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## 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

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

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Gofynnwch am / Ask for: Michael Pitman

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 27 November 2018

Dear Councillor,

#### **SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1**

A meeting of the Subject Overview and Scrutiny Committee 1 will be held in the Council Chamber - Civic Offices Angel Street Bridgend CF31 4WB on **Monday, 3 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 the meeting of 16/10/2018
4. Medium Term Financial Strategy 2019-20 To 2022-23 9 - 54  
Invitees  
Nicola Echanis, Head of Education and Family Support;  
Cllr Charles Smith, Cabinet Member - Education and Generation;  
Robin Davies, Group Manager Business Strategy and Performance;  
Deborah Exton, Group Manager – Financial Planning and Budget Management;  
Eilish Thomas, Accountant - Education and Family Support.
5. Forward Work Programme Update 55 - 68
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

**K Watson**

Pennaeth Gwasanaethau Cyfreithiol a Rheoleiddiol

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Councillors:

JPD Blundell  
NA Burnett  
RJ Collins  
PA Davies  
SK Dendy  
DK Edwards

Councillors

J Gebbie  
M Jones  
DG Owen  
B Sedgebeer  
RME Stirman  
JH Tildesley MBE

Councillors

LM Walters  
KJ Watts  
CA Webster  
AJ Williams

Registered Representatives

Tim Cahalane  
William Bond  
Ciaron Jackson

Roman Catholic Church  
Special School Sector  
Primary School Sector

# Agenda Item 3

## SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1 - TUESDAY, 16 OCTOBER 2018

### MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1 HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 16 OCTOBER 2018 AT 10:00

#### Present

Councillor CA Webster – Chairperson

JPD Blundell  
DK Edwards  
KJ Watts

NA Burnett  
J Gebbie

RJ Collins  
M Jones

PA Davies  
RME Stirman

#### Apologies for Absence

SK Dendy, JH Tildesley MBE, LM Walters and AJ Williams

#### Registered Representatives

William Bond  
K Pascoe

Special School Sector  
Secondary School Sector

#### Officers:

Gail Jewell  
Andrew Rees  
Tracy Watson

Democratic Services Officer - Scrutiny  
Senior Democratic Services Officer - Committees  
Scrutiny Officer

#### Invitees:

John Fabes  
Lindsay Harvey  
Councillor Charles Smith

Specialist Officer Post 16 Education & Training  
Corporate Director Education and Family Support  
Cabinet Member for Education and Regeneration

#### 33. DECLARATIONS OF INTEREST

Councillor C Webster declared a personal interest in agenda item 5 - Review of Post 16 Provisions across Bridgend, Public Consultation on Concepts as she has a child in secondary education in the County Borough.

Councillor NA Burnett declared a personal interest in agenda item 5 - Review of Post 16 Provisions across Bridgend, Public Consultation on Concepts as she has a child in secondary education in the County Borough.

Rev Canon E Evans declared a personal interest in agenda item 5 - Review of Post 16 Provisions across Bridgend, Public Consultation on Concepts as he is the Chairperson of the governing body of Bryntirion Comprehensive School.

Mr K Pascoe declared a personal interest in agenda item 5 - Review of Post 16 Provisions across Bridgend, Public Consultation on Concepts as he is a member of the governing body of Archbishop McGrath Catholic High School.

#### 34. APPROVAL OF MINUTES

RESOLVED: That the minutes of the Subject Overview and Scrutiny Committee 1 of 5 September 2018 be approved as a true and accurate record subject to Councillor KJ Watts name being added to the list of apologies for absence for the meeting.

35. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer reported on items which had been prioritised by the Corporate Overview and Scrutiny Committee, each Overview and Scrutiny Committee in its next cycle of meetings would be considering the Medium Term Financial Strategy. The Committee considered that it wished to scrutinise Education Outcomes at its meeting in January and the Review of the Fostering Project in February.

The Scrutiny Officer presented a list of further potential items for comment and prioritisation and requested the Committee identify any further items for consideration using the pre-determined criteria form.

**Conclusions**

In relation to the response received from Welsh Government regarding the transfer of funding for prisoners in the secure estate, Members recommend that a reply is drafted and that a subject access request is made covering the following:

- The cost of individually housing prisoners per year;
- The cost of the Parc Prison contract;
- The cost to Bridgend Council - taking into consideration the grant that used to receive and the funding now allocated through the RSG.

Members prioritised the following items to be presented to Corporate for future allocation:

January	Education Outcomes
February	Review of Fostering Project

36. REVIEW OF POST 16 PROVISIONS ACROSS BRIDGEND, PUBLIC CONSULTATION ON CONCEPTS

The Corporate Director Education and Family Support introduced the report on the review of post 16 provision which would be the subject of public consultation. He stated that the review had been shaped by a number of reviews, a variety of reports and professional dialogue amongst the local education community. There was general consensus that current provision did not meet the stated ambitions for post-16 education across the County. He welcomed the views of the Committee in shaping future post 16 provision and stated that there was a need for post-16 education to deliver the best it could possibly be.

The Specialist Officer Post 16 Education and Training informed the Committee of the background to the review of post 16 education which went back to 2011 wherein a distributed tertiary model was agreed by schools and colleges at that time offering a breadth of subjects with twilight provision delivered by Bridgend College. A further review took place in 2013 at the request of the Welsh Government which found that there was a good range of subjects on offer and good collaboration, but due to the pace of change there was a need for change. Further reviews took place with the establishment of a PSG Group. The Strategic Review Board in turn established a Post 16 Operational Board to review post 16 provision. The Strategic Review Board recommended six concepts be considered and two preferred options for the future of post 16 education. Cabinet in endorsing the recommendations in October 2017 requested more detailed work be undertaken and in April 2018 approved a public consultation on the six concepts and preferred options for post 16 education.

The Specialist Officer Post 16 Education and Training informed the Committee that there are sixth forms in each secondary school which vary considerably in size for approximately 1,500 learners; including twilight provision; Welsh-medium provision is enhanced through extensive collaboration between YGG Llangynwyd with YGG Llanhari in RCT with faith education provision available at Archbishop McGrath Catholic High School. He indicated that from a variety of reports and professional dialogue from stakeholders there was general agreement that current provision did not meet the ambitions for post 16 education across the Borough, due to the size of sixth forms, post 16 funding, standards of achievement, the range of subjects offered and access to digital learning and staffing. The two preferred options are concept 4 which is a mix of school sixth forms with some mergers to create new local authority maintained sixth form centres and concept 5 which is a mix of school sixth forms with some mergers to create new FE college governed sixth form centres(s).

The Specialist Officer Post 16 Education and Training informed the Committee that the issues of Faith and Welsh language education and additional learning needs require separate consideration. In relation to Faith education, the Archbishop McGrath Catholic High School is some distance away from other faith schools, while there is a shortage of Welsh medium teachers and if sixth form provision was removed, it would have a knock on effect on YGG Llangynwyd. He stated that ALN would be the subject of a separate review but this would complement the review of post 16 education.

The Specialist Officer Post 16 Education and Training informed the Committee of the consultation process to be followed in that there will be separate online surveys for adults and young persons and hard copies of the options will be available. Workshops will be run at all 9 secondary schools with the aim of engaging with 3,000 pupils and students. Parents would also be engaged through workshops to discuss the concepts for post 16 education.

The Cabinet Member Education and Regeneration thanked the Specialist Officer Post 16 Education and Training for the immense amount of research he had undertaken in moving the concepts towards public consultation. He remained open minded on the concepts and that the chosen would be based on the best education outcomes. He commented on the need for maintaining the link between sixth form students with the rest of the school as aspirational role models and supporting younger pupils; the larger scale of a sixth form centre could offer learners a level 2 (GCSE) offer and curriculum breadth being retained at level 3 will allow minority subjects to be more viable. He stated there was a need for collaboration and it was important to have a common timetable. It was also important to introduce more e-learning and for teachers to move around sixth form centres instead of pupils being moved around. It was also important that every secondary school teacher has the opportunity to teach 16+ education and there was equal status given to academic and vocational students.

The Corporate Director Education and Family Support informed the Committee that the aim was to achieve high quality learning with first class support and a wide offer of curriculum.

The Committee expressed concern in relation to the movement of pupils and teaching staff between sixth form sites, particularly where teachers do not have access to a vehicle or do not drive. The Specialist Officer Post 16 Education and Training commented that the movement of teaching staff at YGG Llangynwyd had been looked at as some teachers car share, some do not have access to a car and some do not drive. Pupil movement between sixth form sites had also been looked at. The Cabinet Member Education and Regeneration commented that student centres were being looked at which would be based at existing schools. Concern was also expressed at the amount of time that would be lost with teachers and pupils travelling between sites

particularly the summer months and inclement during winter. The Corporate Director Education and Family Support informed the Committee that a whole range of aspects would be considered during the consultation, such as blended learning through the use of ICT and face to face learning. Investment had been made in fibre connectivity and video conferencing which had not been fully exploited to date. The Specialist Officer Post 16 Education and Training informed the Committee that many students found adapting to blended learning difficult at first, but within half a term all students would be on track. Travel time has been considered and it was envisaged that most journeys could be completed within 20 minutes and undertaken at lunch times. Twilight provision is available where students will come together at Bridgend College for 2 hours, twice per week. He informed the Committee that 40% of students do not attend sixth form but instead travel to attend Bridgend College, which is one of the highest performing colleges.

The Committee questioned how the cost of travel between sites would be met. The Specialist Officer Post 16 Education and Training informed the Committee that the cost to support post 16 travel had been funded by a Welsh Government grant. That grant had since reduced and was now administered by the Central South Consortium and devolved to schools budgets. The Corporate Director Education and Family Support commented that he and the Cabinet Member had visited 3 primary schools the previous day and had witnessed pupils' aged 5/6 using apps as part of their learning. He stated that addressing transport is a challenge; however secondary schools are working collaboratively. The Specialist Officer Post 16 Education and Training informed the Committee that post 16 transport is a discretionary payment by local authorities. He stated that where sixth form centres exist, teaching groups are reduced creating efficiencies, with those efficiencies being used to transport students. The Cabinet Member Education and Regeneration commented that integrated timetable with common time tabling of lessons was being considered and that blended learning and tutorials would become the main focus.

The Committee expressed concern in relation to travelling between centres being carried out during lunchbreaks which should remain sacrosanct and there could be pressure for pupils to skip meals where they have to travel.

The Committee questioned whether ALN for post 16 students would be part of this review. The Specialist Officer Post 16 Education and Training stated that a distinct report would be produced reviewing ALN provision post 16 with students being directed towards college. The Committee commented that their needs are individual and their education has to be tailored.

The Committee expressed concern if concept 5 were implemented which would lead to the creation of a new FE college governed sixth-form centre(s) and the merger of several centres into a smaller number of larger centres may not lead to high performance. The Committee commented that smaller sixth forms in the Borough, namely Maesteg Comprehensive is among the highest performing sixth forms and there is already high performance amongst all sixth forms. The Committee also expressed concern over the transparency of governance and performance data if concept 5 was implemented.

The Committee expressed concerns were concepts 4 and 5 implemented and questioned where sixth form education would be maintained and where sixth form provision would be lost. The Committee also questioned whether the proposals could be the subject of challenge if the consultation process was not transparent enough. The Specialist Officer Post 16 Education and Training informed the Committee that the proposals were intended to be evolutionary and not revolutionary. He stated that the consultation process would be transparent and that every permutation would be

considered. Any mergers would be worked through and be safe from a Judicial Review perspective.

The Committee questioned the research methods and evidence used to come up with the proposals for post 16 provision. The Committee also questioned whether employers and universities had been consulted on the proposals for post 16 education as to what they require and requested that consideration be given to consulting a sample of businesses as part of the consultation. Concern was expressed by the Committee that universities make unconditional offers. The Specialist Officer Post 16 Education and Training informed the Committee that all concepts and background information will be in the consultation together with research papers used to inform the proposals. He stated that most research papers point away from small sixth forms and towards better leadership and teaching in larger settings. He commented that the highest performing sixth form centres are in colleges and that St David's College in Cardiff has larger teaching groups. He also commented that some schools had seen a dip in A level results, while others had seen an increase in performance as a result of students receiving unconditional offers. The Specialist Officer Post 16 Education and Training informed the Committee that there is a great deal of variation in the performance of smaller sixth forms. The Corporate Director Education and Family Support confirmed that research had been undertaken by Estyn which had shown greater volatility of results in smaller schools.

Concern was expressed by the Committee on how the proposals would affect teaching staff and pupils and there was concern teachers would leave schools if there was no longer a sixth form provision at the school. Concern was also expressed that the retention of post 16 education by only a select amount of schools would influence parental choice which could lead to oversubscription in schools providing post 16 and surplus places where they were not. Concern was also expressed at the potential loss of some GCSE subjects at schools where there would be no sixth form. The Specialist Officer Post 16 Education and Training commented that he did not envisage there would be a risk to the availability of certain GCSE subjects being taught at schools.

The Committee expressed concern at the possible impact on the Council's budget of pursuing concepts 4 and 5. The Specialist Officer Post 16 Education and Training stated that there is discreet grant funding for post 16 education and schools are audited each autumn. The authority retains a small proportion of the grant funding (3%) which is ring-fenced from other budgets. He stated that the FE sector will also have access to these grants. There had been fiscal pressure with the grant which had been cut by 2.5%. He also stated that the funding per student is £1k more in England with post 16 education in Wales being under funded in comparison with England.

The Committee questioned whether the review of post 16 education would pave the way for super schools where RCT Council had rationalised its sixth forms provision. The Specialist Officer Post 16 Education and Training informed the Committee that the issues in the Borough are similar to that in RCT Council; however the Council was not looking at super schools.

In response to a question from the Committee as to whether consultation would be carried out with governing bodies, the Specialist Officer Post 16 Education and Training confirmed that would be the case. The Corporate Education and Family Support informed the Committee that the authority is governed by national policy and there is a very strict coded that has to be adhered to. He stated that the interests of learners need to be prioritised above all else. The Cabinet Member Education and Regeneration commented that he and the Director had visited each secondary school and special school and were very positive with regard to the proposals.

The Committee thanked the invitees for their contribution.

### **Conclusions**

- Members requested that ALN Post 16 Review is added to the FWP.

Members raised the following concerns:

- The Committee raised concerns in relation to the travelling between centres that were proposed to be carried out during pupil and teacher lunchbreaks and also queried what assessment of risk had been carried out if a greater transport time was involved.
- The Committee was concerned of the probable increase to travel arrangements imposed by most of the presented concepts, which in turn would create an increase to the Post 16 Transport budget and Members questioned the sustainability of this.
- To avoid future challenge, Members highlighted the necessity to present what Post 16 sites will be retained, along with evidence and reasoning for their retention.
- The Committee voiced its concerns regarding the positivity that was being presented in the consultation regarding Post 16 learning in large groups and Members were keen to emphasise that the Borough does have high performing Post 16 learning from much smaller settings.
- The Committee was concerned of how the retention of Post 16 Education by only a select amount of schools would influence parental choice. Members suggest that this could possibly lead to oversubscription in schools providing Post 16 and surplus places where they were not.
- The Committee raised concerns in relation to implementing Concept 5 - the creation of a new FE college governed sixth-form centre as this option would impact on schools, what the Authority provides and also the Council's budget. Members also voiced their concerns regarding FE governance and provided performance data.
- To enable Members to successfully visualise the process, the Committee suggest that Officers provide examples of blended learning in action.
- Members raised concerns regarding the implementation of Concept 3 where the proposal is to close all sixth forms and create a FE governed sixth form college. The Committee highlighted the danger that current post 16 staff could leave the schools where A-levels were no longer taught which could impact the choice and range of subjects available for GCSE options.

### **Recommendations**

1. Initial concerns were raised regarding the evidence and research gathered for the review of Post 16 provisions and the Committee recommend that a representative sample of small, medium and large businesses be invited to partake in the consultation when live and that social research is also commissioned and undertaken on the pupils in our Borough.
2. The Committee requested clarification of the consultation process and recommend that Members of Subject Overview and Scrutiny Committee 1 are invited to add value to the process and act as consultees when the consultation commences and that they receive the final outcomes prior to being presented to Cabinet.

### 37. URGENT ITEMS

There were no urgent items.



## 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**

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**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
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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
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**IMPROVEMENT PRIORITY**

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

**CATEGORIES**

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

**RAG STATUS KEY**

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

**EDUCATION & FAMILY SUPPORT**

**CENTRAL EDUCATION & FAMILY SUPPORT**

EFS1	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

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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

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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

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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

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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
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ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)

									8,836	10,745	8,533	8,325	36,439
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				<b>REDUCTION SHORTFALL</b>					0	6,965	6,974	7,425	21,364
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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><b>1. How does your project / activity balance short-term need with the long-term and planning for the future?</b></p> <p>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 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><b>2. How does your project / activity put resources into preventing problems occurring or getting worse?</b></p> <p>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><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>		



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.

- Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs.
- Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business.
- Increase productivity, employment and skills. Encourage a lower carbon economy.

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.

The MTFS will be aligned with the corporate plan to achieve the Council’s Improvement Priorities:

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.

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.

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.

		<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.	
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**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 THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

3 DECEMBER 2018

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

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of the Report

- a) To present the items prioritised by the Corporate Overview and Scrutiny Committee including the next item delegated to this Subject Overview and Scrutiny Committee;
- b) To present the Committee with a list of further potential items for comment and prioritisation;
- c) To ask the Committee to identify any further items for consideration using the pre-determined criteria form;
- d) To consider and approve the feedback from the previous meetings of the Subject Overview and Scrutiny Committee 1 and note the list of responses including any still outstanding at Appendix A.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background

- 3.1 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 Subject Overview and Scrutiny Committee (SOSC) 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.
- 3.5 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 overall FWP for the SOSCs which includes the topics prioritised by the COSC for the next set of SOSCs in Table A, as well as topics that were deemed important for future prioritisation at Table B. This has been compiled from suggested items from each of the SOSCs at previous meetings as well as the COSC. 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.
- 4.2 The Committee is asked to first consider the next topic they have been allocated by the COSC in Table A and determine what further detail they would like the report to contain, what questions they wish Officers to address and if there are any further invitees they wish to attend for this meeting to assist Members in their investigation.
- 4.3 The Committee is also asked to then prioritise up to six items from the list in Table B to present to the COSC for formal prioritisation and designation to each SOSC for the next set of meetings.

#### Corporate Parenting

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



- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### Identification of Further Items

- 4.7 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 Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's 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. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

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

- 6.1 There are no equality implications attached to 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
- 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 There are no financial implications attached to this report.

## **9. Recommendations**

9.1 The Committee is recommended to:

- (i) Approve the feedback from the previous meetings of the Subject Overview and Scrutiny Committee 1 and note the list of responses including any still outstanding at Appendix A;
- (ii) Identify any additional information the Committee wish to receive on their next item delegated to them by Corporate Overview and Scrutiny Committee and any other items in the overall FWP shown in Appendix B;
- (iii) Prioritise items from Appendix B to put forward to the Corporate Overview and Scrutiny Committee for allocation to the Subject Overview and Scrutiny Committees;
- (iv) Identify any additional items using the criteria form, for consideration on the Scrutiny Forward Work Programme.

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

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CF31 4WB

### **Background documents**

None



Cllr Carolyn Webster  
Chairman, Subject Overview and Scrutiny Committee 1  
Bridgend County Borough Council  
Civic Offices  
Angel Street  
BRIDGEND  
CF31 4WB

MoJ ref: ADR61374

10 October 2018

Dear Councillor Webster

#### GRANT FUNDING TO THE SECURE ESTATE IN WALES

Thank you for your letter of 4 September regarding grant funding to the secure estate.

I note that the scrutiny committee highlights concern about the Welsh Government decision to allocate funding for social care in prisons across all 22 local authorities in Wales. Social care policy is devolved in Wales and is therefore a matter for the Welsh Government. However, my officials have received assurances from Welsh Government colleagues that these funding allocation decisions were informed by, and taken in partnership with, local government, and the rights and entitlements of offenders under the Social Services and Well-being (Wales) Act remain unchanged.

Ensuring that our prisoners receive the level of support they require is a priority for us. We continue to work closely with Welsh Government and all partners in Wales in order to ensure the most effective support possible.

KA ush

RORY STEWART MP

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Date	Item	Members wished to make the following comments and conclusions:	Response/Comments
16-Oct-18	Review of Post 16 Provisions across Bridgend, Public Consultation on Concepts	<ul style="list-style-type: none"> <li>Member request that ALN Post 16 Review is added to the FWP.</li> </ul>	
		<i>Members raised the following concerns</i>	
		<ul style="list-style-type: none"> <li>The Committee raised concerns in relation to the travelling between centres that were proposed to be carried out during pupil and teacher lunchbreaks and also queried what assessment of risk had been carried out if a greater transport time was involved.</li> </ul>	This issue is being raised specifically in the consultation survey and Scrutiny will be informed of public opinion on this matter once the consultation has closed.
		<ul style="list-style-type: none"> <li>The Committee was concerned of the probable increase to travel arrangements imposed by most of the presented concepts, which in turn would create an increase to the Post 16 Transport budget and Members questioned the sustainability of this.</li> </ul>	At this point in time because we are only dealing in concepts rather than specific options it is not possible to estimate the impact on non-discretionary post-16 transport costs. If after receiving the report on the consultation Cabinet decides to move to an appraisal of options then transport costs will be factored in to each option analysis. It should be noted that schools currently spend £60,000 on day time transport provision and this is drawn from the 14-19 component of the Education Improvement Grant (EIG). This element could be drawn upon further to support transport costs as used to happen before the reduction in the size of the 14-9 grant and its incorporation into the EIG. If this route were to be followed then it would reduce the demand on the Council's post-16 discretionary transport budget.
		<ul style="list-style-type: none"> <li>To avoid future challenge, Members highlighted the necessity to present what Post 16 sites will be retained, along with evidence and reasoning for their retention.</li> </ul>	Officers are very mindful of this. However this level of detail is not pertinent to the current consideration of concepts. Should Cabinet decide to move to an analysis of detailed options then a future paper prepared by officers will include all possible permutations of mergers/retentions along with supporting evidence, advantages and concerns.
		<ul style="list-style-type: none"> <li>The Committee voiced their concerns regarding the positivity that was being presented in the consultation regarding Post 16 learning in large groups and Members were keen to emphasise that the Borough does have high performing Post 16 learning from much smaller settings.</li> </ul>	As the consultation paper goes live Scrutiny will be able to see the detailed analysis of standards of performance and have an opportunity, through engagement in the consultation, to comment on the data and evidence that is presented.
		<ul style="list-style-type: none"> <li>The Committee was concerned of how the retention of Post 16 Education by only a select amount of schools would influence parental choice. Members suggest that this could possibly lead to oversubscription in schools providing Post 16 and surplus places where they were not.</li> </ul>	This is linked to the earlier point above about which sixth forms might be merged or retained. If Cabinet moves forward to detailed options analysis then in the consultation paper that would follow the public can be asked specific questions on this point in order to ascertain whether or not and to what degree a particular option may influence their choice of secondary school.
		<ul style="list-style-type: none"> <li>The Committee raised concerns in relation to implementing Concept 5 - the creation of a new FE college governed sixth-form centre as this option would impact on schools, what the Authority provides and also the Council's budget. Members also voiced their concerns regarding FE governance and provided performance data.</li> </ul>	Currently the recommendation made to Cabinet and accepted is that there are two preferred concepts, 4 and 5. They differ in the governance of any proposed sixth form centre and as to whether they would fall under LA or FE control. The relative advantages and disadvantages of these two forms of governance will be explored fully in either further reports to Cabinet or in a second consultation paper should Cabinet choose to consult on detailed options.
		<ul style="list-style-type: none"> <li>To enable Members to successfully visualise the process, the Committee suggest that Officers provide examples of blended learning in action.</li> </ul>	For the consultation officers have not provided specific examples of 'blended learning' but a more detailed explanation has been provided in order to make it easier for consultees to comment on this aspect.
		<i>Members made the following recommendations</i>	
Initial concerns were raised regarding the evidence and research gathered for the review of Post 16 provisions and the Committee recommend that a representative sample of small, medium and large businesses be invited to partake in the consultation when live and that social research is also commissioned and undertaken on the pupils in our Borough.	A wide range of stakeholders will be engaged with in the public consultation and this will include organisations that represent the interests of local businesses of all different sizes. Their views will be presented in the report on the consultation. There is currently no resource allocated to undertake social research on our pupils. However officers will be working with schools to run active workshops, as part of the consultation, with around 3,000 pupils drawn from all of our mainstream secondary schools. Thus the pupil/student view will be well represented.		
The Committee requested clarification of the consultation process and recommend that Members of Subject Overview and Scrutiny Committee 1 are invited to add value to the process and act as consultees when the consultation commences and that they receive the final outcomes prior to being presented to Cabinet.	Scrutiny will act as consultees but that, as the consultation has been commissioned by Cabinet, it is Cabinet which, in the first instance, will receive the report on the consultation.		

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## 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	
05-Dec-18	SOSC 3	Medium Term Financial Strategy 2019-20 to 2022-23	To receive 2019-20 MTFS Proposals for Communities Directorate			Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities; Zak Shell, Head of Neighbourhood Services; Joanne Norman, Finance Manager - Communities Education and Family Support.		
24-Jan-19	SOSC3	Revised CAT Process	Include an update on the work of the CAT Task and Finish Group and the recommendations made in the January 2018 meeting; How many task and finish group meetings have taken place and what is the membership? What is the latest with the CAT process? How has it been streamlined since it last came to Scrutiny? How many CATs have now been processed and completed? How has the position improved What are the plans for CAT going forward How many CAT applications have been received altogether? How many have been progressed? How many have withdrawn and for what reasons? List of CAT 1 priorities and what is the plan for these?			Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities; Guy Smith, Community Asset Transfer Officer.		
29-Jan-19	SOSC 2	Direct Payment Scheme	Details on the revised policy including how the legislation has affected it. How Direct Payments are delivered. Are Service users able to purchase services directly from the Authority. Details on how we market ourselves? What support has been provided to service users since the launch of the new scheme. How was the scheme launched to service users.		Corporate Director proposed November	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;		
30-Jan-19	SOSC 1	Education Outcomes	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: • School Categorisation information; • 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; • Information on Bridgend's ranking for Key Stage 4 based on the latest results; • 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; • Information that the Consortium has gathered through drilling down into each schools' performance to determine what challenges schools face; • 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; • 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; • 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; • 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; • What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures; • 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; • 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; • 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.		01/01/2019 Prioritised by SOSC 1 for January	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC Representative from School Budget Forum Sarah Merry, Chair of CSC JOSOC (Deputy Leader Cardiff Council) Primary, Secondary and Special School Headteacher representative		

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 64</p>	<p>26-Feb-19</p> <p>SOSC 3</p>	<p>Empty Properties</p>	<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>		<p>Prioritised by SOSC3 for February 2018</p>	<p>Darren Mepham, Chief Executive ; Martin Morgans, Head of Performance and Partnership Services Possible input from Mark Shephard, Corporate Director - Communities for the Commercial side Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing</p>	
<p>28-Feb-19</p>	<p>SOSC 1</p>	<p>Review of Fostering Project</p>	<p>Further project as part of the Remodelling Children's Social Services</p> <ul style="list-style-type: none"> <li>- Detail regarding the upskilling of three internal foster carers to provide intensive, therapeutic step down placements as part of Residential Remodelling project</li> <li>- Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process</li> </ul>	<p>COSC have proposed that this item be considered by a future SOSC 1 for continuity purposes</p>	<p>Corporate Director proposed October 2018 Prioritised by SOSC1 for February 2019</p>	<p>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></p>	



TABLE B

For prioritisation					
Item		Rationale for prioritisation	Proposed date	Suggested Invitees	
CIW National Review into LAC <b>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	
Car Parking Review	To allow Members to have input in the Consultation process.				
Review of Enforcement Vehicle	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.				
Remodelling Children's Residential Services Project	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes. <i>A report is due to go to Corporate Parenting 6 March 2019. Do Members want to receive as information only or as a discussion item?</i>		Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
CAMHS	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	
Home to School Transport	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>Safeguarding</b>	To include: Safeguarding activity in both Children and Adult Services; Safeguarding arrangements in Cwm Taf.		Should receive an annual update. Last received in July 2018.	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care;	
<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.		If received as an item - Corporate Director has suggested May/June 2019	Susan Cooper, Corporate Director - Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Lindsay Harvey, Corporate Director - Education and Family Support.	

<b>Potential items proposed for the Forward Work Programme - questions to consider</b>	
<b>Proposed Item</b>	<b>Child Practice Review</b>
Is this item within the remit of the Committee?	Yes
How does it fit with the Corporate Priorities?	Corporate responsibility for the care of vulnerable children
Is it a public interest item?	Yes
What are the questions that need answering?	What is being learnt from recent CPR and have any lessons learnt resulted in changes to practice/training etc
<b>Then:</b>	
What is the expected outcome from receiving the item?	Greater knowledge and confidence in the system. Improved procedures. Children safer.
What can be achieved?	Improved Communication between agencies involved is always an outcome from reviews. Evidence of achievement in this area.
What impact can Members have on this area?	Keep the issue prioritised
What information should be reported to the Committee? I.e. data, case studies, examples of outcomes, challenges etc.	Case studies and examples of outcomes
How should information be presented at the meeting? I.e. PowerPoint/Prezi presentation, audio/visual formats, photos, graphics, charts, maps etc.	Due to sensitive nature verbal presentation only.
Who should be invited to contribute to achieve a representative picture? I.e. front line staff, users, carers, young people, representatives from partner organisations, business representatives etc.	Head of service & partner organisation e.g. Police
What is the proposed rationale for prioritising this item within the Scrutiny FWP?	Its inherent importance and need to ensure best practice

Is the item particularly suitable for webcasting?	No
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