

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



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

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

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



**Cyfarwyddiaeth y Prif Weithredwr / Chief  
Executive's Directorate**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147 / 643694

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 18 October 2018

Dear Councillor,

**COUNCIL**

A meeting of the Council will be held in the Council Chamber - Civic Offices Angel Street Bridgend CF31 4WB on **Wednesday, 24 October 2018 at 15:00.**

**AGENDA**

1. Apologies for absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest from Members/Officers in accordance with the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 22  
To receive for approval the minutes of 19/09/18
4. To receive announcements from:  
(i) Mayor (or person presiding)  
(ii) Members of the Cabinet  
(iii) Chief Executive  
(iv) Monitoring Officer
5. To receive the report of the Leader
6. Annual Report 2017-18 23 - 72
7. Treasury Management – Half Year Report 2018-19 73 - 92
8. Information Report for Noting 93 - 116
9. To receive the following Questions to the Executive from:  
**Question to the Cabinet Member Education and Regeneration from Councillor T Thomas**

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Will the Cabinet Member make a statement on the take up of Welsh A Levels across schools in the County Borough.

### **Question to the Cabinet Member Social Services and Early Help from Councillor A Hussain**

The number of people living with hearing loss in Wales is 575,500 and this number is rising as the population ages and we live longer. I don't have the number of people we have with hearing loss here in Bridgend County.

Action on Hearing Loss Cymru in their recent report have recommended that, I quote "Local Authorities should review their provision and access arrangements for people who are deaf or have hearing loss, ensuring they are meeting their duties under the Social Services and Wellbeing Act. Particular attention should be given to:

- the first point of contact/access,
- the assessment process,
- the system for issuing assistive equipment and
- the provision of information/advice/guidance throughout."

Keeping in mind the above recommendation suggested by Action on Hearing Loss Cymru, Could the Cabinet Member let the Council know how we are supporting people with hearing loss here in our County?

10. Notice of Motion Proposed by Councillor Tim Thomas  
Council acknowledges:

The damaging impact that increased levels of gasses within the atmosphere is having on the environment and the part it is playing in adverse climate change. Council further acknowledges that international cooperation is required to hold the immediate impact on our climate.

Council welcomes:

The UK and Welsh government's commitment to tackling climate change with initiatives to limit global warming, and its acceptance that the use of fossil fuels is a major contributory factor in rising world temperatures and carbon dioxide emissions.

Council notes that during the financial year 2016/17, the Rhondda Cynon Taff Pension Fund, which administers pension arrangements on behalf of Bridgend County Borough Council, invested a percentage of indirect pooled funds in fossil fuels.

This council calls on the Rhondda Cynon Taff Pension Fund to start making an ordered withdrawal of such investments at the earliest opportunity.

11. Urgent Items

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

12. Exclusion of the Public

The Report relating to the following item is not for publication as it contains exempt information as defined in Paragraph 12 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.

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

13. VER and Redundancy Package

117 - 122

Yours faithfully

**K Watson**

Head of Legal and Regulatory Services

Councillors:

S Aspey  
SE Baldwin  
TH Beedle  
JPD Blundell  
NA Burnett  
MC Clarke  
N Clarke  
RJ Collins  
HJ David  
P Davies  
PA Davies  
SK Dendy  
DK Edwards  
J Gebbie  
T Giffard  
RM Granville  
CA Green  
DG Howells

Councillors

A Hussain  
RM James  
B Jones  
M Jones  
MJ Kearns  
DRW Lewis  
JE Lewis  
JR McCarthy  
DG Owen  
D Patel  
RL Penhale-Thomas  
AA Pucella  
JC Radcliffe  
KL Rowlands  
B Sedgebeer  
RMI Shaw  
CE Smith  
SG Smith

Councillors

JC Spanswick  
RME Stirman  
G Thomas  
T Thomas  
JH Tildesley MBE  
E Venables  
SR Vidal  
MC Voisey  
LM Walters  
KJ Watts  
CA Webster  
DBF White  
PJ White  
A Williams  
AJ Williams  
HM Williams  
JE Williams  
RE Young

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COUNCIL - WEDNESDAY, 19 SEPTEMBER 2018

MINUTES OF A MEETING OF THE COUNCIL HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 19 SEPTEMBER 2018 AT 15:00

## Present

Councillor JR McCarthy – Chairperson

S Aspey	SE Baldwin	TH Beedle	JPD Blundell
NA Burnett	MC Clarke	N Clarke	RJ Collins
HJ David	P Davies	PA Davies	SK Dendy
DK Edwards	J Gebbie	T Giffard	RM Granville
CA Green	DG Howells	B Jones	MJ Kearns
DRW Lewis	DG Owen	D Patel	RL Penhale-Thomas
AA Pucella	JC Radcliffe	KL Rowlands	B Sedgebeer
RMI Shaw	JC Spanswick	RME Stirman	G Thomas
T Thomas	E Venables	SR Vidal	MC Voisey
KJ Watts	CA Webster	DBF White	A Williams
AJ Williams	HM Williams	JE Williams	RE Young

## Apologies for Absence

A Hussain, RM James, JE Lewis, SG Smith, JH Tildesley MBE, LM Walters and PJ White

## Officers:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Mark Galvin	Senior Democratic Services Officer - Committees
Lindsay Harvey	Corporate Director Education and Family Support
Gill Lewis	Interim Head of Finance and Section 151 Officer
Darren Mepham	Chief Executive
Jonathan Parsons	Group Manager Development
Michael Pitman	Business & Administrative Apprentice
Mark Shephard	Corporate Director - Communities
Kelly Watson	Head of Legal & Regulatory Services

## 212. DECLARATIONS OF INTEREST

The Head of Legal and Regulatory Services and Monitoring Officer gave the following advice to Members in respect of an agenda item some may possibly have an interest in later in the meeting (ie Agenda Item 12), as follows:-

Members who are in the pension fund will have a personal interest in this item. However, under the Code of Conduct if that interest arises from their membership of the fund through their Councillor salaries they would not have a prejudicial interest. This exemption applies to them personally and would not apply to any interest they had as a result of family being part of the pension fund. It is for each Member to consider their own individual circumstances.

The following declarations of interest were made in respect of Agenda Item 12:-

Councillor DBF White prejudicial interest

Councillor DG Howells personal interest, as well as a prejudicial interest as a representative Member of WDA.

Councillor JC Spanswick prejudicial interest in that certain family members were in the Local Government Pension Scheme.

Councillor P Davies prejudicial interest.

Councillor HJ David prejudicial interest in that close family relatives are in the Local Government Pension Scheme. Councillor David also declared a prejudicial interest in Agenda Item 6 as a close family relative was employed by Rockwool.

Councillor HM Williams personal interest, and a prejudicial interest in Agenda Item 6, due to him owning a section of land within the application site.

Councillor CE Smith personal interest as well as a prejudicial interest due to a close family member being a beneficiary member of the Local Government Pension Scheme.

Councillor S Baldwin personal and prejudicial interest.

Councillor MJ Kearn prejudicial interest as a close family Member was in the Local Government Pension Scheme.

Councillor G Thomas prejudicial interest as a member of the Local Government Pension Scheme.

Councillor KJ Watts prejudicial interest.

Councillor RM Shaw personal interest.

Councillor N Clarke personal interest.

Councillor MC Voisey personal interest.

Councillor N Burnett prejudicial interest as a close family relative is a member of the Local Government Pension Scheme.

Councillor M Jones personal and prejudicial interest

Councillor T Beedle prejudicial interest as a member of the Local Government Pension Scheme.

Councillor A Williams personal interest as a member of the Local Government Pension Scheme.

Councillor D Patel personal interest as a member of the Local Government Pension Scheme.

Councillor MC Clarke personal interest.

Councillor S Aspey personal interest as he is a member of the Local Government Pension Scheme.

Councillor T Thomas personal interest as he had previously paid into the Local Government Pension Scheme.

Those Members above who had declared a prejudicial interest in both the Agenda Items referred to, advised that they would leave the meeting whilst these items were being considered.

213. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Council dated 18 July 2018, be approved as a true and accurate record.

214. TO RECEIVE ANNOUNCEMENTS FROM:

The Mayor

The Mayor welcomed Members back after the August recess and hoped all had been able to get away for a few days ready for the autumn / winter season.

Since his last report to Council, both his Escort and he had carried out 34 official engagements, which had been varied and different yet very enjoyable, and it had been difficult to select a few to tell Members about.

They visited Mrs Emily McNamara on her 100<sup>th</sup> Birthday at her home in Maesteg, who enjoys good health, is still able to go shopping every week to ASDA with her granddaughter, and manages to climb the stairs every night. She told us about working in the munitions factory in Bridgend during the war and how she met her husband at a dance in 1943 and they got married 6 months later, and the rest is history with a number of grandchildren and great grandchildren. It was lovely to meet her and her family he added.

They also attended the Park Slip Disaster memorial service, a moving occasion with the great loss of life especially young men of 13 years of age, and in some cases several members of the same family lost.

The official opening of Bettws School by the First Minister was an excellent morning where we were shown around by the pupils who told us about their new school.

The Mayor/Consort had also attended the Maesteg Comprehensive School sports presentation evening, and at the Odeon Cinema Bridgend they attended the premier of Dragon Hunters, journalistic short films about the problems with dragons in the valleys, made in collaboration by all the primary schools in the Maesteg area, assisted by staff and pupils of Maesteg Comprehensive.

They also visited Trelales School Laleston to present the Platinum flag awarded to the school after 10 years having been awarded the green flag.

Further visits, included Year 6 leavers play at Tondu School, Bridgend car show, civic service of the Mayor of Porthcawl Cllr. Norah Clark, licensing of the Rev Ian Hodges as Area Dean with Bishop June. The Royal Welsh Show, visit to Tenovus mobile cancer unit at the pines, 65<sup>th</sup> Wedding Anniversary of Mr & Mrs Panter, presentation evening at HMS Cambria Barry. They had also visited the Dogs' Trust at Pen-y Fai, Bridge FM radio local hero awards evening, Presentation of a cheque to the Mayor Charities from the Members and Management of Castle bingo, and Housing matters day at Llamau's Morfa safe house.

He added that it was a sad occasion to attend the funeral of Audrey Thomas the sister of Councillor Jeff Tildesley, and who was his Consort when he was Mayor.

The Mayor had presented to him a cheque for Bridgend radio from Sainsbury's, following which he then visited the radio station in the hospital, then attended the opening of the new Gym for Warriors kick boxing club at the YMCA in Bridgend with Councillor David White and the Leader.

The Mayor/Consort had been presented with Gideon Bibles at the Civic Offices; visited St Pauls open day at Heol –y-Cyw, Glanffrwd residential home summer fete in Pencoed, LGBT Flag raising at civic offices, citizenship ceremony with 2 lovely families, ordination and induction of the new pastor for Hope Baptist Church Reverend Robert Hall QGM (Robbie to his friends). Also to Cefn-yr-Afon fete, Brackla in Bloom presentation, a concert by Porthcawl male voice choir with a talented quartet of singers ie The 4tunes. The Launch of Bridgend craft collective, Presentation and unveiling of a plaque at Porthcawl Harbour with Councillor Charles Smith to mark the double century of the birth of Robert Pearson Brereton who along with other projects in the area designed and built Porthcawl harbour, MPCT St David's day run in Coopers field Bute park.

He concluded by advising that both his Consort and he, were looking forward to a busy autumn season, if the above was anything to go by.

#### Deputy Leader

The Deputy Leader was sure that Members will want to let their constituents know that we are preparing to hold the annual County Borough Job's Fair.

This popular free event will take place tomorrow between 10am and 1pm at Bridgend Life Centre.

It was open to everyone, and is aimed at helping local people to find work or change career while receiving expert advice and support.

The event had been organised in partnership with Job Centre Plus, and more than 40 employers and organisations will be taking part.

There will be a wide range of temporary and permanent vacancies available to apply for on the day, and these will cover jobs in retail and sales, hospitality driving, care, manufacturing, banking, security, training providers, public services and recruitment.

The job's fair has developed a solid reputation as a place where job seekers can access information and advice, and get back into work or find an opportunity to increase their skills.

This year's event has attracted a large number of potential employers, and he was certain that it will be of great benefit to local residents.

#### Cabinet Member – Communities

The Cabinet Member – Communities advised that Members were no doubt used to constituents bringing potholes to their attention, so he was really pleased to see that our £1.5m highways upgrade is underway.

This is resurfacing some of the County Borough's most well-used roads as part of a rolling programme of investment.



He was aware that Members and concerned members of the public, had brought many of the roads to our attention, and Council staff had identified those which needed to be included in the programme

The roads had been selected for work following technical surveys which have made use of radar, skid-resistance equipment, condition surveys and assessments conducted by highways inspectors.

Once the work has been completed, it should ensure that the road will not require any further major repairs for between 20 to 30 years.

This makes far greater sense than patching or mending potholes as they occur, and is far cheaper in the long run.

While some inconvenience is inevitable, all efforts are being made to try and keep this to a minimum, and the work is going to make quite a difference as we move closer towards winter.

Finally, he reminded Members of the RAF Centenary event that would take place at 4.30pm (ie following Council) this afternoon.

#### Cabinet Member – Future Generations and Wellbeing

The Cabinet Member – Future Generations and Wellbeing, advised that as the autumn term rolls around, the Council's annual 'Empty Nest' campaign has begun to recruit new foster carers.

The campaign is aimed at households where children have grown-up and moved on. It provides a positive solution for parents and guardians who may be trying to adjust to the sudden change in their lives.

It also encourages parents and guardians to use their skills to help ensure that children can remain in the local area, and as close to their school and friends as possible.

Foster carers were also being sought, as part of the 'Bridge The Gap' scheme, which provides specialist short-term care for children who have a range of additional needs.

Ongoing training and advice is provided for all foster carers along with a competitive financial package.

She concluded by stating that anyone who would like to find out more can do so by visiting the Bridgend Foster Care website, or calling the fostering team on 642674.

#### Cabinet Member – Education and Regeneration

The Cabinet Member Education and Regeneration, stated that colleagues will be aware that this Council's ongoing school modernisation programme has been delivering state of the art educational facilities for some time now.

Together with the Mayor, Youth Mayor, Deputy Youth Mayor, Leader, and fellow Cabinet members together with local Councillor Martin Jones, he was delighted to attend the official opening of the all-new Betws Primary School.

First Minister Carwyn Jones was also on hand for the event, and they seen for themselves what a huge difference the school is making in the lives of over 200 local children aged between four and eleven.

As Members were aware, in 2012 Betws Primary was partially damaged after a fire broke out in the junior block. Together with the Welsh medium primary which is being constructed at the same site, Ysgol Gynradd Gymraeg Calon Y Cymoedd, both schools represent a £10.8m investment into the southern part of the Garw Valley.

With Coleg Cymunedol Y Dderwen located just a few miles down the road, he felt that this ably demonstrates the efforts being made to create a formidable lasting legacy for education in this part of the County Borough.

He both thanked and congratulated everyone who had helped to deliver this wonderful new community resource.

He was also delighted to attend a recent event organised by the Institution of Civil Engineers, or ICE for short, to mark the contribution of Robert Pearson Brereton, a 19<sup>th</sup> century engineer and colleague of Brunel, who was responsible for a number of local feats of engineering.

These included the construction of the new Porthcawl dock, which opened in 1867, and the completion of the Maesteg district to Bridgend and Porthcawl railway line.

In the past thirteen years ICE Wales Cymru has placed or supported 27 plaques and information panels throughout Wales, marking important historical engineering sites and commemorating famous engineers such as Trevithick, Brunel and Telford.

ICE had provided us with a commemorative plaque which we will place on permanent display once some of the current harbour works are completed.

It will be the 27<sup>th</sup> plaque that ICE has awarded to mark important sites and commemorate famous engineers, and he was sure that Members would wish to check this out for themselves.

#### Chief Executive

The Chief Executive wished to provide Members with a brief update about some staff engagement work that was currently being carried out.

Over the summer, the Leader and himself held a number of sessions with staff here in the Council Chamber, and around 150 employees attended these in total, and they gave them a real cross-cutting flavour of the sort of concerns and issues affecting staff.

The sessions also enabled them to share some of the major issues facing the Council, and to answer any questions that were raised. They also encouraged staff to view the sessions as an open forum where anyone could raise an issue, and they responded to this positively so.

Staff had expressed a lot of interest in the forthcoming health board changes and Local government reorganisation was also a hot topic. As of course was the budget and austerity.

The staff updates form part of a rolling programme of measures which are designed to help us better understand our staff, and support us in addressing their well-being needs.

This was something that the Leader and he were likely to repeat at regular intervals in the future.

Additionally, we launched a staff survey which is designed to enable staff to provide us with honest, anonymous feedback, and give us a true insight into their views and feelings. This will conclude on 10 October, after which time we will analyse it in order to identify what actions might be necessary for things like supporting staff wellbeing and morale.

He would update Members with more details once the results of this process were known the Chief Executive concluded.

#### Monitoring Officer

The Monitoring Officer announced of a couple of changes regarding Committee memberships.

Firstly, she advised that Councillor Radcliffe would take the place of Councillor T Thomas on the Development Control Committee.

Secondly, it had been agreed between the two following Members, that Councillor J Williams comes off SO&SC 1 and becomes a member of SO&SC 3 instead. To facilitate this, Councillor JH Tildesley would relinquish his membership on SO&SC 3 and become a member of SO&SC 1.

The Monitoring Officer added that the above changes would not affect the current political balance of Committees.

#### 215. TO RECEIVE THE REPORT OF THE LEADER

The Leader advised that the Council were about to embark on this year's budget consultation, and will be once again encouraging local residents to take part and assist in re-shaping Bridgend's future. As part of this, we would be carrying out a full publicity and marketing campaign that will take into account community events, news releases, advertising and more.

Social media will play a major role in this process, and he hoped that all elected Members will get behind the campaign, and encourage as many people to take part as possible. We will be asking residents what services they think should be prioritised as the Authority seeks to cover a £35m shortfall in funding by 2023. It is all too easy to see only the cut and not the reasoning behind it, so we need Members to help us to communicate some very difficult issues.

As Members knew, the Council had already saved £30m by doing things like reducing our staff by more than 400, working with partners such as Halo, or reducing services such as public conveniences, street cleansing, youth clubs and adult learning. This has been undertaken while also delivering essential investment into new schools, housing for older people, vital sea defences and more. But as Members were also aware, a critical point had now been reached, and some very hard decisions still had yet to be made.

The next few years were going to be the most challenging yet as we are forced to consider important areas such as schools and nursery education, social services for children, older residents and disabled people, and more. This is why the Council needed to fully engage with local people, and he was appealing to all Councillors, including members of Town and Community Councils, to help in delivering these.

Members would soon be receiving an invitation to a special consultation event. This is being arranged so that it can take place alongside full Council on Wednesday 24

October, and will provide Members with an opportunity to give their views and find out more about what we are trying to achieve. In addition, Councillors would be sent full details of the community events that are being organised, along with information advising residents about the different ways in which they can take part.

The budget consultation will take place between the 24 September and the 18 November. There would be ample opportunity to take part, so he asked those present to help spread the word about this very important opportunity.

Finally, the Leader congratulated Mr. Lindsay Harvey who had recently been appointed to the post of Corporate Director – Education and Family Support, after occupying this role on an interim basis. This appointment had been made by the Appointments Committee, a body comprising cross-party Members.

The Leader was aware that this job was Mr. Harvey's dream post, and he knew that he would be very successful in effectively carrying out the role of the job as he had done on a temporary basis for quite a few months already.

216. DEPARTURE PLANNING APPLICATION P/18/520/FUL

The Corporate Director - Communities submitted a report, which confirmed that on 30 August, 2018, the Development Control Committee considered planning application P/18/520/FUL as a departure from the Local Development Plan. The Development Control Committee resolved not to refuse planning permission, so the application is referred to Council which is requested to approve the application subject to conditions.

A copy of the Development Control Committee report on this matter was attached at Appendix 1 to the report.

The Group Manager Development advised that Members were familiar with him attending the Development Control Committee to provide updates on the Local Development Plan (LDP) and other development planning matters, whereby the importance of compliance with and delivery of the LDP was emphasised. Occasionally however, reports relating to development that does not comply with the LDP where the above Committee have resolved to approve were required to be considered by Council, as the Committee is unable to make a determination on certain applications (that depart from the LDP).

The above application related to an extension to the existing Rockwool factory site at Wern Tarw, Bridgend, a major employer in the County Borough. The extension will involve developing land currently outside the allocated area for the factory and into the open countryside. As such the proposal does not comply with the LDP.

The extended area will provide a larger and more accessible external storage area for the finished Rockwool product immediately to the south of their existing factory, with access from a new entrance off Wern Tarw Road.

A multi-million pound investment from Rockwool Global Headquarters in Denmark had been secured to undertake this extension in order to improve the efficiency of the site in terms of deliveries, unloading and loading and to meet an increased demand for the product.

The area of new development revolves around a new concrete hardstanding area (including an asphalt entrance and access road/parking area/loading area for HGV's) of approximately 20 acres of relatively low grade agricultural land to the immediate south of the current facility. The development will also include an enclosed and insulated conveyor belt into the main factory site, driver welfare facility, forklift garage and security hut. The

new storage space facility will also allow the company to free up some space at the current site entrance opposite Wern Farm Road; maximise the capacity of the factory to produce, store and deliver their products and employ an extra 65 permanent full time workers (on top of the existing 404 employees) on the site. Production at the plant was scaled down following the economic downturn and this proposal does not involve increasing production facilities, rather the improving the efficiency of the current operation.

The proposal was subject to extensive pre-application discussion and community consultation. The application was also accompanied by the necessary detailed reports including traffic assessment, ecological assessments (including bats, dormouse, great crested newt, reptiles and breeding birds), lighting study, Design and Access Statement, Visual Impact Assessment, Noise Assessment Report Stage 1-2 Road Safety Audit, ground investigation report, flood risk assessment and construction management plan.

The proposal has been thoroughly assessed including the input from statutory consultees and the Council's own internal experts. It was not considered that the development will give rise to any overriding issues of amenity, design or safety.

A number of concerns have been raised by residents, the Town Council and local member. These concerns are highlighted and addressed in the planning report and were discussed at length during the Development Control Committee meeting.

The Group Manager Development confirmed that on balance, having regard to the above and weighing up of all material considerations relevant to this scheme, in planning terms it is considered that development is acceptable in this specific location due to the justification for the expansion of this established employment site within the County Borough and in regard to any potential impacts on surrounding residents by way of noise, air quality and lighting; any impact on the character and appearance of the site and surrounding countryside; its potential impact on biodiversity in and around the site; and its potential impact on the highway network and drainage in and around the site.

Therefore, there was a reasoned argument for the extension of the factory site into the adjacent land within the countryside.

Planning law dictates that planning applications must be determined in accordance with the LDP, unless material circumstances state otherwise. In this case the expansion of this established industrial facility and the associated economic benefits in terms of additional employment, he felt outweighed the general countryside protection policies in this case and will provide a degree of resilience to the plant.

The Group Manager Development concluded, that the Local Planning Authority can grant permission for development which does not accord with the provisions of the LDP in force in the area, subject to ratification by Council. The Development Control Committee were not minded to refuse planning consent.

The Member for the area in question, raised some concerns regarding the existing highway infrastructure in the Heol-Y-Cyw/Wern Tarw area and the detrimental effect the extension of the development may have on this, due to an increase in large vehicular traffic to/from the application site. Whilst he supported the extra employment opportunities the development would bring, he felt that the application should not be approved, unless a Condition was added to the consent that would give rise to improvements being made to the highway network at the above mentioned location. He therefore moved an amendment to the recommendation to this effect, which was duly seconded.

**COUNCIL - WEDNESDAY, 19 SEPTEMBER 2018**

A further Member who supported this proposal, asked if a recorded vote could be undertaken on the amendment.

An electronic vote was therefore taken on whether or not there should be a recorded vote, the result of which was as follows:-

<u>For</u>	<u>Against</u>	<u>Abstentions</u>
36	0	0

The Group Manager Development advised that the proposal so made by the Member was not an amendment to the recommendation, as what was being proposed did not form part of the report's recommendation. He also pointed out that there would not be an increase of vehicles to/from the Rockwool site as a result of the application. He added also that the condition of the highway pre-existed the submission of the application, and therefore it was not incumbent upon the developer to necessarily address any pre-existing highway network issues.

With the advice of the Monitoring Officer, it was therefore agreed that the vote be 'yes' for those in favour of the recommendation, and 'no' for those who wish it to be refused.

The result of the recorded vote was as follows:-

<u>For (approval of the report)</u>	<u>Against</u>	<u>Abstentions</u>
28	14	1

<b>Departure Planning Application Resolution (Motion)</b>	
Councillor Sean Aspey	Against
Councillor Stuart Baldwin	For
Councillor Tom Beedle	For
Councillor Jon-Paul Blundell	For
Councillor Nicole Burnett	For
Cyngorydd Mike Clarke	Abstain
Councillor Norah Clarke	Against
Councillor Richard Collins	For
Councillor Huw David	No vote recorded
Councillor Paul Davies	For
Councillor Pam Davies	For
Councillor Sorrel Dendy	Against
Councillor Keith Edwards	For
Councillor Jane Gebbie	For
Councillor Tom Giffard	For
Councillor Richard Granville	For
Councillor Cheryl Green	Against
Councillor Gareth Howells	For
Councillor Brian Jones	Against
Councillor Martyn Jones	For
Councillor Mike Kearns	For
Councillor David Lewis	Against
Councillor John McCarthy	No vote recorded
Councillor David Owen	Against
Councillor Dhanisha Patel	For
Councillor Ross Penhale-Thomas	For
Councillor Aniel Pucella	No vote recorded

Councillor James Radcliffe	Against
Councillor Kay Rowlands	For
Councillor Bridie Sedgebeer	For
Councillor Rod Shaw	For
Councillor Charles Smith	For
Councillor John Spanswick	For
Councillor Roz Stirman	For
Councillor Gary Thomas	For
Councillor Tim Thomas	Against
Councillor Elaine Venables	Against
Councillor Sadie Vidal	For
Councillor Matthew Voisey	For
Councillor Ken Watts	Against
Councillor Carolyn Webster	For
Councillor David White	For
Councillor Alex Williams	Against
Councillor Amanda Williams	Against
Councillor Hywel Williams	No vote recorded
Councillor Julia Williams	Against
Councillor Richard Young	For
<b>Carried</b>	

RESOLVED: That Council approved the report (and the development), and that the Corporate Director – Communities be given delegated authority to issue a decision notice in respect of the proposal, subject to the Conditions contained in the report.

217. ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2017-18

The Interim Head of Finance and S151 Officer submitted a report, the purpose of which, was to comply with the requirement of the Chartered Institute of Public Finance and Accountancy (CIPFA) 'Treasury Management in the Public Services: Code of Practice' to report an overview of treasury activities for the preceding financial year and to report on the actual Treasury Management and Prudential Indicators for 2017-18.

The report is based on the Treasury Management Strategy (TMS) for 2017-18 which was approved by Council on 1 March 2017.

CIPFA published new editions of Treasury Management in the Public Services: Code of Practice and the Prudential Code for Capital Finance in Local Authorities in late December 2017, however the TMS 2017-18 and this report were produced using the 2011 Codes. Also, in March 2018 the Welsh Government published an amendment to the Local Authorities (Capital Finance and Accounting) (Wales) Regulations, which enables the Council to invest in certain instruments from 2017-18, which were previously treated as capital expenditure, without the potential revenue cost of Minimum Revenue Provision (MRP) and without the proceeds from sale being considered a capital receipt.

She added that the Council's treasury management advisors are Arlingclose. Their contract runs from 1 September 2016 for 4 years following a tender process and the contract will be reviewed annually and either party may at any time terminate this agreement on 3 months prior written notice.

The treasury management function was reviewed by the Council's External Auditors, the Wales Audit Office during the 2017-18 annual audit and there were no adjustments for

Treasury Management. In addition to the External Audit work, Internal Audit undertook an audit of the treasury management function during 2017-18 and the audit identified that “based on an assessment of the strengths and weakness of the areas examined, and through testing it has been concluded that the effectiveness of the internal control environment is considered to be sound and therefore substantial assurance can be placed upon the management of risks”.

The Bank Rate started the financial year at 0.25% and the Bank of England’s Monetary Policy Committee (MPC) increased this by 0.25% to 0.50% in November 2017. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the EU referendum result. The Bank Rate remained at 0.50% for the remainder of 2017-18.

The Council’s external debt and investment position for 1 April 2017 to 31 March 2018 was shown in section 4.1 and table 1 of the report. More detail was provided in Section’s 4.4 and 4.5. The key points to note were:

- The total gross external debt outstanding at 31 March 2018 was £117.89m
  - The £96.87m long term borrowing at 31 March 2018 is made of :
    - a) £77.62m relating to Public Works Loan Board at fixed rates (average interest 4.70%)
    - b) £19.25m with a maturity date of 2054 relating to Lender’s Option Borrower’s Option loans which may be re-scheduled in advance of the maturity date. The Council approached the LOBO’s lender for potential repayment options in 2017-18,
    - c) However, the premium was deemed too excessive to action but the Council would take the option to repay these loans at no cost if it has the opportunity to do so in the future. The current average interest rate for these LOBO’s is 4.65% compared to the PWLB average interest rate of 4.70%.
  - There was no new long term borrowing taken during 2017-18 and no debt rescheduling was undertaken as there were no significant savings to be made, however, for cash-flow purposes 2 short term loans totalling £4m were taken all of which were repaid in less than a month from being taken with no balance outstanding 31 March 2018.
  - The £21.02m other long term liabilities figure at 31 March 2018 includes £17.64m for the Council’s Public Finance Initiative (PFI) arrangement for the provision of a secondary school in Maesteg with a remaining term of 16 years. Included in this figure is the short term liability of £0.64m which is included as current financial liabilities in the Council’s balance sheet in the SOA. £2.40m is also included relating to a loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley.
1. Favourable cash-flows provided surplus funds so the balance on investments at 31 March 2018 was £30.40m (average interest rate of 0.62%) decreasing from £33.75m at the start of the financial year but the average rate increased from 0.55%. The average rate for 2017-18 was 0.49% (same rate as 2016-17). A breakdown of this movement and interest received is shown in table 2 in section 4.5.5 by counterparty type and table 3 details the £30.40m by credit rating, maturity profile and counterparty type.



2. The Council defines high credit quality as organisations and securities having a credit rating of A- or higher. The pie chart in section 4.5.8 summarises the £30.40m investments by credit ratings and shows this by percentage outstanding. Most Local Authorities do not have credit ratings and the remainder of our investments all had a credit rating of A or above.
3. Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's to ensure that this lies within the Council's agreed minimum credit rating in the Investment Strategy in the TMS. Appendix B shows the equivalence table for these published credit ratings and explains the different investment grades.
  - Performance Indicators for comparator purposes for these rates are shown in section 4.6. The Council's 2017-18 average rate of return on investments at the end of each quarter was more favourable compared to the average of Arlingclose Welsh Local Authorities Unitaries clients as shown in 4.6.4 e.g. at 31-03-18, BCBC was 0.62% compared to 0.47%.

The Council is diversifying into more secure and/or higher yielding asset classes and any new instruments used will be in full consultation with Arlingclose. In order to be able to use the majority of these different types of instruments, the Council is required to use a nominee account(s) with a third party for safe custody of such investments (a custody account) as we are unable to deal direct. On 5 September 2017, Cabinet approved the opening of a King & Shaxson custody account. It also delegated authority to the Section 151 Officer, in consultation with the Monitoring Officer, to open additional custody accounts to support delivery of treasury management responsibilities if required. The custody account was used in October 2017 to invest in a £1 million HM Treasury bill which matured in January 2018.

The Council opened a Money Market Fund in August 2017 with the Churches, Charities and Local Authorities (CCLA) Public Sector Deposit Fund which is a pooling of public sector deposits wholly aligned with the principles and values of the public sector. It is UK domiciled, regulated by the Financial Services Authority with an advisory board representing the public sector depositors which ensures strong governance arrangements of the Fund. This is an approved financial instrument in the TMS 2017-18 and provides instant access to the funds. There was no balance outstanding at 31 March 2018.

In 2017-18, the Council operated within the treasury limits and Treasury Management and Prudential Indicators as set out in the agreed TMS 2017-18 and also complied with its Treasury Management Practices. Details of the Treasury Management and Prudential indicators are shown in 4.9 and Appendix A to the report.

The Deputy Leader thanked the Council's Finance Officers for prudently managing the Council's resources and obtaining a very good performance on its returns.

**RESOLVED:** That Council:

- (1) Approved the treasury management activities for 2017-18.
- (2) Approved the actual Treasury Management and Prudential Indicators 2017-18.

**218. REVIEW OF THE MINIMUM REVENUE PROVISION (MRP) POLICY 2018-19**

The Interim Head of Finance and S151 Officer submitted a report, the purpose of which, was to present to Council alternative methods of calculating a prudent annual revenue charge to repay capital financing costs, which is known as the Minimum Revenue

Provision, in accordance with the Local Authorities (Capital Finance and Accounting) (Wales) Regulations.

She advised that legislation does not define what constitutes as a 'prudent provision'. Welsh Government Guidance outlines various acceptable methods with the aim being to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefit or the period which is implicit in the determination of the Revenue Support Grant.

Authorities are required to produce an Annual Statement on their Policy for charging the Minimum Revenue Provision, known as MRP, and this is approved by Full Council. Therefore any changes to the Policy also need Council approval.

Appendix A to the report contained the Council approved Annual MRP Policy 2018-19. The current MRP charge 2018-19 for supported borrowing, based on a 4% reducing balance, is £4.884 million against a budget of £4.981 million. This is within Capital Financing in the Non-Directorate Revenue Budget.

The Reducing Balance approach allocates higher charges to earlier years and lower charges in later years. The 4% charge implies that the debt is paid off within 25 years. However, the reducing balance actual means that the debt is not fully extinguished until much later than this.

For example, in 45 years' time which is akin to the average life of the Council's assets, the current methodology would still leave £18.673 million of remaining debt with an annual charge of £778,000 to the revenue account. This does not seem to support the Well-being of Future Generations (Wales) Act 2015 and does not lend itself to be a prudent provision. Bridgend is one of a very small number of Authorities who still uses this method.

It was also worth noting that as well as the revenue provision for supported borrowing, the Council makes additional voluntary revenue provision. As at 31 March 2018, the cumulative figure of this is £14.743 million having been built up from 2004-05 and in 2018-19 the charge to revenue so far this year is £1.380 million which all goes towards reducing the outstanding capital financing requirement.

Appendix B of the report provided some options for changing MRP to a 3% Reducing Balance method and then on a straight line basis over 40 year, 45 years and 50 years. . It demonstrates that a more prudent methodology would be on a straight line basis which could be linked to asset lives as on a reducing balance methodology, the revenue charge still continues even at year 200. A straight line basis would result in:-

- All users benefiting equally from the use of the assets over their lives;
- Providing certainty of the annual revenue charge;
- Ensuring that the debt is fully paid off over the life of the asset.

Therefore, changing the methodology is not an attempt to identify short-term savings but a way to protect the current and future users of the assets by making the revenue charge more prudent.

The asset lives within the Council's asset register have been examined and an average asset life is 45 years. It would seem prudent to move to a straight line basis and charge the debt over 45 years. This would result in a new charge for the year of £2.713 million, £2.171 million less than the original charge of £4.884 million.

The report sought approval for the resultant under spend on the capital financing budget to be used to increase the Capital Programme Earmarked Reserve to support future capital schemes.

The Annual Minimum Revenue Provision Statement for 2018-19 was set out in Appendix C to the report.

The Interim Head of Finance and S151 Officer responded to a number of questions from Members, following which it was

**RESOLVED:** That Council approved

- (1) The revision of the MRP Policy 2018-19 for calculating MRP on capital expenditure funded from supported borrowing from a 4% reducing balance method to a straight-line over 45 years method, and a revised Minimum Revenue Provision Statement is approved (see Appendix C to the report)
- (2) That the resultant surplus on the capital financing budget for 2018-19 is used to increase the Capital Programme earmarked reserve, and
- (3) Further consideration be given to the treatment of the base budget for MRP 2019-20 within the Term Financial Strategy.

219. **INFORMATION REPORTS FOR NOTING**

The Head of Legal and Regulatory Services submitted a report, which informed Council of the Information Reports for noting which had been published since the last scheduled meeting.

These were outlined in paragraph 4.1 of the report.

**RESOLVED:** That Council acknowledged the publication of the documents listed in the report.

220. **QUESTION TO THE CABINET MEMBER - EDUCATION AND REGENERATION FROM COUNCILLOR TIM THOMAS**

“Will the Cabinet Member make a statement on the current status of this Council's implementation of the inclusion at schools strategy”?

**Response by Cabinet Education and Regeneration**

The implementation of the Additional Learning Needs (ALN) Reform is the focus of Inclusion and ALN strategy in Bridgend County Borough (BCBC).

The Additional Learning Needs and Education Tribunal (Wales) Bill was passed by the National Assembly for Wales on 12 December 2017 and, after receiving Royal Assent, became an Act on 24 January 2018. The Act makes provision for a new statutory framework for supporting children and young people with ALN from the age of 0-25. This is to replace existing legislation surrounding special educational needs (SEN) and the assessment of children and young people with learning difficulties and/or disabilities in post-16 education and training.

To support implementation of the new system, including the Act, Welsh Government has funded five Additional Learning Needs Transformation Leads. Four of the

transformation leads operate regionally, on the education consortia footprint, and one of the leads works as a Further Education Transformation Lead at a national level.

Implementation of the new system should commence in September 2020 with completion expected by the end of 2023. The timeline is as follows:

- January 2018 - Additional Learning needs Tribunal (Wales) Act gains Royal assent
- March 2018 - ALN Transformation leads in post
- Autumn 2018 - consultation on the draft ALN Code and regulations
- December 2019 - final ALN Code issued
- January 2020 - implementation training on the new ALN Code rolled out
- September 2020 - implementation training on the new ALN code rolled out
- Summer 2023 - SEN and learning difficulties and/or disabilities (LDD) systems come to an end

The Regional ALN Implementation Plan (2018-2019) has been agreed by Directors of Education from Central South Consortium (CSC). The plan is awaiting final sign off from Welsh Government which expected in September 2018. There are eight priorities contained within the plan which are as follows:

- Priority 1- create a multi-agency, multi-disciplinary regional implementation plan that underpins the successful transition to the new way of working.
- Priority 2 - deliver an awareness-raising programme that ensures all professionals, school governors, parents, carers, children and young people and the third sector receive timely information about the reforms and associated timescales.
- Priority 3 - implement a comprehensive workforce development plan that is compliant with the ALNET Act and complementary to the wider national education reforms.
- Priority 4 - develop support and provision for post compulsory school-aged learners through identifying local and potential regional offers.
- Priority 5 - ensure that the new statutory expectations for early years are understood and delivered and that appropriate support is provided to increase capacity in early years' settings.
- Priority 6 - improve strategic engagement with health to support the establishment of the statutory role of the Designated Educational Clinical Lead Officer and develop shared expectations and supportive working practices.
- Priority 7 - review and improve Welsh-medium provision and specialist support to increase regional capacity.
- Priority 8 - support the rights of the child and young person with ALN through the development of user-friendly practices that clearly explain processes and what support they can expect to receive as well as promoting their rights of appeal.

In addition to the Act, there is also a wider ALN transformation programme to support ALN reform. In February 2017, the Minister for Lifelong Learning and Welsh Language published a written ministerial statement announcing £20m investment in ALN to support all partners to successfully implement and deliver the new system. £1.1m of that investment was provided via the ALN Innovation Fund, which is a pre-legislative grant to

support collaborative projects between a range of agencies involved in supporting learners with ALN. The fund's aim was to support the identification and development of innovative practice which improves systems, arrangements and relationships in readiness for roll-out of the forthcoming legislative changes.

The learning from the projects funded by the grant scheme were shared across Wales on 19 June 2018. This provided a key opportunity to develop ways of working consistently with the reforms and influence the approach to transformation and implementation. The projects are as follows:

- Project 1 - transition planning between education settings, out of education and into social care and into adult life. The capacity of local post-16 provision with LDD.
- Project 2 - the capacity of ALN Co-coordinators ALNCOs in providing support to classroom staff, including skills development.
- Project 3 - the capacity of special schools to act as specialist support to mainstream schools and the capacity of local authority-based specialist services to support learners in early years, maintained schools and further education institutions.
- Project 4 - practice and arrangements for resolving disagreements and avoiding disputes.

ALN Reform is an agenda item at the Subject Overview and Scrutiny Committee 1 meeting on 18 October 2018. The Corporate Director, Education and Family Support will arrange a report to be presented at a future Council meeting on the progression of the implementation of the Additional Learning Needs and Education Tribunal (Wales) Act in due course.

Supplementary question by Councillor T Thomas

'With special regards to the Inclusion at Schools Strategy, what specific consultation methods were used to ensure pupils are at the heart of decision making?'

Response by the Corporate Director – Education and Family Support

A pupils voice is at the heart of the Council's decision making processes, and therefore, this lends itself to a variety of consultation methods, particularly in respect of the Equalities Act 2010.

Further supplementary question by Councillor T Thomas.

By what methods?

Response by the Cabinet Member Education and Regeneration

The Corporate Director – Education and Family Support will respond to Councillor Thomas and all other Members further regarding the above, outside of the meeting.

**221. NOTICE OF MOTION PROPOSED BY COUNCILLOR CAROLYN WEBSTER**

The asked with the Mayor's permission, if she could withdraw her Notice of Motion as outlined at Agenda Item 11. of the report, as it was her understanding that the WLGA

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had proposed that this Council looks to adopt this definition, and that it is going to be placed on the agenda of the Cabinet Committee Equalities in November this year.

Depending on the outcome of that, she added that she may choose to bring this motion back before Council at a later date.

Yesterday, Jews around the world observed Yom Kippur. She therefore took the opportunity to wish our Jewish residents in Bridgend County Borough, "G'mar Chatima Tova."

222. NOTICE OF MOTION PROPOSED BY COUNCILLOR TIM THOMAS

RESOLVED: It was agreed initially by Councillor T Thomas and subsequently by all Members, that this item be deferred to the next scheduled meeting of Council.

223. URGENT ITEMS

None.

The meeting closed at 16:31

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

24 OCTOBER 2018

### REPORT OF THE CHIEF EXECUTIVE

#### ANNUAL REPORT 2017-18

#### 1. Purpose of Report

- 1.1 The purpose of this report is to present the Council's Annual Report 2017-18 (**Appendix A**) for Council to consider and approve.

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

#### 3. Background

- 3.1 Under section 15 of the Local Government (Wales) Measure 2009 and in accordance with the related statutory guidance issued by the Welsh Government, the authority must publish its assessment of performance for the previous financial year before 31 October.
- 3.2 In March 2017, the Council published its Corporate Plan 2016-20, reviewed for 2017-18. The Plan sets out its vision, that is, always to act as 'One Council working together to improve lives', and its three corporate improvement priorities, also known as well-being objectives, as set out in 2.1. The Plan also reiterates the well-being objectives for 2018-19.
- 3.3 The Plan defined 38 commitments to deliver the three well-being objectives and identified 53 outcome-focused indicators for the financial year 2017-18.
- 3.4 The Council's Medium Term Financial Strategy (MTFS) identified how it would best use its resources to support the achievement of the well-being objectives and statutory duties, including the management of financial pressures and risks over the next four years.

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

- 4.1 The Annual Report, prepared under the Local Government (Wales) Measure 2009, evaluates how well the Council did in 2017-18 in delivering its commitments and planned outcomes for the financial year, using its success measures and other evidence. Wherever performance was short of its target, explanations are provided.
- 4.2 Overall, the Council performed well in 2017-18. Of the 37 commitments taken forward, the Council carried out to completion 29 (nearly 79%), with a further 6 (16%) that were mostly completed. The Council was short of meeting the target set for just two commitments, namely Improving outcomes for vulnerable children in relation to the slower pace of putting in place supported internships for young people with Additional Learning Needs and progress was slower in progressing the Good to Great Strategy for the more able and talented young people. Though these were not fully achieved, some progress was made and work continues on delivering on these.
- 4.3 The Corporate Plan identified 53 indicators to measure success and 51 indicators have been collected for the year. Of those with a target, the Council met or exceeded the target for nearly 69%, with further 10% missing the target marginally. Detailed information about the Council's performance against its commitments and targets is included in **Appendix A**.
- 4.4 In 2017-18, the Welsh Local Government Association defined and collected 26 indicators, the Public Accountability Measures (PAMs), for Local Authorities. At the time of writing this report, the suites of indicators for waste and for social services were not yet available, so a full comparison of how we did nationally cannot be made. A summary of the Council's performance nationally is included in **Appendix A** in the 'How do we compare?' section, with the whole set of these indicators available on the 'Mylocalcouncil' website.
- 4.5 The Annual Report also provides a summary of budgets for the year, regulators' findings, themes that underpin our work and an overview of the Well-being of Future Generations (Wales) Act 2015.
- 4.6 This is an important document as it provides citizens and stakeholders with detailed information about the Council's performance against its well-being objectives and outcomes. It also includes national comparable measures to give a full picture of how we performed across a range of services.
- 4.7 Once approved, the Annual Report will be published on the Council's website and shared with stakeholders. Hard copies of the report will be produced and placed in the Council's public libraries.

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

- 5.1 The Annual Report provides an assessment of progress on the Corporate Plan 2016-20 reviewed for 2017-18, which forms part of the corporate policy framework.

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

- 6.1 The Annual Report provides information on the Council's performance and has no negative equality implications.

#### **7. Well-being Future Generations (Wales) Act 2015**



7.1 The well-being goals identified in the Act were considered when writing this report. It is considered there will be no significant or unacceptable impacts upon the achievement of the well-being goals / objectives as a result of this report.

## **8. Financial Implications**

8.1 The Annual Report has no financial implications.

## **9. Recommendation**

9.1 That subject to any amendments by Cabinet on 23 October, that Council approves the Annual Report 2017-18 (**Appendix A**).

**Darren Mepham**  
**Chief Executive**

**Contact Officer:** Wanda Kirby  
Corporate Improvement Officer

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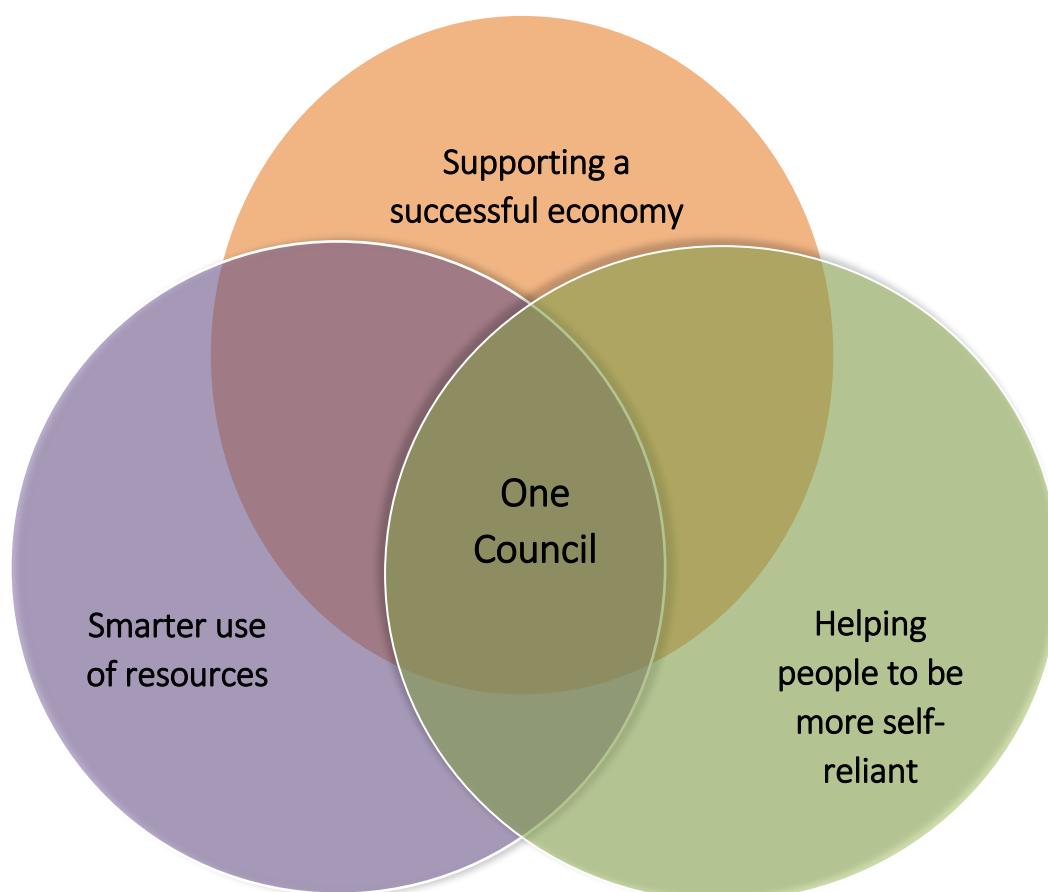
**Postal Address** Corporate Improvement Team, Ravens Court, Brewery Lane,  
Bridgend. CF31 4AP

## **Background documents**

- Corporate Plan 2016-20 reviewed 201718
- The Auditor General's Annual Improvement Report (September 2018)

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# Annual Report 2017 - 2018



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

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## Introduction

Welcome to Bridgend County Borough Council’s annual report for 2017-18. This report summarises what we achieved in 2017-18 in carrying out our well-being objectives that are set out in our Corporate Plan 2016-20, reviewed for 2017-18. We hope you find this report informative, helpful and enlightening in what we as a Council have done and what our Regulators think.

**“One council  
working together  
to improve lives”**

### Our three well-being objectives are:

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

Like all parts of the public sector across the UK, we are increasingly expected to deliver essential services as funding continues to decrease. We are confronted with significant challenges such as meeting the needs of a growing number of older residents, new legislation as well as challenges such as Brexit and how we may best embrace new technology in the way we deliver services. We all know that the Council is a ‘people business’ and that the need to make savings translates in the long term to there being fewer staff here to do the work and provide services. Simply reducing our headcount won’t work in continuing to deliver services effectively, which is why we have a number of transformation programmes in place to change how we operate.

Our Corporate Plan 2016-20, reviewed for 2017-18 sets out the changes the Council is making and what its focus will be over the next four years. We review our Corporate Plan and our well-being objectives each year, to ensure we stay focused on what we want to achieve for our citizens. We check our performance regularly to see how successful we are in achieving what we set out to do.

Our Annual report looks back at what we did in 2017-18 to improve people’s lives in the county borough and how we worked towards meeting our three well-being objectives. These objectives are long term. They are intended to help us to not only make progress now but also to consider the longer term impact of our decisions and actions and how they will affect people living in Bridgend in the future.

As in previous years we experienced a reduction in our resources and last year we had to find savings of nearly £6m. (that’s on top of savings made in previous years and our current estimate of needing to find a further £35m or so over the next three years). As part of our budget consultation process we once again asked citizens to help us determine which areas we should reduce resources on and those areas we should continue to focus on.

Despite the challenges we continue to face, we achieved most of what we had planned to do. We took forward 37 out of 38 commitments that we made (the exception being that we decided to keep Ravenscourt and have actually been able to accommodate staff from a number of other services such as Police and

Health and locate them alongside our own staff who work together on safeguarding vulnerable children and adults).

We met 29 or just over 78% of our commitments in full, narrowly missed achieving another 6 commitments, with only 2 commitments not being progressed by as much as we would have liked.

The variations in the economy are often down to national or international variables that are out of the Council's control. Nevertheless, we were able to see impact from our work locally. We brought in over £21m external funding for regeneration in our main town centres (on top of £16m that we attracted in the previous year). The council employed 31 apprentices – more than doubling the target that we had set ourselves and our latest provisional GCSE results released in August 2018 showed an improvement with 70.6% of pupils gaining five or more grades at A\* - C, compared with 67.4% the previous year, bucking an overall national fall. Some of the impact of this work is long term but during 2017-18 we saw the number of businesses grow from 4,541 to 4,600, saw the percentage of working age population that is in employment increase and a reduction in the percentage of children living in households where no one is working.

We delivered some good outcomes relating to our well-being objective to help people to be self-reliant. We were able to divert 973 people from mainstream services (such as hospital stays for instance) and help them to remain independent for as long as possible, far more than our target of 200. Six months after completing our reablement programmes 7 out of 10 participants were able to reduce the amount of care and support they needed and 97% of people who care for an adult were offered an assessment or review of their needs.

We continued to make smarter use of our resources. During the year staff trialled and helped develop our new website and 'My Account' facility prior to its public launch in April 2018. These developments enable our citizens to access services online, making it quicker and easier to submit information. We launched our Instagram account during the year and also saw a 93.9% increase compared with last year in the number of interactions on our Corporate Facebook and Twitter accounts.

You can read about the improvements we made and also what we achieved in more detail by each well-being objective in this report. This report also includes links to more detailed reports and data for those who are interested in finding out more information.

Despite diminishing resources and an ever greater demand on our services, we are proud of what we have achieved, and we remain committed to continuing to innovate and transform the authority, working with our partners and local communities to do so. We do this so that we can provide those services that are important to our citizens in the most effective way, with the aim of improving lives for all those who reside in Bridgend County Borough. Please take a look and let us know what you think. We welcome comments on how we have done and how we can further improve our services for those we serve.



A handwritten signature in black ink that reads "Huw David".

*Cllr Huw David – Leader of the Council*



A handwritten signature in black ink that reads "Darren Mepham".

*Darren Mepham – Chief Executive*

# A snapshot of Bridgend County

## In Numbers



Population	144,300
Area	98.5 square miles
Households	63,624
Average House Price	£149,212 (UK HPI: June 2018)
Businesses	4,600
People in Employment	71.3% (Welsh average 72.7%)
Average resident salary	£26,624 (Welsh average £26,306)

Primary schools	43
Secondary schools	8
Special Schools	2
Church Schools	6
MPs	2
AMs	2
Wards	39
Councillors	54
Council Staff (Full time equivalent)	4,400

## Our Services include:

Schools, Social care, safeguarding our most vulnerable adults and children; planning and building control, maintaining highways and public transport, refuse and recycling, street cleaning and safety, parks, play areas, environmental health, including food hygiene and health and safety, collecting revenues and administering benefits, elections, leisure, arts and libraries, supporting business and tourism, special events and festivals.

## Our 63,624 households recycled 68.5% of their household waste in 2017-18



- ✓ residents recycled 31% more plastics and metals compared to 2016-17
- ✓ 36% more paper and 35% more food waste was recycled compared to 2016-17

## Customer Contact

Our Customer Contact Centre handled 143,728 calls and had 14,511 “Talktous” emails

- ✓ There were 27,897 visits to the Customer Contact Centre
- ✓ We had over 4,500 social media posts
- ✓ Social media posts were seen more than 9.5 million times



## How do we compare?

For 2017-18 data released as at 1<sup>st</sup> October 2018, shows that we are able to measure just 18 of the 26 Public Accountability Measures and compare ourselves with the rest of Local Authorities in Wales. As just under 70% of indicators have been reported on, with waste and social care data yet to be released, a full picture of our performance at a national level cannot be fully compared.

Below is a summary of our performance on the data that has been released to date, but consideration needs to be given that our overall performance compared with other local authorities is likely to change as the full set of data is published towards the end of 2018.

### In summary:

- 39% of indicators were in the top two quartiles, compared with 36% of comparable indicators last year, a marginal improvement on performance.
- We were above the Wales average for 8 (44%) indicators, a marginal improvement on performance in 2016-17, when 6 (43%) of comparable indicators were above the Wales average.
- Performance in 22% of indicators were in the bottom quartile in Wales, though this is an improvement on last year when 28% of comparable indicators were in the bottom quartile.
- We met 16 (62%) of our own performance targets, an improvement on the 14 (50%) in 2016-17.

### We were among the best in Wales for:

- School attendance - We ranked 5th in Wales for primary school attendance and 7th in Wales for secondary school attendance.
- Homelessness - We ranked 9th in Wales for preventing those threatened with homelessness from becoming homeless.
- Sport and leisure facilities - We ranked 6th for the most visits to our sports and leisure facilities per 1000 population.

### The majority (12) of our indicators came in the middle two quartiles, including:

- ⦿ Fly-tipping incidents – where 96% of highways inspected were of a high or acceptable standard of cleanliness. We were also marginally above the Wales average of 95.8%.
- ⦿ Planning – with 88.2% of planning applications determined within the required time period, marginally below the Wales average of 88.6%.



- ⦿ Sickness – The number of working days lost per full time equivalent (FTE) local authority employee at 10.85 days per FTE was virtually in line with performance in 2016-17 and marginally below the Wales average of 10.4%.

## We did not compare so favourably for our:

- ✘ Roads - Our A, B and C roads were ranked 19th, 15th and 13th respectively.  
We are working to improve on this by providing additional investment for highway works, including £500k for school highways works, with a total investment of £6.204m over the next three years from 2018-19 onwards.
- ✘ Disabled Facilities Grants (DFG) - We ranked 20th for the average number of days taken to deliver DFG's. We are working to improve on this by undertaking a business process review aligning the strategic and operational activity of the DFG process. This end to end review will establish areas of opportunity to streamline, improve and identify any areas of delay with regards the number of days taken to deliver DFG's. We will also engage with other local authorities to learn from them and develop best practice approaches to DFG's.
- ✘ Libraries - We ranked 18th for the number of visits to public libraries per 1000 population.  
Awen, our cultural trust partners have since invested in equipment to more accurately reflect visits than the method previously applied as a sample survey, which has not been a true record of performance in relation to overall attendances. This indicator is being replaced in 2018-19 with a new data driven indicator on Welsh Library Standards, which should more accurately reflect our performance against a more holistic range of measures including reflecting the quality of services being delivered. Bridgend should have a more accurate record of visits to libraries in subsequent years whilst recognising the challenge for Awen to deliver services with reduced levels of investment by Council.

Each year, the Welsh Government publishes a range of national performance indicators that enable citizens to compare how their local authority performed in comparison with the other 21 Welsh local authorities across a whole range of services.

You can see more detail about how  
Councils across Wales compare  
BY CLICKING ON

**mylocalcouncil**

<http://www.myllocalcouncil.info/>

## Well-being Objective 1

### Supporting a Successful Economy

We want to have a strong economy: that way local people will have more opportunities to secure a job, develop a career and improve their family income and circumstances. Lower levels of poverty can also boost health and well-being and create more resilient communities that need fewer services. We also believe that the best way of improving the life chances and resilience of young people is through education.

In 2017-18, we committed to continue to improve our town centres and work with businesses to generate wealth, provide jobs, attract investment, work towards a low-carbon economy, improve skills and encourage visitors.

### How did we do in 2017-18 to fulfil our well-being objectives and achieve outcomes whilst supporting a successful economy?

Well-being Objective 1.1: To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough



We continued to work with the Cardiff Capital Regional Skills and Employment Board to ensure skills and employment provision are responsive to the needs of local businesses and communities and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs. We worked with a range of stakeholders, including Bridgend Employers

Liaison Partnership (BELP), Department of Work and Pensions (DWP) and contractors, to develop apprenticeship opportunities. One of our actions to further develop local skills, was to include Community Benefits (including apprenticeships) as part of the contract requirements within the 21st Century Schools Modernisation programme; one apprenticeship was required for every £1m of contract value. Working with Y Prentis Shares Apprenticeship Scheme and Bridgend College, we were able to agree an apprenticeship offer in the new school build in Betws; Kier worked with Coastal Housing through BELP to offer opportunities to local young people. As a Council we took on 31 apprentices throughout 2017-18 at a range of levels; our trainee accountant position proved particularly popular with 66 applications for the one post.

We celebrated the success of past and present council apprentices at a special event to mark National Apprenticeship Week in March 2018. Thirty current apprentices, and 17 former apprentices who have gone on to secure permanent jobs at the council, all came together to discuss their experiences. The council – which is the county borough's biggest employer – currently employs 24

apprentices across a wide range of departments, including Business Administration, Learning and Development, Civil and Structural Engineering, and IT, as well as six apprentices at Heronsbridge School. All of the apprentices are gaining experience, earning a wage and working towards a nationally recognised qualification. Our apprenticeship programme has been in place since 2013. As a council we want to improve the life chances of the children we look after. We recognised that we could do more to improve their prospects for future employment. As a result, we developed a work placement programme tailored to meet the skills and interests of our looked after children who were in Year 11.

**We worked with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work, or are in or at risk of poverty, to improve their job opportunities.** There remains a mismatch between the subjects that learners choose and those occupations within the regional economy that offer the greatest opportunities for employment, earnings career development. To address this issue, LSKiP (Learning, Skills and Innovation Partnership for South East Wales) produced its annual plan which was shared with senior curriculum managers to ensure that the subjects and training on offer to learners for 2018 will help to redress the balance. A new web site includes a link to Careers Wales, where there are regional highlights of the skills and job opportunities, to encourage young people to select subjects relevant to employment prospects and the needs of the local economy. Partnership working between Adult Community Learning, Communities First, DWP and local employers helped us to improve the job opportunities of individuals and families. We provided a range of employment and pre-employment opportunities which resulted in 332 people accessing employability and pre-employment provision with 180 people gaining employment directly. Many more accessed Digital Inclusion and Skills sessions.

Our Bridges into Work 2 programme continued to work with people aged 25 years plus who are the furthest away from the labour market and often have no experience in job searching and low confidence. The project supported participants to improve their employment prospects. Once they completed any training/qualifications they may need, they completed a volunteering or work experience placement to help build their confidence, gain experience or try out a job. Finally, they were supported to source, apply and be interviewed for a job. We worked with 201 people throughout the year, exceeding our target of 134. Bridges into Work is one of the top performing Welsh European Funding Office (WEFO) projects and Bridgend is the top performing local authority of those delivering it. This demonstrates that the project is needed and relevant to our community and has, for some individuals, been a life-changing experience.



**We worked with partners and communities to develop a tackling poverty strategy and better target our anti-poverty efforts to areas where there is an increasing proportion of workless households with children.** During the year, we worked with Welsh Government on a project to align various grants that help people with issues such as workless households, and to aid early intervention and build resilience in individuals and communities. The new Flexible Funding project aims to enable local authorities to work differently, giving more scope to design services for the most vulnerable people in society. It will support and promote joint planning, commissioning and more effective use of funding. Bridgend is a pathfinder project and with our partners, will be testing the single grant. To do this, we set up a central poverty grants team who, working with our delivery teams, reviewed and developed our tackling poverty strategy.

**We made a commitment to work with schools to close the gap between pupils entitled to free school meals and those who are not, and also to improve outcomes for other vulnerable children such as looked after children and young carers.** It is recognised that the gap in performance between vulnerable groups and their more advantaged peers puts them at increased risk of exclusion, poor attendance, behavioural problems as well as socio-emotional issues. This can result in these children leaving education without the skills or qualifications needed to become independent adults. To help prevent this happening, we developed a Vulnerable Groups Strategy that sets out different approaches to support vulnerable groups of learners. 'Vulnerable Groups' is a wide ranging term that can include pupils who are eligible for free schools meals, Looked after children, on the Child Protection register, identified as a child in need, those for whom English is an additional language, those with additional learning needs, young carers, those excluded from school and young offenders (this list is not exhaustive). During 2017-18 we appointed an EHE (Electively Home Educated) and Vulnerable Groups Co-ordinator to improve the running and delivery of an integrated Vulnerable Groups service. Alongside this work, the Central South Consortium an organisation who work in partnership for the delivery of Education services on behalf of Bridgend and four other neighbouring local authorities developed and implemented the 'narrowing the gap' strategy to support pupils eligible for free school meals (eFSM) in our schools. This strategic approach has led to an improving trend in vulnerable learners' attainment.

## Attendance matters



<b>Primary School</b>	<b>95.2%</b>	<b>Ranked 5<sup>th</sup> in Wales</b>
<b>Secondary School</b>	<b>94.4%</b>	<b>Ranked 7<sup>th</sup> in Wales</b>

The attainment of eFSM pupils in the Foundation Phase improved and the gap in performance between them and non Free School Meals (non FSM) pupils continued to reduce. Whilst this is a strength, it remains an area for development because their attainment is still lower than non FSM. At Key Stages 2 and 3, eFSM pupils' attainment also continued to improve but it remained lower than that of non FSM. We will monitor this closely. At Key Stage 4 pupils' attainment (5 GCSEs at grade A\*- C or equivalent) across Wales dropped. Despite the drop, the gap in performance in Bridgend reduced by 3.4% points in Bridgend whereas the all-Wales gap increased. Bridgend's result places us above the all-Wales average for this year.



We were the first local authority in Wales to run the Get on Track programme last year. Run by the Dame Kelly Holmes Trust, it is a flagship programme that uses world-class athletes as role models to help transform the lives of young people facing disadvantage and inspires them to make more positive life choices. This was the third programme run in Bridgend and it provided mentoring support to 15 vulnerable young people including looked after children which gave them new skills to help them towards employment.

In 2019-20, a new law will be in place to reform education for children and young people with additional learning needs (ALN). In readiness for the new law, we set up a project board to look at transitional planning between education settings, out of education and into social care and adult life.

The Board comprises representatives from the local authority, schools, further education (FE) establishments, Youth Offending Service, Early Help, Careers Wales and Safeguarding, as well as parent representatives. A "map and gap" analysis of vulnerable learners in Post-16 provision that focused on what was working well right through to what the gaps in provision are was undertaken. Based on these findings a transition protocol for children and young people from 0-25 years is being developed. Another innovation was to secure funds for supported internships leading to the employment of young people with ALN. These internships are designed to develop an individual's skills, and for employers to consider this group of potential workers. Discussions continued with Bridgend College with regard to engagement with the national supported internship project. However, overall progress for this activity is not at the pace expected and has been complicated by the fact that there is a national scheme running alongside a local agenda.

**We continued to progress the Good To Great Strategy for young people who are more able and talented (MAT) than their peers, helping them to reach their full potential.**



Working closely with the Central South Consortium (CSC) we challenged and supported schools to improve their support for MAT pupils. In the 2016-2017 academic year (2017-2018 PI year), the percentage of Bridgend learners achieving 3 A-A\* grades at A level showed a good increase of 3.3% points, (slightly lower than the 3.8% point increase in the all-Wales average). The Seren Network, which aims to

support the development of MAT pupils to get into universities such as Oxford and Cambridge, might have been a factor in improving performance and, given that the launch in Bridgend was one year behind other authorities, we are looking to improve and to see further positive impact in the future.

**We undertook and completed our review into the curriculum and schools estates for primary, secondary and Post-16 education.** We remain committed to providing first class learning environments in the right number and right size of schools in the best places to serve our communities. We undertook this review to ensure that we could achieve the best value for money whilst making our schools efficient and sustainable. We undertook a feasibility study on a range of proposals which will be the subject of public consultation. Consultation on 6 proposals ranging from the retention of sixth form in all schools, a mix of sixth form school mergers to a full tertiary model will start in the latter part of the 2018-19 financial year. It is anticipated that alongside an online consultation and survey, interactive workshops will be held with key stakeholders, including parents and students to ensure a strong representation from those most affected by any change in provision.

**GCSE RESULTS 2018**

**94.7%** of all pupils achieved 5 or more GCSE passes compared with **92.8%** last year

**70.6%** of pupils gained five or more grades at A\* - C, compared with **67.4%** last year

## Well-being Objective 1.2: To create conditions for growth and enterprise

**We continued to develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, to increase employment and business opportunities and develop a bustling Waterside of cultural and sporting activities.** The Porthcawl water sports Hub at Rest Bay was approved by our Development Control Committee and when completed in summer 2019, the water sports centre and café will provide new high-quality facilities near the award-winning blue flag beach while establishing an iconic, contemporary attraction capable of supporting and developing sports and leisure activities in the area. Plans were also approved to refurbish the harbour kiosk during 2018, alongside the new facilities planned at Porthcawl Marina.



After lengthy efforts over the years to progress redevelopment of Salt Lake, we acquired the leasehold for £3.3m to break a development impasse and enable new regeneration work to benefit the town of Porthcawl. Salt Lake is currently the largest waterfront development site in the country and is likely to be of great interest from developers. Any future scheme will be dependent on complementing current projects and being of benefit to town and visitors alike. Regular project meetings continue to take place to determine the way forward in bringing development to the site.



Porthcawl's iconic Jennings Building was officially opened in September 2017. Built in 1832, the Grade II listed building had been vacant for 10 years before being redeveloped by ABA Holdings. With its picturesque location next to Porthcawl Marina, the redeveloped Jennings Building now contains three food and drink businesses on the ground floor – a coffee shop, a pizzeria and a 5,000 square foot kitchen bar and restaurant complete with a full height atrium providing jobs for local people and a welcome visitor attraction. The Jennings building forms an important part of ongoing plans to grow

tourism, create business opportunities and regenerate the waterfront area and beyond in Porthcawl and joins the new marina, the new town beach sea defences, the restoration of important local buildings through the townscape heritage initiative and the community driven plans for a maritime centre. Improvements to walking, cycling and transport routes were undertaken with a 4.5km cycle route, enhancing the coastal path from Rest Bay to Newton and linking the beach and the town centre. All three of our beaches at Rest Bay, Trecco Bay and Coney Beach all retained their coveted

### Tourism Spend



Blue Flag awards, with the Senior Golf Open held at Royal Porthcawl being a resounding success attracting thousands of visitors to the County borough.

**We contributed to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.**

In February 2017, Bridgend together with 9 other councils signed up to the Cardiff Capital Region City Deal and we approved the City Deal business Plan in March 2018. The City Deal is key to bringing investment and economic control such as the biggest single business premises development undertaken by BCBC into Bridgend. Work to establish collaborative arrangements (e.g. on a metro central development) is well underway and work on key themes (such as a regional housing investment fund, a digital strategy which includes regional Wi-Fi and open data and a regional skills programme, including greater access to apprenticeships, schools engagement and a skills investment fund) is progressing. Up until March 2018, the partnership has invested £26.66m in a compound semi-conductor facility. This investment is supporting the creation of a centre of excellence for compound semi-conductors and it is anticipated that it could generate 4,000 to 5,000 jobs across the region.

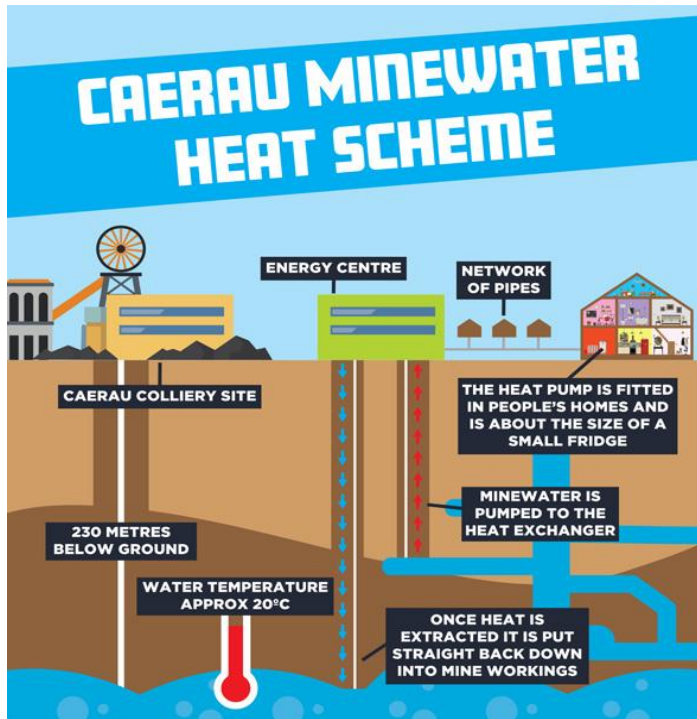
**We supported the Bridgend Business Forum to deliver its development plan and its programme of events for 2017-2018.**

The Bridgend Business Forum has grown over the last 9 years to 800 members. The forum provides an opportunity to meet new customers and suppliers, learn new skills, share best practice, and keep up to date with the political, legislative and economic factors that could affect their business. Importantly the Bridgend Business Forum offers a collective voice for local businesses of all sizes and sectors in the county borough. During the year a range of events were hosted that helped local companies to grow and flourish. All the ticketed events held during the year such as the Annual Business Awards and the Annual breakfast event were all sold out, showing that the forum is strongly supported and relevant to the local business community. The number of VAT/PAYE registered businesses in the borough, grew to 4,600 compared with 4,540 in 2016-17. Going forward and based on research conducted in consultation with its members, an executive group is being established to strengthen the capacity of the forum with a view to it playing a greater role in regional structures such as City Deal. The strategy will develop over the next 2-3 years.

**Bridgend Business Award Winners 2017.**



We continued to progress the development of low carbon heat schemes in the Llynfi Valley and Bridgend Town and developed a feasibility study for the innovative Caerau Heat Scheme to draw on a natural underground heat source to heat homes.



If progressed, the Caerau mine-water project will be the first ever large scale mine-water energy scheme to be created in the UK. The scheme involves using water that has filled Caerau's old underground mine workings as a geo-thermal source of energy. Test drilling took place during the year and early indications are encouraging as the volume and temperature of the water make the scheme possible. The next phase is to scope out the scheme. We received a £6.5m grant towards a £9m scheme and work continues to identify other funding opportunities to successfully close the funding gap on the scheme to allow it to progress.

It is envisaged that one hundred and fifty homes could be linked up to the scheme to begin with, with the potential for hundreds more to join the network in the future. Construction work will

only commence, once all of the £9m has been secured. We also involved the local community in informing them about this proposed innovative project, which included holding workshops with around 200 pupils from six local primary schools.

The outline business case for the Bridgend Town Heat Network project was completed and three options were considered. The preferred option is for a gas combined heat and power unit being installed within Bridgend Life Centre and serving that building as well as the Bridgend Bowls Hall, the Civic Offices and the new Sunnyside Development being built by Linc Cymru. A full business case will now be developed to ensure that the market can deliver the project in line with costings. Funding for the complete scheme is being actively sought.

**Well-being Objective 1.3: To create successful town centres**

We continued to invest in our town centres to enhance existing facilities and provide new facilities, including schemes in Porthcawl Harbourside, Maesteg and Bridgend. Another significant step was taken during 2017-18 towards the £5.5m redevelopment of Maesteg Town Hall in partnership with Awen Cultural Trust. The Heritage Lottery fund awarded almost £100,000 to the project so that a range of important preparation work could be completed in readiness for the next crucial funding application which will be submitted in 2019. Work during the year identified the need for significant repairs and restoration to be undertaken to secure the future of the building. Proposals for enhancing the first floor auditorium and creating a modern and flexible library space within the existing market hall have been developed further. Other aspects of the design, such as an extension to provide new access, circulation and commercial facilities (café, bar) and a modern studio to increase commercial opportunities are being financially assessed.

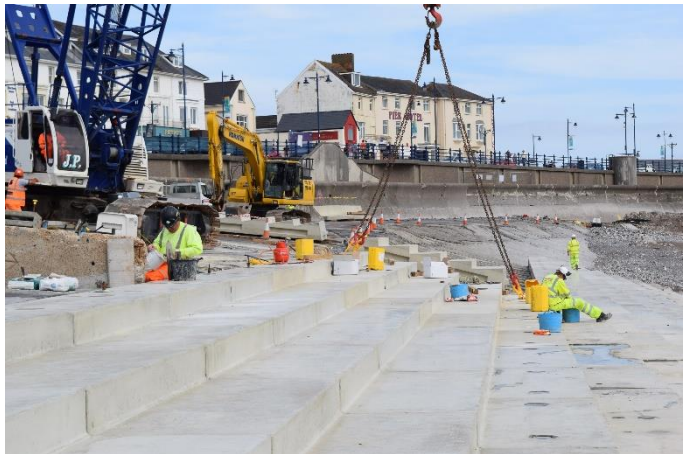


Investment in Bridgend Town Centre continued during 2017-18 with the demolition of 11 Nolton Street. Coastal Housing Group in partnership with ourselves, will invest £1.8m in a development which will include 10 new affordable housing units and 310 m<sup>2</sup> of commercial floor space. Further progress was made during the year on a potential £7m scheme to replace both Wyndham and Cambrian House Buildings, starting in 2020. The scheme is in the early stages of development in partnership with Coastal Housing, and if it comes to fruition, it will revitalise the area with new community and commercial facilities, a pocket park and new homes. Work continued to make Bridgend town centre even more bike friendly. Using funding from the Welsh Government’s Local Transport Fund Programme, improvements were made along Brewery Lane and Angel Street to make them more suitable for cyclists. Further informal consultation on the de-pedestrianisation of Bridgend town centre continued with £60,000 allocated to carry out detailed design work on how the scheme may look.



The landmark Rhiw Gateway development was fully completed during 2017-18. The development comprises a modern multi-storey 242 space car park, 28 affordable apartments with dedicated parking and a health club on the ground floor. The £10m project has been funded with around £5.7m from Welsh Government, along with contributions from us, Coastal Housing Group and a Social Housing Grant. The scheme has helped us to generate economic growth by encouraging people to live within the heart of the town, increase shopper numbers, help support the night time economy and inspire businesses to be more innovative.

We began upgrading the famous ‘tarmac beach’ in Porthcawl, with a £2.2m contribution from Welsh Government towards the £3m scheme. In line with the sustainable development principle, work was agreed during 2017-18 to remove the 30 year old tarmac beach and to put in place a more visually pleasing and stronger sea defence. Drop-in sessions were held in February, at the beginning of the 12 month project, to keep residents and visitors up to date on the scheme. The sand coloured pre cast concrete terraces have been designed to minimise the force of the waves whilst protecting the Esplanade, businesses and some 260 homes for years to come. The new stepped design will minimise coastal erosion, whilst creating a visually pleasing sea defence for local residents and visitors to enjoy.



During 2017-18 we began lobbying the UK government to enable us to carry out a design scheme proposal to replace the railway level crossing in Pencoed with a re-modelled road bridge. This would allow currently unusable land on the western side of the railway line to be brought forward for development with demonstrable economic benefits. We will continue to monitor and progress this during 2018-19 and beyond.

**This Well-being Objective contributes to the following Well-being Goals**



**MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 1 – SUPPORTING A SUCCESSFUL ECONOMY**

Please note: for all our outcome measures some of the indicators are measuring long-term outcomes we want to achieve for our citizens and our services will contribute to them. The long-term outcome indicators are not suitable for specific targets, hence “increase” or “decrease”. Data for these take time to collect and we therefore use the latest data available for reporting. Please also note that some data for 2017-18 is provisional, yet to be validated.

The trend arrow refers to the improvement trend. An improvement trend will indicate an upward arrow.

Key:	↑ = increased or maximum performance	↓ = performance declined	↔ = performance stayed the same
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**Aim - Help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of participants we expect to work with under Bridges to Work ( <i>Higher preferred</i> )	253	134	201	↓	n/a
The number of apprenticeships and traineeships (a) created by external contractors as part of the 21st Century schools programme and other BCBC led projects; and (b) taken up by people who live in Bridgend. ( <i>Higher preferred</i> )	(a) 4	(a) 4	(a) 6	↑	n/a
	(b) 3	(b) 2	(b) 2	↓	n/a
The number of apprenticeships available across the organisation. ( <i>Higher preferred</i> )	8	15	31	↑	n/a
The rate (%) of apprenticeships taken by looked after children. ( <i>Higher preferred</i> )	New Indicator for 17-18	To set baseline	0	n/a	n/a
The percentage of children living in households where no one is working (Lower preferred)	19.4%	Not suitable for target setting	14.9%	↑	13.9%

Comment: The figure (14.9) is most recent data available, which was released on 13/12/17. It is the data for 2016. The data for 2017 calendar year is not available until November 2018.

**Education Measures - (Figures for educational achievement relate to the previous academic year and actual results have been included where indicated)**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics ( <i>Lower preferred</i> )	1.5%	2.8%	1.7%	↓	1.6%
The percentage of schools meeting Learning & Skills Measure at Key Stage 4 & Post 16 ( <i>Higher preferred</i> )	100%	100%	100%	↔	n/a
The average wider GCE points score for learners aged 17 ( <i>Higher preferred</i> )	806	820	695	↓	731
Comment: This decline in the average wider points score reflects a number of changes in Level 3 provision across Wales namely the introduction of new A level specifications, the introduction of the revised advanced Welsh Bac and associated grading and changing entry patterns among students. The 2017 result is a new benchmark point.					
The percentage of pupils at A level achieving Level 3 threshold ( <i>Higher preferred</i> )	98.3%	99%	98.1%	↓	97.1%
Comment: Marginal drop but above the Wales average.					
The percentage of pupils achieving 3 A*-A grades at A level ( <i>Higher preferred</i> )	6.1%	10%	9.4%	↑	10.5%
Comment: Target missed but improved performance.					
Percentage of year 11 pupils at the start of the academic year, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics' ( <i>Higher preferred</i> )	61.7%	63.2%	53%	↓	54.6%
Comment: Bridgend and the Wales average dropped due to the national changes in qualification specifications, and performance is not comparable with previous years.					
The size of the gap in educational attainments between pupils 15+ entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) ( <i>Lower preferred</i> )	32.5%	30.1%	29.1%	↑	32.4%

\*Static target reflects our knowledge of that year's cohort.

## Aim - Create conditions for growth and enterprise

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of VAT/PAYE registered businesses in the borough ( <i>Higher preferred</i> )	4,540	4,541	4,600	↑	n/a
The percentage of working age population that is in employment ( <i>Higher preferred</i> )	69.6%	69.7%	71.3%	↑	72.7%

## Aim - Create successful town centres

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Total annual expenditure by tourists ( <i>Higher preferred</i> )	£313.02m	£319.28m	£344.23m	↑	n/a
The number of visitors to town centres (footfall for Bridgend, Porthcawl) ( <i>Higher preferred</i> )	Bridgend 7,971,331	Bridgend 6,000,000	Bridgend 8,520,143	↑	n/a
	Porthcawl 5,055,306	Porthcawl 4,300,000	Porthcawl 4,747,203	↓	
The number of vacant premises in town centres ( <i>Lower preferred</i> )	Bridgend 67	Bridgend 55	Bridgend 66	↑	n/a
	Maesteg 9	Maesteg 19	Maesteg 9	↔	
	Porthcawl- 10	Porthcawl 17	Porthcawl 10	↔	
Comment: There is a national trend of increasing vacant premises in town centres so maintaining the current level of vacancies in our towns is a significant achievement.					
The number of residential units in Bridgend town centre, that have been: (a) Consented ( <i>Higher preferred</i> )	(a) 17	(a) 30	(a) 14	↓	n/a
Comment: Target not reached due to the fact that the majority of the town centre lies within a C2 flood zone. Developments such as residential accommodation, even at high level, are not supported.					
(b) completed ( <i>Higher preferred</i> )	(b) 28	(b) 14	(b) 0	↓	n/a
Comment: Several schemes are currently in the process of being completed none have reached the stage where beneficial occupation can take place.					
Financial value of externally funded town centre regeneration projects underway/in development ( <i>Higher preferred</i> )	£31.54m	£16m	£21.25m	n/a	n/a

## Well-being Objective 2

### Helping people to be more self-reliant

In April 2016 the Social Services and Well-being (Wales) Act came into force. The Act aims to improve the well-being of people who need care and support, and their carers. This, combined with the Well-being of Future Generations (Wales) Act (2015), promotes the principles of the sustainable development of a range of preventative services, available within the community and aimed at promoting resilience and reducing the need for formal, planned support. We work to support the citizens of Bridgend today whilst making sure that when we make decisions we take into account the impact they could have on people living their lives in Wales in the future.

We continued to change the way we deliver services and support to people in Bridgend. We continued to provide good information, advice and assistance to our residents so that they were better equipped to manage situations themselves and the Council services could concentrate on those in greatest need. We remain committed to helping the most vulnerable in our communities and dedicated to working with the third sector and the not-for-profit and private sectors to support communities to develop their own approaches to local issues and meet people's needs within those communities.

### How did we do in 2017-18 to fulfil our Well-being objectives and achieve outcomes whilst helping people to be more self-reliant?

Well-being Objective 2.1: To give people more choice and control over what support they receive by providing early access to advice and information

We continued to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through our local community coordinators. One of our key aims was to improve the way we provided information, advice and assistance (IAA) to the public, and we also wanted to increase the support available to people by increasing community based support that will support people without them having to come into statutory social services.

Our Website is now linked to the DEWIS Cymru website giving citizens easier access to information about social care and well-being organisations that can provide the support they need. We worked to ensure that all our services can work together to provide vulnerable children with seamless support. To that end, high level information around Early Help services was populated in the DEWIS website, along with information about the community based

AGEING WELL  
in Bridgend



and voluntary services available as part of the wider Early Help offer to children, young people and families.

Work continued during 17-18 year to develop a MASH (Multi-Agency Safeguarding Hub) which encompasses workers from Children's Social Care, Education, South Wales Police, Housing, Substance Misuse Services, Probation, Early Help, Wales Community Rehabilitation Company and Health services. We focused our efforts on aligning business and operating processes, addressing ICT issues, putting in place information sharing protocols and agreeing location of staff. MASH was launched in April 2018 and is located at Ravens Court in Bridgend. This service model enables us to work together more effectively for vulnerable children, young people and adults

The Common Access Point (CAP) for Social Services continued to deliver advice, information and assistance as an integral part of their contact with people requesting help. To further improve its accessibility, we are working to widen the platform options for people with visual impairments. 89% of adults who received advice and assistance from the IAA did not contact the service again for 6 months.



Local Community Coordinators continued to provide a service in the 3 valley areas of the borough helping people to develop their strengths, well-being and resilience by making connections with local networks and resources. During 2017-18 they received 116 referrals. One aspect of their work has seen support for people moving from managed care to more

local and community based support, a cost effective approach which released £216k of social work time to support other demands.

**We continued to involve service users, carers and communities in the development and commissioning of services.** We looked at co-production models of care, continued with the Remodelling Residential Care project and the development of the Carers Strategy. A full day's workshop was run with carers, those they care for, and care providers. Three further Focus Groups were also held where targeted work was undertaken with each of these groups.

In order to minimise anxieties in relation to the transfer of existing residents over to the new extra care schemes, a series of consultation events was held throughout the year with affected residents, families and front line staff. As a result the service was able to manage all questions and any anxieties on an ongoing basis. By providing information and reassurance, and identifying and dealing with any potential problems, we prevented them from escalating.

In September 2017, we surveyed 430 children and young people and 1292 adults about what they thought about the support and services that they were receiving from us on social care. These were surveys developed by the Welsh Government and their responses will feed into future developments. A number of people also shared with us their own personal story of how the change in approach by social care professionals has given them more control of their care and improved their own well-being. As a result we have been able to build up a library of digital stories and case studies which we are able to use to support learning and reflective practice.



## Well-being Objective 2.2: To reduce demand by investing in targeted early help and intervention programmes

**We implemented a new model 52-week residential service model for disabled children and young people which saw a new residential unit, Harwood House, open at Heronsbridge School.** Before the new facility was created, any children who needed extensive support had to be placed in expensive out of county provision. This now enables children and young people with complex needs to receive all-year-round support from dedicated support workers within their local community and provides the stability and continuity so vitally important in a young person's life. This innovative service not only promotes the child's well-being by ensuring that there is long term continuity of care, it also supports the families by enabling their on-going involvement in their child's life. It is also a more effective use of Council funds as it removes the need to move children out of county to find specialist support, which can be costly.

**We continued to work on establishing a new model of residential provision for looked after children and young people.** As part of the Children's Residential Remodelling Project, a joint work stream was convened involving colleagues from Housing and Supporting People, to develop a new model of accommodation services, including a 'move-on' supported living option which can be accessed by care leavers and will enable a step-down towards independent living. This will include the creation of a medium term intensive support unit and a placement and assessment hub with its own therapeutic staff. When remodelled, the hub at Newbridge House will be open to children and young people aged 11-17 and will consist of four short term/assessment beds and two emergency only beds. To further improve how the range of services can work together to keep children safely out of care, an independent review of the pathway between Early Help and children's Social Care services took place.

**We worked closely with staff and service users to finalise a new model of transition service to help disabled children move smoothly into adulthood.** The service is available to 78 young people aged between 14 -25 years old with a wide range of support needs. Building such a service has proved challenging, however, the principles on which it is based and the services it will be delivering have been agreed and the team to deliver these is currently being developed. It is envisioned that the current trial Transition Project will continue throughout 2018 – 19 before being reviewed and, if it proves successful, rolled out.

**We worked with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation.** We commissioned a new early intervention service, called "Early Doors" which enabled private sector landlords whose tenants are receiving support from our services to more easily contact the support provider at an early stage when their tenants begin to fall into difficulties in paying their rent. The service aims to provide wrap around intensive support to the tenant offering advice, assistance and support, with the aim of preventing a possible eviction.

### Looked after children



We further agreed to support young people leaving care by making them exempt from paying council tax until they are 25 years old. Research has shown that that care leavers are particularly vulnerable to council tax debt. When a young person leaves care and moves into independent accommodation, they begin to manage their own budget fully for the first time, often without the support of family or previous financial education or experience to help them navigate this. What can start out for many care leavers as falling slightly behind can very quickly escalate to a court summons and enforcement action being taken. The move is intended to provide a helping hand as they learn to become more self-reliant and capable of living independently.

A service providing interim supported temporary accommodation was also commissioned. It offers accommodation to homelessness people including those who have substance misuse issues that they wish to overcome. We also worked to address the adverse effects of the autumn and winter weather conditions on rough sleepers and homeless people. The direct access floor space project began at the Kerrigan (Gwalia) in November and accommodated 16 people during the winter snow.

**We increased the engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which**

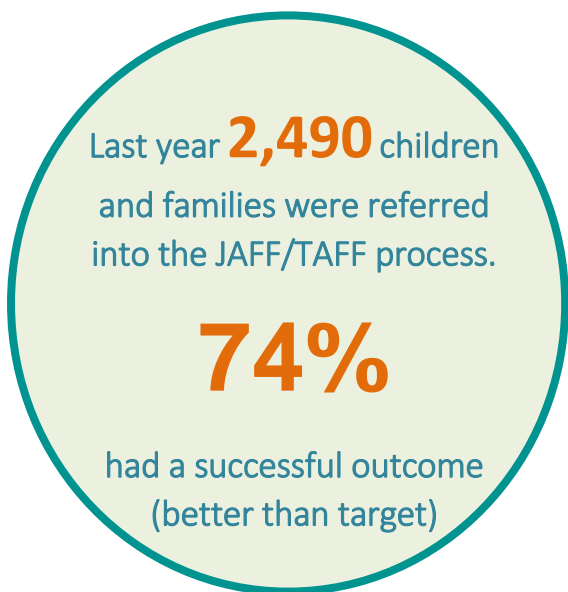
**aim to ensure early identification of needs and delivery of support for children and families.** Each year, we have seen a substantial increase in the number of families being referred into the JAFF/TAF processes. During 2017-18, we focused on working with other agencies to improve the effectiveness of services. The introduction of the MASH, along with robust step-up/step-down arrangement which targets support at the level needed, strengthened partnership arrangements, and has provided seamless support and aided our response to Child Protection concerns.

There is a growing recognition of the importance and influence of Adverse Childhood Experiences (ACEs) and their impact on people’s well-being. An ACE pilot scheme was implemented in partnership with South Wales Police.

The pilot saw an increase in the number of families accessing support at an early stage whereas, previously they would not have been able to do so. Based on this pilot, ACEs are now embedded in the Well-being Plan for Bridgend.

**We ensured that all services available work better together to provide vulnerable children with seamless support, when needed, and prevent them from becoming looked after.**

We completed a review of the Connecting Families service and funding was secured to broaden its remit. A new Rapid Response Team service was introduced in recognition that there are occasions when children and families require support in an immediate fashion in order to prevent issues escalating. For up to six weeks intensive support of three to four visits a week is provided, including early mornings, evenings and at weekends. The main aim is to prevent children becoming looked after or to enable them to return home to family following a period in care. The service worked with 68 families since the service began in August 2017.



Susan Cooper, Cllr Phil White and Social Services Staff mark National Safeguarding Week



We marked National Safeguarding Week with the message that 'Safeguarding is everyone's business'. Across the Council, we have identified individuals who are known as Corporate Safeguarding Champions. Also, in line with our 'One Council' approach, a safeguarding e-learning module became mandatory for all BCBC staff.

**Well-being Objective 2.3: To support carers in maintaining their roles**



**We worked with partners and schools to support carers by providing the right information, advice and assistance.** During 2017-18, 164 carers and other stakeholders attended visioning events, and follow up workshops, to develop our shared vision of how services for carers should look. Over the year, Bridgend Carers Centre provided support to over 1516 carers and completed 201 Adult Carers Assessments and 48 Young Carers

Assessments. During Carers week 2018, we held carers information events at Prince of Wales Hospital, Civic offices and Bridgend Life Centre where we spoke to 104 people.

We commissioned Action for Children to work in schools supporting young carers by ensuring that staff are aware of their responsibilities to young carers and their support needs. Events included whole-school assemblies, 1:1 sessions with young carers and Personal and Social Education (PSE) sessions to raise awareness of young carers with young people. Action for Children worked in 10 primary schools and 7 secondary schools; 2700 pupils participated in school assemblies and 150 pupils participated in young carers' PSE lessons. To further support inclusion and involvement, Young Carers Champions were identified in 2 colleges, and a further 4 secondary schools now have young carers groups in operation. A termly e-newsletter is being issued to all schools in the county borough to both raise awareness and to support continued awareness. 15 young carers were also given support to develop their creative skills and as a result they were able to put together an exhibition showing aspects of their lives, the challenges they have faced and their aspirations for a better future.



**We worked on recruiting and retaining carers across the range of fostering services.** In 2017-18 we continued to actively campaign for more carers. We also worked to better understand the profile of the current foster carer population and this informed us where, what and how we should recruit foster carers in the future. A new campaign "Bridge the Gap" was launched as part of Fostering Fortnight which raised awareness of the need for more foster carers and demonstrated how local foster carers are changing lives for the better. By the end of the year there were 110 approved foster households providing 245 placements.

## Well-being Objective 2.4: To support the third sector, town and community councils and community groups to meet local needs

**We worked with partners and the third sector to identify the best way of providing services within local communities.** Work was undertaken with third sector partners to co-produce a development plan called 'Building Resilient Communities'. The plan provides a platform where the third sector and community groups can develop a shared agenda and work programme in partnership with us. Some 106 organisations responded to a survey, to aid the development of the plan and 24 organisations participated in focus groups. We also ran regular joint working groups with a third sector stakeholder group, all of which contributed to the progression of the third sector project.

A consistent barrier to connecting vulnerable people to community based opportunities is transportation. We worked with Bridgend Community Transport to develop improved support for local people in the Ogmore, Llynfi and Garw valleys. This helps to create better local community co-ordination and promotes broader community development approaches. The scheme will meet domestic needs and support access to facilities that support health and well-being.



Building on our success in Maesteg, we saw Porthcawl, Kenfig Hill, Pyle, Cefn Cribwr and Cornelly become the latest areas to be recognised as Dementia-Friendly Communities in a project developed in partnership with ABMU Health Board, BAVO

and the Alzheimer's Society. The project, which is designed to establish a network of communities where people who are living with dementia can experience respect, understanding and support, was embraced by local town and community councils with over 1,500 people from local businesses, shops, churches, schools and voluntary organisations signing up to the Dementia Friendly scheme.

**We continued to work so as to enable community groups and the third sector to have more of a voice and control over community assets.** Whilst Halo, as a social enterprise, and Awen, as a charitable trust, continue to manage a number of council assets effectively, we continued to work with communities to transfer community assets. There were 83 community organisations who contacted us in respect of 72 different assets. The majority of enquiries received to date were from sports clubs and associations wanting to self-manage their pavilions and playing fields. Five of our town and community councils are currently progressing applications.

The successful transfer of assets has proven to be a complex process due to the capacity of the community organisations that have shown interest. We ensured that community organisations continued to receive on-going business support, with 36 community organisations, covering a total of 39 community asset transfer projects supported through the process from informal and formal expressions of interest and the development of sustainable business cases to finalising long-term leases. During 2017-18, one asset transfer was completed with a children's playground in Pyle being transferred to Pyle Community Council. A further six leases are in the process of being finalised.

This Well-being Objective contributes to the following Well-being Goals



## MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 2 – HELPING PEOPLE TO BE MORE SELF-RELIANT

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

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year ( <i>Higher preferred</i> )	<i>New indicator for 2017-18</i>	a) 30%	a) 63.67%	n/a	n/a
		b) 60%	b) 71.35%	n/a	n/a
The percentage of people who are satisfied with care and support they received (a) adults (b) children ( <i>Higher preferred</i> )	<i>New indicator for 2017-18</i>	a) 65%	a) 85.97%	n/a	Awaiting data
		b) 65%	b) 84.09%	n/a	Awaiting data
The percentage of adults who completed a period of reablement and six months later have: ( <i>Higher preferred</i> ) a) a reduced package of care and support or b) no package of care and support	a) 65.98%	a) 60%	a) 70.64%	↑	n/a
	b) 64.22%	b) 60%	b) 58.27%	↓	
Comment: Target Partially Met. As the demographics of our population changes, with advancing age comes frailty. The service is supporting more people with more than one medical condition.					
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible ( <i>Higher preferred</i> )	167	200	973	↑	n/a

**Aim - Reduce demand by investing in targeted early help and intervention programmes**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a legal responsibility	8.76%	14.07%	9.42%	↓	n/a

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
to provide suitable <i>accommodation</i> (Lower preferred)					
The percentage of care leavers who have experienced homelessness during the year (Lower preferred)	7.6%	<15%	13.79%	↓	n/a
The percentage of children supported to remain living within their family (Higher preferred)	75.6%	65%	61.64%	↓	n/a
Comment: Target Not Met, as a high number of care and support cases were closed or stepped down to Early Help, which was not anticipated when the target was originally set. Our Looked After Children population is safely reducing and this trend will have a positive impact on this outcome.					
The average length of time older people (aged 65 or over) are supported in residential care homes (Lower preferred)	899	1000 days	861.49	↑	n/a
The percentage of looked after children on 31 March who have had three or more placements during the year (Lower preferred)	13.08	12%	10.68%	↑	n/a
The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year (Higher preferred)	97.4%	80%	95%	↓	n/a
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age 17 (Higher preferred)	100%	100%	100%	↔	n/a
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (Higher preferred)	New indicator for 2017-18	60%	74%	n/a	n/a

### Aim - Support carers in maintaining their roles

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of people who feel they are able to live more independently as a result of receiving an adaptation in their home (Higher preferred)	New indicator for 2017-18	75%	87.7%	n/a	n/a
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (Higher preferred)	90.02%	96.0%	97.46%	↑	n/a
The percentage of identified young carers with an up-to-date care and support plan in place (Higher preferred)	New indicator for 2017-18	90%	94.83%	n/a	n/a

**Aim - Support the third sector, town and community councils and community groups to meet local needs**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of community groups using packages of support to manage transferred assets ( <i>Higher preferred</i> )	8	6	13	↑	n/a
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year ( <i>Higher preferred</i> )	365	175	379	↑	n/a
The number of Council owned assets transferred to the community for running ( <i>Higher preferred</i> )	0	5	1	↑	n/a
Target not met. However, six leases are in the process of being finalised					

## Well-being Objective 3

### Smarter use of resources

Over the period 2017-18 to 2020-21, the Council is expected to make recurrent budget reductions of some £35.5 million. For 2017-18, our target budget reduction was £5.852m and as in previous years, we continue to be committed to finding at least 50% of these reductions for the year by making smarter use of resources, and minimising any impact on reducing services. As austerity continues, it becomes harder each year to make further budget reductions, but this year we continued to seek ways of working to save us money, primarily by making smarter use of our spending, our people and our buildings, making the most of the assets we retain.

**How did we do in 2017-18 to fulfil our well-being objectives and achieve outcomes whilst making smarter use of council resources?**

**Well-being Objective 3.1: To achieve the budget reductions identified in the Medium Term Financial Strategy**

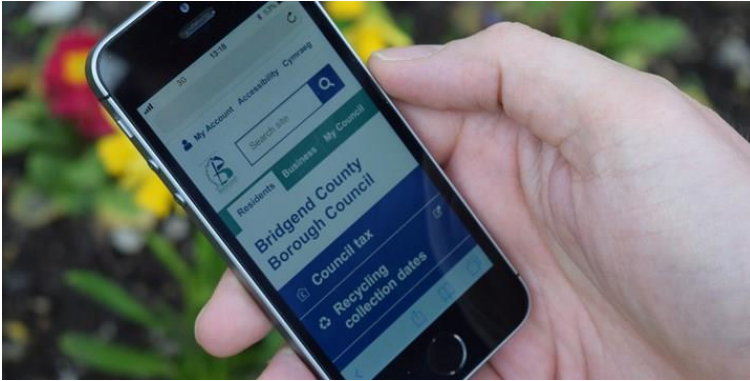
**We planned to implement the planned budget reductions of £5.852m identified in the 2017-18 budget** through smarter use of resources rather than by cutting the quality or level of services. We proposed to do this, through efficiency measures such as school transport route efficiencies, efficiencies in school delegated budgets, review of the healthy living partnership contract (HALO), income generation from other public sector bodies, development of online services and ongoing staffing restructures. Budget reductions totalling £4.012m (68.6%) were achieved with the remainder achieved through alternative savings, the maximisation of grant and other income and ongoing strict vacancy management.

During 2016-17 we put in place a new model for the delivery of cultural services, the Awen Cultural Trust. This partnership arrangement continued to deliver savings in its second year of operation, saving us £100,000 during 2017-18. Our partnership arrangement with HALO also continued to deliver savings, with some £308,000 achieved. We were also able to reduce our budget for the treatment of the borough's domestic food waste by anaerobic digestion through working collaboratively and procuring jointly with the City and County of Swansea which resulted in £100,000 of savings.

We had proposed to make £60,000 savings against Learner Transport and school transport efficiencies, however, these have not been achieved due to an increase in eligible pupils and the ongoing consultation on safe route efficiencies. We continued negotiations with Neath Port Talbot Council to review the arrangements for the provision of new operator arrangements for the Materials Recovery and Energy Centre (MREC) we use: as a result, the £200,000 planned savings were not realised. Negotiations will continue during 2018-19. It has taken us longer than planned to remodel our Children's Respite and Residential Care, which has resulted in us not achieving the £414,000 planned savings for the year, though we plan to achieve further savings in 2018-19 with further remodelling work. The delay in putting Council Tax and some benefits online and to collaborate

with others led to us not achieving £150,000 savings for the year, though the website has since been launched and savings are now being achieved.

### Well-being Objective 3.2: To improve the efficiency of and access to services by redesigning our systems and processes



**We intended to increase the number of citizens using our new online system to manage their council tax and housing benefit accounts to deliver financial savings,** and launch our new online citizen portal in conjunction with our new responsive website. We had hoped to complete and launch the website in 2017-18, but creating a new modern website which is easy for all to use has been a huge

operation. We knew from consulting with the public that smartphones are the preferred device for accessing online content, so it was vital to invest time in developing a website that is responsive to mobile phones, as well as tablets and PCs. It was important for all members of the public to be able to use it so accessibility and inclusivity were at the heart of the development. The new website and 'My Account' was trialled by staff in March 2018 and launched to the public in April 2018. The new website includes a suite of online forms to make it quicker and easier for residents to submit information. It offers an online citizen portal, 'My Account', where citizens can register, log in, view and pay their council tax, set up a direct debit and apply for discounts and exemptions. Citizens can also register their housing benefit account, as well as make a new claim and notify us of any changes to their circumstances. More services will gradually become available on 'My Account', including school admissions and environmental reporting where citizens will be able to report issues such as potholes, litter, dog fouling and street lighting failures.

**We continued on automating our most common internal processes to reduce transaction costs and streamline processes.** We increased the proportion of feeder files used for invoice payments. The year-end figure of feeder invoices as a percentage of manual invoices was 74.18% which exceeded the target for the financial year. We further developed the self-service functions within the HR system, the performance management module was built, the system was tested and work will continue into 2018-19. We continued to populate the electronic library with updated job descriptions and staff structures, enabling managers to more efficiently access information. This work will continue as staffing reviews are undertaken. We reviewed the application process to renew a blue badge to make it easier for applicants and worked with the Department for Transport in exploring opportunities to digitise the blue badge application process, with work to further develop this being carried out in 2018-19. We started to work on developing an online housing information/advice self-service facility. Progress was made during the year, but due to the lead in time required to develop and implement such a facility, this work will continue into 2018-19. When launched, it will improve the way customers apply for and receive advice and assistance on their housing needs in a more timely way.

During 2018-19 we will also be looking to improve the internal processes which support the Citizens' Panel such as mailing and analysis of paper copies of surveys. If we can achieve this we will have a more effective system for analysing paper surveys which can be rolled out for all consultations and will allow us to report on results more efficiently.

**We said we would deliver the schools commercialisation project to optimise the use of collective resources available to support schools.** During 2017-18. A new "Services to Schools" prospectus was developed and circulated to Head Teachers and take up of services monitored.

**Well-being Objective 3.3: To make the most of our physical assets, including school buildings**

**We continued with our long term well-being objective to provide new and improved schools by delivering the schools' modernisation programme.** Several multi-million-pound school modernisation projects continued in 2017-18. The new Betws Primary school was the first to open its doors in January 2018 and is located next door to the current school. The current school will be demolished and a new Ysgol Gynradd Gymraeg Cwm Garw school will be built on that site. The century old Brynmenyn Primary school was also relocated less than a mile from its existing site, next to the Coleg Cymunedol Y Dderwen in Tondud. In contrast to the old school, the new two storey school is surrounded by sports pitches and open spaces. The next phase of development saw £5.3m invested in 2017-18 in the new Pencoed Primary school. With a total investment of £10.8m, the school will feature a 70-place nursery and facilities for children with special educational needs. The new school will also cater for up to 510 pupils aged between four and eleven and will include sports and leisure facilities that can be shared with the wider community. The new schools will provide the best educational environment possible while continuing to look after the well-being of pupils.



**Capital Investment in schools during 2017-18**

<b>£6.7m</b>	Brynmenyn Primary
<b>£4.6m</b>	Garw Valley South Primary
<b>£5.3m</b>	Pencoed Primary

We have ambitious long-term proposals to invest up to £70m on the next phase of our school modernisation programme focusing on the period 2019-24. We have submitted proposals to Welsh Government for their consideration prioritising five specific areas based on criteria such as population growth, projected pupil numbers, possible housing developments and maintenance backlogs. We are considering a new special needs school for our most vulnerable pupils, and, in areas of growing demand, increasing the number of places available at Welsh-medium schools.



**We had intended to rationalise further the Council's administrative estate to ensure the Council operated from one core office by March 2018** but, following a review of the office accommodation strategy, we decided to retain Raven's Court. The decision was made to locate the MASH at Raven's Court, bringing staff from adult and children's social care, South Wales Police, education, housing, substance misuse, probation, health, early help services and the Wales Community Rehabilitation Company together to provide effective safeguarding services for children, young people and adults.

**We developed an approach to the commercialisation of Council assets by generating income and selling assets.** During the year £452,375 of capital receipts was generated by the sale of assets and £25,000 income was generated from council property. We also completed the sale of the extra care sites at Tondu and Maesteg. The capital receipts generated were less than we had planned to achieve. This was partially due to delays in completing the sales of Brynmenyn Primary School and land at Penyfai due to technical, planning and legal issues. We did, however, secure bids for the sale of Brynmenyn and we exchanged contracts for the sale of the land at Penyfai as well as for Pencoed Primary School. These will be progressed during 2018-19.

**We continued to market the part of the Waterton site that is due to be vacated for housing development under the Parc Afon Ewenni scheme.** During 2017-18, we demolished buildings on the Parc Afon Ewenni site and held discussions with the adjoining landowner on the marketing and future development opportunities available. These discussions are ongoing and a review is being undertaken of the land to be retained and the land to be released for future development. Careful consideration is being given to ensure that capital receipts are maximised for any land to be released for development, whilst also ensuring ongoing operational use of the retained land.

**We implemented energy and carbon reduction measures and promoted good practice in all our public buildings to help them reduce their carbon footprint.** We installed SMART and AMR metering across our corporate buildings. We undertook a successful Low Carbon Schools project at seven schools, which identified simple nil cost measures that pupils and staff could take that reduced carbon emissions. This resulted in estimated annual savings of £41,914, reducing carbon reduction financial commitment (CRC) by £2,912. Interaction with schools is continuing and a new programme has been developed to fund and deliver a raft of Carbon/Energy reduction schemes through the 2018-19 – partly funded by the additional capital identified and agreed during in the 2018-19 budget. Renewal of Display Energy Certificates (DECs) for sites over 1000m<sup>2</sup> (European Directive on the Energy Performance of Buildings) was also brought in on schedule. We exceeded our 3% target set by Welsh Government, achieving a 6.46% percentage reduction in carbon emissions compared with the previous year.



**We reviewed our capital expenditure to ensure alignment with corporate objectives.** We reviewed capital bids assessed them against our corporate priorities and against a proposed funding framework. These bids were discussed with Cabinet and built into the Medium Term Financial Strategy for 2018-19 onwards.

## Well-being Objective 3.4: To develop the culture and skills required to meet the needs of a changing organisation

**We supported managers to lead staff through organisational change** by continuing to develop and roll out toolkits, face to face training and e-learning. This has included people management skills training and fully funded accredited leadership and management programmes accessed through the Welsh Government Apprenticeship Programme. Work continued during the year to monitor and manage absence and there was improved compliance with the absence management policy, when compared to the previous year. A new occupational health provider was commissioned and the Employee Assistance Programme was made available to staff. This confidential 24/7 service provides a range of counselling support and advice on a wide range of matters as well as personal issues and health concerns.

There have been a number of restructures during the year and, as we strive to make smarter use of our limited resources and look at more efficient and innovative ways of delivering services, further restructuring is inevitable. During the year the 'People Too' review was completed and the Corporate Landlord team was created to manage our physical assets more efficiently. In addition, discussions were held with other local authorities on the feasibility of collaborative service models. These discussions will continue during 2018 -19.

**We provided the learning and development opportunities for staff to meet future service needs.** During the year 179 managers received training to improve their management skills which included absence management. Meanwhile training provision has continued to meet skills gaps in specific areas, with 99 staff accessing Excel training and 51 undertaking Equality Impact Assessment training. Meanwhile over 2,800 staff completed e-learning modules to improve knowledge and understanding in key areas, including a range of safeguarding and health and safety modules. Those staff who have wished to improve their Welsh language skills have been able to do so, with 81 staff accessing a variety of programmes. In relation to the 5 year Skills strategy, the pilot skills assessment was completed and it will contribute to the development of a service specific Welsh language training plan in Customer Services.

**We improved our understanding of citizens' views by developing and promoting mechanisms that increased responses to consultations.** New for 2017-18 was the introduction of a digital promotional campaign package for the budget consultation via Wales Online including advertising and mobile overlays to target our local residents. This campaign replaced the previous radio campaign. This new campaign directly resulted in 41% of the 15,129 views to the budget consultation webpage, closely followed by paid Facebook advertising, which also targeted local residents. There was also a 23% increase in online respondents to the consultation and a decrease of 41% completing paper surveys which supports the success of the digital activities and works towards encouraging more electronic engagement generally. The high profile nature of the budget consultation also enabled us to reach new audiences and recruit under-represented groups to the Citizens' Panel, such as under-represented wards. Our budget consultation activity which specifically targeted younger people (as an under represented group) was successful. In summary we had a 157% increase in responses from younger people (118 survey completions) compared to the year before.



During the year we used the digital sessions as an opportunity to increase panel representation and to raise the profile of other key consultations e.g. public conveniences and subsidised buses.

Overall we saw a 93.9% increase in the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter); this was dominated by us bringing in a new waste contract. Although implementation of the contract proved problematic for some residents, our recycling rates soared and we now have one of the best recycling rates in the UK. We thank residents for their comments, patience and perseverance and trust residents are pleased that Bridgend is leading the way in sustainability. A full account of the consultations we undertook in 2017-18 is set out towards the end of this report.

During 2017-18 we made some links with partners to improve the 'easy read' versions of our survey with the aim of increasing the number and quality of responses from people who require these more accessible versions. We will be looking at developing this further in readiness for the budget consultation later in 2018-19. The new General Data Protection Rules (GDPR) changed the way we are able to obtain, hold and use personal data. We used this as an opportunity to cleanse our database of over 2000 people who had told us they wanted to be kept up to date with key consultations. Although it is anticipated this will initially reduce the overall numbers, it should help to increase the response rates in the longer term. In the spring 2018 Citizens' Panel survey, we included questions about the panel itself and our consultation and engagement methods. This information will help us to shape future activities for the panel, as well as other consultation exercises in the future.

We also ramped up our presence on social media by launching an Instagram account. Adding to our existing Twitter, YouTube and Facebook accounts, which already have more than 20,000 followers, we are now able to communicate with new groups of residents online. In all, we posted over 4,500 items on social media. Social media posts were also seen more than 9.5 million times. We are expecting to engage with more young people and visitors to the borough by using this popular social media app to capture, edit and share photos and videos in a visual way on latest council news, developments and events. We also made our corporate social media presence fully bilingual, so that we can engage fully with followers in both English and Welsh.



**Well-being Objective 3.5: To make the most of our spend on goods and services**

**During the year, we reviewed procurement processes and procedures to ensure that best value was achieved through e-procurement and where possible, we utilised national and regional procurement arrangements.** We reviewed how we procure goods, works and services in a timely way, following our contract procedural rules. Last year we introduced the concept of category management. This means that goods, works and services with similar characteristics, from

similar supply chains, are grouped together and treated as a category when being procured. This approach has proved very successful enabling us to actively develop good working relationships both internally and externally.

We continued to utilise national and regional arrangements for common and repetitive spend. This reduced cost and resource which allowed us to concentrate on strategic projects and achieve optimum value for money. Working strategically, to get more for less, meant working closely with the third sector and supporting community groups and volunteering. Our procurement approach has changed over the last few years and, in the future, we will look at innovation and co-production to achieve greater efficiencies. To provide further efficiencies, e-tendering was rolled out to key stakeholders to encourage the use of electronic tendering. E-procurement is becoming more embedded in the council as the preferred way of ordering and paying for goods, works and services, creating a more efficient centralised payment process.

**We monitored the corporate contracts register to ensure compliance and opportunities to aggregate spend.** The council’s corporate contracts register was fully established during the year, which enabled us to monitor and review spend more easily whilst ensuring compliance. We are also able to use it to identify potential collaborative opportunities. The register enables us to track contracts that are expiring, which informs our overall work plan, and plan more effectively for the renewal and establishment of new contracts. In 2017-18, 100% of our tenders were EU threshold compliant with the Public Contract Regulations 2015.

**This well-being objective contributes to the following Well-being Goals**



**MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 3 – SMARTER USE OF RESOURCES**

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

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Percentage of budget reductions achieved ( <i>Higher preferred</i> )	75%	100%	69%	↓	n/a
Comment: Target missed due to shortfalls in savings across directorates. Trend is not appropriate for this measure.					

## Aim -To improve the efficiency of and access to services by redesigning our systems and processes

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Percentage of Council Tax customers accessing on line service through 'My Account' ( <i>Higher preferred</i> )	0%	50%	0%	↔	n/a
Comment: Target not met due to delays in launching systems to Public.					

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

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Ratio of staff to desk in Civic Office ( <i>Lower preferred</i> )	1:1	3:2	1:1	↔	n/a
Comment: Target not met as strategy reviewed and Ravens Court retained to include multi partner location of the MASH.					
Realisation of capital receipts target ( <i>Higher preferred</i> )	£5.625m	£1.5m	£452,375	n/a	n/a
Comment: Target not met due to delays in completing the sale of land at Brynmenyn Primary school and land at Penyfai as a result of technical, planning and legal issues.					
Percentage change in carbon dioxide emissions in the non-domestic public building stock ( <i>Higher preferred</i> )	12.79%	3%*	6.46%	↓	n/a
Income generated from the Council's non-operational property portfolio ( <i>Higher preferred</i> )	<i>New indicator for 2017-18</i>	£25k	£25k	n/a	n/a

\* Static target set by Welsh Government.

## Aim - Develop the culture and skills required to meet the needs of a changing organisation

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence ( <i>Lower preferred</i> )	10.65	8.5	10.85	↓	10.4
Comment: Target missed. Performance marginally below the Wales average.					
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) ( <i>Higher preferred</i> )	11.3%	10.5%	93.9%	↑	n/a
Percentage of employees completing e-learning modules ( <i>Higher preferred</i> )	59.1%	45%	50.2%	↓	n/a
The number of managers receiving training to improve their people management skills (including absence management) ( <i>Higher preferred</i> )	231	200	179	↓	n/a
Comment: Target missed, however previous year the target was exceeded and so less managers required training this year.					

**Aim - To make the most of our spend on goods and services**

<b>Measure</b>	<b>Actual 2016-17</b>	<b>Target 2017-18</b>	<b>Actual 2017-18</b>	<b>Trend</b>	<b>Wales Average 2017-18</b>
Percentage of tenders above EU threshold compliant with the Public Contract Regulations 2015 ( <i>Higher preferred</i> )	100%	100%	100%	↔	n/a

## Financial Performance (subject to validation)

Our financial environment is becoming increasingly challenging. We need to make unprecedented savings in the future that can only be achieved by changing the way we work and changing the way services are delivered. Last year, the gross amount we spent on delivering services to our citizens and investing in our landscape and infrastructure totalled around £470 million. The total amount that we had available to spend was made up from three main sources listed below.

### Revenue Expenditure

Our revenue expenditure represents day to day costs such as salaries, equipment, supplies and services. Our **net** revenue expenditure in 2017-18 after allowing for appropriation to earmarked reserve, additional income from council tax and an underspend on general contingencies (as reported to Cabinet in June 2018) was **£257.707 million**, which resulted in an underspend of £387,000 which was transferred to the Council Fund. The table below shows the expenditure and proportion of spend per well-being objective in 2017-18 and spend on other core services and statutory functions:

Spend	Revised Budget £Million	Actual Outturn £Million	Actual Over/ (Under) Spend £Million
Well-being objective 1: Supporting a successful economy	48.5	48.9	0.4
Well-being objective 2: Helping people to be more self-reliant	50.1	50.4	0.3
Well-being objective 3: Smarter use of resources	1.0	1.0	0.0
Other Spend : Core services and statutory functions	158.5	157.4	-1.1
<b>TOTAL</b>	<b>258.1</b>	<b>257.7</b>	<b>-0.4</b>

### Capital Expenditure

This represents our spending on schools and infrastructure such as roads, bridges and buildings. These assets will benefit the community over long periods of time and the expenditure is largely financed by borrowing and capital grants. Our capital expenditure in 2017-18 was **£36.584 million**, where the main projects carried out during the year included:

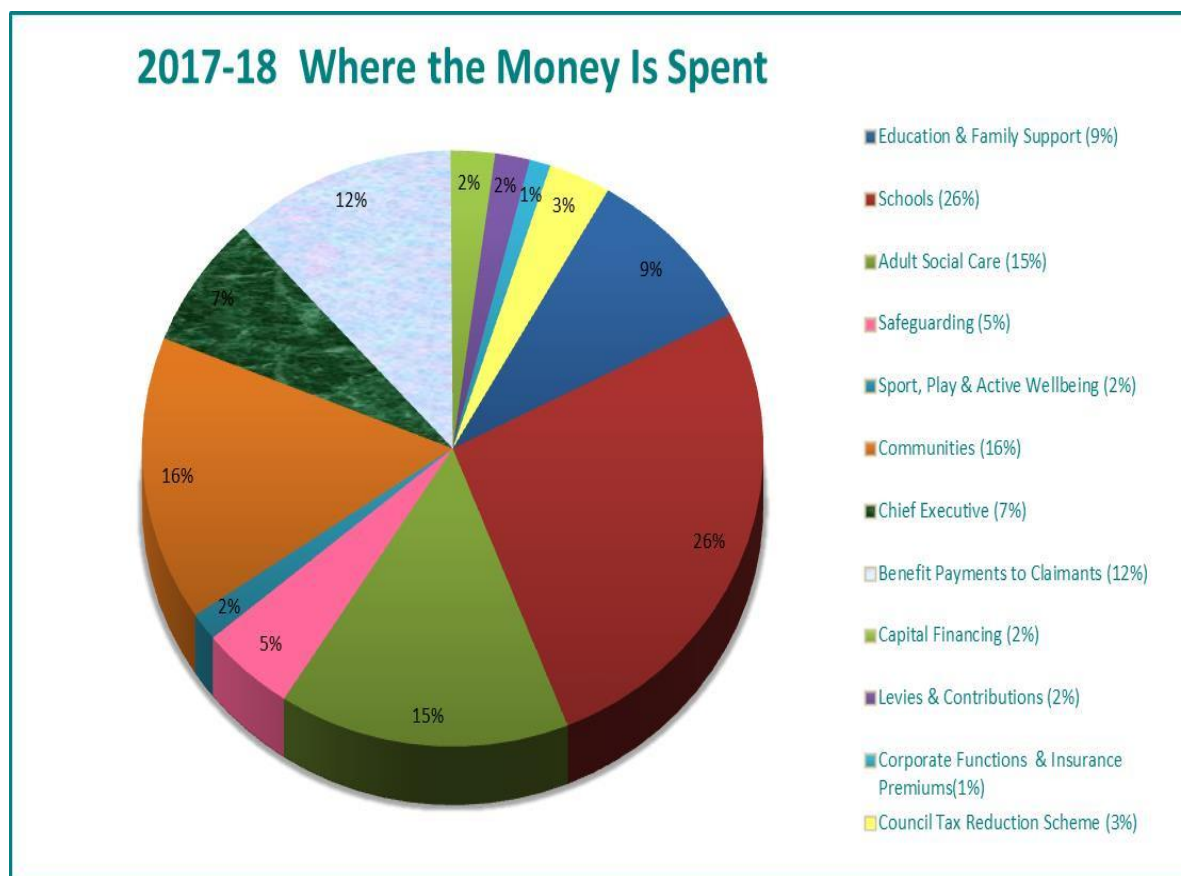
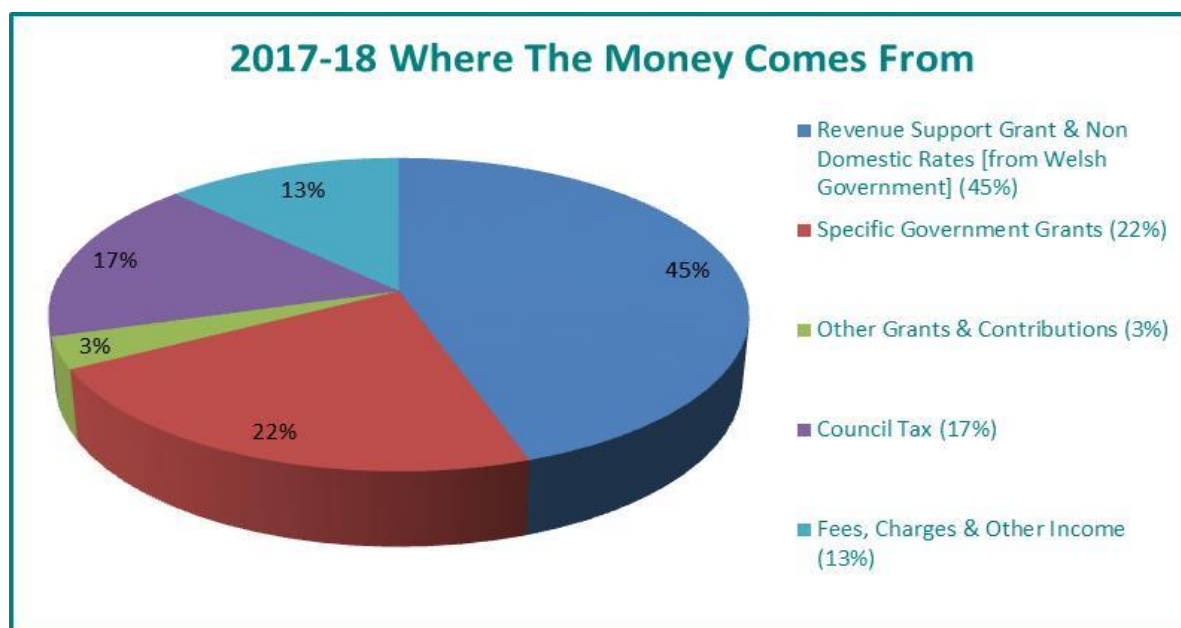
- £ 6,721,000 - Brynmenyn Primary School;
- £ 1,993,000 - Disabled Facility grants & Private Sector Housing;
- £ 4,599,000 - Garw Valley South Primary Provision;
- £ 5,315,000 - Pencoed Primary School;
- £ 2,285,000 - Cardiff Capital Region City Deal
- £ 950,000 - Porthcawl Town Beach Sea Defences.

### Grants

We also received specific government grants, in addition to the core Revenue Support Grant and Non-domestic Rate (NDR) allocations and Housing Benefit Subsidy, totalling **£45.754 million** during 2017-18, which we are able to use in addition to our own Revenue budgets. The main grants received during 2017-18 included:

- £6,442,623 - Post-16 grant
- £5,816,385 - Supporting People grant
- £2,650,381 - Single Revenue grant
- £5,150,073 - Education Improvement grant
- £4,301,182 - Pupil Development grant
- £3,300,783 - Flying Start grant
- £1,690,220 - Families First grant

The following charts summarise where the money came from and where the money is spent





# What Did Our Regulators Say about Us?

## Wales Audit Office

The Auditor General for Wales (the Auditor General) audited the Council's Improvement Plan for 2017-18, and certified that the Council had discharged its duties under section 15(6) to (9) of the Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. The Auditor General certified that the Council is meeting its statutory requirements in relation to continuous improvement. The Wales Audit Office also undertook the following individual projects under themes below for the Council during 2016-17 which were reported on in 2017-18.

### Good governance when determining service changes

The Auditor General found that “the Council has clear priorities that shape its decisions on significant service change and it seeks to learn and improve its arrangements, but there is scope to improve the accessibility of some information”.

The Auditor General made three proposals for improvement regarding the availability and accessibility of information relating to decision-making on significant service change, the embedding of sustainable development principles and monitoring the impact of changes to services.

### Savings planning

The Auditor General found that – “whilst the Council has a sound financial planning framework, underdeveloped savings plans may not fully support future financial resilience”. He proposed that we strengthen financial planning arrangements by ensuring that savings proposals are fully developed, clearly identified over the period of the Medium Term Financial Plan and include realistic delivery timescales prior to inclusion in the annual budget.

### Our response

We published our Forward Work Programmes for Cabinet, Council and Scrutiny on our website. We also redesigned our website to improve availability and accessibility of information.

The Council revised its Corporate Report Template to include a paragraph relating to the implications of the Well-being of Future Generations Act, and developed a Well-being of Future Generations Assessment Form. The paragraph summarises any potential impacts identified during the completion of the Well-being of Future Generations Assessment form and ensures that the five ways of working and the seven Well-being Goals are considered as part of the decision making process.

### Our response

As part of the Medium Term Financial Strategy planning process, directorates are required to submit implementation plans with their budget proposals. This includes information on the amount of savings to be realised in each financial year, key milestones, including any consultation periods and cabinet reports, timeline of key stages and risks to achievement. These are then reviewed again prior to the start of the financial year, and any issues flagged. During the financial year, we monitor budget reductions against targets and report to Cabinet during the quarterly monitoring reports. Directors are tasked with identifying mitigating actions or seeking alternative reduction proposals to offset the shortfalls.

## Corporate Assessment follow up

The Auditor General was satisfied that “the Council had responded effectively to the issues raised in the Corporate Assessment and had either fully implemented their proposals for improvement or had made progress against them”.

## Estyn

### Inspection outcomes for 2016-17

Nine primary schools were inspected in 2016-17. Three schools were placed in an Estyn follow up category. All schools made strong progress with their recommendations for improvement. Two schools were inspected under the new pilot inspection arrangements. One school was judged as ‘Good’ for all five areas inspected: the other school was judged as ‘Good’ for 2 areas and ‘Adequate but needs improvement’ for the remaining three areas. The secondary school that was placed in the statutory category ‘special measures’ was removed from the category in a shorter time frame than expected.

## Care inspectorate Wales (CIW)

### Inspection of Children’s Services

CIW undertook an inspection of children’s services in Bridgend County Borough Council in January/February 2017. Inspectors looked closely at the quality of outcomes achieved for children in need of help, care and support and/ or protection. Inspectors found that the Authority had worked hard in the context of the Social Services and Well-being (Wales) Act (SSWBA) 2014, to reshape its services. The inspectors made 20 recommendations resulting in 45 individual actions. By the end of the year, 39 of those actions had been completed, 3 were on track and 3 were being addressed but delayed due to external circumstances.

## Shifting practice and culture

### Adult Social Care

In Social Services there has been a focus on shifting the culture to one which supports people’s independence rather than the more traditional dependency model of support. As a result we focused on developing the conversational skills of social workers, and social care staff in order to equip them to adopt a strengths based approach when working with adults and one that concentrates on outcomes that support independence rather than one that encourages dependency. Rather than rely on training alone, we aim to embed principles of outcome focused working within the workforce including staff guidance and a revised policy for supervision. The implementation of a quality assurance framework has assisted the service to support and inform the development of practice and has enabled reflection and more joined up learning. A programme of training has been devised with the aim of improving the confidence, consistency, and effectiveness of social work staff in outcomes led practice. Practitioners have engaged in shaping the direction of travel and have influenced the content of workshops, training events and the development of the Assuring Quality Framework. They have responded to the opportunities afforded by Action Learning and ‘the ‘Engaging Well’ workshops to present strong leadership of practice in their teams. This has improved confidence. One manager wrote: ‘Very positive feedback has been received from those

who attend' and 'Increased confidence has been noted'. There has also been some examples of inter-team learning through Action Learning, and the sharing of experiences and ideas.

The Assuring Quality Framework has a range of methods to evaluate practice through file reviews and discussions with practitioners. This approach allows us to develop learning through coaching activity and this in turn informs ongoing practice learning and development. Capturing the 'so what' stories is part of this and enables us to hear from the person and for practitioners to actively reflect. This framework was launched in July 2017 and ensures that practitioners are able to identify and evidence what is working well and what needs to change in order to respond and support people's well-being as outlined in the Social Services and Well-being Act. Primarily, it can help us to evidence not just how we deliver on our duties, but what can be changed and improved upon. Quarterly reports have been developed and a file review tool embedded into our IT system (WCCIS), making the use and reporting easier and the ability to concentrate on specific areas as required possible.

In this way, we are developing a learning organisation that identifies and informs further improvement activity and training, involving front line managers and practitioners, with a framework in place which supports both the reviewing activity and evidencing practice standards. . It also enables us to collect excellent narrative from the range of people we work with, around the achievement of what matters to them and how this supports their well-being.

## Important themes that underpin our work

### Performance Management Framework

Performance management is about taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be. We designed our Performance Management framework to help us continually plan, implement, review and revise our work so that we can successfully improve people's lives in the county borough. The framework sets out our systematic approach to performance management, and links service delivery to our vision and priorities. It identifies who is responsible and accountable for each stage of the Council's performance management process, from business planning, to service delivery, to performance review and to changes that may be necessary. You can see our Performance Management Framework [here: https://www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf](https://www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf)

### Scrutinising our performance

Overview and scrutiny committees are a valuable part of the transparent and democratic process. Their role is to hold executive and cabinet members to account over decisions that are made. They make reports and recommendations which advise the cabinet and the council on its policies, budget and service delivery. They support the work of the council as a whole in the improvement of public services. In Bridgend, our overview and scrutiny structure consists of a centralised committee structure with a Corporate Overview and Scrutiny Committee and three Subject Overview and Scrutiny Committees. We use a range of scrutiny methods:

- **Pre-decision:** Committees may be consulted by the Cabinet on future decisions and policies and how they have been made.

- **Performance monitoring:** Overview and Scrutiny Committees monitor the performance of Cabinet, committees and council officers.
- **Call-in:** Overview and Scrutiny Committees can ‘call-in’ a decision which has been made by the Cabinet or an officer but not yet implemented, which enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision.
- **In-depth reviews:** The Committees may carry out in-depth reviews into particular areas using Research and Evaluation Panels
- **Community involvement:** In line with the principles of sustainable development, the Overview and Scrutiny Committees encourage the involvement of the public and other stakeholders in scrutiny so residents can have a greater say in council matters. This is done by providing evidence to a committee, suggesting an item for scrutiny by completing a request form, or by speaking at a committee as a representative. Further information on how to get involved is available on our website.

## Risk management

With growing demands on services at a time of increasing pressure on finances, effective risk management remains an essential part of the framework for ensuring good corporate governance. The Corporate Risk Assessment sets out the main risks facing the council, the likely impact on our services and what we will do to manage the risk. Along with the Corporate Risk Assessment, there is a range of risk management procedures at directorate, project and service levels, and these are included in the appropriate business plans.

The Corporate Risk Assessment was reviewed by the Senior Management Team, was approved by Council on 1 March 2017 and was fully aligned with the Council’s Medium Term Financial Strategy and Corporate Plan. Since its review we have updated the Medium Term Financial Strategy, Waste, Educational Attainment, Local Government Reorganisation and Collaboration risk registers to reflect important changes.

## Equality and diversity

We are committed to promoting equality and valuing diversity through all of our services and dedicated to treating our residents, customers, employees and visitors with respect, while providing services which respond to people’s individual needs.

Our Strategic Equality Plan 2016-20; <https://www.bridgend.gov.uk/media/2108/strategic-equality-plan-2016-to-2020.docx> sets out how we will meet our equality objectives and make our services accessible and responsive to the diverse needs of those who live, work and visit the county borough. It outlines seven equality objectives, namely: Transportation, Fostering good relations and awareness raising, mental health, Leisure, Children, Data and our role as an employer. We ran 5 Equality Impact Assessment (EIA) training sessions for staff, with 46 delegates attending. The council performs equality impact assessments (EIAs) to understand whether changes or new policies, services and functions will impact different sectors of society in different ways. EIAs can help us to identify improvements to services, enable us to make better decisions and recognise how services can be more accessible. We publish our EIAs via our Council, Cabinet and committee meetings section of the website which is available here: <https://democratic.bridgend.gov.uk/ieDocHome.aspx?Categories=>

## Welsh language

We are committed to treating Welsh and English on an equal basis when carrying out our public business. Our five year strategy describes how we will aim to raise the profile of the Welsh language and culture with our residents and our employees. Read our strategy online at: <https://www.bridgend.gov.uk/media/2130/our-five-year-strategy.docx> or in hard copy at the Customer Contact Centre. Please see our page on the Welsh language here: <https://www.bridgend.gov.uk/my-council/equalities-and-engagement/welsh-language/> to find out how we are promoting the language and culture of Wales as well as complying with the Welsh Language Measure (2011). Our 2017-18 annual report annual report covers our compliance with the Welsh Language Standards and is available here: <https://www.bridgend.gov.uk/media/4062/welsh-language-standards-annual-report-1718-english.docx>. The compliance document which was issued by the Welsh Language Commissioner, details the 171 standards that we are required to comply with: we are currently compliant with 154. These cover the areas of service provision, policy making, operations, promotion and record keeping. For more information visit the compliance document section on the website, which can be found here: <https://www.bridgend.gov.uk/media/2126/bridgend-county-borough-council-compliance-notice.pdf>

## Biodiversity

To promote biodiversity across our organisation we have developed a Biodiversity and Ecosystems Resilience (BER) Forward Plan, 2018-2022, to ensure we comply with all duties.

## Consultations and Citizen Feedback

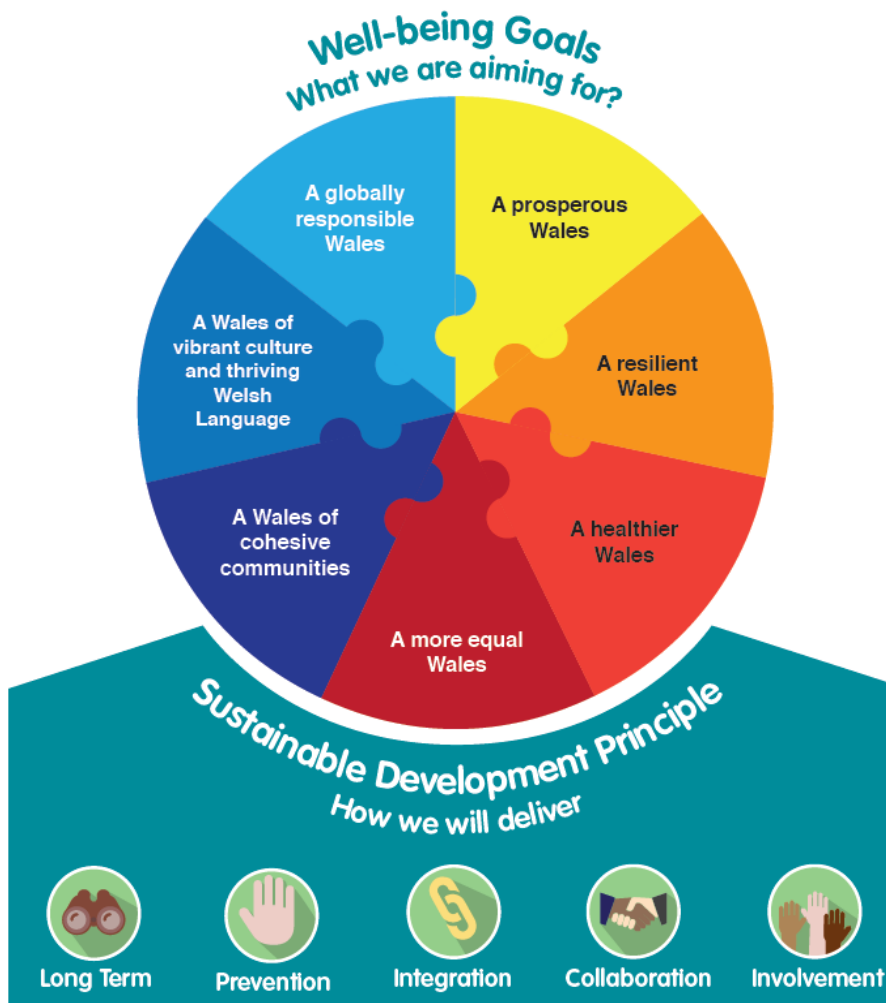
Throughout the year we carried out a range of consultations to find out your views and inform our decisions. We undertook online surveys, roadshows throughout the county borough, ran focus groups and invited comment through social media on topics including:

- Active Travel 2017
- Bridgend Public Services Board Draft Well-being Plan
- Childcare Sufficiency Assessment 2017
- Children's Residential Remodelling Project
- Citizens' Panel
- Provision for pupils with additional learning needs
- Public Space Protection Order Consultation
- Public Toilets
- Supported Bus Service Consultation



Further information can be found at <https://www.bridgend.gov.uk/my-council/equalities-and-engagement/consultations/>

# Well-being of Future Generations Act



The Well-being of Future Generations (Wales) Act 2015 created goals for public bodies to improve the economic, social, environmental and cultural well-being of Wales.

**The Act** introduces seven long-term well-being goals. It puts in place a sustainable development principle and defines 5 ways of working that public bodies, such as local authorities, will need to think about so as to show we have applied the sustainable development principle.

The diagram shows how the seven national goals and the five ways of working work together to deliver sustainable development. The Council is committed to the well-being goals and the principles of sustainable development, making sure that when we make decisions we take

into account the impact they could have on people living their lives in Wales in the future. To do this, we have embedded the principle of sustainable development across the council in our practices and procedures.

- We carried out training for all Cabinet and Scrutiny Members and Management Officers
- We appointed a Future Generations Champion Cabinet Member
- We have added a section entitled the “Well-being of Future Generations (Wales) Act 2015 implications” into our corporate report template to consider the implications of this legislation when making decisions.
- We revised our Risk Registers to ensure the long-term aspect is considered in analysing our risks and this may change the way we view the severity of our risks.
- We have embedded the sustainable development principle in our performance management framework. The five ways of working permeate all levels and stages of our plan-do-review-revise performance management cycle.
- We have embedded the sustainable development principle and five ways of working in our Code of Corporate Governance and Governance Framework.
- We ran a Well-being of Future Generations session for the Town and Community Council Forum.
- We worked with Bridgend Public Services Board to carry out the local well-being assessment and develop local well-being objectives
- We have embedded the sustainable development principle in our member training programme.

Further information can be found at <https://futuregenerations.wales/>

## Bridgend Public Service Board

The Act also made it a legal requirement for each local authority to create a public services board (PSB). Bridgend Public Services Board was created on 1 April 2016. Bridgend PSB collected data and information and asked local people about the strengths and challenges facing the area, both now and in the future. The information was used to develop the Bridgend Assessment of Well-being which was published in April 2017.

## Our well-being objectives for 2018-19

In our Corporate Plan 2018-22, we set out our well-being objectives or priorities, having taken into account long-term needs, shrinking resources, and increasing demand on services, whilst still delivering the things that citizens told us are most important.

These are:

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

These well-being objectives were reviewed against the requirements of the Well-being of Future Generations (Wales) Act 2015 and the Council decided that they were still pertinent and should remain our well-being objectives. We also embedded into the corporate plan how our well-being objectives link to the seven national well-being goals.

For full details on the actions we have in place to deliver each well-being objective, please visit the Corporate Improvement page on our website and view our Corporate Plan here:

<https://www.bridgend.gov.uk/media/3632/corporate-plan-2018-2022.pdf>



## Feedback

We welcome your comments on this annual report and your suggestions for improvement. You can give your feedback through



our website: [www.bridgend.gov.uk](http://www.bridgend.gov.uk)



on Instagram [www.instagram.com/BridgendCBC/](https://www.instagram.com/BridgendCBC/)



via Facebook [www.facebook.com/BridgendCBC](https://www.facebook.com/BridgendCBC)



on Twitter: @BridgendCBC



email to [talktous@bridgend.gov.uk](mailto:talktous@bridgend.gov.uk)



in writing to Corporate Performance Team, Bridgend County Borough Council,  
Civic Offices, Angel Street, Bridgend CF31 4WB

This report is available in both Welsh and English. It is also available in another language or format on request.



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

24 OCTOBER 2018

#### REPORT OF THE INTERIM HEAD OF FINANCE & SECTION 151 OFFICER

#### TREASURY MANAGEMENT – HALF YEAR REPORT 2018-19

##### 1. Purpose of the Report

1.1 The purpose of this report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's 'Treasury Management in the Public Services: Code of Practice' (the Code) to report an overview of treasury activities as part of a mid-year review;
- Report on the projected Treasury Management and Prudential Indicators for 2018-19;
- Approve the treasury management activities for the period 1 April 2018 to 30 September 2018.

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

2.1 This report assists in the achievement of the following corporate priority:

- 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.

2.2 The Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

##### 3. Background

3.1 The Council's Treasury Management activities are regulated by the Local Government Act 2003 which provides the powers to borrow and invest as well as providing controls and limits on this activity. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, develops the controls and powers within the Act. This requires the Council to undertake any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities

and to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services.

- 3.2 The Council is required to operate the overall treasury function with regard to the Code and this was formally adopted by the Council in February 2012. This includes a requirement for the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year which sets out the Council's and Chief Financial Officer's responsibilities, delegation, and reporting arrangements. Council approved the TMS 2018-19 on 28 February 2018. CIPFA published new editions of Treasury Management in the Public Services: Code of Practice and the Prudential Code for Capital Finance in Local Authorities in late December 2017 however the TMS 2018-19 and this report have been produced using the 2011 Codes.
- 3.3 The Welsh Government (WG) issued revised Guidance on Local Authority Investments in April 2010, which requires the Council to approve an Investment Strategy prior to the start of each financial year and this is included in the TMS.
- 3.4 In March 2018, the Welsh Government also published an amendment to the Local Authorities (Capital Finance and Accounting) (Wales) Regulations which enables the Council to invest in certain instruments which were previously treated as capital expenditure (for example Money Market Funds) without the potential revenue cost of Minimum Revenue Provision (MRP) and without the proceeds from sale being considered a capital receipt.

## **4 Current Situation/Proposal**

### **4.1 External Debt and Investment Position 1 April to 30 September 2018**

- 4.1.1 The Council's external debt and investment position for 1 April to 30 September 2018 is shown below in table 1; more detail is provided in section 4.3 the Borrowing Strategy and Outturn and section 4.4 the Investment Strategy and Outturn.
- 4.1.2 Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the WG Guidance, the Council may also purchase property for investment purposes and may also make loans and investments for service purposes, for example in shared ownership housing, or as equity investments and loans to the Council's subsidiaries. Such loans and investments will be subject to the Council's normal approval processes for revenue and capital expenditure and need not comply with the TMS. The Council's existing non-treasury investments relate to investment properties and the balance as at 31 March 2018 was £4.36 million.

**Table 1: Council's external debt and investment position 1 April to 30 September 2018**

	<b>Principal 01-04-18 £m</b>	<b>Average Rate 01-04-18 %</b>	<b>Principal 30-09-18 £m</b>	<b>Average Rate 30-09-18 %</b>
<b>External Long Term Borrowing:</b>				
Public Works Loan Board	77.62	4.70	77.62	4.70
Lender's Option Borrower's Option	19.25	4.65	19.25	4.65
<b>Total External Borrowing</b>	<b>96.87</b>	<b>4.69</b>	<b>96.87</b>	<b>4.69</b>
<b>Other Long Term Liabilities (LTL):</b>				
Private Finance Initiative (PFI)*	17.64		17.32	
Llynfi Loan**	2.40		2.40	
Other LTL	0.98		0.93	
<b>Total Other Long Term Liabilities</b>	<b>21.02</b>		<b>20.65</b>	
<b>Total Gross External Debt</b>	<b>117.89</b>		<b>117.52</b>	
<b>Treasury investments:</b>				
Banks	7.40	0.58	8.00	0.85
Building Societies	2.00	0.54	1.00	0.80
Local Authorities	21.00	0.64	23.00	0.80
Money Market Fund***	-	-	2.30	0.69
<b>Total Treasury Investments</b>	<b>30.40</b>	<b>0.62</b>	<b>34.30</b>	<b>0.81</b>
<b>Net Debt</b>	<b>87.49</b>		<b>83.22</b>	

\* (PFI) arrangement for the provision of a Secondary School in Maesteg 15.50 years remaining term

\*\* Loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley which has not yet commenced

\*\*\*the fund provides instant access

4.1.3 It should be noted that the accounting practice required to be followed by the Council requires financial instruments in the accounts (debt and investments) to be measured in a method compliant with International Financial Reporting Standards (IFRS). The figures shown in the above table and throughout the report are based on the actual amounts borrowed and invested and so may differ from those in the Statement of Accounts, which include accrued interest or are stated at fair value in different instances.

4.1.4 The Council's treasury management advisors are Arlingclose. The current services provided to the Council include:-

- advice and guidance on relevant policies, strategies and reports
- advice on investment decisions
- notification of credit ratings and changes
- other information on credit quality

- advice on debt management decisions
- accounting advice
- reports on treasury performance
- forecasts of interest rates
- training courses

## 4.2 External Context

4.2.1 The interest rate views incorporated in the Council's TMS 2018-19, were based upon officers' views supported by a selection of City forecasts provided by Arlingclose. When the TMS 2018-19 was prepared in January 2018 it was forecast that the Bank Rate would remain at 0.50% during 2018-19.

4.2.2 The Bank Rate started the financial year at 0.50% and remained at that rate until 2 August 2018 when the Bank of England's Monetary Policy Committee (MPC) increased the rate by 0.25% to 0.75%. The current forecast is that there will be a further 0.25% increase in the Bank Rate by March 2019 reaching 1% by the end of 2018-19.

## 4.3 Borrowing Strategy and Outturn 1 April to 30 September 2018

4.3.1 The Council's primary objective for the management of its debt is to ensure its long term affordability. The majority of its loans have therefore been borrowed from the Public Works Loan Board (PWLb) at long term fixed rates of interest.

4.3.2 With short-term interest rates lower than long term rates, it is likely to be more cost effective in the short term to either borrow short term loans or use internal resources. Short term and variable rate loans expose the Council to the risk of short term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates as shown in the treasury management indicators in **Appendix C**. However, with long term rates forecast to rise in the coming years, any such short term savings will need to be balanced against the potential longer-term costs. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis.

4.3.3 The £19.25 million in table 1 above relates to Lender's Option Borrower's Option (LOBO) loans which have a maturity date of 2054, however these may be re-scheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending upon the prevailing market rates, the lender exercising their option to increase rates at one of the bi-annual trigger points and therefore the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The next trigger point is 22 January 2019 and the lender is not expected to exercise this option (given the current low interest rate environment) however, an element of refinancing risk remains. Following advice from Arlingclose, the Council approached the LOBO's lender for potential repayment options in 2017-18 but the premium was deemed too

excessive to action but the Council would take the option to repay these loans at no cost if it has the opportunity to do so in the future.

The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.

- 4.3.4 The last time the Council took long term borrowing was £5 million from the PWLB in March 2012 and it is not expected that there will be a requirement for any new long term borrowing in 2018-19, however for cash-flow purposes short term borrowing will be taken and £3m million short term borrowing was taken and repaid between 1 April and 30 September 2018. Market conditions have meant that there has been no loan rescheduling so far this year however, in conjunction with Arlingclose, the loan portfolio will continue to be reviewed for any potential savings as a result of any loan rescheduling.
- 4.3.5 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This is known as Internal Borrowing. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

#### **4.4 Investment Strategy and Outturn 1 April to 30 September 2018**

- 4.4.1 Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, balancing the risk of incurring losses from defaults against receiving unsuitably low investment income.

The major objectives during 2018-19 are:-

- To maintain capital **security**
- To maintain **liquidity** so funds are available when expenditure is needed
- To achieve the **yield** on investments commensurate with the proper levels of security and liquidity

- 4.4.2 The Annual Investment Strategy incorporated in the Council's TMS 2018-19 includes the credit ratings defined for each category of investments and the liquidity of investments. The Council's investments have historically been placed in short term bank and building society unsecured deposits and local and central government, however, investments may be made with any public or private sector organisations that meet the minimum credit criteria specified in the Investment Strategy and any new instruments used will be in full consultation with Arlingclose.

- 4.4.3 As previously reported to Cabinet and Council in 2017-18, the Council opened a Money Market Fund (MMF) in August 2017 which is an approved financial

instrument in the TMS and provides instant access to the funds. The Council set up additional MMF's in September 2018 (all approved by Arlingclose) and also set up a web based portal (at no cost to the Council) to simplify and introduce efficiencies to all aspects of MMFs, from account maintenance through to trading and reporting. The new MMF's and the portal application process were not finalised by 30 September 2018 but are expected to be used from October 2018.

- 4.4.4 Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's to ensure that this lies within the Council's agreed minimum credit rating. **Appendix A** shows the equivalence table for these published ratings and explains the different investment grades. Where available the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. In the current climate, relying mainly on credit ratings is considered to be inappropriate and the Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard is therefore given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 4.4.5 On a day to day basis, the Council potentially has positive cash balances arising from the cash flow e.g. timing differences between grants being received and making various payments. These are invested on the market via brokers, direct with the institution or held in deposit accounts or a money market fund with instant access. The Council usually invests for a range of periods dependent on cash flow requirements and the interest rates on offer having regard to the Investment Strategy.
- 4.4.6 The Council's primary objective for the management of its investment portfolio is to give priority to the security and liquidity of its funds before seeking the best rate of return. As shown in the tables below, the majority of investments have been held as short term investments with UK Local Authorities and banks of high credit quality. This has therefore resulted in more of the investment portfolio being moved into investment instruments with lower rates of return but higher security and liquidity.
- 4.4.7 Occasionally, investments are placed with the UK Debt Management Office (DMO - Executive Agency of UK Government) but only for very short term deposits and after all other options have been explored. The interest rates offered by this facility are lower than most other counterparties but this is commensurate with the high level of security and reduced risk offered. It provides another option when examining potential investments and ensures compliance with the Council's investment objective that security takes priority over yield. There were no deposits outstanding at 30 September 2018.

4.4.8 Favourable cash flows have provided positive cash balances for investment and the balance on investments at 30 September 2018 was £34.30 million as shown in Table 2 below which details these investments by counterparty type.

**Table 2: Investments Profile 1 April to 30 September 2018**

Investment Counterparty Category	Balance 01 April 2018 (A) £m	Investments Raised (B) £m	Investments Repaid (C) £m	Balance 30 Sept 2018 (A+B-C) £m	Interest Received ** £'000	Average Original Duration of the Investment Days	Weighted Average Investment Balance Apr - Sept 2018 £m	Weighted Average Interest Rate Apr-Sept 2018 %
Government DMO	-	41.80	41.80	-	1.58	5	1.02	0.31
Local Authorities	21.00	95.60	93.60	<b>23.00</b>	65.99	148	29.32	0.65
Building Societies	2.00	6.00	7.00	<b>1.00</b>	11.01	99	2.40	0.63
Banks (Fixed Maturity)	5.00	8.00	9.00	<b>4.00</b>	33.46	209	5.82	0.66
Banks Instant Access/Notice Period *	2.40	58.48	56.88	<b>4.00</b>	9.62	n/a	4.40	0.52
Money Market Fund (Instant Access)*	-	6.60	4.30	<b>2.30</b>	4.68	n/a	1.94	0.58
<b>Total/Average</b>	<b>30.40</b>	<b>216.48</b>	<b>212.58</b>	<b>34.30</b>	<b>126.34</b>	<b>115</b>	<b>44.90</b>	<b>0.63</b>

\* An average duration is not shown as there is no original duration as instant access or notice period and money is added and withdrawn to/from these accounts as required by cash-flow

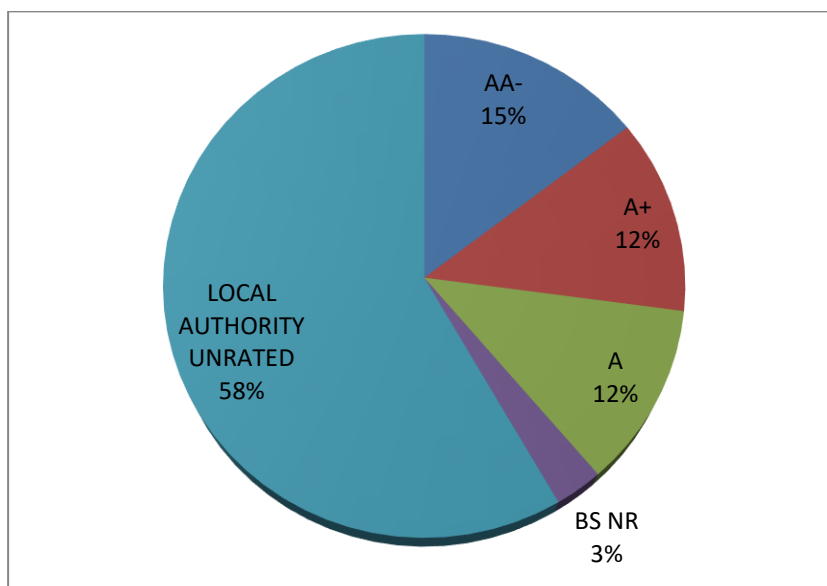
\*\* Received in the Council's bank account not interest earned

4.4.9 There are four long term investments (original duration of 12 months or more) outstanding at 30 September 2018 totalling £9 million with Local Authorities shown in table 3 below. £5 million maturing in 2019-20 and £4 million maturing in 2020-21. All other investments at 30 September 2018 were short term deposits (including instant access and notice accounts). Table 3 below details these investments by counterparty type based on the remaining maturity period as at 30 September 2018:

**Table 3: Investments Outstanding Maturity Profile 30 September 2018**

Counterparty Category	Instant Access £m	Deposits Maturing Within 1 Month £m	Deposits Maturing Within 2-3 Months £m	Deposits Maturing Within 4-12 Months £m	Deposits Maturing Within 1-2 Years £m	Deposits Maturing Within 2-3 Years £m	Total £m
Local Authorities	-	8.00	1.00	5.00	5.00	4.00	23.00
Building Societies	-	-	1.00	-	-	-	1.00
Banks	-	-	4.00	4.00	-	-	8.00
Money Market Fund	2.30	-	-	-	-	-	2.30
<b>Total</b>	<b>2.30</b>	<b>8.00</b>	<b>6.00</b>	<b>7.00</b>	<b>5.00</b>	<b>4.00</b>	<b>34.30</b>

4.4.10 The Council defines high credit quality as organisations and securities having a credit rating of A- or higher. The pie chart below summarises the above table by credit ratings and shows the £34.30 million investments at 30 September 2018 by percentage outstanding. Most Local Authorities do not have credit ratings and the unrated building society (shown as 'BS NR' below) was approved by Arlingclose whilst the remainder of the investments all had a credit rating of A or above.



4.4.11 The Council participates in a benchmarking exercise with Arlingclose and the Council's average rate of return on investments at the end of each quarter in 2018-19 is shown below. At 30 September 2018, the Council's average rate of



return was more favourable than the average of Arlingclose Welsh Local Authorities Unitary clients:

2018-19	Bridgend CBC Average Rate of Return on Investments	Arlingclose Welsh Local Authorities Clients Average Rate of Return on Investments
30-06-18	0.65%	0.69%
30-09-18	0.81%	0.70%

#### 4.5 Review of the Treasury Management Strategy 2018-19

4.5.1 CIPFA's Code of Practice for Treasury Management requires all local authorities to conduct a mid-year review of its treasury management policies, practices and activities. As a result of this review it was not deemed necessary to make any major changes to the TMS 2018-19, although Council approved a revised MRP policy for 2018-19 on 19 September 2018.

4.5.2 Under regulation 21 of the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, local authorities are required to charge MRP to their revenue account for each financial year to account for the principal cost of their debt in that financial year. The revised MRP policy for 2018-19 amends the method of calculating a prudent annual amount to charge to revenue to repay capital financing costs. The revision of the MRP Policy 2018-19 for calculating MRP on capital expenditure funded from supported borrowing has resulted in a change from a 4% reducing balance method to a straight-line method over 45 years and a revised MRP Statement is shown in **Appendix B**. The figures in Appendix B have been revised to reflect a minor change from the report approved by Council to reflect the more up to date information available and a minor accounting adjustment in 2018-19.

#### 4.6 Treasury Management and Prudential Indicators 2018-19

4.6.1 The 2011 Treasury Management Code and Prudential Code require the Council to set and report on a number of Treasury Management Indicators within this report, however, the Council has decided to report on all indicators in this report so the Prudential Indicators are also included. The indicators either summarise the expected activity or introduce limits upon the activity, and reflect the underlying capital programme. **Appendix C** details the estimate for 2018-19 set out in the Council's TMS and also the projected indicators for 2018-19. These show that the Council is operating in line with the approved limits.

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

5.1 As required by Financial Procedure Rule 20.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the TMS 2018-19 as approved by Council with due regard to the requirements of the CIPFA's Code of Practice on Treasury Management in the Public Services.

## **6. Equality Impact Assessment**

6.1 There are no equality implications.

## **7. Well-being of Future Generations (Wales) Act 2015 Implications**

7.1 The well-being goals identified in the Act were considered in the preparation of this report. As the report provides financial performance and is retrospective in nature it is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **8. Financial Implications**

8.1 The financial implications are reflected within the report.

## **9. Recommendation**

9.1 It is recommended that:

- Council approve the treasury management activities for the period 1 April 2018 to 30 September 2018;
- Council note the projected Treasury Management and Prudential Indicators for 2018-19 against the Indicators approved in the Treasury Management Strategy 2018-19.

**Gill Lewis**  
**Interim Head of Finance and Section 151 Officer**  
**2 October 2018**

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**Background documents:**  
Treasury Management Strategy 2018-19

## APPENDIX A

Credit Rating Equivalence Table

	Description	Fitch		Moody's		Standard & Poor's	
		Long	Short	Long	Short	Long	Short
<b>INVESTMENT GRADE</b>	Extremely strong	AAA		Aaa		AAA	
	Very strong	AA+	F1+	Aa1	P-1	AA+	A-1+
		AA		Aa2		AA	
		AA-		Aa3		AA-	
	Strong	A+	F1	A1	P-2	A+	A-1
		A		A2		A	
		A-		A3		A-	
	Adequate	BBB+	F2	Baa1	P-3	BBB+	A-2
		BBB		Baa2		BBB	
		BBB-		Baa3		BBB-	
<b>SPECULATIVE GRADE</b>	Speculative	BB+	B	Ba1	Not Prime (NP)	BB+	B
		BB		Ba2		BB	
		BB-		Ba3		BB-	
	Very speculative	B+	C	B1	Not Prime (NP)	B+	C
		B		B2		B	
		B-		B3		B-	
	Vulnerable	CCC+	C	Caa1	Not Prime (NP)	CCC+	C
		CCC		Caa2		CCC	
		CCC-		Caa3		CCC-	
		CC		Ca		CC	
	C				C		
Defaulting	D	D	C		D	D	

## APPENDIX B

### ANNUAL MINIMUM REVENUE PROVISION STATEMENT 2018-19

The Annual Minimum Revenue Provision Statement needs to be approved by Council before the start of each financial year. The MRP charges for 2018-19 will be on the following bases:-

- i. Capital expenditure incurred before 1 April 2008 and any capital expenditure after 1 April 2008 that is government supported expenditure the charge to revenue will be based on a straight line basis over 45 years of the opening Capital Financing Requirement after accounting adjustments. This charge was supplemented by voluntary MRP (based on the useful asset life) in respect of those assets which were financed by unsupported borrowing before 1 April 2008.
- ii. Supported capital expenditure that results in a significant asset (based on an internal assessment) incurred on or after 1 April 2008 and all unsupported capital expenditure, exercised under the Prudential Code, the MRP charge will be based on the Asset Life Method. The minimum revenue provision will be at equal annual instalments over the life of the asset. The first charge can be delayed until the year after the asset is operational but this will be at the discretion of the Section 151 Officer
- iii. for assets reclassified as finance leases under International Financial Reporting Standards (IFRS) or resulting from a Private Finance Initiative, the MRP charge will be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability for the year
- iv. Where loans are made to other bodies for their capital expenditure with an obligation for the bodies to repay, no MRP will be charged. The capital receipts generated by the annual repayments on those loans will be put aside to repay debt instead
- v. MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.

The MRP Charge 2018-19 based on the estimated capital financing requirement is detailed below:-

**APPENDIX B**

	<b>Options</b>	<b>Capital Financing Requirement 01-04-18 £m</b>	<b>2018-19 Estimated MRP £m</b>
<b>Capital expenditure before 01-04-2008 and any after 01-04-2008 that does not result in a significant asset (Supported)</b>	<b>(i)</b>	<b>122.79</b>	<b>2.73</b>
<b>Capital Expenditure before 01-04-2008 (Unsupported)</b>		<b>-</b>	<b>-</b>
<b>Supported capital expenditure that results in a significant asset, incurred on or after 1 April 2008 (Supported)</b>	<b>(ii)</b>	<b>3.42</b>	<b>0.13</b>
<b>Unsupported capital expenditure, exercised under the Prudential Code (Unsupported)</b>		<b>27.03</b>	<b>1.55</b>
<b>PFI, Finance Leases and other arrangements PFI School</b>	<b>(iii)</b>	<b>17.64</b>	<b>0.64</b>
<b>TOTAL</b>		<b>170.88</b>	<b>5.05</b>

## APPENDIX C

### 1 TREASURY MANAGEMENT INDICATORS 2018-19

- 1.1 The following indicators (which are forward looking parameters) form part of the CIPFA Code of Practice on Treasury Management. They enable the Council to measure and manage its exposure to Treasury Management risks.

The Council needs to set the upper limits to its **Interest Rate Exposure** for the effects of changes in interest rates. There are two treasury management indicators that relate to both fixed interest rates and variable interest rates. These limits have been calculated with reference to the net outstanding principal sums and are set to control the Council's exposure to interest rate risk as shown in the table below. Fixed rate investments and borrowings for the purpose of this indicator are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or transaction date if later and all other instruments are classed as variable. The majority of the Council's investments are less than 12 months and even though interest rates may be fixed for the investment duration these would be classed as variable.

No.		TMS 2018-19 £m	Projection 31-03-2019 £m
	Total Projected Principal Outstanding on Borrowing 31 March 2019	96.87	<b>96.87</b>
	Total Projected Principal Outstanding on Investments 31 March 2019	20.00	<b>15.00</b>
	<b>Net Principal Outstanding</b>	<b>76.87</b>	<b>81.87</b>
1.	<b>Upper Limit on fixed interest rates (net principal) exposure</b>	130.00	<b>68.62</b>
2.	<b>Upper Limit on variable interest rates (net principal) exposure</b>	50.00	<b>13.25</b>

The Section 151 Officer will manage interest rate exposures between these limits in 2018-19.

- 1.2 A further indicator for Treasury Management measures the **Maturity Structure of Borrowing** and is the amount of projected borrowing that is fixed rate, maturing in each period as a percentage of total projected fixed rate borrowing. This indicator is set to control the Council's exposure to refinancing risk and has been set to allow for the possible restructuring of long term debt where this is expected to lead to an overall saving or reduction in risk.

The 19.87% shown in the table below relates to £19.25 million Lender's Option Borrower's Option (LOBO) loans which may be re-scheduled in advance of their maturity date of 2054, as detailed in paragraph 4.3.3 of the main report. The Code requires the maturity of LOBO loans to be shown as the earliest date on which the lender can require payment, i.e. the call date of January 2019 so

the maturity date is actually uncertain but is shown in the “Under 12 months” category as per the Code.

No	Maturity structure of fixed rate borrowing during 2018-19	Upper limit	lower limit	Projection 31-03-19
3.	Under 12 months	50%	0%	19.87%
	12 months and within 24 months	25%	0%	-
	24 months and within 5 years	25%	0%	-
	5 years and within 10 years	50%	0%	13.91%
	10 years and within 20 years	60%	0%	23.49%
	20 years and above	100%	40%	42.73%

- 1.3 The **Upper Limit for Total Principal Sums invested over 364 days** indicator controls the amount of longer term investments which mature beyond the period end. This is set to control the Council’s exposure to the risk of incurring losses by seeking early repayment of its investments.

No.		TMS 2018-19 (Limit) £m	Projection Principal Outstanding Over 364 days 31-03-19 £m
4.	<b>Upper Limit for Total Principal Sums Invested for more than 364 days</b>	15	4

## 2 PRUDENTIAL INDICATORS 2018-19

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA’s Prudential Code for Capital Finance in Local Authorities.

The 2011 Code requires the Council to formally adopt CIPFA’s Treasury Management Code and this was adopted by Council on 22 February 2012.

### 2.1 Prudential Indicators for Prudence

- 2.1.1 The following Prudential Indicators are based on the Council’s capital programme which is subject to change. The Council’s capital expenditure plans are summarised below and this forms the first prudential indicator for Prudence. The total capital expenditure is funded from capital grants and contributions, capital receipts and revenue with the remainder being the **Net Financing Need for the Financial Year** to be met from borrowing.

No.	Prudential indicators For Prudence	Estimate TMS 2018-19 £m	Projection 31-03-19 £m
1.	<b>Total Capital Expenditure (Non HRA)</b>	33.69	40.32
	<b>Total Capital Expenditure</b>	<b>33.69</b>	<b>40.32</b>
	<b>Financed by :-</b>		
	Capital Grants and Contributions	6.84	6.21
	Capital Receipts	9.18	18.40
	Revenue Contribution to Capital	7.49	9.26
	<b>Net Financing Need for Year</b>	<b>10.18</b>	<b>6.45</b>

The capital expenditure figures have changed from the Treasury Management Strategy 2018-19 as the capital programme approved by Council on 28 February 2018 has been amended to include new approved schemes and to incorporate slippage of schemes from 2017-18 and a change in the profile of funding and prudential borrowing. This has resulted in a decrease in the Net Financing Need for 2018-19 which is a decrease in Unsupported Borrowing.

The process for charging the financing of capital expenditure to revenue is a statutory requirement and is called the Minimum Revenue Provision (MRP). The actual MRP charge needs to be prudent and the methodology is detailed in the Council's MRP policy in the TMS 2018-19. The updated methodology in **Appendix B** was approved by Council 19 September 2018 as referred to in the main report. Directorates who receive Council approval for capital schemes via Unsupported Borrowing make annual contributions to the capital costs of their schemes known as Voluntary Revenue Provisions (VRP) or additional MRP. This type of borrowing is only approved when Directorates have the necessary revenue resources to make VRP to fund the capital costs though this will be deferred in some cases until the asset becomes operational in accordance with the Council's MRP Policy.

- 2.1.2 The second Prudential Indicator is the **Capital Financing Requirement (CFR)** for the Council and is shown in the table below. This shows the total outstanding capital expenditure that has not been funded from either revenue or other capital resources. It is derived from the actual Balance Sheet of the Council. It is essentially a measure of the underlying need to finance capital expenditure and forms the basis of the charge to the Council Fund in line with the Prudential Code. The MRP requirement for the Maesteg School PFI Scheme will be equivalent to the write down of the liability for the year and is met from existing budgets.



No.	Prudential indicators For Prudence	Estimate TMS 2018-19 £m	Projection 2018-19 £m
<b>2.</b>	<b>Capital Financing Requirement (CFR)</b>		
	Opening CFR (1 April 2018) adjusted excluding PFI & other liabilities	152.56	153.24
	Opening PFI CFR	17.64	17.64
	Opening Innovation Centre*	0.60	-
	<b>Total Opening CFR</b>	<b>170.80</b>	<b>170.88</b>
	Movement in CFR excluding PFI & other liabilities	3.62	2.04
	Movement in PFI CFR	(0.64)	(0.64)
	Movement in Innovation Centre CFR	(0.06)	-
	<b>Total Movement in CFR</b>	<b>2.92</b>	<b>1.40</b>
	<b>Closing CFR (estimated 31 March 2019)</b>	<b>173.72</b>	<b>172.28</b>
	Movement in CFR represented by :-		
	Net Financing Need for Year (above)	10.18	6.45
	Minimum and Voluntary Revenue Provisions**	(7.26)	(5.05)
	<b>Total Movement</b>	<b>2.92</b>	<b>1.40</b>

\*Innovation Centre accounting adjustment at 01-04-18 now included in the opening CFR so not shown separately

\*\*Minimum Revenue Provision (MRP) and Voluntary Revenue Provision (VRP) represent the revenue charge for the repayment of debt and includes MRP for the Private Finance Initiative (PFI)

## 2.2 Limits to Borrowing Activity

2.2.1 The Council's long term borrowing at the 30 September 2018 was £96.87 million as detailed in section 4 of the main report. External Borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. As the Council has an integrated Treasury Management Strategy there is no association between individual loans and particular types of expenditure. Therefore, the Capital Financing Requirement and actual external borrowing can be very different especially when a Council is using Internal Borrowing as highlighted in paragraph 4.3.5 in the main report.

The **Gross Debt** position (Borrowing and Long Term Liabilities) is shown below:

No.	Prudential indicators For Prudence	Estimate TMS 2018-19 £m	Projection 31-03-19 £m
	<b>Gross Debt 31 March</b>		
<b>3.</b>	External Borrowing	96.87	96.87
	Long Term Liabilities (including PFI)	20.24	20.27
	<b>Total Gross Debt</b>	<b>117.11</b>	<b>117.14</b>

2.2.2 Within the Prudential Indicators, there are a number of key indicators to ensure the Council operates its activities within well-defined limits. One key control is to ensure that over the medium term debt will only be for a capital purpose. The Council needs to ensure that external debt does not, except in the short term, exceed the Capital Financing Requirement for 2018-19. The table below shows that the Council is on target to comply with this requirement.

No.	Prudential indicators For Prudence	Estimate TMS 2018-19 £m	Projection 31-03-19 £m
<b>4.</b>	<b>Gross Debt &amp; the CFR</b>		
	Total Gross Debt	117.11	117.14
	Closing CFR (31 March 2019)	<b>173.72</b>	<b>172.28</b>

2.2.3 A further two Prudential Indicators control the Council's overall level of debt to support Capital Expenditure. These are detailed below and confirms that the Council is well within the limit set :-

- The **Authorised Limit** for External Debt – this represents the limit beyond which borrowing is prohibited. It reflects a level of borrowing that could not be sustained even though it would be affordable in the short term. It needs to be set and approved by Members.
- The **Operational Boundary** for External Debt – this is not an actual limit and actual borrowing could vary around this boundary during the year. It is based on the probable external debt during the course of the year.

No.	Prudential indicators For Prudence	TMS 2018-19 £m	Projection 31-03-19 £m
<b>5.</b>	<b>Authorised limit for external debt -</b>		
	Borrowing	140	
	Other long term liabilities	30	
	<b>Total</b>	<b>170</b>	
<b>6.</b>	<b>Operational Boundary</b>		
	Borrowing	105	
	Other long term liabilities	25	
	<b>Total</b>	<b>130</b>	
	<b>Borrowing</b>		<b>96.87</b>
	<b>Other long term liabilities</b>		<b>20.27</b>
	<b>Total</b>		<b>117.19</b>

## 2.3 Prudential Indicators for Affordability

2.3.1 The **Ratio of Financing Costs to Net Revenue Stream** indicator demonstrates the trend in the cost of capital against the total revenue amount to be met from local taxpayers and the amount provided by the Welsh Government in the form of Revenue Support Grant. The estimates of capital financing costs include interest payable and receivable on treasury management activities and the MRP charged to the Comprehensive Income and Expenditure Statement. The revenue stream is the amount to be met from government grants and local taxpayers. The projection has reduced from the TMS estimate due to the change in the MRP policy detailed in paragraph 4.5.2 of the main report.

No.	Prudential Indicator for Affordability	Estimate TMS 2018-19 %	Projection 2018-19 %
7.	Ratio of Financing Costs to Net Revenue Stream	4.55	3.77

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

24 OCTOBER 2018

#### REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

##### INFORMATION REPORT FOR NOTING

##### 1. Purpose of Report .

- 1.1 The purpose of this report is to inform Council of the Information Report for noting which has been published since its last scheduled meeting.

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

- 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 Council, it was resolved to approve a revised procedure for the presentation to Council of Information Reports for noting.

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

##### 4.1 Information Report

The following information report has been published since the last meeting of Council:-

<u>Title</u>	<u>Date Published</u>
Wales Audit Office – Overview And Scrutiny – Fit For The Future?	18 October 2018

##### 4.2 Availability of Documents

These 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. Wellbeing of Future Generations (Wales) Act 2015 Implications**

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

## **8. Financial Implications.**

8.1 There are no financial implications regarding this report.

## **9. Recommendation.**

9.1 That Council acknowledges the publication of the document listed in this report.

**K Watson**  
**Head of Legal and Regulatory Services**  
**18 October 2018**

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**Background documents:** Report referred to in Paragraph 4.1 of this report.

# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO COUNCIL

24 OCTOBER 2018

### REPORT OF THE CHIEF EXECUTIVE

#### WALES AUDIT OFFICE – OVERVIEW AND SCRUTINY – FIT FOR THE FUTURE?

#### 1. Purpose of report

- 1.1 The purpose of this report is to present to Members the completed Wales Audit Office report in respect of the Overview and Scrutiny – Fit for the Future review.

#### 2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate priority/priorities:

- 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 review explored how 'fit for the future' scrutiny functions are within the Authority. The review considered how Bridgend County Borough Council (BCBC) is responding to current challenges, including the Well-being of Future Generations (Wales) Act 2015 in relation to their scrutiny activity and how BCBC undertakes scrutiny of Public Service Boards (PSBs).

#### 4. Current situation / proposal

- 4.1 The review concluded that Bridgend's overview and scrutiny function is well run, but needs to adapt to meet future challenges and should consider opportunities to work differently. A copy of the full report is attached at **Appendix 1**.
- 4.2 The review proposed areas for improvement which can be found on page 5 of the report. These are explored in further detail in the body of the report.
- 4.3 The report has been considered by the Audit Committee at its meeting on the 6 September 2018. The Committee considered the proposals for improvement and how they could be addressed.
- 4.4 An initial meeting between Scrutiny Committee Chairs, the Chief Executive and Officers has been held to discuss the Wales Audit Office Report on Overview and Scrutiny in Bridgend CBC. The proposals in the report were considered and potential future review activity was identified (**Appendix 2**).
- 4.5 The report and the potential future review activity was then presented to Corporate Overview and Scrutiny Committee on the 26 September 2018 where the Committee discussed the proposals for improvement provided by Wales Audit Office and made

several recommendations for strengthening Scrutiny in Bridgend which can be found at **Appendix 3**.

**5. Effect upon policy framework and procedure rules**

5.1 There is no effect upon the policy framework and procedure rules.

**6. Equality Impact Assessment**

6.1 There are no equality implications arising from this report.

**7. Well-being of Future Generations (Wales) Act 2015 implications**

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

**8. Financial implications**

8.1 There are no financial implications.

**9. Recommendation**

9.1 That Members note the content of the Wales Audit Office report Overview and Scrutiny – Fit for the Future?

**Darren Mepham**  
**Chief Executive**  
**26<sup>th</sup> September 2018**

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**Background Documents**

None





WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru  
Auditor General for Wales

# Overview and Scrutiny – Fit For the Future? – **Bridgend County Borough Council**

Audit year: 2017-18

Date issued: July 2018

Document reference: 626A2018-19

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Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

The team who delivered the work comprised Samantha Clements, Ian Phillips and Sara-Jane Byrne under the direction of Huw Rees.

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The Council's overview and scrutiny function is well-run, but needs to adapt to meet future challenges and should consider opportunities to work differently.

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# Summary report

## Summary

- 1 This review explored with each of the 22 councils in Wales how ‘fit for the future’ their scrutiny functions are. We considered how councils are responding to current challenges, including the Wellbeing of Future Generations (Wales) Act 2015 (WFG Act) in relation to their scrutiny activity, as well as how councils are beginning to undertake scrutiny of Public Service Boards (PSBs). We also examined how well placed councils are to respond to future challenges such as continued pressure on public finances and the possible move towards more regional working between local authorities.
- 2 As part of this review we also reviewed the progress that councils have made in addressing the recommendations of our earlier National Improvement Study **Good Scrutiny? Good Question!** (May 2014) (see [Appendix 2](#)). We also followed up on the proposals for improvement relevant to scrutiny that we issued in local reports including those issued to councils as part of our 2016-17 thematic reviews of Savings Planning and Governance Arrangements for Determining Significant Service Changes.
- 3 Our review aimed to:
  - identify approaches to embedding the sustainable development principle into scrutiny processes and practices to inform practice sharing and future work of the Auditor General in relation to the WFG Act;
  - provide assurance that scrutiny functions are well placed to respond to current and future challenges and expectations;
  - help to embed effective scrutiny by elected members from the start of the new electoral cycle; and
  - provide insight into how well councils have responded to the findings of our previous Scrutiny Improvement Study.
- 4 To inform our findings we based our review methodology around the Outcomes and Characteristics for Effective Local Government Overview and Scrutiny that were developed and agreed by scrutiny stakeholders in Wales following our previous National Improvement Study **Good Scrutiny? Good Question!**<sup>1</sup>
- 5 We carried out fieldwork between October 2017 and January 2018. We undertook document reviews, interviewed a number of key officers and ran focus groups with key councillors to understand their views on Bridgend County Borough Council’s (the Council) current scrutiny arrangements and in particular how the Council is approaching and intends to respond to the challenges identified above.

<sup>1</sup> **Good Scrutiny? Good Question!** – Auditor General for Wales improvement study: scrutiny in Local Government, May 2014.

- 6 We observed a sample of scrutiny meetings and reviewed relevant meeting documentation provided to members to support their scrutiny role, such as reports and presentations.
- 7 In this review we concluded that **the Council’s overview and scrutiny function is well-run, but needs to adapt to meet future challenges and should consider opportunities to work differently**. We came to this conclusion because:
- a. the Council values the role of its scrutiny function, but should consider the type of support and training necessary to help scrutiny members respond effectively to current and future challenges;
  - b. overview and scrutiny committee meetings are well run, but there is scope to improve the planning of agenda items and to ensure that information is provided to scrutiny members in a timely manner; and
  - c. the Council should explore different ways of working to improve the impact of scrutiny and make more effective use of its resources.

## Proposals for improvement

- 8 The table below contains our proposals for ways in which the Council could improve the efficiency and effectiveness of its overview and scrutiny function to make it better placed to meet current and future challenges.

### Exhibit 1: proposals for improvement

Proposals for improvement	
P1	The Council should explore more innovative methods for undertaking scrutiny activity to make the most effective use of the resources available and improve the impact of scrutiny activity.
P2	The Council should improve the timeliness with which scrutiny committees are provided with information they request to enable them to undertake their work more effectively.
P3	The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme.
P4	The Council should consider how it can involve the public and other stakeholders in its scrutiny activity.
P5	The Council should review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.

## The Council values the role of its scrutiny function, but should consider the type of support and training necessary to help scrutiny members respond effectively to current and future challenges

- 9 As part of our review, we looked at the environment in which scrutiny operates, including clarity of roles, provision of training, support for scrutiny members and the relationship between scrutiny and the executive. Our **Good Governance When Determining Significant Service Changes**<sup>2</sup> report, published in May 2017, found that the Council's Cabinet values the role of scrutiny. This remains the case. The different roles of Scrutiny and Cabinet members are clear. Cabinet members attend overview and scrutiny committee meetings when they are invited and answer questions, enabling scrutiny members to hold Cabinet members to account. Scrutiny members are clear on whether questions need to be directed to officers or Cabinet members, and are therefore clear as to whom they are holding to account. However, not all Cabinet members feel effectively challenged by the questions asked by scrutiny committee members, so there is scope for scrutiny members to ask more probing and rigorous questions.
- 10 We also considered the support available to scrutiny members. Overview and scrutiny committee members highly regard the support they receive from the Council's scrutiny officers. However, the level of scrutiny support has reduced over time in line with reductions in the service's budget. Members told us that the capacity of scrutiny support officers is stretched, which limits their opportunities to undertake research. With increasing pressure on resources, and in light of current and future challenges, there is an opportunity for the Council to consider the type of support needed for its scrutiny activity in order to make the most effective use of the resources it has available to support the scrutiny function.
- 11 Following the May 2017 local government elections, nearly half of the Council's members were newly elected. Ensuring these members are effectively equipped to respond to current and future challenges is, therefore, imperative. The Council provided scrutiny induction training for members following the May 2017 election. The training included sessions on the role of committees and scrutiny, scrutiny chairing and scrutiny questioning skills. This training was well received by scrutiny members, but it was not particularly well attended. For example, 14 members attended the training event on the Role of Committees and Scrutiny on 10 May 2017. A further seven members attended the further session arranged on 15 May 2017.

<sup>2</sup> **Good Governance when Determining Significant Service Changes** – Auditor General for Wales report, May 2017.

- 12 The Council's Cabinet members felt that the Well-being of Future Generations (Wales) Act 2015 (WFG Act) potentially gives scrutiny members a powerful role. However, we found that overview and scrutiny committee members do not feel ready to help to embed the principles of the WFG Act into the Council's decision making process. Some members would like more training on this matter.
- 13 There is also an opportunity for the Council to consider the different skills and knowledge its scrutiny members will need to respond more effectively to current and future challenges. In doing so, the Council should also consider the key roles it wants its scrutiny members to carry out. It is a matter for the Council to determine the content of training programmes. However, there is an opportunity for the Council to consider whether training in areas such as, scrutinising regional, collaborative and commercial arrangements, commercialisation, financial analysis, options appraisals, and engaging ward members and stakeholders in scrutiny work would enable members to be better placed to meet current and future challenges. This will be particularly important as the Council continues to face significant pressures.

## Overview and scrutiny committee meetings are well-run, but there is scope to improve the planning of agenda items and to ensure that information is provided to scrutiny members in a timely manner

- 14 As part of our review, we observed a sample of the Council's overview and scrutiny committee meetings. We found that they are generally well-run, focused and effectively chaired, with constructive questioning from scrutiny members.
- 15 However, we also observed the following issues that suggest the Council needs to strengthen the forward planning of its scrutiny activity so that it ensures items are considered in a timely way and that the influence and role of the scrutiny function are purposeful:
  - the subject overview and scrutiny committee 1 considered the Additional Learning Needs reform after the national period of consultation had ended. Therefore the scrutiny committee's views were unable to be taken into account in the external consultation process.
  - the Member and School Engagement Panel Annual Report 2014-15 was on the agenda of the Children and Young People Overview and Scrutiny Committee meeting on 20 April 2017, two years after the report had been written. It is questionable whether this was a good use of the Committee's time and, given the timescale, the purpose of the Committee considering this item at this time.

- 16 The Council's overview and scrutiny function has a mechanism to track requests for information made by scrutiny committees. It also has a protocol for Cabinet responses to scrutiny committees' recommendations. Despite this mechanism and protocol, during our review, members raised a concern that they do not always receive information they have requested during overview and scrutiny committee meetings. Our observations of a sample of the Council's overview and scrutiny committees, and review of scrutiny committee papers support this concern. The Council should ensure that scrutiny members' requests for information are responded to in a timely manner, assuming such requests are agreed by the committee and/or chair of the committee to be pertinent and necessary for scrutiny committee activity.
- 17 Our **Good Scrutiny? Good Question!** (see **Footnote 1**) Scrutiny Improvement Study report in May 2014 included the recommendation for councils to further develop scrutiny forward work programming to:
- provide a clear rationale for topic selection;
  - be more outcome focussed;
  - ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and
  - align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.
- 18 The development of scrutiny committee forward work programmes is a standing item on scrutiny committees' agendas, and committees have adequate opportunity to comment and shape their respective forward work programmes. As such, the respective committee work programmes are publicly available as they are published on the Council website as part of the agenda papers for each scrutiny committee meeting. The work programmes also contain details of the topics to be considered and a clear rationale as to why particular topics have been chosen for scrutiny.
- 19 However, scrutiny committee forward work programmes are not available as standalone documents on the Council website, despite there being a web page dedicated to the forward work programme of the Corporate Overview and Scrutiny Committee. This makes it more difficult for the public, and other stakeholders, to find out which topics are due for consideration and, for example, to identify topics on which they would like to offer views to inform committee deliberations.
- 20 In November 2017, the Council recognised that there was insufficient co-ordination between the Cabinet forward work programme and the scrutiny committee forward work programmes. The Council addressed this by organising quarterly development meetings between scrutiny chairs and Cabinet members with the aim of better aligning their respective work programmes.
- 21 The Overview and Scrutiny Annual Report 2015-16 identified that the scrutiny function needed to continue to develop the ability to communicate effectively with the public and to better facilitate engagement and participation in democratic



accountability. The 2016-17 Overview and Scrutiny Annual Report states that the Council would take a series of actions during 2017-18 to help to address this, such as surveying residents via social media on issues they would like scrutiny to discuss. However, some members expressed the view that the public and other stakeholders could be engaged more in scrutiny activity, and we found relatively few examples of wider stakeholder involvement in scrutiny activity.

- 22 As part of our review, we considered how councils are beginning to scrutinise Public Service Boards (PSBs). The Council has a PSB Scrutiny Panel that met in October 2017. It is too early in the development of PSB Scrutiny for us to comment on the effectiveness of these arrangements at the Council.

## The Council should explore different ways of working to improve the impact of scrutiny and make more effective use of its resources

- 23 In our National Improvement Study **Good Scrutiny? Good Question!** report in May 2014 (see **Footnote 1**), we recommended that councils ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.
- 24 Following the May 2017 local government election, the Council reduced the number of scrutiny committees from five to four, partly to better reflect the cross-cutting portfolios of Cabinet Members. The Council evaluates the impact of its scrutiny function by producing annual scrutiny reports and maintaining a spreadsheet entitled 'Scrutiny Impact and Outcomes'. The Council's 2016-17 annual scrutiny report cites some examples where the scrutiny function has had an impact, such as the Budget Research and Evaluation Panel (BREP) made a series of recommendations to Cabinet, the majority of which were adopted by Cabinet. However, BREP is not actually a scrutiny committee and, overall, the annual report included limited evidence of impact. Similarly, the 'Scrutiny Impact and Outcomes' spreadsheet does not contain many examples of the impact of the scrutiny function.
- 25 Although we found that scrutiny committee members are generally well-engaged and ask pertinent questions, a few members informed us that in their view scrutiny lacked impact and was ineffective. During our review, we asked members and officers to provide examples where scrutiny has had a positive impact, but they were only able to provide limited examples.
- 26 Like many other councils in Wales, the majority of scrutiny activity takes place at formal committee meetings where officer reports are considered. The Council has four main overview and scrutiny committees (not including the PSB scrutiny panel) each of which meets seven to eight times per year. Resources are required to

support the scrutiny meetings themselves and also for officers and members to prepare for these meetings.

- 27 The 2017 Association for Public Service Excellence (APSE) report **Accountability and Scrutiny – The issues for local government in a changing political environment**<sup>3</sup> found that one of the main barriers to scrutiny adding value was a lack of creativity. Whilst the Council has changed its scrutiny arrangements, scrutiny activity continues to be undertaken largely through formal committee meetings. The Council should consider whether undertaking aspects of scrutiny activity outside of such formal committee meetings may help to increase the effectiveness of the scrutiny function. Scrutiny activity does not have to be confined to being done within a formal committee environment. There are a range of examples of organisations trying different approaches to scrutiny, from engaging third sector organisations to help plan and scope work, to scrutiny members getting out into communities to directly ask people for real time feedback on the topics they want put on the agenda. The Council should explore how other bodies, including those beyond Wales, have been carrying out scrutiny activity differently. This does not necessarily mean requiring additional support, but using member and officer skills and capacity differently. The Council intends to evaluate the effectiveness of its new scrutiny committee arrangements in April 2018.
- 28 The Council is facing significant financial pressures. Its Medium Term Financial Strategy 2018-19 to 2021-22<sup>4</sup> states that the Council has to find £32 million savings. In light of this financial challenge and given the limited evidence of impact of the Council's scrutiny arrangements, the Council should consider whether there are different, more creative and innovative ways of carrying out scrutiny activity in order to make the most effective use of the resources available, and to enable scrutiny activity to have a greater impact.

<sup>3</sup> Association for Public Service Excellence (APSE) report: **Accountability and Scrutiny – The issues for local government in a changing political environment**

<sup>4</sup> Bridgend Council Medium Term Financial Strategy 2018-19 to 2021-22 and Council Tax 2018-19

# Appendix 1

## Outcomes and characteristics for effective local government overview and scrutiny

Exhibit 2: outcomes and characteristics for effective local government overview and scrutiny

Outcomes	Characteristics
<p><b>What does good scrutiny seek to achieve?</b></p>	<p><b>What would it look like? How could we recognise it?</b></p>
<p><b>1. Democratic accountability drives improvement in public services. 'Better Services'</b></p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>i) Scrutiny has a clearly defined and valued role in the council's improvement arrangements.</li> <li>ii) Scrutiny has the dedicated officer support it needs from officers who are able to undertake independent research effectively, and provide Scrutiny members with high-quality analysis, advice and training.</li> </ul> <p><b>Practice</b></p> <ul style="list-style-type: none"> <li>iii) Overview and Scrutiny inquiries are non-political, methodologically sound and incorporate a wide range of evidence and perspectives.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>iv) Overview and scrutiny regularly engages in evidence based challenge of decision makers and service providers.</li> <li>v) Scrutiny provides viable and well evidenced solutions to recognised problems.</li> </ul>

Outcomes	Characteristics
<p><b>What does good scrutiny seek to achieve?</b></p>	<p><b>What would it look like? How could we recognise it?</b></p>
<p><b>2. Democratic decision making is accountable, inclusive and robust. 'Better decisions'</b></p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>i) Scrutiny councillors have the training and development opportunities they need to undertake their role effectively.</li> <li>ii) The process receives effective support from the Council's Corporate Management Team which ensures that information provided to scrutiny is of high quality and is provided in a timely and consistent manner.</li> </ul> <p><b>Practice</b></p> <ul style="list-style-type: none"> <li>iii) Scrutiny is Member led and has 'ownership' of its work programme taking into account the views of the public, partners and regulators whilst balancing between prioritising community concerns against issues of strategic risk and importance.</li> <li>iv) Stakeholders have the ability to contribute to the development and delivery of scrutiny forward work programmes.</li> <li>v) Overview and scrutiny meetings and activities are well-planned, chaired effectively and make best use of the resources available to it.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>vi) Non-executive Members provide an evidence based check and balance to Executive decision making.</li> <li>vii) Decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities.</li> </ul>
<p><b>3. The public is engaged in democratic debate about the current and future delivery of public services.</b></p>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>i) Scrutiny is recognised by the Executive and Corporate Management team as an important council mechanism for community engagement.</li> </ul> <p><b>Practice</b></p> <ul style="list-style-type: none"> <li>ii) Scrutiny is characterised by effective communication to raise awareness of, and encourage participation in democratic accountability.</li> <li>iii) Scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict.</li> <li>iv) Scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders.</li> </ul> <p><b>Impact</b></p> <ul style="list-style-type: none"> <li>v) Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.</li> </ul>

# Appendix 2

## Recommendations from the report of the Auditor General's national improvement study 'Good Scrutiny? Good Question?' (May 2014)

Exhibit 3: recommendations from **Good Scrutiny? Good Question?** Scrutiny Improvement Study

Recommendation	Responsible Partners
R1 Clarify the role of executive members and senior officers in contributing to scrutiny.	Councils, Welsh Government, Welsh Local Government Association
R2 Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Councils, Welsh Government, Welsh Local Government Association
R3 Further develop scrutiny forward work programming to : <ul style="list-style-type: none"> <li>• provide a clear rationale for topic selection;</li> <li>• be more outcome focussed;</li> <li>• ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and</li> <li>• align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.</li> </ul>	Councils
R4 Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	Councils, staff of the Wales Audit Office, CSSIW, Estyn
R5 Ensure that external review bodies take account of scrutiny work programmes and the outputs of scrutiny activity, where appropriate, in planning and delivering their work.	Staff of the Wales Audit Office, CSSIW, Estyn

Recommendation	Responsible Partners
R6 Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.	Councils, Welsh Government, Welsh Local Government Association
R7 Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Overview and Scrutiny Officers' Network.	Council
R8 Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	Councils
R9 Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.	Councils



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## Review of Bridgend CBC Overview and Scrutiny Arrangements

### Initial Review Paper

An initial meeting between Scrutiny Committee Chairs, the Chief Executive and Officers has been held to discuss the Wales Audit Office Report on Overview and Scrutiny in Bridgend CBC. The proposals in the report were considered and the following potential future review activity was identified.

***Proposal 1: The Council should explore more innovative methods for undertaking scrutiny activity to make the most effective use of resources available and to improve the impact of scrutiny activity.***

Conduct research work to identify scrutiny best practice and innovation. This will involve liaising with identified groups such as the WLGA, Wales Scrutiny Network, Centre for Public Scrutiny and the Association of Democratic Services Officers.

Develop proposals to identify alternative methods of undertaking scrutiny reviews. This will involve developing proposals for Members to undertake fact finding/site visits on selected subject areas rather than reviewing matters via formal Committee. The aim is to provide Members with direct, first-hand experience of a subject area which will aid and develop Member review and decision making skills. Members will be asked to identify suitable subject areas in conjunction with advice from officers. Scrutiny officers will prepare a brief consolidated report after fact finding/site visits to highlight findings and proposed recommendations for consideration at the relevant Scrutiny Committee.

Develop proposals to highlight/promote the positive benefits and added value of scrutiny in the Council's decision making process.

***Proposal 2: The Council should improve the timeliness with which scrutiny committees are provided with information they request to enable them to undertake their work more effectively.***

Review arrangements for how specific information requests listed on the scrutiny Forward Work Programme are recorded and taken forward by council officers.

Review how scrutiny tracks/monitors progress of recommendations that have been agreed for implementation.

Monitor progress of recently introduced Cabinet and Scrutiny Chairs meeting.

***Proposal 3: The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges, and develop and deliver an appropriate training and development programme.***

Conduct a survey of all scrutiny Members to assess their overview and scrutiny training and development needs. After completion of the survey it is suggested that a consolidated report be prepared detailing proposals on how training will be prioritised and delivered.

Consider whether refresher scrutiny training should be provided for Members.

***Proposal 4: The Council should consider how it can involve the public and other stakeholders in its scrutiny activity.***

Explore scope for scrutiny Members to attend meetings of partners as part of its work rather than invite partners to scrutiny Committee meetings – for example Bridgend Public Service Board.

Explore the scope to suspend provisions of the Constitution at Scrutiny Committees when required to support effective engagement with the public.

Develop the use of social media to promote and enhance public engagement with scrutiny.

Review the overview and scrutiny web page on the Council website to ensure that all information is relevant and up to date.

Review the location meetings that are webcast on the Council's website to ensure that they are given sufficient prominence and are accessible.

Develop a programme of scrutiny meetings that are to be webcast.

Explore how the use of technology can support remote access and participation at scrutiny meetings (formal Committee and informal meetings).

***Proposal 5: The Council should review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.***

Explore how greater use of technology can support the scrutiny function generally.

Implement arrangements for private pre-meetings. The aim is to provide the Chair and Members with the opportunity to develop lines of enquiry in private prior to conducting business and taking evidence from invited attendees at formal public Committee.

Explore the scope and related implications for the Council's Corporate Overview and Scrutiny Committee to be chaired by a Member other than the Chairs of Overview and Scrutiny Subject Committees.

Explore the scope for re-introducing scrutiny research and evaluation panels on specific subject areas.

## **Wales Audit Office – Overview and Scrutiny – Fit for the Future?**

### **Recommendations made by Corporate Overview and Scrutiny Committee**

- 1 While discussing the proposals for improvement provided by the Wales Audit Office the Committee highlighted the lack of synergy between Cabinet, Officers and Members and recommend that the quarterly meetings between Cabinet, Corporate Management Board and Scrutiny Chairs be further developed to be more attentive to timeliness. The Committee also request that the outcomes from these meetings are cascaded to all other Members.
- 2 Members note that the development of a programme of scrutiny meetings for webcasting had already been proposed for future review activity and recommend that officers ensure the planned webcasts cover a wide range of topics and are allocated across all Overview and Scrutiny Committees.
- 3 With reference to the Wales Audit Report questioning how the Council undertake scrutiny of the Public Service Board, the Committee voiced their own concerns due to the lack of meetings the Public Service Board Overview and Scrutiny Panel have undertaken in the last year and recommend that the rationale for the Panel is explored and query why the Panel has made such little progression.
- 4 The Committee recommend that the introduction of a Scrutiny Chair Research Group be explored, to take the opportunity to research best practice on a topic prior to the item being brought into Committee for Scrutinising. Members request that the Research Group be added for further discussion at the next Scrutiny Chairs meeting and that the Chair of BREP, Group Leaders and the Leader be invitees for the item.

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