA.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL...
<ul style="list-style-type: none"> • provide a model complaints policy to ensure that schools are well advised and supported on handling complaints; • develop model policies, procedures and practices in order that schools are well advised and supported on employment issues; • promote and monitor policies and practices related to equal opportunities; • provide Human Resources (HR) support via an SLA; and • exercise its responsibilities in accordance with the Staffing of Maintained Schools (Wales) Regulations 2006. 	<ul style="list-style-type: none"> • set up committees to deal with complaints and disciplinary issues; • adopt rules and procedures to regulate the conduct and discipline of all staff working at the school; • develop effective and agreed HR management policies, procedures and practices which conform with legislation; • secure equal opportunities for all staff and students; • exercise its responsibilities in accordance with the Staffing of Maintained Schools (Wales) Regulations 2006; • inform the local authority of issues of concern that could result in bringing the school and/or the Council into disrepute; • give immediate priority to any safeguarding issues that become apparent; • aim for openness, transparency and a no-blame culture when

learning from any experiences arising from complaints; and

- where appropriate, seek and follow Council guidelines for dealing with and protecting genuine whistle-blowers.

B17 Recruitment and selection of staff

The successful recruitment and selection of staff is essential to the effectiveness of a school. The LA will endeavour to support schools in this through advice and support in the logistics of the process and school should refer to the HR SLA and the process map for appointments which set out where the exact responsibilities lay. Also, LA officers and CSC Challenge Advisers and Senior Challenge Advisers will be supportive in offering professional advice on the educational issues relating to recruitment.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • The following points summarise the service as offered by HR; the detailed service is as per the annual SLA: <ul style="list-style-type: none"> – provide advice and support in the recruitment and selection process; – advertise vacant posts on school instructions; – carry out pre-employment checks as necessary, including DBS checks; – enter staff onto the payroll; and – update and amend staff records promptly and accurately. – In addition, for headteacher and deputy headteacher posts, LA officers including HR and/or challenge advisers/senior challenge adviser: Offer advice and support to governing bodies on drawing up job specifications and the recruitment and selection process; – represent the Director at the short-listing and interview stages and provide advice to governing bodies; and – provide advice and support to newly appointed headteachers as required. 	<ul style="list-style-type: none"> • determine their staffing requirements in line with curriculum demands and available budget; • provide HR with the necessary information in order to ensure the appointment process meets the school's required timescales; • comply with required procedures and employment law in making appointments; • inform the LA of headship and deputy headteacher vacancies and liaise with LA officers in setting dates for the recruitment process; • inform HR of appointments made and supply the necessary information on successful candidates to enable contracts to be issued, start dates to be met and salaries paid in a timely and accurate manner; and • supply timely and accurate information to HR on any changes to contracts of employment, including terminations.

B18 Responsibility of the LA and school for health and safety matters

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • provide health and safety management arrangements (eg policies, procedures and guidance and templates for schools); • provide competent occupational health, safety and wellbeing advice as required; • advise on changing legislative, corporate policy and current best practice; • provide advice and support to schools in the assessment of risk and priorities for action; • monitor and review the delivery of health, safety and risk management in schools through audit and inspection; • provide occupational health advice and support, work placement assessments and health surveillance requirements; • support and assist schools during and/or post regulatory visits (eg HSE, Fire Service and Estyn); • provision of specialist advice and assessment eg noise level monitoring, lighting levels, DSW, fire risk assessment, slip resistance testing of flooring etc; and • assist in the provision and arrangements for the delivery of training. 	<ul style="list-style-type: none"> • inform the LA of issues of concern relating to health and safety; • develop local management arrangements incorporating the local authority's current Health and Safety policy, procedures etc; • exercise day-to-day control of the school premises and/or activities, adopting safe practices in accordance with the risk assessment and/or guidance provided by the LA; • co-operate with the LA including monitoring arrangements, reporting all accidents, hazardous events or conditions and any other matter that may jeopardise the LA's ability, as an employer to comply with its health and safety responsibilities; • encourage employee involvement in health, safety and risk management at the school and that an effective health and safety committee meets regularly which supports managers' efforts to develop a positive health and safety culture; • co-operate with the School Modernisation Team, Property Services (Operational and Partnership Services Directorate) regarding the provision, upgrade, repair and maintenance of school premises so that they remain safe, dry and warm in line with the Asset Management Plan; • ensure that any defeats and/or hazardous conditions identified within the workplace are reported and dealt with in a timely manner. Any items or workplace that present serious and imminent danger are to be isolated; • conducting regularly inspection and/or tours of the premises

to ensure that the risk controls continue to be effective;

- ensure that health and safety issues are taken into account when appointing and/or supervising the work of contractors and that only competent contractors are engaged in line with Construction, Design and management Regulations (CDM) 2015;
- ensure that risk assessments are developed for areas of significant risk and are maintained;
- ensure health and safety implications are considered when choosing, specifying, procuring and/or introducing equipment and/or substance and that they are used in accordance with the instruction and/or training given;
- personal protected equipment is provided and the use of it is monitored;
- ensure suitably numbers of staff are trained in health and safety particularly for the purpose of accident reporting/investigations and risk assessment; and
- ensure staff and/or governors attend health and safety courses.

B19 Responsibility of the school and LA for the control of school premises, maintenance and repairs

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • provide training for headteachers, nominated Premises Responsible Person(s) (PRP) and Governors with leadership roles for the schools premises to ensure compliance with all aspects of premises related health and safety issues (condition, repairs, statutory testing, and commissioning of works under CDM regulations). • undertake major capital works relating to community school premises in line with the School Modernisation Programme and Asset Management Plan. VA schools will be advised by the diocesan authority; • advise and manage schools regarding estate management matters, including boundary issues, land ownership, wayleaves, easements, etc; • advise schools regarding their responsibilities relating to asset renewal (including modifications and adaptations relating to the Equality Act 2010 repair and maintenance in line with the School Modernisation Programme and Asset Management Plan; • undertake works according to the division of responsibilities between the LA and schools/governors as detailed in the Financial Scheme for Schools, and the School Property Handbook; • offer an SLA to schools for minor improvements on school premises in line with the Asset Management Plan and school funded projects process; • advise on issues relating to maintenance of grounds and offer a 	<ul style="list-style-type: none"> • appoint a suitable Premises Responsible Person (PRP) to be accountable for the safety and condition of the premises and all premises related issues. The school and governing body will ensure attendance of the respective PRP and relevant persons to the training provided. Failure to attend the requisite training will constitute a breach of this agreement and render the school non-compliant with the respective legislation. • approval of and discussion of briefs relating to major capital works in community schools with the School Modernisation Team, Property Section Operational and Partnership Services Directorate); • inform, discuss and seek approval from the School Modernisation Team, Property Section Operational and Partnership Services Directorate). regarding proposed briefs for capital works in VA schools; • bring issues of concern relating to estate management to the attention of the School Modernisation Team, Property Section Operational and Partnership Services Directorate) including accessibility matters in line with the Equality Act 2010 and fire precautions in line with Regulatory Reform (Fire Safety) Order 2005; • inform and/or seek advice on ad hoc hire/use of premises agreements, etc; • discuss issues of concern relating to asset renewal, repair and maintenance issues with the School Modernisation Team, Property Section Operational and Partnership Services

grounds maintenance SLA;

- provide appropriate insurance for each school to cover the following: property (building); property (contents); business interruption; employers' liability; public liability; libel and slander; officials Indemnity, fidelity guarantee; money; personal accident travel and motor (schools own vehicle when requested to do so by the school and where vehicles are hired via Fleet Department). Computer insurance is provided for primary, junior and infants schools as well as special schools. It is provided for comprehensive schools on request. Offsite activities insurance is currently provided to all schools and again this can be supplemented with onsite cover on request;
- periodically re-tender the insurance programme in accordance with procurement rules;
- provide statutory engineering inspections on plant and equipment where requested to do so;
- provide a full advisory service in relation to all aspects of insurance cover;
- carry out the day-to-day administration of policies and handle any claims;
- assist schools in carrying out their role in the submission of claims. Liaise with schools and insurers to achieve a satisfactory conclusion to claims administration; and
- in addition, advice is given to schools who have taken out additional insurance cover with CCV Cardiff Insurance Brokers. This can protect schools following damage to buildings or contents where the loss is less than the Council's policy deductible of £150k each and every loss. Cover may also be purchased for additional insured perils.
- for schools that have signed into the Service Level Agreement

Directorate) linked to the Capital and Asset Renewal programme;

- undertake repair and maintenance works according to the Division of Responsibilities between the LA and Schools /Governors as detailed in the Financial Scheme for Schools and Property Condition Handbook;
- approval of and discussion with the LA, School Modernisation Team, Property Section Operational and Partnership Services Directorate the need for minor improvements to school premises linked to the Asset Management Plan;
- approval for and to seek advice to undertake minor improvements, funded by school funds, to the school premises and grounds as set out in the School Funded Projects process and in line with the Asset Management Plan. Take into consideration Construction, Design and Management Regulations (CDM) 2015. When considering projects relating to legislative compliance, ensure that all certification and documentation, including specifications are provided to the LA for ratification;
- inform and discuss with the LA issues of concern relating to the maintenance of grounds;
- Discuss insurance requirements with the Council's Risk Management and Insurance Officer; and
- schools which have chosen not to join the Building Management Services Service Level Agreement; have accepted liability for;
 - day-to-day repairs;
 - asbestos management;
 - energy management;

(SLA) for Building Management Services through the BCBC Built Environment Team, the LA will manage on behalf of the school:

- statutory testing regimes for Legionella and periodic electrical testing;
 - discuss and offer advice and solutions to repair and maintenance issues providing appropriate reports where applicable following site inspections;
 - produce budget estimates for repair and maintenance works;
 - prepare, as requested, budget estimates;
 - where funds have been identified, specifications and tender documentation to obtain fixed price quotations;
 - tenders in accordance with the Council’s Contract and Financial Procedure Rules;
 - administer and monitor projects;
 - works in accordance with Construction, Design and Management Regulations (CDM), the section’s procurement processes to include client, pre-contract, post contract and post completion phases, where applicable;
 - administer and monitor agreed service contracts;
 - liaise with specialist professionals on specific building issues; and
 - architectural services.
- Where a school chooses not to enter into the Service Level Agreement for Building Management Services the LA will perform periodic building inspections to ensure the building is being maintained properly and the school remains fully compliant with statutory requirements. In the event of material defects, the LA may perform remedial works with any costs
- statutory testing regimes (eg for Legionella and Periodic Electrical Testing):
 - perform all works in accordance with the Construction, Design and Maintenance (CDM) regulations; and
 - schools are required to ensure all appointed contractors are suitably qualified for the works commissioned and will provide the LA with any necessary certification to demonstrate premises compliance with statutory requirements before the expiry date of preceding certificate(s).
- Where a school is unable to provide the necessary certification the LA may perform additional inspections and charge the school for any costs incurred.

being recharged to the school.

B20 The development of schools as learning communities

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • advise and support schools in developing the community dimension to the work of the school; and • audit regularly the community provision in schools and provide benchmark information to schools. 	<ul style="list-style-type: none"> • endeavour to extend learning activities for all; • signpost activities, opportunities and services for the wider community; • include family engagement initiatives in the school's development plan, wherever appropriate; and • maintain a record of community activity associated with the school and extended school activities.

B21 LA duties regarding the defrayment of expenses of maintaining schools

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • defray all of the expenses of maintaining a school, except in the case of a voluntary aided school where some of the expenses are, by statute, payable by the governing body; • distribute amounts from its individual school's budget amongst its maintained schools according to a formula which accords with regulations made by Welsh Government, and enables the calculation of the budget share for each maintained school; and • delegate this budget share to the governing body of the school. 	<ul style="list-style-type: none"> • defray all of the expenses which, through statute, are its responsibility from its delegated budget, in addition to any other funding it may secure.

B22 LMS and school budgets

Section 4 of the Financial Scheme for Schools sets out the governing body's responsibilities in terms of its financial responsibilities for its delegated funding. It outlines those concerned with the day to day financial management of the school, and those which are directed more for the governing body as a whole.

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • provide budget information annually to schools in conjunction with their formula allocations, along with indicative allocations for the following two years; • offer an SLA to primary and special schools to help schools monitor and manage their budgets; • advise schools on budget management as necessary; • ensure governing bodies understand their responsibilities in sound financial management and prudent use of public funds; • audit school financial arrangements and practices; • intervene as necessary to ensure compliance with financial and educational regulations; • publish annually a statement setting out details of its planned individual schools budget, showing the budget share for each school, the formula used to calculate those budget shares, and the detailed calculation for each school (Section 52 School Standards and Framework Act 1998 - Budget Statement); • after each financial year, publish a statement showing outturn expenditure at school level, and the balances held in respect of each school; and • withdraw delegated funding from governing bodies that fail to 	<ul style="list-style-type: none"> • subject to the provisions of the Financial Scheme for Schools, spend budget shares for the purposes of their school; • spend budget shares on any additional purposes prescribed by the Welsh Government; • comply with the Financial Regulations for Schools and Standing Orders for Contracts for Schools, when incurring expenditure; • ensure the council's School Private Fund regulations are adhered to; and • plan to avoid a deficit budget. If a school sets a deficit budget at the start of a financial year greater than 5% of the annual budget or £10k (whichever is higher), a formal deficit plan needs to be submitted, for authorisation by the Director of Education and Family Support and the S151 Officer.

comply with delegation requirements.	
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B23 Collaborative arrangements 14-19

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • work with schools to update the 2007 Bridgend Learner Entitlement Statement 14-19 and then to realise the goals and aspirations set out in the 2014-15 revised Statement; • support collaboration between the full range of providers in the public, private and voluntary sector, in order to extend both access to, and the scope of the learning pathways available to post-14 learners in the authority; • lead strategic planning to secure the extension of opportunity and the efficient and effective use of resources 14-19 especially in the context of the Welsh Government Post-16 Planning Funding system introduced in 2014; • support and participate in the work of the Bridgend Post-14 Learning Partnership to plan the collaborative delivery of an extended curriculum and robust governance arrangements between relevant institutions to underpin this delivery; • support the co-ordination and procurement of provision to ensure that resources are used effectively and efficiently, to maximise equality of learning opportunity and to help ensure that a coherent infrastructure exists to support this; • work with schools to publish annually an option menu of formal learning opportunities for post-14 and post-16 learners in line with the requirements of the Learning and Skills (Wales) Measure 2009; • work with all schools and post-16 providers to develop the local area prospectus and envisaged through Welsh Government policy on the Youth Guarantee; 	<ul style="list-style-type: none"> • participate at governing body, headteacher and senior management levels in the development of collaborative arrangements to extend the range of choice, progression pathways and flexibility for learners in accessing appropriate programmes of study and accreditation post-14, including alternative provision, and post-16; • ensure that the local area curriculum and learner support offered through the school meet the requirements for key stage 4 and post-16 as laid out in the Learning and Skills (Wales) Measure 2009 and related regulations; • provide high-quality impartial advice, guidance and support to pupils on the options and choices available to them at 14 and 16, including, where necessary, personalised learning coaching and individual learning pathway plans; • comply with agreed protocols concerning learner support and collaborative curriculum arrangements; • provide the LA with the school and pupil level data needed: <ul style="list-style-type: none"> ○ to support effective strategic and operational planning; ○ to comply with and report on Welsh Government Performance Measures; and ○ to support the implementation of the Welsh Government's Youth Engagement and Progression Framework. • participate in quality assurance arrangements to ensure that

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| <ul style="list-style-type: none"> • support schools and other providers in managing the range of post-14 and post-16 general and vocational courses that are available in line with our resources; • ensure that young people have access to a good range of independent/impartial advice and guidance where necessary to help them plan their learning, personal and career development; • form the local curricula subject to the Education (Local Curriculum for Pupils in Key Stage 4) (Wales) Regulations 2009 as amended in 2014 and informed by the Local Curriculum for Pupils in Key Stage 4 Guidance (Guidance document number: 005/2014); • comply with the Education (Local Curriculum for Students aged 16 to 18)(Wales) Regulations 2010 as amended by the Education (Local Curriculum for Pupils in Stage 4) (Wales) (Amendment) Regulations 2014 and the associated statutory guidance (Welsh Government Circular: 002/2014); • work with partners to develop a Bridgend 14-19 Learning Partnership Quality Assurance Framework that is fit for purpose; • hold partners to account for high standards of provision through the application of the agreed Bridgend 14-19 Learning Partnership's Quality Assurance Framework, Alps data and the new consistent post-16 performance measures being introduced by Welsh Government; and • work with Central South Consortium on 14-19 arrangements as agreed in the CSC 14-19 Service Specification set out by the five LAs. | <p>provision is of a high standard and gives good value for money;</p> <ul style="list-style-type: none"> • work with partners and the LA to ensure the successful implementation of the Welsh Government's Youth Guarantee; and • subject to the provisions of the Welsh Government post-16 Grant and annual post-16 ministerial priorities, spend the school's allocation of the grant for the designated purposes in their school. |
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B24 Minimising the bureaucratic burden on schools

THE COUNCIL WILL:	THE SCHOOL/GOVERNING BODY WILL:
<ul style="list-style-type: none"> • support schools in their implementation of, and compliance with, the relevant elements of the National Agreement on Raising Standards and Tackling Workload as set out in the School Teachers' Pay and Conditions document; • assist schools in complying with the requirements of the Welsh Government Circular 22/98 Reducing the Bureaucratic Burden on Teachers; <ul style="list-style-type: none"> – support the three fundamental principles of Circular 22/98 Schools should be evaluated primarily by the educational standards achieved; – teachers should be regarded as competent professionals; and – the minimum key information necessary for good communication should be provided to schools and by schools to parents. • consider carefully, before making requests of schools for information which is not justified by its strategic and co-ordinating role, and only make requests where a school response is highly desirable; • give careful consideration to the extent of individual consultation with schools; • nominate a responsible officer to act as a gatekeeper to reduce the bureaucratic burden on schools; • support schools in delivering the curriculum without undue bureaucracy; 	<ul style="list-style-type: none"> • implement the relevant elements of the National Agreement on Raising Standards and Tackling Workload as set out in the School Teachers' Pay and Conditions document; • comply fully with the requirements of the Welsh Government Circular 022/06 Raising Standards and Tackling Workload: a National Agreement Regularly review the number and quality of meetings and establish a pattern of meetings which are fully justified; • consider whether all written communications with and between staff are necessary; • review the length and quality of all documents which they prepare, whether for planning or administrative purposes and keep documents concise; • in consultation with their staff, consider whether documents which are voluntary in their application can be used without introducing unreasonable burdens; • produce crisp and concise written reports to parents at least once a year on the progress their children have made; • use assessment information to inform learning and develop and maintain manageable recording and effective reporting systems; • develop an effective format for lesson plans and lesson evaluation that is not unduly bureaucratic; • make the effective use of the full range of resources available to the school, with the aim of allowing teachers to

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| <ul style="list-style-type: none"> • support fully the administrative requirements of the Estyn Guidance on the Inspection of Schools; • support schools in the process of evaluating pupil performance, target setting and development planning without undue bureaucracy, using electronic methods where available; • support schools in implementing the SEN Code of Practice for Wales without undue bureaucracy; • support schools in complying with statutory requirements for governors' annual reports and school prospectuses; • when schools are invited to bid for funding, keep the requirements to an absolute minimum; and • avoid duplication in requesting information from schools. | <p>devote the maximum amount of time on raising standards of achievement;</p> <ul style="list-style-type: none"> • when being inspected, comply with the administrative requirements as outlined in the Estyn Guidance on the Inspection of Schools; • identify clearly strengths and weaknesses of the performance of pupils and set and review targets for raising achievement using an efficient and effective process; • effectively deliver the revised National Curriculum and Foundation Phase with minimum bureaucracy; • manage the SEN Code of Practice for Wales efficiently and effectively; and • complete funding bids in proportion to the money available. |
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Glossary of terms

ALN	Additional learning needs
CDM	Construction design and management regulations
CP	Child protection
CSC	Central South Consortium
DBS	Disclosure and Barring Service
EWS	Education Welfare Service
HR	Human Resources
ICT	Information communication technology
LA	Local authority
LMS	Local Management of Schools
NQT	Newly qualified teacher
PAN	Pupil Admission Number
PLASC	Pupil Level Annual School Census
SEN	Special educational needs
SIMS	Schools Information Management System
SLA	Service level agreement
VA	Voluntary Aided
WG	Welsh Government

LOCAL AUTHORITY/SCHOOL PARTNERSHIP AGREEMENT 2017 – 2019

On behalf of Bridgend County Borough Council:

Signed : _____

Interim Corporate Director – Education and Family Support

Date : _____

On behalf of : _____ School

Signed : _____

Chair of governing body

Date : _____

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

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