

# 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: Michael Pitman

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 6 December 2018

Dear Councillor,

#### **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held in the Council Chamber  
- Civic Offices Angel Street Bridgend CF31 4WB on **Wednesday, 12 December 2018 at 10:00.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in  
accordance with the provisions of the Members Code of Conduct adopted by Council from 1  
September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 8  
To receive for approval the minutes of 06/11/2018
4. Medium Term Financial Strategy 2019-20 to 2022-23 9 - 54  
**Invitees:**  
All Members of Cabinet, Corporate Management Board and Heads of Service  
All Members of Subject Overview and Scrutiny Committee 1, 2 and 3  
Neil Clode, Headteacher, Llangewydd Primary School  
Hannah Castle, Headteacher, Cynffig Comprehensive School
5. Forward Work Programme Update 55 - 72
6. 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.

Yours faithfully

**By receiving this Agenda Pack electronically you will save the Authority approx. £1.36 in  
printing costs**

**K Watson**

Pennaeth Gwasanaethau Cyfreithiol a Rheoleiddiol

Councillors:

JPD Blundell  
N Clarke  
J Gebbie  
T Giffard

Councillors

CA Green  
M Jones  
RL Penhale-Thomas  
B Sedgebeer

Councillors

RMI Shaw  
JC Spanswick  
T Thomas  
CA Webster

# Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 6 NOVEMBER 2018

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB  
ON TUESDAY, 6 NOVEMBER 2018 AT 10:00

## Present

Councillor CA Green – Chairperson

JPD Blundell	N Clarke	M Jones	RL Penhale-Thomas
RMI Shaw	T Thomas	CA Webster	

## Apologies for Absence

J Gebbie, T Giffard and JC Spanswick

## Officers:

Gail Jewell	Democratic Services Officer - Scrutiny
Andrew Rees	Senior Democratic Services Officer - Committees

## Invitees:

Rachel Jones	Corporate Procurement Manager
Kelly Watson	Head of Legal & Regulatory Services
Councillor Hywel Williams	Deputy Leader

## 87. DECLARATIONS OF INTEREST

Councillor M Jones declared a personal interest in agenda item 5 – Code of Practice – Ethical Employment in Supply Chains as a member of the GMB Trade Union.

Councillor RMI Shaw declared a personal interest in agenda item 5 – Code of Practice – Ethical Employment in Supply Chains as a member of the Unite Trade Union.

Councillor JP Blundell declared a personal interest in agenda item 5 – Code of Practice – Ethical Employment in Supply Chains as a member of the GMB and USDAW Trade Union.

Councillor R Penhale-Thomas declared a personal interest in agenda item 5 – Code of Practice – Ethical Employment in Supply Chains as a member of the GMB Trade Union.

Councillor T Thomas declared a personal interest in agenda item 5 – Code of Practice – Ethical Employment in Supply Chains as a member of the Unite Trade Union.

## 88. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meetings of the 25 July and 26 September 2018 be approved as a true and accurate record.

## 89. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer reported on items to be considered at the next meeting of the Committee on 12 December 2018 and sought confirmation of the information required for the subsequent meeting to be held on 14 January 2019. She also reported on the list

of responses, comments, recommendations and requests for additional information and requests for additional information arising from the previous meeting of the Committee.

The Scrutiny Officer outlined a list of potential Forward Work programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

### **Conclusions**

- The Committee discussed BCBC's current arrangements for webcasting and asked to receive information regarding provision in other Local Authorities in Wales for comparison.
- Members requested to add 'Strategic Review of Health and Safety Responsibilities' to the Forward Work Programme and agreed to complete a criteria form for its addition.

The Committee confirmed the following items for the Subject Overview and Scrutiny Committee Forward Work Programme:

24 January 2019	SOSC 3	Revised CAT Process
29 January 2019	SOSC 2	Direct Payment Scheme
30 January 2019	SOSC 1	Education Outcomes
26 February 2019	SOSC 3	Empty Properties
28 February 2019	SOSC 1	Review of Fostering Project

### 90. CODE OF PRACTICE - ETHICAL EMPLOYMENT IN SUPPLY CHAINS

The Committee received an update on the authority's position in relation to the Code of Practice – Ethical Employment in Supply Chains.

The Committee referred to all employees being paid a minimum of £9.00 per hour and from April 2019 and questioned whether the Council would move to being a Living Wage Employer in April 2020. The Head of Legal and Regulatory Services stated that the pay structure for the Council has been agreed as part of a two year pay award to its employees. It was unlikely the Council would be in a position to become a Living Wage Employer in advance of a requirement to do so due to budget constraints. The Committee considered that the Council should aim to be a Living Wage Employer.

The Committee questioned why the Council has not signed up to the Code of Practice – Ethical Employment in Supply Chains and suggested that the Council should have a corporate responsibility to adhere to the Code. The Deputy Leader stated that the Council does adhere to Welsh Government policy on procurement but the Code of Practice referred to, are guidelines only. He informed the Committee that the Code suggests how the Council adheres to it and the report provides detail of how the Council has put in steps to comply with the Code. The Committee asked whether officers are aware of the various toolkits in being to sign up to the Code. The Head of Legal and Regulatory Services stated that officers are aware of the existence of the toolkits in place but reiterated the Code of Practice presents recommendations for implementation and confirmed that there is not a legal requirement to sign up to them.

The Committee queried the number of local authorities which had signed up to the Code, the Head of Legal and Regulatory Services confirmed that the take up was relatively low and in practice local authorities adopt elements of the Code voluntarily as is the practice with this Council. This Council would adopt elements of the Code insofar as resources allow. The Head of Legal and Regulatory Services stated she would provide the Committee with detail of which local authorities in Wales had signed up to the Code of Practice along with costs accrued in relation to its implementation.

The Committee questioned whether suppliers are encouraged to sign up to the Code through its contracts with suppliers. The Head of Legal and Regulatory Services informed the Committee that the Council does not compel contractors to adhere to the Code as it has not signed up to the Code itself.

The Committee referred to the Council not currently undertaking an assessment in relation to illegal or unethical employment work practices and questioned how does the Council monitor that employees who work for the Council's suppliers and contractors are being treated fairly. The Corporate Procurement Manager informed the Committee that suppliers and contractors are required to comply with questions relating to anti-slavery, blacklisting and ethical employment in its SQUID document.

The Committee questioned whether there had been a cost analysis carried out to implement the Code and toolkits. The Head of Legal and Regulatory Services stated that implementation of the Code had not been costed.

The Committee asked what would be the estimated cost of implementation the Code of Practice. The Head of Legal and Regulatory Services stated that while Directorates monitor the contracts it manages, the authority would need to employ additional officers in each Directorate and an additional officer in Procurement to monitor compliance with anti-slavery, blacklisting and ethical employment. The Deputy Leader informed the Committee that signing up to the Code had to be considered in line with pressures in the Medium Term Financial Strategy. He stated that the Council would need to assess whether it would become an accredited Living Wage Employer and again would have to consider the pressures it faced in meeting the requirements of the Medium Term Financial Strategy. The Head of Legal and Regulatory Services informed the Committee that the Council would be compliant with paying the National Living Wage up until such time as the rate per hour increases. The Deputy Leader confirmed that Cardiff Council is a Living Wage Employer.

The Committee questioned whether there was a will politically to adopt the Code of Practice. The Deputy Leader commented there is a political aspiration to adopt the Code of Practice but this was dependent on the Welsh Government settlement and the Council having the resources to do that.

The Committee asked whether consideration had been given to appointing a Champion for Anti-Slavery and Ethical Employment. The Deputy Leader stated that responsibility for Anti-Slavery and Ethical Employment was within his portfolio. He was considering an initiative by Preston Council on Anti-Slavery and Ethical Employment and he would produce a briefing note which he would share with the Committee.

The Committee questioned whether a report on gender pay gap had been produced. The Head of Legal and Regulatory Services stated that a gender pay gap was not part of the Ethical Code, but the HR Department is looking at gender pay gap and she would progress the timescale for the production of that report.

The Committee questioned the relationship with the Trade Unions. The Deputy Leader believed the relationship to be a positive one. Both regular and informal meetings take place with Trade Unions and are held on a bi-monthly basis and are generally on a good footing.

The Committee questioned whether the Council has employees engaged on zero hours contracts. The Deputy Leader stated that the Council had no intention to change its position on zero hours contracts. The Head of Legal and Regulatory Services informed

the Committee she would request the HR Department provide the Committee with information on the Council's position with regard to the use of zero hours contracts.

The Committee questioned whether contractors engaged by the Council are in compliance with the Council's on zero hours contracts. The Corporate Procurement Manager informed the Committee that contractors are not made to comply with the Council's policies when work is put out to tender but contractors would need to have employment practices in place in order to tender. Contractors are required to sign that they are ethical employers. She stated that she was unaware of any complaints made against the Council's contractors or sub-contractors in relation to unethical practices.

The Committee questioned whether the Council has used non-disclosure agreements or has guidelines for their use. The Head of Legal and Regulatory Services informed the Committee that non-disclosure agreements are not used in Procurement, but there are some circumstances in the area of employment where settlement agreements are used. She stated that ACAS guidelines are followed in the use of settlement agreements.

The Committee asked whether the Council and its suppliers use unpaid internships. The Head of Legal and Regulatory Services informed the Committee that the Council offers work experiences opportunities, but she would need to clarify the position on the use of internships. The Corporate Procurement Manager informed the Committee that contractors tendering for large construction contracts with the Council are required to offer apprenticeship opportunities. The Deputy Leader informed the Committee that all procurement documentation is written in accordance with Welsh Government policies which take account of ethical employment and anti-slavery requirements. He stated that he would be prepared for the Council to sign up to the Code of Practice providing its implementation was resourced by the Welsh Government. The Head of Legal and Regulatory Services informed the Committee that the Corporate Procurement Manager is working on a procurement strategy which will include a requirement for contractors to adhere to ethical employment practices. The Procurement Strategy would be the subject of approval by Council. She stated that everything the Council already does is in line with the Code of Practice. The Deputy Leader assured the Committee that the requirements of the Code of Practice are practised internally.

The Committee thanked the invitees for their contribution.

## **Conclusions**

### **General Comments**

Whilst the Committee understand the budget implications, Members encourage Bridgend County Borough Council to commit to paying all staff comparably to the Living Wage Foundation's Living Wage in the future.

### **Recommendations**

With reference to the financial implications of signing up to the Code of Practice, the Committee recommend that a full cost analysis is undertaken and then reported back to Members.

In addition to the above recommendation, the Committee further recommend that Bridgend Council work with Trade Unions to implement the Code of Practice – Ethical Employment in Supply Chains on a cost neutral basis.

### **Additional Information**

- How many Local Authorities in Wales have signed up to the Code of Practice – Ethical Employment in Supply Chains and what costs have these Councils encountered?

- The Committee asked to receive a copy of the report being produced on gender pay gaps within Bridgend County Borough Council.
- Members requested detail on whether the Council has any unpaid internships.
- The Committee queried the Local Authority's policy on zero hour contracts and further questioned whether BCBC currently employed anyone under a zero hour agreement.
- Whilst discussing ethical employment within the organisation and supply chains, Members agreed to receive a briefing note prepared by the Deputy Leader detailing research undertaken into what has been accomplished by Preston Council on the topic.

91. URGENT ITEMS

There were no urgent items.

The meeting closed at 11:10

This page is intentionally left blank



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO OVERVIEW AND SCRUTINY COMMITTEE 1

3 DECEMBER 2018

#### REPORT OF THE INTERIM SECTION 151 OFFICER

#### MEDIUM TERM FINANCIAL STRATEGY 2019-20 to 2022-23

##### 1.0 Purpose of this report

1.1 The purpose of this report is to present the Committee with the draft Medium Term Financial Strategy 2019-20 to 2022-23, which sets out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy includes a financial forecast for 2019-2023 and a detailed draft revenue budget for 2019-20.

##### 2.0 Connections 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.

2.2 The Corporate Plan and Medium Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next four financial years, with particular focus on 2019-20.

##### 3.0 Background

###### Corporate Plan - Policy Context

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

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

3.2 This draft MTFS has been significantly guided by these priorities. Although year-on-year reductions in Aggregate External Finance (AEF) have necessitated significant budget reductions across different service areas, the Council still plays a very significant role in the local economy of Bridgend County Borough and is responsible for annual gross

expenditure of around £400 million and is the largest employer in the county borough. The Corporate Plan will be presented to Council for approval alongside the MTFS 2019-23 in February 2019 and will be fully aligned with the MTFS including explicit links between resources and corporate priorities.

### **3.3 Budget Narrative**

**3.3.1** The Council aspires to improve understanding of its financial strategy, link more closely to corporate priorities and explain the Council's goal of delivering sustainable services in line with the overarching ambition of the Well-being of Future Generations (Wales) Act 2015. The 2017-2021 MTFS introduced a budget narrative, which aims to articulate the continued and significant investment in public services that the Council will make. It sets out how the Council aims to change particular areas of service delivery and the financial consequences of this.

#### **3.3.2 Corporate Financial Overview**

While the Council's net revenue budget is planned at £269.340 million for 2019-20, its overall expenditure far exceeds this. Taking into account expenditure and services which are funded by specific grants or fees and charges, the Council's gross budget will be around £400 million in 2019-20. Around £175 million of this amount is spent on the Council's own staff including teachers and school support staff. Much of the cost of the services provided by external organisations is also wage related – these include for example waste collection operatives, domiciliary care workers, leisure staff and foster carers.

As well as having reduced income to fund services, there are other pressures that squeeze resources. One of these is legislative changes. This includes regulations and legislation from Welsh Government (WG) either directly or indirectly – for example pressures and new responsibilities arising from the Social Services and Well-Being (Wales) Act 2014, Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Another significant pressure arises through demographic changes. People are living longer which is good news but that also can bring increased dependency through people living with more complex or multiple conditions. Additionally, we are seeing an increase in the number of pupils at our schools, which places increased pressure on school budgets.

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

- Though a large and complex organisation, the Council will make every effort to work as one single organisation. That means avoiding duplication and double handling of data through sharing of systems and processes. This isn't always as easy as it sounds because often different rules or opportunities apply to different services. Nevertheless acting as 'One Council working together to improve lives' is enshrined in the Council's vision.
- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council. This is because it is not sustainable for the Council to continue to aspire to meet all and every need that arises and because there is capacity, talent and ideas in other parts of the community that can be encouraged to play an active and effective role. The Council has a role in encouraging and leading this approach and has adopted this as one of its underlying principles.

- The Council has agreed a principle of focusing diminishing resources on communities and individuals with the greatest need. Parts of our community have long standing problems of poverty. The solutions to this are not all in the direct control of the Council (for example the effects of changes to the welfare system) but where possible the Council has agreed that it wants to both alleviate problems in these areas and develop longer term sustainable solutions.
- The Council has three priorities that reflect these and other principles. One of these priorities is to make “Smarter Use of Resources”. This means we will ensure that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council’s priorities.

### 3.3.3 Education

The Council is proposing to spend £115 million on services delivered by the Education and Family Support Directorate in 2019-2020. The majority of this money will be spent by the 59 schools across the County Borough – schools are the biggest single area of spend of the Council.

In addition to the £94 million proposed budget to be delegated to schools in 2019-2020, which mostly pays for the salaries of teaching and other school staff, and the running costs of the facilities (ongoing revenue expenditure), the Council has committed £21.5 million in building and refurbishing schools as part of our 21st Century School Modernisation Band A Programme and has provisionally committed to a further £23 million as part of the Band B Programme. This comprises one-off capital expenditure across several years, match funded with Welsh Government funding.

Welsh Government has provided approval in principle in respect of the Strategic Outline Programme submitted by the Council around our aspirations for Band B funding. This approval will be subject to the approval of individual project business cases. While it is too early to say how this will progress, the concepts proposed are based around forecast demand for primary school places, our support to promote the growth in Welsh-medium education and our desire to create additional capacity to meet the needs of children with additional learning needs in our main special school, primarily in the primary sector. While this is inevitably dependent to some extent on new housing, it is likely that this will represent the most significant area of capital expenditure for the Council in future years.

The Council has a longer-term goal to make the overall schools system more efficient (e.g. through making sure we have the right number of school places available in the right parts of the County (including ensuring enough capacity for anticipated future increases in school-age population)).

For 2018-2019, the level of budget reductions required was not as great as had been feared. As a result, it was possible to protect schools from the 1% saving for one year. However, the forecast pressure on Council budgets for future years is such that it is almost unavoidable for 2019-2020 onwards, and so it will be necessary for headteachers and governing bodies to plan ahead.

The Council has identified ‘Helping people to be more self-reliant’ as a corporate priority and early intervention is an important part of this – taking steps wherever possible to prevent people becoming reliant on Council services. As well as being of great social value to individuals and communities, this approach is more cost effective. Successful

intervention at an early age and at an early stage can prevent needs from escalating and requiring more costly and complex help later on.

In seeking to protect our investment in education and early intervention, the Council is making minimal changes to the services delivered at this time. We are proposing the following changes in 2019-2020 that are reflected in the budget:

- We intend restructuring our Inclusion Service which we anticipate will secure efficiency savings of around £257,000.
- We would like to reduce our contribution to Central South Consortium over the coming years. This is, however, subject to agreement with our partners. For 2019-2020, we predict a further cut of £30,000 (5%). We will continue discussions around savings that can be made in future years.
- We will continue our phased implementation of the Council's revised Home-to-School/College Transport Policy, where we have established it is safe to do so. We expect to achieve at least £67,000 of efficiency savings during 2019-2020.

### **3.3.4 Social Care and Early Help**

After Education, the largest area of Council spend is on social care. This includes social care for children and for adults who are vulnerable or at risk. Within the Directorate there is a strong ethos on social care as a professional discipline and by the two areas working more closely together there is a strong focus on ensuring positive outcomes for those people we work to support. The Directorate continues to develop new approaches to service delivery and this includes better support and outcomes for prevention, early intervention and wellbeing. This approach supports the corporate priority of 'helping people be more self-reliant' and is also part of the Directorate's transformation plan with a clear link to the Directorate's medium term financial strategy.

There are established working relationships between children's social care and early help and intervention services. Although these two services are located within different Directorates there are mechanisms in place to ensure close working and appropriate and proportionate responses to families and children in need. There are also clear pathways for step up and step down and close cross Directorate monitoring in place.

Over the past five years the Council has identified savings of over £12.6 million in social care and its strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. This needs to be achieved within available budgets. In total, the Council is proposing to spend £67 million on social care and wellbeing services.

The Council's priority of "Helping People to be more Self-Reliant" is integral to our approach to social care and early help. Our vision is to actively promote independence, wellbeing and choice that will support individuals in achieving their full potential. The Council is responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of social services. The Directorate has gathered much evidence to support the positive impacts of such initiatives and longer term cost avoidance, however we recognise that this is an ongoing and long term piece of work and there is still work taking place in relation to the social capital aspects and potential financial savings.

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

Though some pressures are allowed for in planning the 2019-20 budget, we are not simply increasing the budget to meet demand. This would be unsustainable and if we increased budgets year on year to meet new demand, it would increasingly mean the Council would have to restrict other services. Therefore the Council's strategy is to transform how services are delivered. Introducing new ways of working which will be sustainable in the long term alongside a demand led service is inevitably taking time. The service has made good progress in achieving the required savings, however the increase in demand and complexity of care required continues to put pressure on our budgets.

In order to be sustainable going forward, the Council is ensuring that any changes are introduced in a planned and timely way in order to take existing and future customers with us as well as the general workforce. This work has already commenced and the budget saving proposals for 2019-20 build on the implementation plans that are already underway. The re-modelling programmes focus on changing the culture and reviewing what has become 'custom and practice'.

The Council has already made changes. In adult social care we have changed the assessment framework in order to improve the outcomes for people who need care and support whilst also reducing the numbers of people who require long term support. The Council focuses on helping people to achieve the outcomes they want for themselves, targeting our interventions on what is missing, rather than going straight to what package of care we can give them. We are also actively reviewing the way we deliver domiciliary care, day services and residential care for children. There has also been an increased focus on developing foster care.

Importantly these transformations are designed to both better support people and cost less. The Council has identified a number of further transformations that continue this approach and which are reflected in changes to the budget. These include a full review of the learning disability accommodation strategy for complex needs and remodelling of Children's residential and fostering services

Income generation has been hard to achieve as Welsh Government legislation limits the charges for services due to the application of a cap of £80 per week for non-residential services. In addition we are currently unable to charge for Children's Services.

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

Housing as a determinant of physical and mental health is widely recognised and this link is reinforced by the range of activities and services provided by the Housing Team. The Housing Act (2014) introduced the need to move to a more preventative approach to

homelessness and this is a core principle of the work undertaken. The Council does not have any housing stock of its own but retains a number of statutory functions relating to addressing housing need and combatting homelessness. The service also administers the Supporting People Grant from Welsh Government (£5.8 million).

The support activities is both broad and diverse. This is done both through a range of corporate joint working and contract arrangements with third sector organisations, delivering specific projects for people who are vulnerable with complex needs. These projects include services for people suffering domestic abuse, mental health and substance misuse issues, learning disabilities, accommodation for young people, people with mental health support needs and other housing related support for people who need help to access or maintain accommodation successfully.

As a demand led, statutory service it is difficult to predict trends or patterns of needs. It is intended to ensure that the use of grant and core funding is effective, efficient and used to its optimal effect to ensure it supports the Council in meeting the needs of its citizens.

Housing will be looking at service efficiencies in 2019-20 through changing the way we operate in terms of Disabled Facilities Grants (DFGs) and the development of an interactive experience for housing applicants. Alongside the continued adoption of a strategic approach to homelessness prevention and provision by working with partner organisations, housing will continue to use the Social Housing Grant effectively to increase the supply of social housing despite an expected reduction in our base level budget from £5.8 million this year to £1.6 million next year.

### **3.3.5 Public Realm**

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

In 2019-20 the Council is likely to spend around £4.5 million of direct Welsh Government grant on public realm services. This includes waste services, public transport, rights of way and road safety.

In addition to delivering these grant funded services the Council proposes to spend a further £19 million net budget on these services. The fact that schools have had a high degree of financial protection in previous years has meant that the Council's other services have been under considerable pressure to make savings and in many cases we have had to reduce levels of service.

With the advent of a new seven year contract, the costs associated with waste collection increased. During the first year of the contract there has been a significant increase in the amount of waste recycled and therefore a significant reduction in the volume of our residual waste – we expect this to benefit the Council financially over time, subject to contractual conditions with our disposal arrangements. An indicative net saving of £1.3 million has been identified in 2019-20 as a result of negotiating new operating arrangements at the Materials Recovery and Energy Centre (MREC) but achieving these savings is dependent on reaching agreement with Neath Port Talbot Council to appoint a new operator able to run the site in a more cost efficient manner recognising the substantial reduction in the overall tonnage of residual waste Bridgend now takes to the

facility. We expect to spend in the region of £9 million on the collection and disposal of waste in 2019-20. The Council is consulting as part of its public budget consultation exercise on other savings to its waste collection contract, including reductions in the opening hours of its Community Recycling Centres, changes to the charges applied to the collection of green waste and bulky waste, and options around changing the arrangements for provision of blue bags to householders for residual waste, swapping food waste bags from bio-degradable to single use plastic, and stopping the separate collection and recycling of Absorbent Hygiene Products (AHP) waste. This package of measures, if they were all implemented, would save the Council £439,000 over 2019-20 and 2020-21 but of course also have other consequential implications including in terms of the Council's overall recycling performance.

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

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

- It is proposed to consult on proposals to significantly increase charges applied to sports clubs and other organisations using the Council's playing fields and pavilions. This is intended to stimulate greater interest in the community asset transfer of facilities with support provided by the Council to allow this to happen in a sustainable manner. This is part of a range of measures in the parks and playing fields service aimed at reducing costs by £138,000 in 2019-20 and a further £300,000 in 2020-21. Other proposals include a reduction of grass cut areas and maintained parkland and a rationalisation of the number of children's play areas, together with a proposal to remove the current annual bowls club grant. It is proposed to remove all subsidies for bus services from 2019-20 subject to a public consultation exercise. The removal of the subsidised bus routes will result in a saving in the region of £148,000 per annum. Consultation with the public on route reduction is due to commence in winter 2018-19. The removal of the Council subsidy for some routes during 2018-19 resulted in many cases in the commercial operator continuing to run the route regardless of the loss of subsidy. There can however be no guarantee of this and additionally changes to the way in which Welsh Government provide each local authority with an allocation in support of bus and community transport networks may result in a larger impact overall to the network of bus routes throughout the county borough.
- Further reductions to the 'other cleaning' service will make savings to the street cleaning budget. These include removing one of the Council's street cleaning sweepers, reallocating routes and moving primarily to a reactive service. This is a significant change reducing overall capacity substantially. Where possible the Council will seek to mitigate this by making arrangements with town and community councils to increase litter picking etc. in some areas, but the anticipated saving of £270,000 over two years from 2019-20 will obviously have consequences in terms of the Council's overall performance in this area.

Reductions in spend in these areas will allow us to protect our investment in the Council's priorities and in areas where we have far less ability to exercise control (such as children's social care).

### **3.3.6 Supporting the Economy**

Whilst this is a Council priority, the service has nevertheless made significant reductions to its budget over recent years. The Council has delivered this by employing fewer but more highly skilled staff, and focussing activity more narrowly on priority areas to maximise impact. Going forward, we will increasingly collaborate with the nine other Councils that make up the Cardiff Capital Region City Deal. The City Deal is creating a £1.2 billion fund for investment in the region over the next 20 years. This investment will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity. In order to play an effective part in the City Deal, the Council will maintain as far as possible existing investment in its transport planning, spatial planning and regeneration teams. The Council will be spending in the region of £1.7 million net a year running these services, plus a further £700,000 as Bridgend's contribution to the Deal itself.

In addition, the Council has made and continues to make good progress in pursuit of the development of our main towns. These include the development of Cosy Corner and the Harbour Quarter in Porthcawl, the redevelopment of Maesteg Town Hall, and the redevelopment of the Rhiw in Bridgend. Much of this investment is not the Council's own money, but together, these schemes amount to around £20 million in total. Achieving this scale of leverage (around £10 for every £1 spent by BCBC) is dependent on being able to provide match-funding from the Council's own Strategic Regeneration Fund (SRF). This fund is used tactically and strategically, to deliver regeneration priorities and maximise external funding.

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

We propose to introduce changes that will mean that the Council spends less on some specific activities. These include increasing the charges for pre-application planning fees by 10% and introducing new categories of enquiry not currently covered by the scheme. We also aim to introduce a new pre-sale information pack for householders providing details of planning consents, constraints etc. These measures are intended to bring in an additional £10,000 in income. The end of the management lease at Kenfig National Nature Reserve provides an opportunity to reduce the direct costs to the Council at the site. It is proposed that Kenfig Corporation Trust enter into a new agreement with a tenant to run the centre. The Council's saving over two years from 2019-20 is estimated to be £40,000.

### **3.3.7 Other Services**

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



## Regulatory Services

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

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

## Registrars

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

## Council Tax and Benefits

Whilst not immediately recognisable as a "service", taxation is in fact an important part of the Council's business. If we were inefficient or ineffective in collecting Council tax, the burden of funding Council services would fall more heavily on those who do pay.

The taxation service collects over £70 million in Council tax from around 65,000 households across the county borough. Our collection rates over the last two years have been the highest ever in the Council's history. We are determined to maintain this high level, but we are seizing the opportunity to reduce the cost of operating the service, by offering online services. We now offer a range of secure Council tax functions online, allowing residents to self-serve at a time and location convenient to them. This will allow us to reduce the cost of running the service.

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

Universal Credit (UC) for working age people was fully introduced in Bridgend during June 2018. In conjunction with Citizens Advice, the Benefits Service will provide digital and personal budgeting support to assist people making new claims for UC.

In total, we are targeting savings of £300,000 from digitising these services. Developing the necessary systems has taken longer than expected, so the second half of this is now planned for 2019-20, recognising the need to realise widespread take up to deliver this level of savings.

### 3.3.8 Behind the Scenes

There are a number of things that the Council does that support the delivery of services but which themselves are not visible to the public. We need to maintain these services with sufficient capacity to support our services whilst making them as efficient and effective as possible. In many cases we operate such services by sharing with other organisations. Opportunities for further collaboration or sharing in these service areas has been and will continue to be explored.

During 2018 we merged a number of these functions into a single Directorate that reports directly to the Chief Executive. As well as releasing savings through a reduction in senior management, this change is allowing for further savings by moving to common systems, for example by sharing business support (we aim to save £250,000 next year through this approach, and think that further savings are possible by building on that approach). However the creation of the single Directorate is also allowing us to better support new ways of working – in these support services and across the organisation.

#### Property and building maintenance

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

Alongside this, the Council is continuing to dispose of assets it no longer requires to deliver services, in order to provide further investment in our capital programme. The Council has brought together its asset management and building maintenance functions, and has centralised all premises repairs, maintenance and energy budgets into a single 'corporate landlord' service within the Communities Directorate. This will better enable us to manage compliance, embed 'whole life costing' approaches into decision-making, manage the quality of work undertaken by contractors, and thereby deliver efficiencies in the management of our estate.

A priority for 2019-20 is to ensure the ongoing implementation of the Corporate Landlord model. This is intended to produce further savings of £350,000 with effect from 2020-21 including from further operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management and the deletion of some vacant staff posts.

#### Legal services

The Council needs to maintain effective legal support for all of its services. At a time when the Council is trying to transform services it is important to bring about these changes within the law. The service also directly supports front line services such as Education and Social Services, and is provided by a mix of permanent internal staff and expertise purchased from the private sector when necessary. One third of our in-house legal team is specifically focussed on child protection cases.

In previous years, we have made reductions in this service but we have no plans to do so again in the coming year because of the level of transformation across services that will

require legal support. The service is nevertheless very lean and so our focus will be on ensuring that we can build more resilience and responsiveness into the service through some changes in responsibilities and operating practice.

## Finance

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

The Council is in the process of upgrading its finance system to achieve improvements in the way the Finance Section works, including improved data processing and reporting capabilities. Significant progress has been made in automating payments and we will continue to develop and extend this to a wider range of suppliers. Work continues to implement electronic invoicing and the use of on-line ordering processes. The Council will continue to develop improved year-end reporting processes to meet the challenges of earlier closing of accounts in advance of statutory changes.

## Human Resources (HR) and Organisational Development (OD)

With over 6,000 employees including schools, the Council needs a dedicated human resources service. The primary role of the service is to provide professional advice, guidance and support to managers and staff on a wide range of HR and OD issues as well as provide HR services for the payment of salaries, pension, contract and absence administration.

As the Council changes and reduces in size, (for example over the past four years we have reduced the number of employees by approximately 400, which has included redundancies) the HR service is increasingly called upon to support managers to deal with complex case management issues relating to change, performance and attendance. Working closely with our recognised trade unions, it maintains positive and transparent employee relations arrangements.

The service also supports managers and staff through the provision of training, in particular providing development opportunities to enable our managers to be the best they can be in managing their employees. Opportunities for accessing funded training are maximised and promoted across the Council.

Planning for changes to our workforce is important and the HR service provides advice and guidance on: recruitment and retention issues, developing employee skills and "growing our own". For example we have increased the number of apprenticeship positions across the Council over the past 4 years with 28 apprentices currently in post.

## ICT

The ICT service is assisting the Digital Transformation programme, supporting the changes across a range of services that in turn allow savings or improvements through more flexible working or new ways to access services. The Council spends around £5 million on its ICT services provision to support main Council activities and schools. The ICT service has focused on developing staff through the apprenticeship programme in conjunction with HR, developing skills and enabling career progression in-house. ICT plan to make a reduction across its budgets totalling £200,000 in 2019-20.

## Digital Transformation

The Digital Transformation programme is focused on the use of digital approaches, and how the Council engages with citizens, providing the digital channel as an alternative to “Face to Face” and “Telephony”. Council Tax and Benefits services were prioritised, making it easier for residents to request services and manage their accounts online. Phase 1 of the digital programme went live in April 2019 and has achieved the following:

- A new responsive Website;
- Over 10,400 people registering for My Account;
- 4,281 people registering their Council Tax account (2,249 subscribing to eBilling),
- 227 people registering for Housing Benefits;
- 1,353 online forms completed, including:
  - 821 school admissions (comprehensive)
  - 215 single person discounts
  - 119 free school meals/distinctive school uniform
- 8,318 Council Tax payments made via My Account totalling £1.174 million

The Council will be investing up to £2.5 million on this digital transformation on the basis that the new approaches will be more flexible and convenient for service users but also linked to tangible savings within Service areas. Some of these savings will be achieved through reduced staffing levels. By taking a phased approach we aim to maximise our ability to make staff reductions through natural turnover thus minimising the impact on staff as well as reducing the Council’s exposure to redundancy costs.

## Procurement

The Council has a central team that provides procurement support across the range of services that we provide. Effective procurement is essential to ensuring good value for money across the Council, but we will still continue to seek corporate wide efficiencies in the operation of this service.

## Democratic Services

The Council is a democratic organisation with 54 elected members (Councillors) who make decisions, set policy direction and oversee the general performance of the Council. Like many Councils, Bridgend has a mayor whose job is to chair meetings of the Council and represent the Council in the community (this is completely different to the elected mayors in cities like London and Bristol). These democratic processes require support to ensure accountability and transparency in decision making. The number of elected members in each authority is set independently. Their remuneration is also determined by an independent Panel.

## Audit

All public bodies have audit functions. Our internal audit is provided by a joint service that we share with the Vale of Glamorgan Council. The service carries out investigations and routine checks to ensure that the Council maintains good governance – especially as it relates to the proper accountability of money and other resources. We have reduced spend in this area over recent years, and are now extending the shared service to include Merthyr Tydfil and Rhondda Cynon Taf Councils as well – bringing further resilience and potentially some savings.

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

## **4.0 Current Situation / Proposal**

### **The Financial Context**

- 4.1 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government's priorities and legislative programme. The MTFS articulates how the Council plans to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over the next four years. It helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of balances to meet changes in resources or demands from year to year without impacting unduly on services or Council tax payers.
- 4.2 The MTFS includes:
- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2019-20 and outline proposals for 2020-21 to 2022-23.
  - The capital programme for 2019-20 to 2028-29, linked to priority areas for capital investment and the Capital Strategy, which will be presented for approval by Council in February 2019, along with the Treasury Management Strategy 2019-20.
  - The Corporate Risk Register, which will both be updated and included in the final MTFS in February 2019.
- 4.3 The Finance Secretary, Mark Drakeford, announced the Welsh Government's draft budget for 2019-20 on 2 October. The most significant headline change was an additional £500 million in 2019-20 on health and social care, the vast majority of which would be used for meeting the Nuffield gap (the Nuffield Trust's calculation of the extra funding required, on top of NHS efficiencies, to maintain the delivery of NHS Wales services at a time of increased demand and pressures) and funding pay, performance and prevention in the NHS. An additional £30 million for social care is to be allocated to local government via a special grant, and an extra £20 million for social care is to be allocated via the local government Revenue Support Grant (RSG), bringing the total additional investment for social care to £50 million. Other announcements included an additional £15 million for schools, £3.5 million to extend the Pupil Development Grant (PDG) - Access scheme to target disadvantaged learners, £7 million to support extended eligibility for free school meals, and £60 million of capital funding for a local authority road refurbishment scheme to repair the damage caused by a series of hard winters and this summer's heat wave.
- 4.4 Since then, the Chancellor, Philip Hammond, presented his Autumn Budget on 29 October. In it he stated that the Welsh Government will receive an extra £550 million over the next three years (2018-19 to 2020-21) and the Welsh Government will be able to choose how to spend this allocation. Prior to this announcement, the First Minister had indicated that Councils would be first in the queue for any new money Wales gets as a

result of the UK Government's budget, however any impact may not be known until the final settlement is announced towards the end of December.

### **Welsh Government Provisional Local Government Settlement 2019-20**

- 4.5 Councils received their provisional settlements from Welsh Government on 9 October. The headline figure is a reduction of £12.3 million, or 0.3%, across Wales and, for Bridgend, a reduction of 0.6% in Aggregate External Finance (AEF), or £1.22 million. However when adjustments are made for new funding included within the settlement towards the full year effect of the September 2018 teachers' pay award, and for increases in the number of pupils eligible for free school meals following the roll out of Universal Credit, the true impact for Bridgend is estimated to be a like-for-like reduction of £1.616 million or -0.84%. Welsh Government also indicated that the settlement contained an additional £20 million to ease pressures on social services. If this is taken into account the real position for Bridgend is a reduction of -1.3% or £2.5 million. The settlement also includes £2.5 million floor funding to ensure that no authority has to manage with a reduction of greater than 1% to its Revenue Support Grant next year.
- 4.6 The provisional settlement is in line with the -1.5% "most likely" assumption that is contained within the Council's original MTFs for 2019-20 but it does not recognise a number of new pressures that the Council will have to meet.

### **Settlement Implications for 2019 to 2023**

- 4.7 The Cabinet Secretary for Local Government and Public Services, Alun Davies, stated that Welsh Government recognise the pressures local authorities are facing and will continue to do all that they can to shield them from the worst effects of austerity. He stated that following the UK Autumn Budget on 29 October, Local Government is the Government's priority for additional funding in the event of additional resources being made available to the Welsh Government. As stated above, the impact of the additional funding announced for Wales in the Autumn Budget may not be known until the final settlement. In the meantime, Members will continue to lobby Welsh Government for additional funding. Welsh Government has not provided an indication of funding levels for 2020-21.

### **Transfers into and out of the 2019-20 Revenue Settlement**

- 4.8 The picture on changes to specific grants is not yet clear, although Welsh Government has advised that they have been able to restore funding to a number of grants to local authorities and made other funding decisions from which local authorities will directly benefit, including an additional £30 million targeted grant funding for social care and £15 million for schools. The provisional settlement includes information on a couple of transfers into the Revenue Support Grant (RSG) for additional costs arising from the September 2018 teachers' pay award, and for free school meals, given the changes in eligibility criteria following the roll out of Universal Credit. No other transfers are mentioned at this time.

### **Council Tax**

- 4.9 The draft 2019-20 draft Revenue Budget, shown in Table 7, assumes a Council tax increase of 5.4%. This has been increased from original proposals to help mitigate against a number of unfunded, unavoidable pressures, including pay increases and demographic changes, not least in school delegated budgets. Going forward the scale of the financial

challenge remains considerable once external pressures and risks have been taken into consideration so an assumed annual increase of 4.5% has been included for 2020-2023.

### Welsh Government Capital Settlement

- 4.10 In February 2018 Council approved a capital programme for 2017-18 to 2027-28, based on the assumption that annual Welsh Government capital funding would be flat lined from 2018-19 onwards. Council has approved revised versions of the capital programme during the financial year to incorporate budgets carried forward from 2017-18 and any new schemes and grant approvals. The draft local government capital settlement provides this Council with £6.335 million capital funding for 2019-20, which is £6,000 more than 2018-19. No indications have been given for 2020-21 or beyond.

### Current Year (2018-19) Financial Performance

- 4.11 The in-year financial position as at 30 September 2018 is shown below.

**Table 1- Comparison of budget against projected outturn at 30 September 2018**

Directorate/Budget Area	Original Budget 2018-19 £'000	Revised Budget 2018-19 £'000	Re-Structuring Transfers 2018-19 £'000	Current Budget 2018-19 £'000	Projected Outturn Q2 2018-19 £'000	Projected Over / (Under) Spend 2018-19 £'000	Projected Over / (Under) Spend Qtr 1 2018-19 £'000
<b>Directorate</b>							
Education and Family Support	108,315	110,773	230	111,003	111,399	396	(44)
Social Services and Wellbeing	67,730	69,954	0	69,954	71,206	1,252	1,860
Communities	26,729	27,456	-665	26,791	27,051	260	539
Chief Executive's	3,803	3,971	15,374	19,345	18,175	(1,170)	(1,163)
Operational and Partnership Services	14,658	14,939	-14,939	0	0	0	0
<b>Total Directorate Budgets</b>	<b>221,235</b>	<b>227,093</b>	<b>0</b>	<b>227,093</b>	<b>227,831</b>	<b>738</b>	<b>1,192</b>
<b>Council Wide Budgets</b>							
Capital Financing	9,514	9,405		9,405	7,003	(2,402)	(18)
Levies	7,046	7,046		7,046	7,046	0	0
Apprenticeship Levy	700	700		700	630	(70)	(35)
Council Tax Reduction Scheme	14,354	14,354		14,354	14,240	(114)	19
Insurance Premiums	1,588	1,588		1,588	1,198	(390)	(242)
Building Maintenance	900	870		870	870	0	0
Pension Related Costs	430	430		430	435	5	0
Other Council Wide Budgets	10,217	4,498		4,498	2,200	(2,298)	(2,214)
<b>Total Council Wide Budgets</b>	<b>44,749</b>	<b>38,891</b>	<b>0</b>	<b>38,891</b>	<b>33,622</b>	<b>(5,269)</b>	<b>(2,490)</b>
<b>Appropriations to / from Earmarked to Reserves</b>					<b>1,980</b>	<b>1,980</b>	<b>0</b>
<b>Total</b>	<b>265,984</b>	<b>265,984</b>	<b>0</b>	<b>265,984</b>	<b>263,433</b>	<b>(2,551)</b>	<b>(1,298)</b>

- 4.12 The overall projected position at 30th September 2018 is a net under spend of £2.551 million, comprising £738,000 net over spend on Directorates and £5.269 million net under spend on corporate budgets, offset by new net earmarked reserves of £1.98 million. Directorates are seeking to identify mitigating actions to meet the balance of the budget reduction shortfalls in this financial year, both current year and historic shortfalls, and the Section 151 officer will give consideration to further allocations from the MTFs Budget Reduction Contingency Reserve in quarter 3 to meet some of these shortfalls. In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position and relieve any pressure on Council funds. These will continue to be closely monitored and draw down from this contingency reserve will be made as part of the overall review of earmarked reserves.

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

### **Medium Term Financial Strategy (MTFS) 2019-20 to 2022-23**

- 4.14 This section of the report sets out the proposed MTFS for the Council for the next four financial years, based on the latest information available from the Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFS is reviewed regularly and amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.
- 4.15 The development of the MTFS 2019-20 to 2022-23 is led by Cabinet and Corporate Management Board (CMB) and takes into account auditors' views, the recommendations of the Budget Research and Evaluation Panel and issues arising during 2018-19, underpinned by the ongoing aim to embed a culture of medium term financial planning closely aligned with corporate planning.
- 4.16 Implementation of the MTFS will continue to be led by Cabinet and CMB, supported by financial and performance data. Cabinet and CMB will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners).

### **MTFS Principles**

- 4.17 As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which drive the budget and spending decisions over 2019-2023 and which Members and others can examine and judge the Council's financial performance against. The fourteen key principles are to ensure that:
1. The Council continues to meet its statutory obligations and demonstrates how it directs resources to meet the Council's corporate priorities.
  2. Adequate provision is made to meet outstanding and reasonably foreseen liabilities.
  3. The financial control system is sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
  4. Budgets will be reviewed annually to ensure existing and forecast spend is still required and to identify further efficiency savings as required to meet inescapable budget pressures.
  5. Financial plans provide an optimum balance between income and expenditure for both capital and revenue.
  6. All services seek to provide value for money and contribute to public value.
  7. Balances are not used to fund recurrent budget pressures or to keep down Council Tax rises unless an equivalent budget reduction or increase in Council Tax is made in the following year in recognition that balances are a one-off resource.



8. The Council Fund balance will be maintained at a minimum of £7 million over the MTFS period and reach 2.7% of Gross Revenue Expenditure by 2019-20.
9. Capital investment decisions support the Council's corporate priorities and mitigate any statutory risks taking account of return on investment and sound option appraisals.
10. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
11. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
12. Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS and a MTFS Budget Reduction Contingency Reserve will be maintained.
13. Other resource strategies (including the Workforce Development Plan, Treasury Management Strategy, ICT Strategy and Asset Management Plan) are kept under review to maintain alignment with the MTFS and the Corporate Plan.
14. Budgets will be managed by Corporate Directors in accordance with the Council's Financial Procedure Rules.

The MTFS Budget Reduction Contingency Reserve referenced in Principle 12 enables the Council to manage delays or unforeseen obstacles to the delivery of significant MTFS budget reduction proposals. There has only been one allocation so far during 2018-19 in mitigation of the following 2017-18 budget reduction proposal:

**Table 2: MTFS Proposals supported by Budget Reductions Contingency Reserve in 2018-19**

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

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

### **MTFS Resource Envelope**

- 4.18 The published 2019-20 AEF figure is a reduction of -0.6% based on the Provisional Settlement. In the MTFS 2018-19 to 2021-22, it was stated that the Council would continue to work towards a most likely scenario in its planning assumptions for 2019-20 of an annual reduction in AEF of -1.5% and an assumed increase in Council tax of 4.5% for 2019-20 to 2021-21, recognising the ongoing uncertainty around our funding in future years. However, as stated above, given the significant pressures resulting from pay and demographic increases in 2019-20 onwards, which were unknown at the time the MTFS 2018-19 to 2021-22 was approved, the Council Tax increase for 2019-20 has now been increased to 5.4%.

The MTFS will be regularly reviewed against service performance and external economic and fiscal information to ensure that early action can be taken as necessary to keep it and the Corporate Plan on track. In view of the uncertainties, the MTFS has been developed taking into account possible resource envelope scenarios, based on percentage changes in AEF shown in Table 3.

**Table 3 – MTFS Scenarios: % Change in AEF**

	<b>2019-20</b> <b>%</b> <b>Change</b>	<b>2020-21</b> <b>%</b> <b>Change</b>	<b>2021-22</b> <b>%</b> <b>Change</b>	<b>2022-23</b> <b>%</b> <b>Change</b>
Best Scenario	-0.6%	-1.0%	-1.0%	-1.0%
<b>Most Likely Scenario</b>	-0.6%	-1.5%	-1.5%	-1.5%
Worst Scenario	-0.6%	-3.0%	-3.0%	-3.0%

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

**Table 4: MTFS Potential Net Budget Reductions Requirement**

	<b>2019-20</b> <b>£000</b>	<b>2020-21</b> <b>£000</b>	<b>2021-22</b> <b>£000</b>	<b>2022-23</b> <b>£000</b>	<b>Total</b> <b>£000</b>
<b>Best Scenario</b>	8,836	9,790	7,602	7,417	<b>33,645</b>
<b>Most Likely Scenario</b>	8,836	10,745	8,533	8,325	<b>36,439</b>
<b>Worst Scenario</b>	8,836	13,609	11,268	10,935	<b>44,648</b>

### **Managing within the MTFS Resource Envelope**

- 4.20 The financial forecast for 2019-2023 is predicated on £36.439 million budget reductions being met from Directorate and Corporate budgets and these are referred to later in the report. It is also predicated on a number of spending assumptions, including:
- Projections for demographic changes, including an ageing population and an increasing number of young people with complex disabilities living into adulthood and adding progressively to the demand for care.
  - Inflationary uplifts to support specific contractual commitments including increases in energy costs.
  - The future impact of national policies and new legislation which may not be accompanied by commensurate funding such as the ALN Reform Bill.
  - Fees and Charges will increase by the statutory minimum or CPI (+2.4% at September) plus 1%.
  - Significant increases in staffing costs as a result of the increase in the national living wage from April 2018 (with further increases expected in April 2019), along with an agreed 2 year pay deal for NJC and JNC workers, in addition to a 1 year pay deal for teachers which sees those on the lowest pay scales having

their pay increased by 3.5%. These agreements have significantly increased the overall pay bill, and the amount we pay in respect of external contracts.

- In addition, in September, HM Treasury published draft directions to be used in the valuation of public service pension schemes. The Government Actuary's Department provided indicative results of the 2016 valuation of the Teachers' Pension Scheme (TPS) to the Department for Education (DfE), which has resulted in an increase of 43% in the employer contribution rate from 16.48% to an estimated 23.6% from September 2019. This was significantly higher than previously indicated, and for Bridgend will result in a full year cost of around £3.5 million. No additional funding has been provided through the draft settlement for this pressure.

## Net Budget Reduction Requirement

4.21 Table 5 shows the current position in respect of addressing the most likely forecast budget reduction requirement of £36.439 million. It shows that £15 million of budget reduction proposals have already been identified over the period of the MTFs, including the full £8.836 million required for 2019-20. The table shows that the Council still needs to develop proposals to the value of £21.3 million and a range of options are under consideration including:

- Digital transformation of wider Council services
- Income generation opportunities
- Further reductions in employee numbers
- Working with partners to asset transfer and protect community facilities;
- Further implementation of the Corporate Landlord Model.

**Table 5 - Risk Status of Budget Reduction Proposals 2019-20 to 2022-23**

Year	GREEN: Proposal developed and deliverable	AMBER: Proposal in development but includes delivery risk	RED: Proposals not fully developed and include high delivery risk	Budget reductions Identified so far	Budget reductions not yet developed	Total Required
	£000	£000	£000	£000	£000	£000
2019-20	1,271	4,888	2,677	8,836	0	8,836
2020-21	37	1,005	2,738	3,780	6,965	10,745
2021-22	0	975	584	1,559	6,974	8,533
2022-23	0	900	0	900	7,425	8,325
<b>Total</b>	<b>1,308</b>	<b>7,768</b>	<b>5,999</b>	<b>15,075</b>	<b>21,364</b>	<b>36,439</b>
% of total required	4%	21%	16%	41%	59%	100%

**Risk Status Key:**

- RED Proposals not fully developed and include high delivery risk
- AMBER Proposal in development, but includes delivery risk
- GREEN Proposal developed and deliverable

4.22 Table 5 illustrates the difficult position that the Council finds itself in financially over the life of the MTFS. For 2020-21 only £3.780 million (35%) of savings have been identified, which leaves the Council at risk of balancing the budget. If the Council receives a similar settlement to that proposed for 2019-20 then there will again be a series of difficult decisions to make, not least the potential for a significant increase in Council Tax in excess of 10%. We will continue to identify options to close the gap during the remainder of the financial year and into 2019-20, at the same time seeking additional funding from Welsh Government.

4.23 The budget reduction proposals identified can be categorised as:

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

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

**Table 6 – Budget Reduction Proposals Identified 2019-20 to 2022-23**

	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Total £000	%
<b>Smarter Use of Resources</b>	7,576	1,534	900	900	10,910	72%
<b>Managed Service Reductions</b>	812	1,806	584	0	3,202	21%
<b>Collaboration &amp; Service Transformation</b>	51	330	0	0	381	3%
<b>Policy Changes</b>	397	110	75	0	582	4%
<b>Total Identified</b>	<b>8,836</b>	<b>3,780</b>	<b>1,559</b>	<b>900</b>	<b>15,075</b>	

4.25 The table shows that almost three quarters of the proposed budget reductions identified so far will come from Smarter Use of Resources, for example through:

- Review of business support services
- Efficiencies in collaborative services
- Review of contractual arrangements
- Changes to capital financing
- Staffing restructures and rigorous application of vacancy management

4.26 Budget reduction proposals relating to Collaboration and Service Transformation amount to 3% of the total budget reductions. Policy changes amount to 4% and include reducing services to the statutory minimum as well as cutting some discretionary services. The policy change proposals are subject to consultation.

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

## Scrutiny and Challenge

4.28 A full consultation “Shaping Bridgend’s Future” was launched on 24th September and runs until 18th November. This covers a range of budget proposals under consideration as well as seeking public views on resource allocation, priorities and the principles around budget protections and taxation levels. The consultation includes an online survey, community engagement stands and social media debates. Members have also had the opportunity to take part in a budget workshop. The results will be collated and presented to Cabinet on 18 December in order to further inform decisions on the final MTFs.

### 2019-20 Draft Revenue Budget

4.29 The following table shows the draft revenue budget for 2019-20.

**Table 7 – Draft Revenue Budget 2019-20**

	Revised Budget 2018-19	Specific Transfers to/ (from) WG	Inter-Directorate Transfers	Pensions Changes	Pay / Prices / Demographics	Budget Pressures	Budget Reduction Proposals	Revenue Budget 2019-20
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Service Directorate Budgets:</b>								
Central Education & Family Support	20,587			78	480	667	-616	21,196
Schools	90,321	954		1,977	1,289	320	-900	93,961
<b>Education and Family Support</b>	<b>110,908</b>	<b>954</b>	<b>0</b>	<b>2,055</b>	<b>1,769</b>	<b>987</b>	<b>-1,516</b>	<b>115,157</b>
<b>Social Services &amp; Wellbeing</b>	<b>69,923</b>				1,418	253	-1,285	<b>70,309</b>
<b>Communities</b>	<b>26,718</b>		-185		504	328	-2,133	<b>25,232</b>
<b>Chief Executives</b>	<b>19,345</b>				421		-1,514	<b>18,252</b>
<b>Total Directorate Budgets</b>	<b>226,894</b>	<b>954</b>	<b>-185</b>	<b>2,055</b>	<b>4,112</b>	<b>1,568</b>	<b>-6,448</b>	<b>228,950</b>
<b>Council Wide Budgets:</b>								
Capital Financing	9,405					0	-1,975	7,430
Levies	7,046					0		7,046
Repairs and Maintenance	870							870
Council Tax Reduction Scheme	14,354				500		0	14,854
Apprenticeship Levy	700							700
Pension Related Costs	430						0	430
Insurance Premiums	1,587				0			1,587
Other Corporate Budgets	4,698		185		3,003		-413	7,473
<b>Total Council Wide Budgets</b>	<b>39,090</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>3,503</b>	<b>0</b>	<b>-2,388</b>	<b>40,390</b>
<b>Net Budget Requirement</b>	<b>265,984</b>	<b>954</b>	<b>0</b>	<b>2,055</b>	<b>7,615</b>	<b>1,568</b>	<b>-8,836</b>	<b>269,340</b>

### Council Tax Implications

4.30 Based on the proposed budget of £269.340 million, the Council Tax increase for 2019-20 will be 5.4%.

### Pay, Prices and Demographics

4.31 In April 2018, agreement was reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from 1 April 2018 and 1 April 2019. Whilst the majority of staff would receive pay increases of 2% per annum, there were higher increases on the lower pay points in order to continue to close the significant gap with the National Living Wage (NLW). A new national pay spine will be introduced in April 2019 which has been applied to our pay and grading structure and created new scale points. Agreement has also been reached on pay increases for Chief Officers (2 years agreement

at 2% per annum) and teachers for 2018-19 only (ranging from 1.5% to 3.5%). This has created budget pressures for the Council of around £5 million per annum. Welsh Government has provided some additional funding through the settlement towards teachers' pay, but it does not fully meet the costs.

- 4.32 Funding for price inflation has been allocated to service budgets, where known. This funding includes provision for increases in business rates, rents, allowances and contractual commitments, where known. A further review of allocations will be undertaken before the final budget is agreed and any necessary amendments made.
- 4.33 The remaining inflationary provision will be retained centrally within corporate budgets and allocated during the year as any unknown or unforeseen contract price inflation is agreed, in particular where the index is set after the Council's budget is approved.

### **Schools' Budgets**

- 4.34 Following a better than anticipated settlement in 2018-19, school budgets were protected from the proposed 1% annual efficiency target. However, the forecast pressure on Council budgets for future years was deemed to be such that it was felt to be almost impossible not to impose the efficiency target for 2019-20 onwards, given that school budgets account for around a third of net revenue expenditure, so head teachers and governing bodies were advised to use the 2018-19 financial year to plan ahead.

There are a significant number of pressures on school delegated budgets for 2019-20 and beyond, not least the cost of the teachers' and non-teachers' pay awards, growth in pupil numbers, pressures of funding additional learning needs and significant increases in teachers' pensions costs. The total impact of these pressures is around £4.5 million.

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

### **Unavoidable Pressures**

- 4.35 During 2018-19 a number of unavoidable 2019-20 service budget pressures have arisen totalling £1.568 million, detailed in Appendix A. A number of the figures are provisional at this stage and will be refined as further information becomes available. As such they may change between draft and final budget.

A full breakdown of budget pressures is provided in Appendix A.

### **Budget Reduction Proposals**

- 4.36 Budget reduction proposals of £8.836 million have been identified from service and corporate budgets to achieve a balanced budget, detailed in Appendix B.

### **Council Wide Budgets**

- 4.37 Council Wide budgets include funding for the Council Tax Reduction Scheme, costs of financing capital expenditure, levies, centrally held pay and prices provisions, insurance

budgets, discretionary rate relief and provision for redundancy related costs. A thorough review of recent years' under spends within corporate budgets was undertaken in 2017-18 and the MTFS 2018-19 to 2021-22 included budget reductions totalling £2.610 million to corporate budgets. Consequently the scope available for further reductions is quite limited, as a number of these budgets are fixed and unavoidable, without putting the Council at risk. The higher than anticipated pay awards, pensions' increases and inflationary increases has put also additional pressure on these budgets.

### **Fees and Charges**

- 4.38 Generally, income from fees and charges will be increased by CPI (+2.4% at September) plus 1%, subject to rounding, or in line with statutory or service requirements. Schedules of fees and charges will be reported separately, as usual, under Delegated Powers.

### **Council Reserves**

- 4.39 In line with the MTFS principle 8, the Council will maintain its Council Fund at no less than £7 million in 2019-20. Details of the Council's earmarked reserves position at 30 September 2018 (as previously reported to Cabinet) are shown in Table 9. These are kept under review, and will be drawn down where required, and the position will be updated in the Final MTFS report to Council in February 2019.

**Table 9 – Usable Earmarked Reserves**

Opening Balance 01-Apr-2018 £'000	Reserve	Net Additions/ Reclassification £'000	Draw-down £'000	Closing Balance 30-Sep-2018 £'000
	<b>Corporate Reserves:-</b>			
-	Education & Family Support	-	(343)	-
-	Social Services & Wellbeing	-	(945)	-
-	Communities	-	(704)	-
-	Chief Executives	-	(311)	-
-	Non-Directorate	1,588	-	-
<b>39,155</b>	<b>Total Corporate Reserve</b>	<b>1,588</b>	<b>(2,303)</b>	<b>38,440</b>
	<b>Directorate Earmarked Reserves:-</b>			
463	Education & Family Support	152	(46)	569
1,661	Social Services & Wellbeing	-	-	1,661
2,448	Communities	233	(120)	2,561
1,081	Chief Executives		(188)	893
<b>5,653</b>	<b>Total Directorate Reserves</b>	<b>385</b>	<b>(354)</b>	<b>5,684</b>
	<b>Equalisation &amp; Grant Earmarked Reserves:-</b>			
339	Education & Family Support	-	-	339
2,314	Communities	7	(11)	2,310
254	Chief Executives	-	-	254
<b>2,907</b>	<b>Total Equalisation Reserves</b>	<b>7</b>	<b>(11)</b>	<b>2,903</b>
<b>360</b>	<b>School Balances</b>	<b>-</b>	<b>-</b>	<b>360</b>
<b>48,075</b>	<b>Total Usable Reserves</b>	<b>1,980</b>	<b>(2,668)</b>	<b>47,387</b>

### Capital Programme and Capital Financing Strategy

- 4.40 This section of the report deals with the proposed Capital Programme for 2018-19 to 2028-29, which forms part of, but extends beyond the MTFS. It has been developed in line with the MTFS principles and reflects the Welsh Government draft capital settlement for 2019-20, which provides General Capital Funding (GCF) for the Council for 2019-20 of £6.335 million of which £3.938 million is un-hypothecated supported borrowing and the remainder £2.397 million provided through general capital grant. No indicative allocations have been provided for 2020-21, so for now it is assumed that this level of funding will remain constant for the years after 2019-20, but this will be indicative only.
- 4.41 The original budget approved by Council on 28th February 2018 has been further revised and approved by Council during the year to incorporate budgets brought forward from 2017-18 and any new schemes and grant approvals. A review has also been undertaken of the capital resources available to the Council, along with the capital pressures that it faces. Due to the limited capital resource available, following a number of years of significant investment in the Council's infrastructure, it was agreed by Cabinet and CMB not to ask service managers to submit capital bids for funding, but for Cabinet and CMB to determine its strategy in terms of capital priorities and build this into the new Capital Strategy, to be approved by full Council in February 2019.



- 4.42 There are a number of priority schemes that require capital funding which will be considered by Cabinet and Council before the end of the financial year and, if approved, they will be built into the capital programme in readiness for the Final MTFS in February.
- 4.43 In the provisional settlement, Welsh Government indicated that they will be providing £60 million of grant funding over three years (£20 million each year for 2018-19 to 2020-21) for a public highways refurbishment scheme to help repair the damage caused by a series of hard winters and this summer's heat wave. This will be funded by way of specific grant.
- 4.44 The capital programme contains a number of annual allocations that are met from the total general capital funding for the Council. The allocations for 2018-19 are shown in Table 10 below:

**Table 10 – 2018-19 Annual Allocations of Capital Funding**

	<b>2018-19 £'000</b>
Highways Structural Works	200
Carriageway Capital Works	250
Disabled Facilities Grant	2,150
Housing Renewal / Empty Property Schemes	100
Special Regeneration Funding	540
Minor Works	1,130
Community Projects	100
Street lighting / Bridge infrastructure replacement	400
<b>Total</b>	<b>4,870</b>

- 4.45 These annual allocations are being reviewed, and any proposed changes will be built into the final MTFS in February. This will give the opportunity to release funding for new schemes.

### **Capital Receipts**

- 4.46 The Council estimated that around £21 million could be generated as part of the enhanced disposals programme which commenced in 2014. So far, circa £16.1 million has already been delivered, with £4.3 million under contractual agreement and the balance projected to be realised over the next 18 months (2018-2020). Of the £21 million, £9.8 million relates to school buildings and land vacated through the 21st Century Schools Programme, to be used as match funding for the programme. It excludes any receipts anticipated from the sale of Waterton or Porthcawl Regeneration sites which will be the focus of the disposal programme in the future. Receipts are subject to the exchange of contracts, so it is prudent not to commit them until we have a contractual agreement.

### **Prudential (Unsupported) Borrowing**

4.47 Total Prudential Borrowing taken out as at 1 April 2018 was £41.77 million, of which £27.03 million was outstanding. It is estimated that the total borrowed will increase to £44.28 million by the end of this financial year.

4.48 Future prudential borrowing will include an estimated £5.66 million of Local Government Borrowing Initiative (LGBI) funding towards the costs of the 21<sup>st</sup> Century Schools Programme.

## **5.0 Effect on Policy Framework and Procedure Rules**

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

## **6.0 Equality Impact Assessment**

6.1 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.

6.2 An Equality Impact Assessment will be carried out and included within the Final MTFS in February 2019.

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

7.1 The Well-being of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. The 7 well-being goals identified in the Act have driven the Council's three wellbeing objectives:

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

The wellbeing objectives are designed to complement each other and be part of an integrated way of working to improve wellbeing for people in Bridgend County. In developing the MTFS, officers have considered the importance of balancing short-term needs in terms of meeting savings targets, with safeguarding the ability to meet longer-term objectives.

7.2 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the wellbeing goals in different ways. A Wellbeing of Future Generations Assessment will be undertaken on proposed individual projects and activities where relevant and will feed into specific reports to Cabinet or Council.

7.3 The Council's approach to meeting its responsibilities under the Well-being of Future Generations (Wales) Act 2015, including acting in accordance with the sustainable development principle, is reflected in a number of areas within the Medium Term Financial Strategy, not least:

<b>5 Ways of Working</b>	<b>Examples</b>
Long Term	<ul style="list-style-type: none"> <li>• Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council.</li> <li>• Majority of savings generated from making smarter use of resources with service reductions kept to a minimum and only as a last resort.</li> <li>• The development of a 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing.</li> <li>• Investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period.</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>• Investment in preventative measures to reduce the burden on more costly statutory services.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Savings generated from collaboration and integrated working.</li> </ul>
Integration	<ul style="list-style-type: none"> <li>• Explicit links between the Corporate Plan and the Medium Term Financial Strategy</li> </ul>
Involvement	<ul style="list-style-type: none"> <li>• A robust budget consultation exercise, including surveys, community engagement stands and social media debates, to inform proposals.</li> </ul>

7.4 The above features are aimed at ensuring the Council's finances are as healthy as they can be for future generations. Although resources are limited, they have been targeted in a way that reflects the Council's priorities, including the seven wellbeing goals included in Bridgend's Well-being Plan, and this is reflected in the relevant appendices. Where possible, the Council has aimed to protect front line services and invest to save, with budget reductions targeted at making smarter use of resources, commercialisation, collaboration and transformation. The Well-Being of Future Generations (Wales) Act 2015 Assessment is attached at Appendix C.

## **8.0 Financial Implications**

8.1 This report outlines the financial issues that Council is requested to consider as part of the 2019-20 to 2022-23 MTFS. The Council's Section 151 Officer is required to report annually on the robustness of the level of reserves. The current and future anticipated level of Council reserves is sufficient to protect the Council in light of unknown demands or emergencies and current funding levels. It must be emphasised that the biggest financial risks the Council is exposed to at the present time relate to the uncertainty of Welsh Government funding, the increasing difficulty in the delivery of planned budget reductions as well as the identification of further proposals. Therefore, it is imperative that the Council Fund balance is managed in accordance with the MTFS Principle 8, as set out in the MTFS, and it is essential that revenue service expenditure and capital expenditure is contained within the identified budgets.

8.2 The Section 151 Officer is also required to report to Council if they do not believe that they have sufficient resource to discharge their role as required by s114 of the Local Government Act 1988. Members should note that there is currently sufficient resource to

discharge this role.

- 8.3 The proposed budget includes estimates which take into account circumstances and events which exist or are reasonably foreseeable at the time of preparation. Subject to the risks identified the proposed MTFS provides a firm basis for managing the Council's resources for the year 2019-20 and beyond.

## **9.0 Recommendations**

- 9.1 Consider the information contained in the report and attached appendices;
- 9.2 Determine whether it wishes to make any comments or recommendations for consolidation and inclusion in their report to Cabinet on the draft budget proposals as part of the budget consultation process.

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

**Contact Officer: Deborah Exton**  
**Group Manager – Financial Planning and Budget Management**

**Telephone: 01656 643604**

**Email: [deborah.exton@bridgend.gov.uk](mailto:deborah.exton@bridgend.gov.uk)**

**Postal Address: Raven's Court**  
**Brewery Lane**  
**Bridgend**  
**CF31 4AP**

**Background documents:** Individual Directorate Monitoring Reports  
MTFS Report to Council – 28 February 2018  
Provisional Local Government Revenue and Capital Settlements  
2019-20

## 2019-20 BUDGET PRESSURES SUMMARY

## APPENDIX A

Ref	Directorate	Pressure	£000
SSW1	Social Services and Wellbeing	Multi Agency Safeguarding Hub (MASH) Co-ordinator Post	24
SSW2	Social Services and Wellbeing	Transition costs for Children into Adult Social Services	229
EFS2	Education and Family Support	Increasing costs associated with home-to-school transport, including demand for pupils with Additional Learning Needs and demographic growth	427
EFS3	Education and Family Support	Increase to Early Years Education Grants - Non Maintained Sector - to reflect actual costs	66
EFS4	Education and Family Support	Transport costs for the Welsh Government Junior Apprenticeship programme	42
EFS6	Education and Family Support - Schools	Increased costs of running Moderate Learning Difficulties (MLD) Resource Bases in Secondary Schools	320
EFS7	Education and Family Support	Additional Education Other than at School (EOTAS) provision at The Bridge	132
COM1	Communities	Bridgend Market - Per Cabinet approved Market Improvement Plan: to reduce the stall holders rentals by 25%, further reduce asking rents and to enhance through capital investment the quality of the building and the signage and marketing provided by stallholders.	58
COM3	Communities	Rights of Way - Statutory duty to undertake the first decennial review of the Council's Rights of Way Improvement Plan (RoWIP) by October 2019 and continued implementation of Actions within the current and future RoWIP following withdrawal of Welsh Government grant funding	34
COM4	Communities	SWTRA - cessation of contract. The works undertaken have both generated financial support to the highways maintenance function in both direct and overhead costs	200
COM6	Communities	Increase in the tonnage of street litter arisings (red bag waste)	36

			1,568
--	--	--	-------

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
------	----------------------------	------------------------------	------------	---------------------------	--	----------------------	---	---------------------------------	------------------------	--------------------------	--------------------------	--------------------------

**IMPROVEMENT PRIORITY**

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

**CATEGORIES**

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

**RAG STATUS KEY**

- RED** Proposals not fully developed and include high delivery risk
- AMBER** Proposal in development but includes delivery risk
- GREEN** Proposal developed and deliverable

**EDUCATION & FAMILY SUPPORT**  
**CENTRAL EDUCATION & FAMILY SUPPORT**

EFS1	A more equal Wales	IP2	PC	Phased implementation of Learner Transport Policy regarding statutory distances for free travel	<ul style="list-style-type: none"> <li>• Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings.</li> <li>• Risk of price increases from Contractors.</li> </ul>	4,779	6%	67	67	75	75	
EFS19	None	IP3	CST	Restructure of YOS Service	The amalgamation of the three local authority Youth Offending teams of Neath Port Talbot, Swansea and Bridgend in 2014 has historically achieved savings for the Local Authorities whilst simultaneously managing reductions in grant funding. There may be further opportunities to make savings through the ongoing restructure of the organisation, however this needs to be seen in the light of Bridgend possibly leaving the WB collaboration and possible costs associated with this.	384	11%		41			
EFS33	A more equal Wales	IP2	PC	Home to School Transport - removal of Escorts on primary school service with fewer than 8 pupils	Driver only supervision of pupils on school transport. The most vulnerable pupils may not be supported with concerns around behaviour/pupil safety. Full 12 week public consultation with one full academic year delay after policy change to implementation. Parent groups, learners and contractor all likely to be opposed to change. Negative media coverage likely. Reputational risk to local authority. Health & Safety risk likely to increase and will need to be mitigated in other ways.	4,779	1%			35		
EFS34	A prosperous Wales	IP3	SUR	Reduction in Central Budget for 1:1 support for Primary Schools - This has been successfully done with Secondary Schools. There is difficulty in recruiting and retaining SNSA's and supply staff is high. It has proven to be more efficient that Secondary Schools directly appoint and manage the 1:1 support staff required for their pupils.	This would need to be consulted upon with schools. Ancillary support apart from complex medical has already been delegated to secondary schools. Consideration would be given to delegate ancillary support to primary schools. There would also be further consideration given to the delegation of complex medical support to both primary and secondary schools. During a period of consultation the risks would need to be identified as part of the process if the proposals were to proceed.	591	24%			140		
EFS35	None	IP3	SUR	Reduction to contribution to the Central South Consortium (CSC) of 5%	This would need to be agreed with other partners within the Consortium.	596	5%		30			
EFS36	None	IP3	SUR	Review of leadership within the Inclusion Service.	This will require a restructure of the Inclusion Service and a full consultation. Affords an opportunity for distributed leadership and succession planning. This will increase the direct reports for Group Manager Inclusion and School Improvement.	938	7%		70			
EFS37	None	IP3	SUR	Review of Cognition and Learning Team	This will require a restructure of the Inclusion Service and a full consultation. The focus of building capacity in schools will need to be re-considered. There would be a risk with the current delivery in that the building of capacity within schools could not be fully covered. This is the service that provides outreach for literacy within Bridgend.	424	26%		110			

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
Page 40 EFS38	None	IP3	SUR	Review of Autistic Spectrum Disorder (ASD) team.	Savings would occur naturally as there are posts which are currently vacant within the team. This area would be consulted upon as part of an Inclusion Service restructure. Consideration would need to be given with regards to how building capacity with schools could be achieved in conjunction with other teams who support in a similar way and potentially with the same children and young people.	464	17%		77			
EFS39	None	IP3	SUR	Review of Education Psychology Service	This would require a review of the Education Psychology team.	240	27%		65			
EFS40	A more equal Wales	IP2	MSR	Volunteer driver service	Service has not been operational since Jan 2017. Full budget is £116k. Therefore, £16k will be retained to support Looked After Children.	116	86%		100			
EFS41	A more equal Wales	IP2	MSR	Removal of Post 16 transport	<ul style="list-style-type: none"> <li>Full 12 week consultation would be required with a full academic year required before policy is implemented post policy change.</li> <li>Parent groups, learners and others likely to be opposed to policy change.</li> <li>Negative media coverage.</li> <li>Reputational risk to local authority.</li> <li>Sustainability risk to secondary schools sixth forms.</li> <li>Risk to financial viability of Bridgend College. Some courses may cease if numbers of pupils reduce.</li> <li>Possible increase in the number of young people not engaged in education, employment or training (NEET).</li> <li>Impact on local road infrastructure around schools as more pupils chose private motor vehicles rather than public transport.</li> <li>The most deprived may lose out the most and may chose not to consider post-16 education.</li> <li>Reduction in vehicles required by local authority may increase the risk for some transport operators, effectively forcing them out of the market. This would then impact the ability of the local authority to contract transport services to meets its statutory transport requirements. Therefore, there is a risk that transport operators would increase their costs against these contracts to compensate.</li> </ul>	£314,500 for college transport. 6th form budget part of secondary school transport which is £1.8m	24%			500		
EFS42	A Wales of cohesive communities	IP2	MSR	Review of Part-time youth service (Youth clubs)	Cabinet agreed to the reduction of local authority youth clubs in 2013 from 16 to 3. The 3 remaining youth clubs are spread well geographically across the county borough and are well attended by young people. For example the youth club in Cynffig Comprehensive School has up to 70 young people attending on each evening (run twice weekly - term time only). Part of the budget for this service is in essence kept in-house as two of the three settings are run from schools (Cynffig and CCYD) where a rental charge is paid. A further impact - but difficult to quantify - could be linked to a possible increase in youth annoyance in these areas, should the clubs close.	26	100%			26		
EFS43	A prosperous Wales	IP3	SUR	Review of School based counselling service	The school based counselling service is a statutory requirement, however the delivery arrangements (in-house or externally delivered) are under the Council's control. The school based counselling service is well received by schools with a high demand for the service. This service was previously reduced (budget) as part of a re-structure of Integrated Working and Family Support services which took effect in 2015-16.	129	4%			5		



Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
EFS44	None	IP3	SUR	Review of Childcare Team	Review existing staffing structure within the Childcare Team with a view to moving core funded staff to grant, where this option is eligible under grant conditions. In addition a review of the service demand placed on the Development Officers in supporting the private nursery settings throughout the county borough, ensuring a streamlined service that meets minimum statutory requirements. There are however, significant risks in making further reductions in this budget line (RSG) given Welsh Government's policy linked with both the national statutory Childcare Offer and Child Sufficiency requirements. In addition, this budget line has been reduced in previous years and existing demand (to fund placements) is exceeding budget.	140 (RSG) / 101 (grant)	7%			10		
EFS45	A more equal Wales	IP3	SUR	Core funding for previous 'Uniform' Grant that has been replaced by PDG Access grant from Welsh Government	No impact - grant has replaced core funding.	36	100%		36			
EFS46	None	NONPTY	MSR	Reduction to non-staffing budgets within Health & Safety	Less resilience in Health and Safety Team to undertake training/support courses.	30	67%		20			
EFS47	A prosperous Wales	IP2	MSR	Nursery provision - Reduction in early years provision from full time to part time as per statutory minimum.	Reduction of nursery provision to its statutory minimum will mean that some parents who rely on this provision for the child care will have to make significant additional payments in order to secure child care from additional sources. It may also result in a shortage of available suitable child care. The reduction will inevitably have a negative impact on teaching and learning as the early preparation for children to learn effectively is provided via nursery provision. This will inevitably also lead to teacher redundancies.	1,954	72%			817	584	
				<b>Total Education and Family Support</b>					<b>616</b>	<b>1,608</b>	<b>659</b>	<b>0</b>
<b>SCHOOLS</b>												
SCH1	A prosperous Wales	IP3	SUR	Efficiency savings against School Delegated Budgets	The annual saving represents a 1% efficiency per annum against individual schools budgets. Risk of increased school deficit positions. Implementation will be a matter for individual schools - potential to result in some teacher redundancies. If efficiency is made solely from staffing budgets, this could range from a minimum of 1 teacher in our larger Primary Schools to 5 teachers in our larger Comprehensive schools over the MTFS period.	£90.3m - ISB Budget	4%	0	900	900	900	900
				<b>Total Schools</b>					<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>
				<b>Total Education &amp; Family Support Directorate</b>					<b>1,516</b>	<b>2,508</b>	<b>1,559</b>	<b>900</b>

**SOCIAL SERVICES & WELLBEING**

SSW17/A SC18	A healthier wales	IP3	PC	Development of Extra Care Housing	Project is now in its final stages. All consultation has been completed. No adverse impact identified.	2,078	32%	330	330			
SSW19	A healthier wales	IP3	SUR	Further review of HALO partnership contract.	Previous negotiations have proved successful. No adverse impact identified.	1,416	9%	20	80	30		
SSW20	A healthier wales	IP3	MSR	Identify further savings from leisure centres and swimming pools including reviewing the number of facilities and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.					40		

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
SSW21	A healthier wales	IP3	MSR	As part of the contract with Awen, BCBC will be renegotiating its management fee for the period 2019-2022. This will mean reviewing accessibility of services and potential closure of AWEN facilities such as community centres or libraries.	Negotiation will be required with AWEN to identify efficiencies in areas with the least impact on services.	3,107	2%		70			
SSW22	A healthier wales	IP3	MSR	Identify further savings from library and cultural facilities and related services including reviewing the numbers of facilities (libraries, community centres) and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.				60	20		
SSW23	A healthier wales	IP3	SUR	Review charging for telecare services	New charges will be introduced together with an increase in other current charges.	350	43%		150			
SSW24	None	IP3	SUR	Staffing reconfiguration across SSWB Directorate	Reconfiguration of staff will require staff consultation.	N/A			345			
SSW25	A healthier wales	IP3	SUR	Review of complex care accommodation across learning disabilities services	Review of in-house and external provision to be undertaken identify efficiencies in areas with the least impact on service users.	6,853	2%		150			
SSW26	A healthier wales	IP2	MSR	Rationalising day service provision for older people and learning disability services including Bridgend Resource Centre	Full review of services which could mean alternative service provision required to meet assessed need.	2,795	10%		100	180		
<b>Total Social Services &amp; Wellbeing Directorate</b>									<b>1,285</b>	<b>270</b>	<b>0</b>	<b>0</b>

COMMUNITIES

COM4	A prosperous Wales	IP2	SUR	Review of School Crossing Patrol service in line with GB standards	This proposal builds on the 2015-16 budget reduction to cut the school crossing patrol budget and focus on those sites where there is greatest assessed risk based on the GB standard. This may impact on high risk routes to achieve the full saving, and could conflict with learner travel savings.	75	27%		10	10		
COM41	A prosperous Wales	IP3	MSR	Reductions to Other Cleaning Services	This saving will be achieved by the removal of one of the Council's main three 7.5 tonne street cleaning sweepers and driver. Currently one sweeper is based in each of the three main towns of Bridgend, Maesteg and Porthcawl. From these centres all of the Borough roads are swept. One of these would be removed and all of the work scheduled between the remaining two vehicles. The impact will be a reduction in the frequency of sweeping and a resultant increase in detritus and litter on the roadside.	1,294	5%		70			

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
COM41a	A prosperous Wales	IP3	MSR	Further reductions to Other Cleaning Services, which will result in the service becoming purely reactive.	The removal of four 3.5 tonne lorries with their respective team leader and operative, resulting in total reductions of 5 vehicles and 9 operatives. This will leave five 7.5 tonne lorries with their respective crews of 1 team leader and 3 street cleaning operatives; 2 large sweepers and drivers; 1 wet van and operative who clear graffiti etc.; 2 small sweepers with their drivers who service the three main town centres along with one street cleaning operative. This significant reduction in on street operational capacity will alter the balance of the street cleaning service within BCBC to one which is broadly proactive with litter pickers clearing litter, to one which is demand led. In essence the remaining resources will only have sufficient capacity to empty litter bins, pick up litter collected by the town centre cleaning operatives and to respond to complaints for fly tipping. What is generally recognised as a litter picking service will stop. Litter picking activities will be undertaken on a reactive basis with complaints prioritised for action, this means in practice that many complaints/service requests will never be addressed and the litter will remain in place. The Councils statutory performance indicators in this area will fall and BCBC will risk being measured as one of the dirtiest Councils in Wales.	1,294	15%		100	100		
COM20	None	IP3	SUR	Highways Dept Management Structural Savings Target	Loss of experienced, competent and qualified managers to deliver statutory functions. Reduced resilience for response to highway issues.	446	22%		100			
COM26	A more equal Wales	IP2	MSR	Closure of Shopmobility in Bridgend Town Centre	A full Equality Impact Assessment and Future Generations assessment will need to be carried out. The implications to some current users of the facility are obvious as some members of the community with mobility issues may struggle to gain access to the town centre without the Scooters in place. This must be balanced against the declining popularity of the service. The changes in technology have meant that lightweight affordable scooters now have greatly increased in private ownership, compared to when the facility was introduced. The provision is not a statutory duty and one not provided in other town centres of the borough or in many of the town centres of neighbouring authorities.	20	100%		10	10		
COM42	A Healthier Wales	IP2	MSR	Review of parks and playing fields service split over two financial years:- 15% reduction to seasonal operatives budget (£75K). Corresponding reduction to large and small plant (£29k). Removal of bowls club grant (£34K).	The cut identified for 2019-20 will require the removal of approximately 6 seasonal operatives along with respective cuts to plant, equipment and materials. This will have a noticeable reduction in levels of service.	2,082	7%		69	69		
COM42a	A Healthier Wales	IP2	CST	Transfer of pitches/pavilions through Community Asset Transfer by May/June 2020. Increase charges for end-users to achieve full cost recovery for pitches/pavilions that have not transferred by this date. Reduction of grass cut areas and maintained parkland and number of children's play areas.	The savings identified for 2020-21 will see the removal of the majority of the remaining seasonal operatives budget, again with corresponding cuts to plant, equipment and materials. This cut will result in all of the outdoor leisure facilities effectively closing. Rugby, football, bowls and cricket will all but come to end in the Authority unless the clubs take over management of the sites under the Councils CAT strategy. The remaining parks budget will be used to maintain the Councils main parks and children's play grounds, highway grass cutting which is safety related, and to secure the ongoing site management and safety of the sites that will remain in Council ownership, but will no longer be maintained to a level suitable for the playing of outdoor sports. Open space grass cut areas will be reduced and the 117 children's play areas reduced.	2,082	14%			300		

**Budget Reduction Proposals 2019-20 to 2022-23**

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
Page 44 COM43	None	IP2	CST	End of management of Kenfig National Nature Reserve	The agreement between BCBC and Kenfig Corporation Trust (KCT) ends in December 2019. It is currently proposed that BCBC does not enter into any new agreement. KCT are underway with a process, supported by their agent HRT, to identify a new tenant. This process is being conducted in partnership with NRW. There is a risk that the level of management may be affected, however there is also the opportunity that the new tenant may be able to draw on resources that BCBC cannot.	40	100%		10	30		
COM44	A Wales of cohesive communities	IP3	MSR	Bridgend Bus Station - alternative measures to explore full cost recovery and external support will be pursued but, failing this, the likely required step to deliver this saving is closure.	Impact on city region, connectivity hub, and potential impact on air quality due to relocation of buses. May have a detrimental impact on regional transport with no main bus station and impact on reputation of the Council.	160	56%		45	44		
COM46	A Wales of cohesive communities	IP2	MSR	Removal of budget for Subsidised Bus Routes	Letter received from Welsh Government confirming that from April 2019, each local authority's allocation from Bus Services Support Grant (BSSG) will have to be at least match-funded by a commitment to expenditure from an authority's own budget in support of bus and community transport networks in its area. Therefore removal would have a larger impact than the £200K budget included. Also some areas may not have access to an alternative bus service or alternative form of transport. Consultation required.	200	168%	188	148			
COM47	A Wales of cohesive communities	IP3	SUR	Public Transport - efficiencies achieved under the Public Transportation budget	Reduced support available for wider Transportation budgets - e.g. works at Bridgend Bus Station.	389	6%		24			
COM48	A prosperous Wales	IP3	MSR	Reduce weed spraying to once a year	A reduction of 50 % from two sprays per annum to one will result in greater weed growth on the highway network including pavements. It could also lead to increased complaints and also may impact on highway maintenance in the longer term .	40	50%		20			
COM49	None	IP3	SUR	Street Lighting - Reduction to energy costs budget which has been achieved due to historic replacement of LED lighting	Ability to deliver this level of saving is dependent on how successful the new SALEX replacement programme is compared with the original business case as funding will be required from this budget heading to repay the SALEX borrowing for a number of years.	1,047	13%	110	30			
COM50	A prosperous Wales	IP3	SUR	Increase pre-application planning fees by 10%	This is the first increase since the introduction of the new service in 2016. Will introduce new categories of enquiry currently not covered by the scheme. Also aim to introduce a new pre-sale information pack for householders providing details of planning consents, constraints etc. There is a risk that the increase will put some potential users of the scheme off and the increase might have to be phased. Any change to the current system will also require DC Committee and Cabinet approval.	-618	2%		10			
COM51	None	IP3	SUR	Ongoing implementation of Corporate Landlord model	The savings will be delivered in a number of ways including operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management, and some deletions of vacant posts.	3,066	-28%	500		350		
COM52	None	IP3	SUR	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) to be achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows	Failure to secure a new operating contractor through a compliant tender and procurement exercise for the MREC facility would result in this saving being undeliverable. Failure to reach agreement with NPT on the Councils financial contribution to the costs of supporting the MREC. Intervention by the Welsh Government and or changes in legislation in the waste management sector.	4,008	-32%	0	1,300			
COM53	None	IP3	SUR	Communities Management Restructure	Loss of experienced, competent and qualified managers to deliver statutory functions.	341	-40%		135			

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
COM55	None	IP3	SUR	Increase charge for Green Waste Service from £28.30 per household to £38.30	The new waste contract related items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	£216k - net budget for green waste service	23%	0	25	25		
COM56	None	IP3	SUR	Increase charge for collection of 3 bulky waste items from £15.50 to £20.		£80K income budget	25%	0	10	10		
COM59	None	IP3	SUR	Reduction to the opening hours of the Community Recycling Centres by 1 hour, per day.		1,465	2%		17	17		
				<b>Total Communities Directorate</b>					<b>2,133</b>	<b>965</b>	<b>0</b>	<b>0</b>

CHIEF EXECUTIVES

CEX1	A healthier wales	IP3	SUR	Efficiencies from Shared Regulatory Service	May require restructuring within service and impact on response times, but will be managed across the 3 participating Councils and will aim to minimise impact.	1,423	-10%		111	37		
CEX2	None	IP1	SUR	Remove members' Community Action Fund	This will require approval from members following review of current scheme.	285	-100%		285			
CEX3	None	IP3	SUR	Review of Business Support functions across the directorate	Reconfiguration of the service required, may result in slower response times and restructure.	Various			250			
CEX4	A healthier wales	IP2	SUR	Review of homelessness prevention budgets and allocation of related grants	There will be a reliance on grant funding and limited core funding available	471	-50%		235			
CEX5	None	IP2	SUR	Review of homelessness prevention service provision and the possibility of partnership working with an external organisation.	Full evaluation and reconfiguration of the service provision will be required	546	-18%		100			
CEX6	None	IP3	SUR	Review of ICT capital related revenue budgets. This will require council to agree all ICT capital spend to be met from the capital programme allocation	Limits the potential for ICT to fund capital related expenditure on a ad hoc basis	200	-100%		200			
CEX7	None	IP3	SUR	Review of non staff related ICT budgets including software	Minimal impact anticipated.	2,000	-4%		80			
CEX8	None	IP3	SUR	Directorate leadership restructuring	Will reduce senior management capacity, and require some backfilling and review of functions.	Various			100			
CEX9	None	IP3	SUR	Review structures across customer contact, communications & marketing, housing and performance	Vacant posts would be frozen / deleted.	1475	-8%		123			
CEX10	None	IP3	SUR	Review CCTV function with aim to create efficiencies	Potentially could impact on community safety	327	-9%		30			
				<b>Total Chief Executive's Directorate</b>					<b>1,514</b>	<b>37</b>	<b>0</b>	<b>0</b>

CORPORATE / COUNCIL WIDE

CWD6	Corporate Business	NONPTY	SUR	Reduction in funding available for meeting the costs of Capital Financing	Repayments are still considered to be prudent, but will result in longer payback periods in line with asset lives.	5,113	39%		1,975			
CWD7	Corporate Business	NONPTY	SUR	Removal of Invest to Save funding agreed as part of MTFS for 2018-22	Limited impact as not committed to specific schemes or services	200	100%		200			

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
Page 46 D8	Corporate Business	NONPTY	SUR	Removal of budget created from raising council tax from original 4.2% to 4.5% in 2018-19 budget.	Part of funding used on one-off basis in 2018-19 but rest uncommitted. Previous year's council tax increase is built into base rate.	213	100%		213			
				<b>Total Corporate / Council Wide</b>					2,388	0	0	0

				<b>GRAND TOTAL REDUCTIONS</b>					8,836	3,780	1,559	900	15,075
--	--	--	--	-------------------------------	--	--	--	--	-------	-------	-------	-----	--------

ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)

									8,836	10,745	8,533	8,325	36,439
--	--	--	--	--	--	--	--	--	-------	--------	-------	-------	--------

				<b>REDUCTION SHORTFALL</b>					0	6,965	6,974	7,425	21,364
--	--	--	--	----------------------------	--	--	--	--	---	-------	-------	-------	--------

0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

## WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

## Project Description (key aims):

Medium Term Financial Strategy (MTFS) 2019-20 to 2022-23

**Section 1 Complete the table below to assess how well you have applied the 5 ways of working.**

<b>Long-term</b>	<p data-bbox="398 443 1912 512"><b>1. How does your project / activity balance short-term need with the long-term and planning for the future?</b></p> <p data-bbox="398 536 1995 639">The development of the MTFS aims to balance short-term needs in terms of meeting savings targets, while safeguarding the ability to meet longer-term objectives. It provides a financial basis for decision making and aims to ensure that the Council's finances can be as healthy as they can be for future generations. It does this by:</p> <ul data-bbox="405 647 2022 991" style="list-style-type: none"> <li>• Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council.</li> <li>• Adhering to a clear set of MTFS principles that drive expenditure decisions.</li> <li>• Ensuring that the majority of savings are generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort.</li> <li>• The development of a 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing and investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period.</li> <li>• Front line services have been protected as far as possible.</li> </ul>
<b>Prevention</b>	<p data-bbox="398 1015 1973 1050"><b>2. How does your project / activity put resources into preventing problems occurring or getting worse?</b></p> <p data-bbox="398 1074 2022 1321">The MTFS attempts to balance investment in preventative measures against costs of reacting to unanticipated situations in statutory services. Each budget reduction proposal is weighed in terms of the impact on other areas of the Council, on the public and on the Well-being of Future Generations. Where a budget cut in one area of non-statutory prevention would lead to increased costs in another, this is not considered to be good financial management. A number of budget pressures target investment in additional learning needs in school settings rather than more costly out of county placements, and budget reductions are achieved through remodelling of existing service provision to prevent more costly long term residential placements.</p>
<b>Integration</b>	<p data-bbox="398 1345 2013 1380"><b>3. How does your project / activity deliver economic, social, environmental &amp; cultural outcomes together?</b></p>

	The Medium Term Financial Strategy is closely aligned to the Council’s Corporate Plan, with explicit links between resources and corporate priorities. The MTFS has been guided by the 3 Improvement Priorities outlined in the Corporate Plan. The development of the Corporate Plan and MTFS are both the responsibility of the Head of Finance.
<b>Collaboration</b>	<p><b>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</b></p> <p>A number of budget reduction proposals are achievable through inter-agency working, with the Third Sector, Social Enterprises, other local authorities and partners. These include joint services across local authorities, and with the Health Service, and new models of working internally, such as the Corporate Landlord model which aims to provide a resilient service that maximises the use of and improves the quality of the Council’s assets going forward. A number of services already collaborate with other partners and these continue to improve performance whilst operating with reducing resources.</p>
<b>Involvement</b>	<p><b>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</b></p> <p>A full consultation “Shaping Bridgend’s Future” was launched on 24 September and ran until 18 November. This covered a range of budget proposals under consideration as well as seeking public views on resource allocation, priorities and the principles around budget protections and taxation levels. The consultation included an online survey, attendance at a diverse range of external stakeholder groups and social media debates. Members have had the opportunity to take part in a budget workshop also. The results will be collated and presented to Cabinet on 18 December in order to further inform decisions on the final MTFS.</p>

<b>Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals</b>		
<b>Description of the Well-being goals</b>	<b>How will your project / activity deliver benefits to our communities under the national well-being goals?</b>	<b>Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?</b>
<b>A prosperous Wales</b>		



<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<ul style="list-style-type: none"> <li>• Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs.</li> <li>• Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business.</li> <li>• Increase productivity, employment and skills. Encourage a lower carbon economy.</li> </ul>	<p>The majority of savings will be generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort.</p> <p>The MTFS will be aligned with the corporate plan to achieve the Council's Improvement Priorities:</p> <p><u>Supporting a successful economy</u> - 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.</p> <p><u>Helping people to be more self-reliant</u> - taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.</p> <p><u>Smarter use of resources</u> – 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.</p>
--	---	---

		<p>Funding will be targeted in line with these priorities and in line with the 14 MTFS Principles.</p>
<p><b>A resilient Wales</b>  A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<ul style="list-style-type: none"> <li>• Break long term cycles to secure better outcomes for people and communities.</li> <li>• Stronger individuals and communities are more resilient to change.</li> <li>• Communities place a greater value on their environment and more people get involved in local issues and recognise the importance of green space in wellbeing and as a prevention factor.</li> <li>• Healthy active people in resilient communities, volunteering, keeping young people in the local area, reducing travel to work, increased use and awareness of green spaces.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>
<p><b>A healthier Wales</b>  A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<ul style="list-style-type: none"> <li>• Improved future physical and mental well-being, by reducing health harming behaviours and chronic stress from experiencing Acute Child Experiences (ACE).</li> <li>• Reduction in substance misuse. Promotes more involvement in communities to benefit mental health, social and physical activity.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>

	<ul style="list-style-type: none"> <li>• Focus on healthy lifestyles and workplaces, increased income linked to health.</li> </ul>	
<p><b>A more equal Wales</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<ul style="list-style-type: none"> <li>• Helping all children and young people to reach their full potential, by improving their early years experiences and ensure access to information to help make informed decisions. Improving outcomes for teenage parents and their children.</li> <li>• Recognising that communities are becoming more diverse. Addressing barriers that some groups have in feeling part of communities.</li> <li>• Address income inequality and health inequality, focus on disability, older people and other equality groups. Focus on increasing income and reducing the skills gap.</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>
<p><b>A Wales of cohesive communities</b> Attractive, viable, safe and well-connected communities.</p>	<ul style="list-style-type: none"> <li>• Increased number of confident secure young people playing an active positive role in their communities.</li> <li>• Healthy active people in resilient communities, keeping young people and skills in the local area, tackling poverty as a barrier to engagement in community life a supportive network, developed through initiatives at work, can help to</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>

	<p>support staff through challenging times in their lives.</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b>  A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<ul style="list-style-type: none"> <li>• Cultural settings provide support sensitive to our increasingly diverse communities and help us identify opportunities to increase the number of Welsh speakers.</li> <li>• Importance of culture and language as a focus for communities coming together.</li> <li>• Bringing more people from different cultures together. More people identifying with their community.</li> <li>• Encourage take up of sports, arts and recreation initiatives through the workplace.</li> <li>• Ensure Welsh culture and language are a part of this. Welsh language skills are beneficial to businesses and in increasing demand.</li> </ul>	<p>Compliance with the Welsh Language act will be monitored as part of the annual report.</p>
<p><b>A globally responsible Wales</b>  A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<ul style="list-style-type: none"> <li>• Diverse, confident communities are resilient to change. Promotes a better knowledge of different cultures and a better knowledge of the local environment.</li> <li>• Healthy lifestyles include cultural activities that promote understanding of diversity of communities, different cultures,</li> </ul>	<p>The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.</p>

	races. Promote apprenticeships to people from different backgrounds.	
--	--	--

**Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts**

Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Unknown - The impact, positive or negative, will depend on the nature of the service delivered, the specific budget reduction proposed or budget pressure funded and the service user.		This will vary according to the service provided.
Gender reassignment:	See above		This will vary according to the service provided.
Marriage or civil partnership:	See above		This will vary according to the service provided.
Pregnancy or maternity:	See above		This will vary according to the service provided.
Race:	See above		This will vary according to the service provided.
Religion or Belief:	See above		This will vary according to the service provided.
Race:	See above		This will vary according to the service provided.
Sex:	See above		This will vary according to the service provided.
Welsh Language:	See above		This will vary according to the service provided.

<b>Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive members and/or Chief Officers</b>	
Council	
<b>Compiling Officers Name:</b>	Deborah Exton
<b>Compiling Officers Job Title:</b>	Group Manager – Financial Planning and Budget Management
<b>Date Completed:</b>	30/10/18

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

12 DECEMBER 2018

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

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of Report.

##### 1.1 To present:

- a) the items due to be considered at the Committee's next meeting to be held on 14 January 2019 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 11 February 2019;
- b) a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2018–2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background.

- 3.1 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

## Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.
- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response. Feedback for the Corporate Overview and Scrutiny Committee is attached at **Appendix A**.
- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

## 4. Current situation / proposal.

- 4.1 Attached at **Appendix B** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings which are set to be held 14 January 2019 and 11 February 2019. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.
- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix C** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

## Corporate Parenting

- 4.5 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a



whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend. <sup>1</sup>

- 4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.7 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

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

- 5.1 The work of the Corporate Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.

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

- 6.1 There are no equality impacts arising directly from this report.

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

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The approval of this report will assist in the Planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet

---

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

- Integration - The report supports all the wellbeing objectives
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service, Elected Members and members of the public
- Involvement - Advanced publication of the Forward Work Programme ensures that the public and stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

## 8. Financial Implications.

- 8.1 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

## 9. Recommendation.

- 9.1 The Committee is recommended to:

- a) Approve the feedback from the previous meetings of the Corporate Overview and Scrutiny Committee and note the list of responses including any still outstanding at **Appendix A**;
- b) Identify any additional information the Committee wish to receive in relation to their items scheduled for 12 December 2018 and their subsequent meeting including invitees they wish to attend within **Appendix B**;
- c) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for **February** and March contained within **Appendix C**;
- d) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

<b>DATE OF MEETING</b>	<b>COMMITTEE</b>	<b>SUBJECT</b>
24 January 2019	SOSC 3	Revised CAT Process
29 January 2019	SOSC 2	Direct Payment Scheme
30 January 2019	SOSC 1	Education Outcomes
26 February 2019	SOSC 3	Empty Properties
28 February 2019	SOSC 1	Review of Fostering Project
27 March 2019	SOSC 2	

**K Watson**  
**Head of Legal and Regulatory Services**

**Contact Officer:** Scrutiny Unit

**Telephone:** (01656) 643613

**E-mail:** [scrutiny@bridgend.gov.uk](mailto:scrutiny@bridgend.gov.uk)

**Postal Address** Bridgend County Borough Council,  
Civic Offices,  
Angel Street,  
Bridgend,  
CF31 4WB

This page is intentionally left blank

Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments	Further Information Requested	Response/Comments
25-Jul-2018	City Deal	The Committee understand that the Cardiff Capital Region City Deal is an incremental process but Members are concerned that since the 10 Local Authorities signed the regional investment fund in 2016, there has been only one project that has been capitalised by the partnership.	The chair of the city deal joint cabinet and the leader of this authority explained the process around identifying our investments and the long term (20 year) time frame for the deal.		
		The Committee highlighted the fact that the cover report and business plan lacked any localised information and recommend that an update report be prepared for Members in the future to provide detail of how each project will benefit Bridgend specifically as well as the rest of the region. The Committee have also asked the report detail what administration costs accrued to date.	As further projects or investments are agreed by the City Deal Cabinet, members will be updated. In addition we anticipate that the regional scrutiny committee will take an interest in these matters too.		
		<b>Additional Information</b>		<b>What is the Membership and remit of the regional business forum and the regional economic partnership?</b>	
		The Committee have requested to receive information on how citizens and local businesses are able to propose ideas and details for potential regional investment proposals.	Businesses are to be engaged through the regional business forum and the regional economic partnership. These bodies have been established as part of the governance arrangements required as condition of the deal by the Treasury. Further work is required to ensure that these bodies are effective in facilitating two way communication between the regional cabinet and businesses across the region.		Latest membership and ToR requested from eth programme office and will be shared
	Members have also asked to be provided with detail of what projects have been proposed so far and from what area within the region.				
	<b>Chief Executives and Finance</b>				
	The Committee recommend that Cabinet/CMB undertake a review into achievability of proposed Directorate budget reductions and further recommend that unrealistic offers are removed from the Medium Term Financial Strategy.	The MTFs proposals remain under development but all budget reductions are intended to be accurately costed unless otherwise stated.	<b>Members requested further clarification in relation to the response received.</b>	I am unclear as to what clarification they are seeking. no one wants to include proposals that are unrealistic. Members have ongoing opportunity to question and scrutinise the budget if they have concerns about specific elements that they regard as unrealistic.	
	<b>Education and Family Support Directorate</b>				
	The Committee raised concerns relating to over half of the schools in the Borough have deficit budgets and queried the level of school budgeting competencies. Members therefore recommend that financial training for all governors is made mandatory to ensure effective management and scrutiny of their school budget.		<b>What support is provided to schools to manage deficit budgets and how does the Council assist in signposting schools to external funding opportunities.</b>	Where schools have a deficit at the end of the financial year, detailed reasons for the deficit are requested from the school via a deficit proforma. The maximum deficit should be 5% of the annual budget share or £10,000 (whichever is the higher). The monitoring of these deficits is then carried into the following financial year and if a school sets a budget at the start of financial year that is greater than these limits a formal deficit recovery plan is required to be submitted which has to be approved by the Corporate Director of Education and Family Support and the Section 151 Officer. These plans are monitored closely by the Schools Finance Officers throughout the year.	
	Following discussions in relation to the pending review into appropriateness of catchment areas across the local authority, the Committee recommend that Ward Members are consulted as part of the exercise.	Noted			
<b>Social Services and Wellbeing Directorate</b>					
Members have requested that when the subsequent Financial Performance report is presented to Corporate Overview and Scrutiny Committee, the Social Services and Wellbeing Future Service Delivery Plan is also delivered in conjunction with it.	noted				
<b>Council's Performance against its Commitments for 2017-18</b>	The Committee received this report as information and on reflection Members recommend that only the performance indicators that have not been met be presented in future reports.	If we provide an exception report by only including those that are green in terms of performance there are a number of issues as follows: We are not showing the whole picture of performance on the corporate plan / business plan throughout the year, there is a lack of transparency and as these are public documents that can be viewed via the reports that go to scrutiny, which satisfies public transparency and also means all our regulators can view them. If we only showed the performance against current RAG for the year we would not be looking at where performance is declining. It is important to see early indicators of declining performance as it is to see whether performance is being met in the current year. Targets may also have been set lower for the current year, which would not alert you to any decline. Therefore the suggestion is that we provide the performance reports as they currently are, but that we will grey out those that are green and have no declining trend. The rest will remain for members for information purposes which they can then scrutinise and can inform them on areas they may wish to include in their FWP.			

This page is intentionally left blank



**Webcasting by Welsh Local Authorities**

Neath Port Talbot – <b>Currently do not webcast</b>							
Newport	✓	No	No	✓	No	No	Public-I
Pembrokeshire	✓	✓	✓	✓	✓	✓	Public-I
Powys	✓	✓	No	No	No	No	Public-I
Rhondda Cynon Taf - <b>Currently do not webcast</b>							
Swansea – <b>Currently do not webcast</b>							
Torfaen	✓	✓	✓	✓	✓	✓	Public-I
Vale of Glamorgan	✓	No	No	✓	No	No	You Tube
Wrexham	✓	✓	✓	✓	No	No	Public-I

**Current Webcasting Arrangements**

Bridgend County Borough Council procured a webcasting service for 2017/18 that combined the existing electronic facilities within the Council Chamber and available broadband technology to webcast Council, Cabinet and Committee meetings. The service arrangements included live streaming, recording and publication of webcast meetings with links to the Bridgend CBC internet website. The service arrangements also enabled for webcast recordings to remain available/accessible to the public for a period of up to 12 months.



### **Webcasting by Welsh Local Authorities**

The service was re-procured for 2018/19 and the same provider was successful. As part of the renewal process for the tender Dual Language webcasting facilities were procured.

The 2018/19 contract provides for up to 30 hours of Council, Cabinet and Committee meetings to be webcast by 31<sup>st</sup> March 2019. There is also an arrangement to extend the time period by a further 6 months in the event that the full 30 hour allocation of webcasting hours has not been used up. The webcasting of meetings under the 2018/19 contract started in late August 2018.

The Democratic Services Team is working with the Communications Team to publicise the meetings to be webcast on the Council's Twitter and Facebook pages as a method of engaging with the public as well as looking for other ways of heightening interest. The Democratic Services Team is exploring with the Communications Team and the Council's Webcasting and Committee Management system providers on creating additional links on the Council's website to increase the visibility of webcasting.

This page is intentionally left blank

## Corporate Overview and Scrutiny Forward Work Programme

Meeting Date	Item	Lead Scrutiny	Author	Further Information	Invitees
14-Jan-2019	Medium Term Financial Strategy 2019-20 to 2022-23 and Draft Budget Consultation Process			Collate all Subject Overview and Scrutiny Committee and BREP feedback and comments for approval.	N/A
14-Jan-2018	Corporate Plan			To comment on the Council's draft Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators.	All Cabinet and CMB.

*At future meeting when get feedback of business plans - need to establish how Members want to take forward future business plans - which sections etc*

## Items for the future

	Community Safety Partnership			To provide Members with an overview of Community Safety Partnership priorities and projects	Relevant Cabinet Member; Darren Mepham, Chief Executive; Community Safety Team Leader; Super Intendent Martin Jones.
	Strategic Review of Health & Safety Responsibilities			In light of the recent Crown Court Case where the Authority pleaded guilty to serious breaches of Health & Safety legislation after the death of a young pupil at Maesteg Comprehensive. Practice, Policy and review of reported "near misses". - How many near misses have been reported? - How did we respond? - What lessons have been learnt? Scrutiny Chairs have agreed to carry out an 'Information Gathering' exercise, interviewing representatives from schools, governors from schools and parents to present alongside the Officer report.	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Health and Safety rep.
	Collaboration Work with the Police			Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed that an item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered:  a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained by the LA to inform all Members, members of the public, Inspectors and PCSOs; b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities; c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities. d) The need for a joint plan between Police and the LA; Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement; Update on valleys Task Force How are the LA benefiting from collaborative work - value for money and contribution to budget savings	Darren Mepham, Chief Executive; (Lead) Mark Shepherd, Corporate Director Communities; Chief Constable SWP Police and Crime Commissioner Cllr Richard Young
	Collaboration - Internal and with Third Sector			7 Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services. 8 Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates; Third Sector - eg. BAVO - how much do we provide to them and what do they do with it. How are the LA benefiting from collaborative work - value for money and contribution to budget savings	Representative from BAVO

New Local Development plan		<p>Links with schools and new housing developments</p> <p><i>Meeting with Cabinet and Scrutiny Chairs. Discussed that Scrutiny Chairs to be invited to LDP Steering group, would be more appropriate.</i></p>	<p>Cllr Richard Young, Cabinet Member – Communities; Mark Shephard, Corporate Director Communities;</p>
Procurement and Contracts		<p>Members have asked to receive information on homecare contracts and employment contracts with BCBC;</p> <p>An update on the outcomes of the Procurement business review</p> <p>What monitoring process is in place with contractors to ensure compliance?</p> <p>Who is obligated to guarantee compliance?</p> <p>How can public accountability be assured if information within a contract is restricted to Members?</p> <p>Have any financial penalties been issued as a result of a breach of contract?</p> <p>End dates for all major contracts</p>	
Corporate Landlord		<p><i>Item proposed by Corporate Director. Report ready to go.</i></p> <p>To provide information on the Corporate Landlord model and the budget reduction proposals allocated to the implementation and roll out.</p>	

## Scrutiny Forward Work Programme

The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

Date	Subject Committee	Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees	Prioritised by Committees
Page 69 29-Jan-19	SOSC3	Revised CAT Process	<p>Include an update on the work of the CAT Task and Finish Group and the recommendations made in the January 2018 meeting;</p> <p>How many task and finish group meetings have taken place and what is the membership?</p> <p>What is the latest with the CAT process? How has it been streamlined since it last came to Scrutiny?</p> <p>How many CATs have now been processed and completed?</p> <p>How has the position improved</p> <p>What are the plans for CAT going forward</p> <p>How many CAT applications have been received altogether? How many have been progressed?</p> <p>How many have withdrawn and for what reasons?</p> <p>List of CAT 1 priorities and what is the plan for these?</p>			<p>Mark Shephard, Corporate Director - Communities;</p> <p>Cllr Richard Young, Cabinet Member - Communities;</p> <p>Guy Smith, Community Asset Transfer Officer.</p>	
29-Jan-19	SOSC 2	Direct Payment Scheme	<p>Details on the revised policy including how the legislation has affected it.</p> <p>How Direct Payments are delivered.</p> <p>Are Service users able to purchase services directly from the Authority.</p> <p>Details on how we market ourselves?</p> <p>What support has been provided to service users since the launch of the new scheme.</p> <p>How was the scheme launched to service users.</p>		Corporate Director proposed November	<p>Susan Cooper, Corporate Director, Social Services and Wellbeing;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Pete Tyson, Group Manager - Commissioning.</p> <p>Laura Kinsey?</p> <p>Mark Wilkinson?</p>	
30-Jan-19	SOSC 1	Education Outcomes	<p>Requested from SOSC 1 meeting in February to receive a further report at a meeting in the near future, (to be agreed by Corporate Overview and Scrutiny), incorporating the following:</p> <ul style="list-style-type: none"> <li>• School Categorisation information;</li> <li>• In relation to Post-16 data at 4.53 of the report, the Committee requested that they receive the baseline for each school to give a better indication of how each school has improved;</li> <li>• Information on Bridgend's ranking for Key Stage 4 based on the latest results;</li> <li>• Information on what targets were set at each stage in order to determine whether the performance was expected and possibly a cohort issue or whether any actuals differed significantly from the targets set;</li> <li>• Information that the Consortium has gathered through drilling down into each schools' performance to determine what challenges schools face;</li> <li>• Further detail of the performance of those with ALN attending the PRU or Heronsbridge School as Members felt this was not incorporated into the report to a great degree;</li> <li>• Information on the work that the Consortium is doing to identify the variation for each secondary school at Key Stage 4, and what is being done about it;</li> <li>• More information in relation to each schools performance – not necessarily more data but detail of the where, what and how in relation to good and poor performance for each school so that the Committee has an overall understanding of the current situation and priority schools in Bridgend;</li> <li>• What extent are schools responding to the changes recently introduced such as the removal of Btec etc, to ensure they are still meeting the needs of the pupils;</li> <li>• What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures;</li> <li>• Evidence of how the Consortium has made a direct impact on schools and school performance, what outcomes can they be measured on in relation to Bridgend to assure Members of value for money;</li> <li>• What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils;</li> <li>• Performance in relation to vocational qualifications and non-core subjects – where are there causes for concern and where there is excellent work taking place etc.</li> </ul>		01/01/2019 Prioritised by SOSC 1 for January	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support;</p> <p>Cllr Charles Smith, Cabinet Member for Education and Regeneration;</p> <p>Nicola Echanis, Head of Education and Early Help;</p> <p>Andy Rothwell, CSC Senior Challenge Advisor;</p> <p>Mike Glavin, Managing Director CSC</p> <p>Representative from School Budget Forum</p> <p>Sarah Merry, Chair of CSC JOSC (Deputy Leader Cardiff Council)</p> <p>Primary, Secondary and Special School Headteacher representative</p>	
26-Feb-19	SOSC 3	Empty Properties	<p>SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed</p> <ul style="list-style-type: none"> <li>- Update on the Empty Properties Working Group?</li> <li>- Update on how the Empty Homes Strategy has been developed?</li> <li>- Update on how well the marketing of Empty Properties is going including Churches and Chapels?</li> <li>- Evidence on how successful other LA's have been in bringing empty properties back into use where they have charged 100% upwards Council tax on properties after they have been empty for longer than 6 months?</li> <li>- Further information on the properties that have been un-banded by the Valuation Office Agency. To include reasons why the properties would not have been banded and how many of these are there within BCBC.</li> <li>- Information on what the average loss of Council tax looks like in BCBC due to empty properties in the Borough. Members recommended using the average Band D property to be able to quantify the loss.</li> <li>- Of the 1200 properties liable for the 50% charge on Council tax for empty properties, how much of this are BCBC successful in receiving.</li> <li>- Has the Empty Homes Officer been employed.</li> </ul>		Prioritised by SOSC3 for February 2018	<p>Darren Mepham, Chief Executive ;</p> <p>Martin Morgans, Head of Performance and Partnership Services</p> <p>Possible input from Mark Shephard, Corporate Director - Communities for the Commercial side</p> <p>Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing</p>	

28-Feb-19 Page 70	SOSC 1	Review of Fostering Project	Further project as part of the Remodelling Children's Social Services  - Detail regarding the upskilling of three internal foster carers to provide intensive, therapeutic step down placements as part of Residential Remodelling project - Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process	COSC have proposed that this item be considered by a future SOSC 1 for continuity purposes	Corporate Director proposed October 2018 Prioritised by SOSC1 for February 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children's Social Care; Pete Tyson, Group Manager – Commissioning; Lauren North, Commissioning and Contract Management Officer; Natalie Silcox, Group Manager Childrens Regulated Services. <i>A BCBC contracted Foster Carer.</i>	
----------------------	--------	-----------------------------	--	--	--	---	--

TABLE B

For prioritisation					
Item		Rationale for prioritisation	Proposed date	Suggested Invitees	
<b>CIW investigation into LAC Information only</b>	The Committee requested that the outcome of the CIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.		Self assessment and action plan due at end of year.	Cllr Phil White	
<b>Car Parking Review</b>	To allow Members to have input in the Consultation process.				
<b>Review of Enforcement Vehicle</b>	In February 2018 SOSC 3 requested to receive an update on the enforcement vehicle to enable Members to monitor performance 6-12 after implementation. Possibly an information report.				
<b>Remodelling Children's Residential Services Project</b>	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.		Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
<b>CAMHS</b>	With reference to the responses received in relation to Child Adolescent Mental Health Services Members on 12 December 2017, Members note that most of the replies feature an element of work in progress and have asked to retain the item on the FWP for future review. To receive an update on current provision and further advise on current situation in relation to comments and conclusions made on 12 December 2017.  Update on work being undertaken throughout Wales looking at causes of mental health: 'Working Together for Mental Health'.  To include an update on how we are getting on moving into Cwm Taf.		Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Lindsay Harvey, Corporate Director - Education and Family support; Cllr Phil White, Cabinet Member – Social Services and Early Help; Chair and CEX of ABMU and Cwm Taff Health Boards	
<b>Home to School Transport</b>	To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings: Update on pilot that school transport team proposing to run in Spring and Summer terms 2017-2018 - to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority is also investigating opportunities to track the use of our school bus services by individual pupils. Update on Recommendation from BREP: The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees to be scrutinised to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport Report to include Update on the current arrangements of how licensing and school transport operates within the County Borough since the change in 2015 to the Police National Policy for disclosing non-conviction information to the local authority. Information to include a report from South Wales Police on its approach to disclosing information it holds about licencees following arrests, charges and convictions. What is the current relationship between the local authority's licensing and school transport departments in relation to the disclosure of information from South Wales police? Is there sufficient oversight on behalf of the local authority and a risk of contractors withholding information which may prejudice the continuation of their contract? Further proposed that Communities be invited to add to report and attend meeting to update Committee on safe routes assessment to determine what work has been undertaken since funding was allocated to this over a year ago.	To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees ought to be scrutinised by an Overview & Scrutiny Committee at the earliest opportunity to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport	Corporate Director proposed March 2019 as the external review would not be completed until January 2019	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Cllr Richard Young, Cabinet Member Communities Nicola Echanis, Head of Education and Early Help. Mark Shepherd, Corporate Director Communities; Robyn Davies, Group Manager Business Strategy and Performance	

<b>Communication and Engagement</b>	Is corporate communications meeting the needs of the various departments within the organisation to effectively communicate with residents Current data of engagement Are current KPIs an effective measurement in a fast changing digital world How do we engage with corporate communications with the digitally excluded			Darren Mepham, Chief Executive Corporate Communications Representative Cllr Dhanisha Patel, Cabinet Member Future generations and Wellbeing
<b>Supporting People Programme Grant</b>	Full breakdown of the various services currently supported through this grant within BCBC (inc. the various financial detail) along with how this may have changed over recent years. The number of individuals supported through the grant and in what way. How are decisions made about where to spend the grant and how much in specific areas How effective is the grant support that is provided across a variety of sectors within BCBC, and to ensure that the grant is being targeted at the services most in need.	Improved outcomes in line with the agreed objectives of the grant. Improved support for those in need of emergency housing and support		Darren Mepham, Martin Morgans? Lynne Berry? Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing
<b>Member and School Engagement Panel - Annual Report</b>	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel			Plasnewydd - Q4/Spring Term The Bridge Alternative Provision Q1/Summer
<b>POST 16 ALN Review</b>	SOSC 1 requested to add to FWP. Raise with LH in next Officer Planning Meeting.			

**The following items for briefing sessions or pre-Council briefing**

<b>Item</b>	<b>Specific Information to request</b>
Social Services Commissioning Strategy	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> <li>Regional Annual Plan</li> <li>Bridgend Social Services Commissioning Strategy</li> </ul>
Cwm Taf Regional Working	Update on situation and way forward with Regional Working with Cwm Taf? How will we undertake Regional working?
Residential Remodelling - Extra Care Housing	Site visit to current Extra Care Housing and then to new site once work has begun
Children's Social Services	Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12-18 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children.