

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



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

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

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



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

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

Gofynnwch am / Ask for: Mr. Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Wednesday, 21 November 2018

Dear Councillor,

#### **TOWN & COMMUNITY COUNCIL FORUM**

A meeting of the Town & Community Council Forum will be held in the Council Chamber, Civic Offices, Angel Street, Bridgend, CF31 4WB, on **Tuesday, 27 November 2018 at 16:00.**

#### **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.
3. Approval of Minutes 3 - 10  
To receive for approval the Minutes of 26/06/2018.
4. Medium Term Financial Strategy 2019/20 to 2022/23 11 - 60
5. Bridgend Public Services Board (PSB) Assets Board 61 - 88
6. Collaboration with Town and Community Councils 89 - 128
7. Urgent Items  
To consider any other item(s) of business in respect of which notice has been given in accordance with Rule 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**

Head of Legal and Regulatory Services

Councillors:

S Aspey  
SE Baldwin  
JPD Blundell  
MC Clarke  
N Clarke  
HJ David  
P Davies

Councillors

RM Granville  
B Jones  
RL Penhale-Thomas  
AA Pucella  
KL Rowlands  
B Sedgebeer

Councillors

CE Smith  
SG Smith  
JH Tildesley MBE  
MC Voisey  
KJ Watts  
RE Young

Plus a representative from each  
Town/Community Council

## TOWN & COMMUNITY COUNCIL FORUM - TUESDAY, 26 JUNE 2018

MINUTES OF A MEETING OF THE TOWN & COMMUNITY COUNCIL FORUM HELD IN COUNCIL CHAMBER, CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON TUESDAY, 26 JUNE 2018 AT 16:00

### Present

Councillor HJ David – Chairperson

S Aspey P Davies	SE Baldwin Cllr R Davies	Bennett Cllr L Desmond- Williams	JPD Blundell RM Granville
AA Pucella MC Voisey	CE Smith Warren	SG Smith KJ Watts	JH Tildesley MBE

### Apologies for Absence

Cllr P Gwilliam and RL Penhale-Thomas

### Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Richard Matthams	Development Planning - Team Leader
Jonathan Parsons	Group Manager Development

### 160. APOLOGIES FOR ABSENCE

Apologies for absence were received the following Members:-  
Councillor R Penhale-Thomas  
Councillor PW Jenkins  
Councillor P Gwilliam

### 161. DECLARATIONS OF INTEREST

None.

### 162. REMUNERATION OF TOWN & COMMUNITY COUNCILLORS

The Chairperson invited to the meeting Mr. L Jones, from Welsh Government, and Ms. S. Willey and Mr. G. Owens from the Independent Remuneration Panel for Wales, in order to give a Presentation on the above topic.

The Presentation covered the following:-

#### **Community and Town Council Groupings**

The Panel believed that the wide variation in Community and Town Council size, means the responsibilities and accountabilities of Councillors must also vary.

Councillors managing income of expenditure of £1m and those delivering significant services, including those perhaps delegated from Principal Councils, are operating in a much more complex environment than a Council, with an annual budget of less than £30k.

The Panel examined a range of measures we could use as the basis for grouping Community and Town Councils to reflect these differences.

We concluded that using income or expenditure figures better reflects the activity levels of a Council than population ratios or precepts which the Panel found did not always correlate to income or expenditure.

Reflecting on consultation feedback on the draft Annual Report, the Panel has formed 3 groups of Community and Town Councils on the basis of the level of income or expenditure, whichever is the highest, in the previous financial year.

It was also easier for Councils to understand which group they belong to ie:-

<u>Community/Town Council Group</u>	<u>Income or Expenditure in 2017-18 of</u>
A	£200k and above
B	£30k - £199,999k
C	Below £30k

The Officers from the IRWP then went on to talk about various Determinations made as follows:-

Determination 44

Community and town councils in Groups A and B must make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Determination 45

Community and town councils in Group C are authorised to make available a payment to each of their members of £150 per year for costs incurred in respect of telephone usage, information technology, consumables etc.

Determination 46

Community and town councils in Group A must make available an annual payment of £500 each to a minimum of 1 and a maximum of 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses.

Determination 47

Community and town councils in Groups B or C are authorised to make an annual payment of £500 each to up to 5 members in recognition of specific responsibilities. This is in addition to the £150 payment for costs and expenses if that is claimed.

Determination 48

Community and town councils are authorised to make payments to each of their members in respect of travel costs for attending approved duties. Such payments must be the actual costs of travel by public transport or the HMRC mileage allowances as set out in the annual report.

Determination 49

If a community or town council resolves that a particular duty requires an overnight stay, it may authorise reimbursement of subsistence expenses to its members at the maximum rates set out in the annual report on the basis of receipted claims.

Determination 50

Community and town councils are authorised to pay financial loss compensation to each of their members, where such loss has actually occurred, for attending approved duties as set out in the annual report.

Determination 51

All Community and town councils must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403/month on production of receipts from the carer. Reimbursement must be for the additional cost incurred by members in order for them to carry out their approved duties. Reimbursement shall only be made on production of receipts from the carer.

Determination 52

Community and town councils are authorised to provide a Civic Head payment to the mayor/chair of the council up to a maximum of £1,500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Determination 53

Community and town councils are authorised to provide a Deputy Civic Head payment to the deputy mayor/deputy chair of the council up to a maximum amount of £500 to undertake the functions of that office. This is in addition to the £150 payment for costs and expenses and the £500 senior salary if these are claimed.

Members of Principal Councils

Members in receipt of a band 1 or band 2 senior salary from a Principal Council (Leader, Deputy Leader, Member of the Executive, cannot receive any payment from a Community or Town Council other than travel and subsistence expenses and reimbursement of the costs of care.

However, they can hold a senior role in the Community or Town Council.

**Annual Timetable**

March

Council must consider each determination in the IRPW's final report and record its formal decision in relation to the non-mandated determinations which will apply to all members.

May

From the date of the General Meeting, all mandated payments and those non-mandated payments the Council has adopted to be made to all members. Proper notice must have been received by the Clerk from any member making a personal decision to forgo part or all of the payments.

September (by 30<sup>th</sup>)

Publish, and send to the IRPW, details of all payments made to individual members for the previous financial year in an 'Annual Statement of Payments. *The IRP has produced*

*a pro forma to help with this, which is available to download from the Panel's website. This pro forma can be amended each year.*

October

Consider the determinations in the IRPW's draft report for the next financial year and use this to inform Budget plans.

As this concluded the Presentation, the Chairperson opened up the meeting for questions.

A Member noted that allowances/expenses could be payable to Town/Community Councillors, but raised concern over the fact that they had no resources/and or capacity to arrange for or recruit a suitable Responsible Finance Officer to undertake regularly calculating these payments, and wondered if the County Borough Council for that particular area could assist to this end, through for example, a type of Service Level Agreement. He felt this was something that could be taken up with the HRMC. He also asked if these payments would be spread out over the course of a year, or paid as a one off lump sum, and if such payments would be subject to income tax and national insurance reductions.

A member of the IRWP advised that it was entirely up to the appropriate Town/Community Council if they paid the above in instalments or as a one-off payment, and a body such as One Voice Wales would be able to give them advice on what kind of payments were subject to tax etc. Obviously expenses would not be subject to tax/national insurance he added, due to the fact that whatever the Town/Community Councillor paid out of their own pocket, they would be entitled to receive this back as a net sum reimbursement. A payment in the form of an allowance however, would be subject to tax as it was a sum of money that would required to be declared by the person in receipt of this, at the end of a tax year.

A Member felt that it was important to look to improve levels of diversity in respect of Town/Community Councillors, particularly given that in the recent local elections there had been 66% of uncontested seats at Town/Community Council level, with the majority of seats being occupied by white males. He felt that it was not shameful for Town/Community Councillors to accept expenses and allowances in situations where this was permitted. He added that whilst local authorities should make it known to the public the extent of payments they make to Councillors with Town/Community Councils also adopting the same approach, he asked the IRWP representatives if it was necessary to actually name the members who were in receipt of such payments.

A member of the IRWP, advised that names of Town/Community Councillors who are paid any kind of payment for a particular role they fulfil in a Town/Community Council do have to be named as they do if they are serving a County Borough Council, as this extent of information reflects accountability to the constituents the particular Authority are serving. These payments are also set by the IRWP and not the Town/Community Council, and it is a requirement of this body, for a Town/Community Council to be open and transparent to the general public when it comes to payments to certain key members. Though this was only applicable to payments and allowances, as opposed to expenses that any Town/Community Council had paid out and was then re-claiming back. The public did not need to be apprised of this he added.

A Member asked, if a particular Town/Community Council happened to serve on two such Councils, could they in effect claim twice for undertaken a specific role for which a payment could be claimed, to which a representative of the IRWP replied that they could. He clarified that the IRWP advised Town/Community Councils as to what posts

there could be a payment or an allowance for, and it was open for them to then decide if they wished to adopt this. He emphasised, that the payment or allowance was not set by Town/Community Councils but by the IRWP. Town/Community Councils just had the scope to adopt these or otherwise, should Members wish to accept any such payments. Town/Community Councils did however, have the power to decide how many roles could be subject to a payment, as long as the amount for any such given role did not exceed the level set by the IRWP.

A Member advised that it would be helpful if the Annual draft IRWP report was made available earlier, so that it was more in line with the time when Town/Community Councils set their precepts.

An IRWP representative confirmed that the timetable for establishing the draft IRWP was set by Welsh Government, however, he added that the IRWP could take this point up with them.

**RESOLVED:**                      That the Presentation be noted.

163. **BRIDGEND REPLACEMENT LOCAL DEVELOPMENT PLAN (LDP)**

The Corporate Director – Communities submitted a report, that outlined the stages undertaken to date in progressing the Replacement Bridgend Local Development Plan (2018-2033), with this focusing on:

- The Bridgend Local Development Plan (2013) Review Report (Appendix 1 to the report). This document sets out the proposed extent of likely changes the existing LDP (2006-2021) and seeks to confirm the revision procedure to be followed in preparing a replacement LDP. It is proposed that the Replacement LDP will cover a plan period up to 2033, which is the end of a 15 year plan period that will commence in 2018; and
- Bridgend Replacement Local Development Plan Delivery Agreement (Appendix 2 to the report). The Delivery Agreement sets out how and when the local community and other stakeholders can contribute to the preparation of the Replacement Plan and a timetable for its preparation. It is proposed that the Replacement LDP will cover a plan period up to 2033

Both the Review Report (for the existing LDP (2013)) and the Delivery Agreement for the replacement LDP will be submitted to Welsh Government before the end of June 2018, after being agreed by Council.

The report was accompanied by a power point Presentation given by the Development Planning Team Leader, who was accompanied by the Group Manager Development.

The Presentation covered the following areas:

1. What is an LDP – A high level Strategy allocating land use throughout the County Borough. This will portray the key objectives of this, Public Service obligations and Wellbeing plans. The LDP will account for sustainable development and sustainable growth provision.
2. The Council will monitor the LDP for performance purposes, and it is required to be reviewed every 4 years.

The LDP helps enhance and deliver/create the following:-

- New homes/Affordable Housing
- Employment

- Town Centres
- Regeneration
- Environment
- Green Infrastructure
- Education provision
- Preventing inappropriate development
- Sustainability
- Future Generations

All aspects of the Plan will need to be assessed to consider if they remain sound. This will include:-

1. The LDP's Vision
2. Its Objectives
3. Spatial Strategy
4. Policies and Designations

The full Review will follow exactly the same preparation process and stages as the original adopted LDP.

Changes to the LDP will be informed by:-

- Significant findings and concerns identified in the 3 AMR's that have been published since the Plan was adopted;
- Any significant contextual changes (such as National, Regional or local conditions and circumstances);
- New evidence;

The next part of the Presentation covered all the stages associated with the progression of the LDP, including the timetable for these. It would culminate with the LDP being adopted in August/September 2021.

It was explained that a number of key stakeholders would be involved in the Review Report, with 'targeted engagement' taking place with stakeholders etc. Examples of these were, the general public, Welsh Government, Home Builders Federation, Natural Resources Wales, CADW, Welsh Water and Town/Community Councils.

Key issues of the LDP would be satisfying the new Wellbeing and Future Generations Act (and to deliver the objectives of this); Active Travel, to provide and enhance effective transport links, and to comply with Renewable Energy de-carbonisation targets set by Welsh Government.

The LDP would identify:-

1. New Strategies and Sites (Evidence based)
2. PPW (chapter 8) and TAN1 tells us deliverability and financial viability of sites, which are key considerations
3. Each allocation in the new Plan needs to be justified at 'examination' by the Planning Inspectorate.

With regard to collaborative working in the development of the LDP, this would take the form of the following:-

- LDP Theme Groups (Officer Working Groups, Education, Regeneration, Highways, etc);



- Stakeholder Working Groups (NHS, Welsh Government, Natural Resources Wales, and Utility Companies (various));
- Informal Member Briefing sessions (Sub-Area approach);
- LDP Steering Group and Development Control Committee; and
- Consultation with other Local Planning Authorities

The Risks of not having an LDP, were:-

1. There being less control for BCBC;
2. Inappropriate development/uncoordinated/ad-hoc development construction;
3. Planning by appeal
4. Affordable housing being compromised
5. New infrastructure and funding being compromised
6. Regeneration projects compromised – funding bids
7. Investor confidence compromised

On a final note, the Development Planning Team Leader confirmed to Members, that the current LDP had secured over £8m in S106 Agreement funding.

A Member made a number of comments, namely that the LDP needed to target the provision of small retail businesses which were diminishing leaving empty shop properties; more residential/affordable housing in town centres, and more control than currently was the case with Houses in Multiple Accommodation, particularly those that were un-registered.

The Development Planning Team Leader advised that the above would be addressed through Evidence Based updates being carried out, including Retail Needs Assessments, and building flexibility in the LDP to make adaptations that will comply with any future market changes. The Vibrant and Viable Places programme would also address any demand for the provision of increased residential accommodation in town centres which would result in increased footfall in these locations.

A Member enquired about the existing moratorium on the construction of residential development in Pencoed, and if this was intending to be lifted under the provisions of the new LDP.

The Development Planning Manager advised that the moratorium in place in Pencoed, was due to the current situation with regards to the level crossing there which was generating too much vehicular traffic. If this could be resolved as well as the bridge at the railway station being widened or renewed, then this would reduce traffic and support the moratorium being lifted. Investment was required however, in order for this position to be rectified and the current situation to then change. Dialogue was ongoing to this end, with various transport providers.

The Development Planning Team Leader added, that it was too early to look at the regeneration issues of the LDP at this stage, but these would be explored at an appropriate time in the future, including dialogue taking place with individual Town/Community Councils to address this and other areas the LDP would cover in each respective area of the County Borough.

A Member felt that when considering areas where new residential developments were intending to be constructed, brownfield sites and areas within settlement boundaries should be considered first, as opposed to looking at locations in the countryside.

The Development Planning Manager said this was a process that was always followed under planning law, policy and guidelines.

A Member noted that 20% of Affordable Housing should be provided for in Bridgend, however, he felt that this should be increased to 30%.

The Development Planning Manager advised that issues such as house market prices and viability were looked at when gauging the level of Affordable Housing that was required for any given location.

The Leader encouraged Members to go back to their Town/Community Councils with the message that they were statutory consultees in respect of the LDP, and that the Local Planning Authority would welcome their input on suggested future land uses in their respective Constituencies.

A Member pointed out that demands on the National Health Service were increasing, given that there used to be 79,000 people in the County Borough which had risen to 135,000 at present with a projection that this would further increase to 150,000 in the future. She asked what was in place as part of the LDP considerations, to ensure that they had sufficient resources, facilities (extra GP Surgeries etc) and equipment to cater for the future care of constituents given the anticipated increase in population in areas of the County Borough where there was growth.

The Development Planning Manager confirmed that the local authority did liaise with the NHS on issues such as the above, with the view of advising them that there had been an increase in growth in a particular area of the County Borough, through for example, the provision of an increase of residential housing developments, such as there had been in Parc Derwen, Coity.

A Member advised that there were problems being experienced in Porthcawl with a lack of car parking provision, and high rents/rates for retail premises imposed by Landlords, resulting in an increase in empty vacated shop premises.

The Development Planning Manager advised that an increase of rates imposed by Landlords of shop premises could not be looked at in conjunction with the LDP, however, there were other departments of the Council that could look at this, for example the Property and Finance Departments. He suggested that as a first form of contact, she contacted the Regeneration Department and the Town Centre Manager.

The Group Manager Development closed debate on this item, by advising that the new LDP would have to be fit for purpose in terms of allocated land uses in all areas that comprise the County Borough, as the document would be the subject of scrutinising by both Welsh Government and the Planning Inspectorate for Wales.

RESOLVED: That the report be noted.

164. URGENT ITEMS

None.

The meeting closed at 18:15

**BRIDGEND COUNTY BOROUGH COUNCIL**  
**REPORT TO TOWN AND COMMUNITY COUNCIL FORUM**

**27 NOVEMBER 2018**

**REPORT OF THE INTERIM HEAD OF FINANCE  
AND SECTION 151 OFFICER**

**MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2022/23**

**1. Purpose of this Report**

- 1.1 The purpose of this report is to submit an update on the Medium Term Financial Plan to the Town and Community Council Forum.

**2. Connections to Corporate Improvement Objectives / Other Corporate Priorities**

This report assists in the achievement of the following corporate priorities:

1. Supporting a successful economy - taking steps to make the County a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the County.
2. Helping people to be more self-reliant - taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. Smarter use of resources - ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

**3. Background**

- 3.1 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.

#### **4. Current Situation / Proposal**

- 4.1 The Draft MTFS which has been prepared and reported to Cabinet on 20<sup>th</sup> November 2018 is attached as **Appendix A**. It outlines the work undertaken in the Council to date.

#### **5. Effect Upon Policy Framework & Procedural Rules**

- 5.1 None

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

- 6.1 There are no equality implications.

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

- 7.1 This report links to the Council's long-term well-being objectives as it examines how the budget has been prepared guided by the principles of the Act.

#### **8. Financial implications**

- 8.1 The financial implications are set out in the strategy.

#### **9. Recommendation**

It is recommended that the Town and Community Council Forum note the MTFS strategy 2019/20 to 2022/23.

**Gill Lewis CPFA**  
**Interim Head of Finance and Section 151 Officer**  
**21<sup>st</sup> November 2018**

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**Background Documents:**  
MTFS 2019/20 to 2022/23

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# **BRIDGEND COUNTY BOROUGH COUNCIL**

## **REPORT TO CABINET**

**20 NOVEMBER 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 Cabinet 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 % Change</b>	<b>2020-21 % Change</b>	<b>2021-22 % Change</b>	<b>2022-23 % 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 £000</b>	<b>2020-21 £000</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>	<b>Total £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 MTF5 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 MTF5.

## 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:

5 Ways of Working	Examples
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 It is recommended that Cabinet submits for consultation the 2019-20 annual budget and development of the MTFS 2019-20 to 2022-23 as set out in this report.

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

Budget Reduction Proposals 2019-20 to 2022-23

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

**SOCIAL SERVICES & WELLBEING**

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

Budget Reduction Proposals 2019-20 to 2022-23

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

COMMUNITIES

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



Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
Page 49 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 50 COM43	None	IP2	CST	End of management of Kenfig National Nature Reserve	The agreement between BCBC and Kenfig Corporation Trust (KCT) ends in December 2019. It is currently proposed that BCBC does not enter into any new agreement. KCT are underway with a process, supported by their agent HRT, to identify a new tenant. This process is being conducted in partnership with NRW. There is a risk that the level of management may be affected, however there is also the opportunity that the new tenant may be able to draw on resources that BCBC cannot.	40	100%		10	30		
COM44	A Wales of cohesive communities	IP3	MSR	Bridgend Bus Station - alternative measures to explore full cost recovery and external support will be pursued but, failing this, the likely required step to deliver this saving is closure.	Impact on city region, connectivity hub, and potential impact on air quality due to relocation of buses. May have a detrimental impact on regional transport with no main bus station and impact on reputation of the Council.	160	56%		45	44		
COM46	A Wales of cohesive communities	IP2	MSR	Removal of budget for Subsidised Bus Routes	Letter received from Welsh Government confirming that from April 2019, each local authority's allocation from Bus Services Support Grant (BSSG) will have to be at least match-funded by a commitment to expenditure from an authority's own budget in support of bus and community transport networks in its area. Therefore removal would have a larger impact than the £200K budget included. Also some areas may not have access to an alternative bus service or alternative form of transport. Consultation required.	200	168%	188	148			
COM47	A Wales of cohesive communities	IP3	SUR	Public Transport - efficiencies achieved under the Public Transportation budget	Reduced support available for wider Transportation budgets - e.g. works at Bridgend Bus Station.	389	6%		24			
COM48	A prosperous Wales	IP3	MSR	Reduce weed spraying to once a year	A reduction of 50 % from two sprays per annum to one will result in greater weed growth on the highway network including pavements. It could also lead to increased complaints and also may impact on highway maintenance in the longer term .	40	50%		20			
COM49	None	IP3	SUR	Street Lighting - Reduction to energy costs budget which has been achieved due to historic replacement of LED lighting	Ability to deliver this level of saving is dependent on how successful the new SALEX replacement programme is compared with the original business case as funding will be required from this budget heading to repay the SALEX borrowing for a number of years.	1,047	13%	110	30			
COM50	A prosperous Wales	IP3	SUR	Increase pre-application planning fees by 10%	This is the first increase since the introduction of the new service in 2016. Will introduce new categories of enquiry currently not covered by the scheme. Also aim to introduce a new pre-sale information pack for householders providing details of planning consents, constraints etc. There is a risk that the increase will put some potential users of the scheme off and the increase might have to be phased. Any change to the current system will also require DC Committee and Cabinet approval.	-618	2%		10			
COM51	None	IP3	SUR	Ongoing implementation of Corporate Landlord model	The savings will be delivered in a number of ways including operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management, and some deletions of vacant posts.	3,066	-28%	500		350		
COM52	None	IP3	SUR	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) to be achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows	Failure to secure a new operating contractor through a compliant tender and procurement exercise for the MREC facility would result in this saving being undeliverable. Failure to reach agreement with NPT on the Councils financial contribution to the costs of supporting the MREC. Intervention by the Welsh Government and or changes in legislation in the waste management sector.	4,008	-32%	0	1,300			
COM53	None	IP3	SUR	Communities Management Restructure	Loss of experienced, competent and qualified managers to deliver statutory functions.	341	-40%		135			

Budget Reduction Proposals 2019-20 to 2022-23

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

CHIEF EXECUTIVES

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

CORPORATE / COUNCIL WIDE

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

Budget Reduction Proposals 2019-20 to 2022-23

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2018-19 £'000	Total Budget Reduction 2019-2023 as % of 2018-19 Budget	2018-19 Budget Reductions £'000	Proposed 2019-20 £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000
52	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
				<b>ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)</b>					8,836	10,745	8,533	8,325	36,439
				<b>REDUCTION SHORTFALL</b>					0	6,965	6,974	7,425	21,364

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## 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>	<b>1. How does your project / activity balance short-term need with the long-term and planning for the future?</b>
	<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>	<b>2. How does your project / activity put resources into preventing problems occurring or getting worse?</b>
	<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>	<b>3. How does your project / activity deliver economic, social, environmental &amp; cultural outcomes together?</b>

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

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

<p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<ul style="list-style-type: none"> <li>• Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs.</li> <li>• Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business.</li> <li>• Increase productivity, employment and skills. Encourage a lower carbon economy.</li> </ul>	<p>The majority of savings will be generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort.</p> <p>The MTFS will be aligned with the corporate plan to achieve the Council's Improvement Priorities:</p> <p><u>Supporting a successful economy</u> - taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.</p> <p><u>Helping people to be more self-reliant</u> - taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.</p> <p><u>Smarter use of resources</u> – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.</p>
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		Funding will be targeted in line with these priorities and in line with the 14 MTFS Principles.
<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>	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><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>	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.



	<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>

	<p>races. Promote apprenticeships to people from different backgrounds.</p>	
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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 TOWN AND COMMUNITY COUNCIL FORUM

27 NOVEMBER 2018

#### REPORT OF THE CHIEF EXECUTIVE

#### BRIDGEND PUBLIC SERVICES BOARD (PSB) ASSETS BOARD

##### 1. Purpose of report

- 1.1 The purpose of this report is to seek nominations from the Bridgend Town and Community Council Forum for a representative to join the Bridgend Public Services Board (PSB) Assets Board.

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

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

##### 3. Background

- 3.1 Bridgend PSB was established on 1 April 2016 following the implementation of the Wellbeing of Future Generations (Wales) Act 2015
- 3.2 The PSB published its Assessment of Wellbeing in April 2017, which assessed the state of the economic, social, environmental and cultural well-being of Bridgend County.
- 3.3 The Assessment of Wellbeing was used to develop the Bridgend Wellbeing Plan which was published in May 2018.
- 3.4 More information about Bridgend PSB can be found [here](#). A copy of the Bridgend Well Being Plan is attached as **Appendix 1**

##### 4. Current situation/proposal

- 4.1 Current members of Bridgend PSB are:-

<b>Statutory Members</b>	<b>Invited Participants</b>
Abertawe Bro Morgannwg University Health Board	Awen
Bridgend County Borough Council	BAVO
Natural Resources Wales	Bridgend College
South Wales Fire and Rescue Service	Business in Focus
	Department of Work and Pensions
	National Probation Service
	Police and Crime Commissioner
	South Wales Police
	Valleys to Coast
	Wales Community Rehabilitation Company
	Welsh Government

4.2 Following the publication of the Wellbeing Plan the PSB developed its partnership delivery structure. The structure consists of five delivery boards, including the already established (statutory) Community Safety Partnership



4.3 The PSB sub boards are responsible for the delivery of the Wellbeing objectives outlined in the Wellbeing Plan. The sub boards meet at least quarterly and report to PSB twice yearly.

4.4 The PSB holds its meetings every six months.

4.4 The Bridgend Assets sub board is responsible for ensuring the effective delivery of the Wellbeing Objective 'Healthy Choices in a Healthy Environment'

4.5 This objective and the Bridgend Assets Sub Board focusses on Bridgend County as a 'place' and on the strengths and challenges of individual communities.

4.6 Section 40 (1) of the Wellbeing of Future Generation (Wales) Act 2015 places a duty on certain community and town councils to take all reasonable steps towards meeting the local objectives included in the Bridgend Wellbeing Plan that has effect in their areas.

- 4.7 A community or town council is subject to that duty only if its gross income or expenditure was at least £200,000 for each of the three financial years preceding the year in which the local wellbeing plan is published.
- 4.8 Bridgend, Maesteg and Porthcawl Town Councils currently meet the criteria in Section 40 (1) of the Act
- 4.9 Community or Town Councils who do not meet the criteria for being subject to the duty in section 40 (1) of the Act but which still wish to contribute towards meeting the local objectives in the wellbeing plan are welcome to do so on a voluntary basis.
- 4.10 Bridgend PSB recognises the important role Town and Community Councils play in improving the well-being of Bridgend.
- 4.11 The PSB would welcome greater representation and support from the Town and Community Council Forum in delivering the wellbeing plan by inviting a representative to join the Bridgend PSB Assets Board.
- 4.12 It is not a requirement that nominated representatives from the Town and Community Council Forum is a member of a Town and Community Council covered by the duty referred to in item 4.6 above.

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

- 5.1 This report has no effect on policy framework and procedure rules

## **6. Equality Impact Assessment**

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

## **7. The Wellbeing of Future Generations Act 2015 Assessment**

- 7.1 The Bridgend Wellbeing Plan (**appendix 1**) clearly sets out how the wellbeing objectives contribute to the 7 wellbeing goals outlined in the Wellbeing of Future Generations Act 2015.
- 7.2 The plan outlines how the PSB will act in accordance with the sustainable development principle by ensuring that by meeting the needs of the present they do not compromise the ability of future generations to meet their own needs.
- 7.3 They do this through the 5 ways of working which are evidenced throughout the Bridgend Wellbeing Plan.

## **8. Financial implications**

- 8.1 There are no financial implications arising directly from this report

## **9. Recommendation**

- 9.1 It is recommended that the Town and Community Council Forum nominate a representative and deputy to join the Bridgend Assets Board to support the delivery of the Wellbeing Plan for Bridgend.

Darren Mepham  
Chief Executive  
27 November 2018

**Contact officer:** Judith Jones  
Partnership Co-ordinator

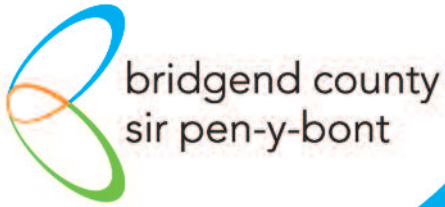
**Telephone:** (01656) 642759

**Email:** [Judith.Jones@Bridgend.Gov.UK](mailto:Judith.Jones@Bridgend.Gov.UK)

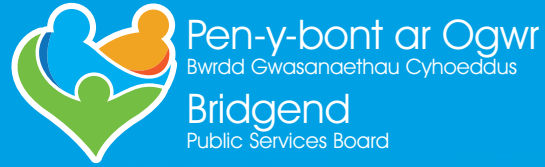
**Postal address:** Partnerships, Level 4  
Civic Centre, Angel Street  
Bridgend, CF31 4WB

**Background documents:** Wellbeing Plan for Bridgend





# Bridgend Public Services Board Well-being Plan



2018-2023





Pen-y-bont ar Ogwr  
Bwrdd Gwasanaethau Cyhoeddus  
Bridgend  
Public Services Board

# Bridgend Public Services Board Well-being Plan



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Welcome to the Well-being Plan



Pen-y-bont ar Ogwr  
Bwrdd Gwasanaethau Cyhoeddus

Bridgend  
Public Services Board

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# Introduction

## Welcome to the Well-being Plan

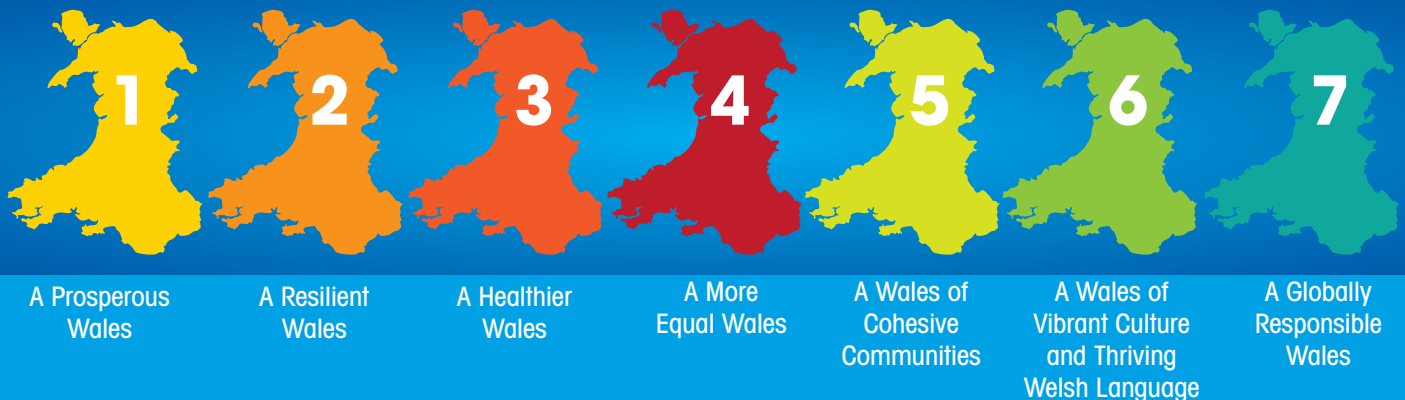


Pen-y-bont ar Ogwr  
Bwrdd Gwasanaethau Cyhoeddus

Bridgend  
Public Services Board

Public, third and business sectors have come together in Bridgend to form a Public Services Board (PSB). Bridgend PSB is committed to working together to improve wellbeing in Bridgend County now and in the future. Working in partnership is not new and we have a long history of successful partnership working. Our wellbeing plan outlines the things that Bridgend PSB will work together on over the next five years; our wellbeing objectives and steps, and how we want Bridgend to look in 10 years' time. More information about Bridgend Public Services Board can be *found here*.

In 2015 Welsh Government made a new law called the Wellbeing of Future Generations (Wales) Act. Before they made the law they had lots of conversations across Wales with many thousands of people on the 'Wales we want'. These conversations identified a number of areas that concerned people and affected their wellbeing. These included climate change, the environment, jobs and skills, health and culture and these areas became seven wellbeing goals for Wales:



The new law has the sustainable development principle at its heart. This means that we need to work in a way that improves well-being for people today without doing anything that could make things worse for future generations. This video clip explains it through *Megan's story*. We have used the sustainable development principle and the new five ways of working to develop our plan.

### We have developed four well-being objectives, which are:



**Best Start  
in Life**



**Support  
Communities  
in Bridgend to  
be Safe and  
Cohesive**



**Reduce Social  
and Economic  
Inequalities**



**Healthy  
Choices in  
a Healthy  
Environment**

These 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. We have made sure that we know how they work with the wellbeing objectives of PSB members and neighbouring PSBs. The priorities and steps we have chosen under each objective in the plan will focus on addressing the underlying causes of problems and **preventing** them getting worse or happening in the future. We know we can only do this if PSB members **collaborate** with each other and **involve** people and communities at every stage.

We know that the impact of issues such as climate change, population change and economic trends over the next 25 years will influence how living, working and visiting Bridgend will be in the **long term** and this has helped us to set the 10 year vision and the objectives and steps in this plan.



# How did we develop the Well-being Plan?



Pen-y-bont ar Ogwr  
Bwrdd Gwasanaethau Cyhoeddus

Bridgend  
Public Services Board

Before we developed this plan, we undertook a wellbeing assessment through looking at a wide range of information and data and talking to communities about what they felt was important to their wellbeing. We looked at how services work together now and how they might work together better in the future. We identified a number of strengths and challenges that affect wellbeing in Bridgend.

We then further analysed the data and information in the wellbeing assessment, engaged with communities and special interest groups and held thematic workshops with services and stakeholders. We also took into account, other research and up-to-date information, including Welsh Government's *Future Trends Report*, *Public Health Wales Adverse Childhood Experiences Report*, and the *Western Bay Population Needs Assessment*. The wellbeing assessment, and more detail on how we worked together as the PSB to identify the objectives for the plan can be found on *Bridgend County Borough Council's website*.

We have agreed to develop a focused plan that only includes actions that require a partnership approach, that can make a real difference, and that we are confident that we can deliver or make progress on over the period covered by the plan. So things that are being dealt with by individual public or third sector bodies or can be dealt with by only one to three partners working together are not included.

We have consulted with citizens, partners, staff, groups and networks linked to these priorities to find out if these are the right things for us to be focusing on. This feedback along with advice from the Future Generations Commissioner and our PSB scrutiny committee has helped us shape the final plan, identify the steps we will take, and is guiding us in developing ways of working that will make a difference to how we deliver this plan. You can see more detail on this consultation in our report [here](#).



# Wellbeing Objective: Best start in life



**From our wellbeing assessment we know that for many children, growing up in Bridgend County is a positive experience. Our children continue to do well in school compared with other areas in Wales. The number of children and young people who are not in education employment or training is going down, but year 13 leavers are still more likely to be NEET in Bridgend County than in Wales as a whole. The number of children who are obese is less than the national average.**

We know that positive early years' experiences have a long lasting impact on individuals and families and shape the future for children as they grow up, how they do in school, their ability to get a job, how they bring up their own children, and their health.

When children have multiple difficult or traumatic experiences such as living in a household where there is domestic violence, substance misuse or mental health issues or suffer physical or emotional abuse this can often (but not always) lead to poor outcomes for them as children and adults. These are known as Adverse Childhood Experiences (ACEs). More information about ACEs can be found [here](#). As the number of ACEs experienced increases so does, for example, poor education attainment and work performance, health harming behaviours, obesity and teenage pregnancy.

We know prevention makes the best sense, but if we cannot always prevent things happening we can act early to stop them getting worse. Research tells us that the early years, especially from pregnancy to age two, are an important time of development. It is a period when we see the most rapid brain development and where foundations are laid for future wellbeing. This is known as the First 1000 days. We want all children and young people in Bridgend County to enjoy positive early years' experience to give them the best start in life to reduce social, economic and health inequalities.

Our research into the First 1000 days found that while systems and networks are complex, there are good working relationships across services. We have established three 'early help hubs' to help the flow of information and improve responsiveness for children and their families which is important because prompt and

appropriate support to a family affected by ACEs can lessen damage, reduce long term impact and break generational cycles of ACEs. We know that community networks and participation improves resilience and mental wellbeing and is a protective factor to the impact of ACEs. We also know we have strong roots of volunteering in Bridgend County. Libraries, and other places where people come together for social or cultural reasons provide a supportive network that helps increase resilience to ACEs and other challenging life events. These venues also provide opportunities to identify issues and support young families in a community setting, and can be sensitive to an increasingly diverse population.

Our wellbeing assessment also told us that, although decreasing, Bridgend County still has a high level of conceptions amongst young women under the age of 18. Young people in our workshops told us that although conception can be accidental, sometimes some young people plan to start a family. The same young people also felt that getting pregnant at a young age could limit future opportunities. We know that young mums often drop out of education which can lead to poorer employment choices and lower incomes in later life. This can impact on the future of the child as well. We want to break this cycle. Research tells us that preventing ACEs can reduce the number of teenage conceptions by up to 40%.

**In our consultation you told us a focus on the best start in life was a high priority.**



# What will we do?



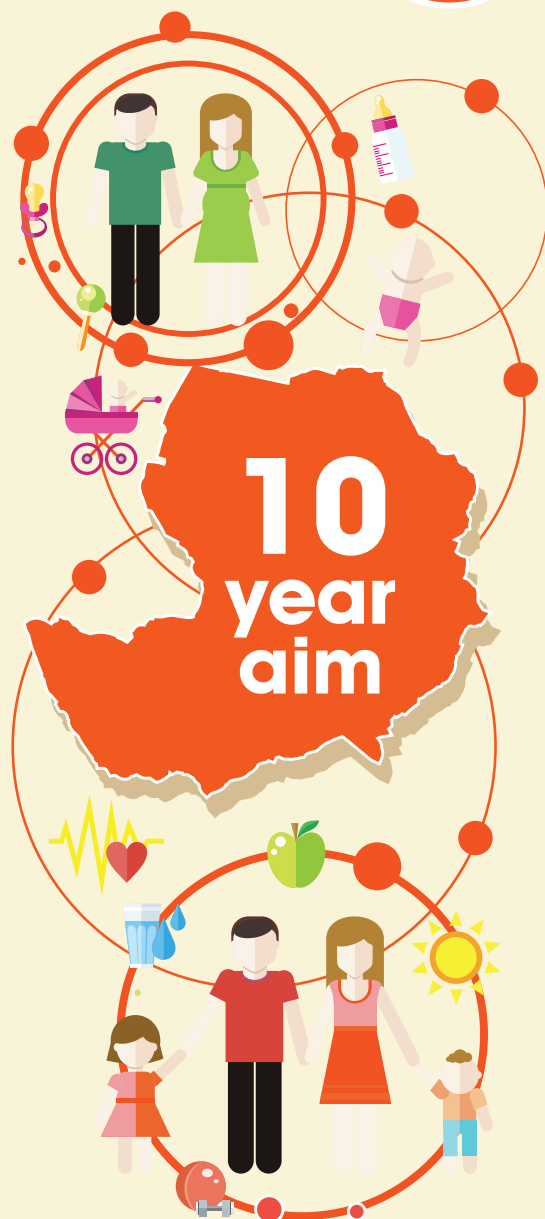
**Our 10 year aim is that every child and family in Bridgend County will benefit from integrated services that support their development in early years.**

**Our priority is to work together to make sure that children, young people and their families have a positive start in life and a positive future.**

Evidence tell us that investing in early years support for children can cost less than providing services needed to deal with problems later in life. We believe that preventing ACEs and helping children and young people to be more resilient to events in their lives can have a positive impact.

## The steps we will take:

- We will build on the findings of our multiagency network event and ongoing learning from membership of the F1000 Days Collaborative Programme to develop a work plan which will help us improve the universal and targeted services that support children and parents in the first 1000 days of life. We will identify how, and take action to, increase the involvement of both parents, as we know the involvement of both parents is important in the early years.
- We will improve information sharing across our systems so we are working holistically with families. In the longer term this programme will ensure systems and support for parents will be much simpler and clearer to navigate, and will be designed to spot the need for support at the earliest opportunity, breaking intergenerational cycles of ACEs and of inequality.
- We will learn from our recent Policing Vulnerability Early Intervention and Prevention Project to find new ways of working together to respond to ACEs. We will use this information and other research to investigate how we can better support children and young people who have had an adverse childhood experience and prevent a cycle developing.
- Working with communities we will seek to further strengthen and expand our community infrastructure to improve support for children, families and communities, with the long term aim of improving wellbeing and resilience to deal with the challenges of life.
- We will engage with young parents to better understand why there are very high numbers of teenage pregnancies in Bridgend County. We will use this information to:
  - help improve the wellbeing and outcomes of teenage parents and their children
  - prevent unwanted pregnancies



Pen-y-bont ar Ogwr  
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**Bridgend**  
Public Services Board

Meeting this well-being objective will contribute to the well-being goals as described below:



### **A Prosperous Wales**

Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs.

### **A Resilient Wales**

Break long term cycles to secure better outcomes for people and communities. Stronger individuals and communities are more resilient to change.

### **A Healthier Wales**

Improved future physical and mental well-being, by reducing health harming behaviours and chronic stress from experiencing ACEs.

### **A More Equal Wales**

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.

### **A Wales of Cohesive Communities**

Increased number of confident secure young people playing an active positive role in their communities.

### **A Wales of Vibrant Culture and Thriving Welsh Language**

Cultural settings provide support sensitive to our increasingly diverse communities and help us identify opportunities to increase the number of Welsh speakers.



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## How are these steps linked to our other objectives?



- Working with communities we will seek to further strengthen and expand our community infrastructure to improve support for children, families and communities, with the long term aim of improving wellbeing and resilience to deal with the challenges of life. This step will also strengthen local culture which is strong across our communities. We will also be able to consider how we use the wealth of our natural environment to improve physical activity, helping to improve overall health. This step will also provide stronger infrastructure to support social prescribing.
- Having a best start in life enables better educational outcomes and future skills. Being born in an economically stable household helps a better start in life.
- Having a good start in life and by building strong foundations at the outset we can reduce the current 9 year gap in life expectancy between the most and least deprived areas in Bridgend County, and improve people's health and wellbeing.

## How will we measure success?

PRIORITY	MEASURES FOR SUCCESS
<p>Our priority is to work together to make sure that children and young people and their families have a positive start in life and a positive future.</p>	<p>A targeted strategic evaluation with service users and key stakeholders linked to the Policing Vulnerability Early Intervention and Prevention and First 1000 days projects</p> <p>Rate of conceptions per 1000 by women under the age of 18</p> <p>Percentage of pupils achieving the expected outcome at the end of the Foundation Phase</p>



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# Wellbeing Objective: Support communities in Bridgend County to be safe and cohesive.



## Why is this important?

In Bridgend County the strength of our social wellbeing comes from our communities. In our assessment people in Bridgend County told us they feel that contact with neighbours, friends and family helps them live a full life and deal with life's challenges. They say they value the environment, culture and heritage of the area.

Attractive communities where people get on well with each other can reduce the prevalence of crime, violence, and anti-social behaviour; improve educational attainment, and support health and wellbeing. Being active in our communities offers us the opportunity to keep healthy, enjoy our environment, maintain social networks and embrace our culture and language. We know that in the future people will live in smaller households and that our communities will be more diverse. In consultation, citizens felt that it was particularly important to challenge discrimination in communities. The British Crime survey finds that in the UK disabled people have an increased risk of being victims of violence.

Although crime and anti-social behaviour rates are low in the Bridgend County and decreasing, people still believe that there is a problem. Most residents surveyed said they do not feel informed about what the police and others are doing to tackle local issues. In consultation, citizens felt that communities have an important role to play in addressing crime and antisocial behaviour. They would like to have more opportunities to talk about issues important to them and their communities freely.

We know that working together works. For example, since 2007-08, the number of young people offending for the first time has decreased and this is largely due to partner agencies working together with young people to provide early interventions. The risk factors for youth offending and substance misuse within the family, community, school overlap to a very large degree with those for educational underachievement, young parenthood, and adolescent mental health problems. Actions to prevent these risk factors therefore helps to prevent a range of negative outcomes for young people, families and communities now and in the future.

Whilst not as prevalent in Bridgend County as in some other areas, violence, substance misuse and in particular domestic violence have a devastating impact on individuals, their families and undermine confidence in communities, both geographical and other communities. Young people in our workshop were particularly concerned about substance misuse.

Our wellbeing assessment found that there has been an increase in reporting of sexual offences and domestic violence. Whilst this increased reporting may partly be due to increased trust in Police and other services it is still likely that many victims do not seek help. We see the link to adverse childhood experiences and want to prevent a cycle of such behaviour in future generations.



# What will we do?



**Our 10 year aim is for people living, working or visiting Bridgend County to feel safe and be safe**

**We have defined two priority areas for this objective for the next five years.**

**1. We will work together to create safe, confident communities and tackle crime, disorder and all aspects of anti-social behaviour**

We have seen the benefit that working together can have in preventing crime and we will use this experience to continue to change the way we work together to address future challenges in our communities.

## The steps we will take:

- We will collect and analyse information, data and intelligence to focus on crime, in particular, violence and substance misuse and its impact on citizens and all kinds of communities.
- We will work with neighbouring local authorities to implement the Violence against Women, Domestic Abuse & Sexual Violence Strategy.
- We will use our understanding of how for some people childhood experiences affects offending behaviour to extend the way we work together to prevent reoffending.

**2. We will work together to improve community cohesion so that people in communities get on well together and differences are respected and tolerated**

We want to understand and address the things that damage a person's sense of security and belonging to their community. Whilst we have mechanisms in place to deal with those tensions that place communities at significant risk, we want to ensure that all local people benefit from the supportive communities that our citizens are so proud of.

## The steps we will take:

- We will work with all members of our communities, in particular equality groups such as disabled people and the LGBT community, to better understand what causes tensions.
- We will use this learning to ensure there are communication and other mechanisms in place so that communities feel informed and we can identify and address issues and prevent escalation.
- We will work with communities to help them improve the local environment and increase opportunities to come together to promote a sense of ownership and security.



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Meeting this well-being objective will contribute to the well-being goals as described below:



### **A Prosperous Wales**

Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business.



### **A Resilient Wales**

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.



### **A Healthier Wales**

Reduction in substance misuse. Promotes more involvement in communities to benefit mental health, social and physical activity.



### **A More Equal Wales**

Recognising that communities are becoming more diverse. Addressing barriers that some groups have in feeling part of communities.



### **A Wales of Cohesive Communities**

Primary aim of this objective.



### **A Wales of Vibrant Culture and Thriving Welsh Language**

Importance of culture and language as a focus for communities coming together. Bringing more people from different cultures together. More people identifying with their community.



### **A Globally Responsible Wales**

Diverse, confident communities are resilient to change. Promotes a better knowledge of different cultures and a better knowledge of the local environment.



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## How are these steps linked to our other objectives?



- By working with young people at risk of entering the youth justice system, or young offenders we will promote better achievement at school and better prospects for employment, improved relationships within families and communities, and healthier lifestyles.
- Being within a supportive community is a protective factor for young people who have experienced ACEs, but also help adults deal with challenges throughout their lives be that ill health, becoming unemployed, losing a partner in older age, becoming a parent, or changing gender.
- Our green spaces, heritage buildings, Welsh language and social and learning opportunities can provide a focus for community activity that develops and strengthens networks as well as protecting habitats and species and increasing Welsh language speakers.
- Preventing violence against women, domestic violence and substance misuse will lessen the ACEs young children are subject to, the impact of which may be played out in communities and in the workplace in later life.

## How will we measure success?

PRIORITY	MEASURES FOR SUCCESS
We work together to create safe, confident communities and tackle crime, disorder and all aspects of anti-social behaviour	Percentage of people feeling safe at home, walking in the local area and when travelling First time entrants to the criminal justice system Offences per 1000 population
We will work together to improve community cohesion so that people in communities get on well together and differences are respected and tolerated	Percentage of people agreeing that they belong to the area; that people from different background get on well together; and that people treat each other with respect. Percentage of people satisfied with local area as a place to live. People who feel they can influence decisions in their local area



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# Wellbeing Objective: Reduce social and economic inequalities



## Why is this important?

Our assessment tells us that adults living in Bridgend County have similar health habits and are generally as health conscious as those in the rest of Wales. However, life expectancy and healthy life expectancy in Bridgend County is below the Wales average and there are significant differences in life and healthy life expectancies between the most and least deprived areas. This inequality has increased over the last decade.

In consultation local people said they thought physical activity, such as using our green spaces and coast for walking and cycling contributed to their wellbeing. Evidence shows, however, that many are not acting on this. In 2013-14, on average, Bridgend County people only exercised on 2 days per week rather than the recommended 5 days. Mental health issues, diabetes and dementia are predicted to continue to increase in the longer term. Action to promote healthy living can have a positive impact on these things, reduce the gap in life expectancy across communities and extend healthy life in our aging population

Collectively public sector PSB member organisations account for around a third of working people in Bridgend County. Improving the lifestyles of our workforces and promoting a healthy work place would not only benefit them and our business, but also encourage healthier lifestyles in their families. We think this is a good place to start and as we progress with this objective we will and bring in other partners and share what we have learned with private and third sector employers as well.

In consultation local people tell us that their working experience and concern over security of employment and income have an impact on their health. We recognise that wellbeing at work is different for different people and is influenced by disability, mental health, health issues related to maternity, aging workforce or caring responsibilities which may be an ongoing issue or change over time.

The third sector is a key partner not only as a local employer but through the groups that provide sports, cultural and social activities, volunteering opportunities and support for people with health issues.

While Bridgend County has a higher percentage of people who are economically active and employed

than the average for Wales, our citizen engagement work has revealed a divide in terms of defining economic well-being. For those with a relatively comfortable life, well-being is seen as having spare resources for a few luxuries. For those living at the economic margins well-being is about sufficiency to meet their basic needs. Financial security is a key pressure for those on low incomes, on low paid temporary contracts, or unemployed. People say they are concerned about the lack of employment opportunities locally for young people.

Our assessment found that between 2011 and 2015 the gap in qualifications held by Bridgend County people and Wales as a whole increased. We also saw a reduction in the numbers of people in managerial and senior positions and an increase in the number of people in low skilled jobs. This is opposite to what is happening across Wales. Future trends across Wales are for continued increases in high skilled employment as well as caring, leisure and other services. There are skills shortages now in public services. We want to do more to grow our own skill pool through apprenticeships for young people and adults and by raising the skills levels of those in low wage jobs. We will work with local employers on the foundation economy that provide essential local goods and services to plan to meet future skills needs.

In consultation, citizens felt it was important that these opportunities were available to older people and people with disabilities. Pupils in our workshop were very keen to see opportunities available to become apprentices and to benefit from training and support. By aligning mechanisms for recruiting and training apprentices we can widen access to apprenticeships for PSB members and the SME business community locally.

Whilst remaining broadly static over the last few years across the UK, income inequality is expected to deteriorate as welfare reforms take effect, particularly on low income families. We know that being born into a family that is economically stable supports a better start in life and security in a developing career promotes wellbeing and supports good mental health.

Getting more people into work, getting people into better paid jobs and increasing skills not only improves the ability of individuals to support themselves and their families but also narrows the gap of inequalities and enhances the wellbeing and the prosperity of their communities.

# What will we do?



**Our ten year aim is that the workforce in Bridgend County will enjoy better health and be better equipped with the skills they need to prosper and meet the changing needs of the future labour market. We have defined two priority areas for this objective for the next five years.**

## **1. We will maximise the health and wellbeing of the Bridgend County workforce**

We can see that there is potential to work together on improving the health and wellbeing of staff and see wider benefits for their families and communities.

## **The steps we will take:**

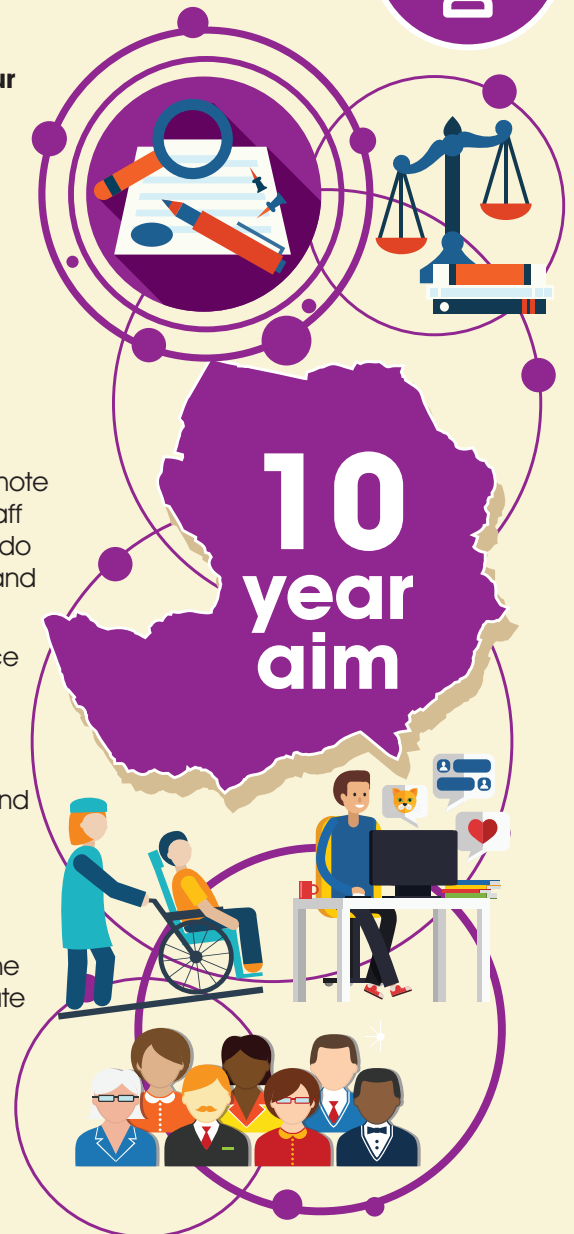
- PSB member organisations have shared examples of how they promote a healthy workplace. We will learn from each other and from our staff about what we can do to support them and identify where we can do some things together as PSB organisations and partners in the third and private sectors.
- In particular we will investigate how we can act to improve workplace culture to promote better health for staff.
- We will learn from our investigation to enable a programme of coordinated health and wellbeing activities at the workplace and in communities to improve the health of the public sector workforce and their families.

## **2. We will work to improve the skills level of the workforce in Bridgend County to reduce economic inequality**

We see that by changing the way we work together we can increase the opportunities for apprenticeships across PSB partners in the public, private and third sectors and improve skill levels. We are already using apprenticeships as a way to train new recruits and upskill staff.

## **The steps we will take:**

- We will explore how we can work together to develop a common recruitment process for apprenticeships and promote apprenticeship to our diverse communities and under-represented groups by using a range of approaches including developing joint apprenticeship recruitment events.
- We will use a coordinated approach to widen access to vacancies across PSB members and extend this to small and medium businesses.
- We will develop a joined up approach to junior or pre-apprenticeship programmes that provide an introductory step by helping young people who need additional support to get skills for employment and have a route to progress to an apprenticeship.
- We will coordinate our approach to accessing learning, including working skills for adult programmes, to tackle in work poverty and low skills levels.
- We will develop ICT/Digital skills packages



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Meeting this well-being objective will contribute to the well-being goals as described below:



**A Prosperous Wales**

Increase productivity, employment and skills. Encourage a lower carbon economy.



**A Resilient Wales**

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.



**A Healthier Wales**

Focus on healthy lifestyles and workplaces, increased income linked to health.



**A More Equal Wales**

Address income inequality and health inequality, focus on disability, older people and other equality groups. Focus on increasing income and reducing the skills gap.



**A Wales of Cohesive Communities**

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 support staff through challenging times in their lives.



**A Wales of Vibrant Culture and Thriving Welsh Language**

Encourage take up of sports, arts and recreation initiatives through the workplace. Ensure Welsh culture and language are a part of this. Welsh language skills are beneficial to businesses and in increasing demand.



**A Globally Responsible Wales**

Healthy lifestyles include cultural activities that promote understanding of diversity of communities, different cultures, races. Promote apprenticeships to people from different backgrounds.



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## How are these steps linked to our other objectives?



- Healthy lifestyles promote healthier older age, helping older people to continue to contribute economically, in their communities and maintain their relationships that support themselves, their friends and their communities to be more resilient.
- Promoting more active use of green spaces can develop an interest in improving them and preserving their use for future generations. Encouraging walking and cycling instead of car use can reduce carbon emissions and air pollution.
- Promoting healthier more active family life provides a better healthier start in life for the children in that family and their friends.
- Healthy lifestyles, active social life, playing a sport and enjoying the outdoors are protective factors that help children and adults cope with challenges in their lives such as ACEs.
- Secure employment and a healthy workplace can help adults be more resilient and prevent future ill-health.
- Having more employment and training opportunities for young people can help them to see positive futures. Increased income in a family supports healthy lifestyles. Increased income through life prevents poverty in older age. There may also be in a delay of the age of first pregnancy.

## How will we measure success?

PRIORITY	MEASURES FOR SUCCESS
We will maximise the health and wellbeing of the Bridgend County workforce	Healthy life expectancy at birth including the gap between the least and most deprived  Percentage of adults who have fewer than two healthy lifestyle behaviours  Percentage of children who have fewer than two healthy lifestyle behaviours
We will work to improve the skills level of the workforce in Bridgend County to reduce economic inequality	Percentage of adults with qualifications at the different levels of the national qualifications framework by age group (annual population survey)  Employment rate, by age group  Gross Disposable Household Income (GDHI)



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# Wellbeing Objective: Healthy choices in a healthy environment



## Why is this important?

Bridgend County has attractive woodlands, beautiful landscapes, coastline and wildlife. People come from far and wide to experience them. Well managed green spaces give us all a better quality of life and opportunities to enjoy the outdoors and provide access to nature where we live and work. In our assessment, local people told us they value the green spaces in our towns and villages. This objective is about valuing and maximising benefit from our natural, cultural and built assets.

These places are vital for our survival and provide us with the basic things we need to live: clean air, clean water, and food. They create jobs for people like farmers, foresters, and tourism operators, creating wealth and prosperity.

Bridgend County has an interesting and diverse built environment, an engaging history and a strong cultural identity. All these elements are closely linked with Welsh culture and language. Evidence tells us that well-being is heavily influenced by where people live, work and visit. We want our communities to be places where citizens, visitors and businesses want to be and where cultural, built and natural assets contribute to their health and wellbeing. Research on ACEs tells us that participation in social activity and sports and recreation can help young people and adults cope with traumatic experiences in their lives.

We know that in the future our communities will have a greater percentage of older people. Building age-friendly communities requires an integrated approach to thinking about the places where people live and how best to promote older people's well-being and engagement with their physical and social environments. We see that our rich cultural, built and natural assets have a part to play to helping people age well in Bridgend County.

Making best use of local resources can combat loneliness. As our population increases in age, more people may live alone. We know that households will become smaller in the future. As the population changes more people will take on caring responsibilities which can be isolating. Parents with small children can feel isolated too.

Our cultural, built and natural assets are under pressure from climate change and changes in the way we manage them. We need to make sure we are making

the best of our resources and work together to ensure our built, cultural and natural environment remains resilient in future. If we don't do this it will not be there for us and for our children in the future. By working together we can protect and improve assets that support tourism and the rural economy. Local people have told us they were keen to use their green spaces and to see them protected from development for the future, but that they need to be well managed, accessible and safe for all to use. In our workshops young people told us they wanted to protect and see more wildlife in their communities. Climate change is something that all young people were very aware of and working together to save energy and reduce, reuse and recycle was something a great number agreed with.

There are good examples of activity by communities and volunteers, public sector partners and local businesses that is improving green space and promoting the use of our natural, cultural and historic assets. We want to protect these assets, maximise their benefit and prevent their loss. There are challenges in this, as respondents to our consultation identified, with the future demand for housing and development on our urban green spaces.

We all have a role to play in reducing carbon emissions; individually, as organisations and collectively. We think that by changing the way we work, and looking for ways to work together we can contribute to the resilience of our area to climate change. A circular economy is about moving away from the 'take, make, use and throw away' approach to one where we look to keep getting benefits from the resources used. We repair, recycle or reinvent our assets, use renewable sources where possible and find ways to use waste from one process as a resource for another. In consultation local people felt that recycling waste was particularly important. We see that there are opportunities for business and social enterprise in a circular local economy.



# What will we do?



**Our ten year aim is to support the well-being of the people of Bridgend by improving the way we use, maintain and grow our local resources.**

**We have defined two priority areas for this objective for the next five years.**

## **1. We will work together to maximise the benefit from cultural, built and natural assets**

By working together we have the knowledge, expertise, and passion to use, manage and grow our cultural, natural and physical resources sustainably.

We need to make sure that as many people as possible know about the mental and physical benefits of spending time outdoors.

## **The steps we will take:**

- We will build on the evidence base, e.g. *the Bridgend Nature Recovery Plan*, to identify opportunities to improve the quality and extent of natural assets available, and develop a programme to take forward these opportunities in collaboration with local communities and business.
- We will improve the public estate and green spaces, in urban areas, by encouraging award of green flag status and through community involvement (e.g. *Spirit of Llynfi Woodland*).
- We will develop our understanding of our rich and varied historic and cultural heritage by mapping sites and buildings.
- We will promote the use of the Welsh language when accessing our natural, cultural and historic assets.
- We will promote awareness and understanding of the multiple benefits of the use of these assets by making sure that people know where they can go and what they can do to use these assets and encourage them to **use footpaths and cycle paths to get there (active travel)** which is good for them and for the environment.
- We will explore how we can use these assets to provide opportunities for GPs and others to direct people to activities that will help improve their health and wellbeing (social prescribing).
- We will commit to implementing the *Aging Well in Bridgend Plan*.

## **2. We will promote a more resource and energy efficient way of living and working**

By rethinking the way we produce, work and buy we can generate new opportunities and create new jobs whilst reducing waste and protecting the environment

## **The steps we will take:**

- We will develop an understanding of what a circular economy in Bridgend County would look like and how to move towards achieving this.
- We will explore how we can work together and with others to minimise waste and the use of resources and energy to provide a more sustainable approach for our communities.



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Meeting this well-being objective will contribute to the well-being goals as described below:



**A Prosperous Wales**

Promote sustainable business and reduced carbon use from business practices in the public sector and wider. Protect assets that support rural businesses and tourism



**A Resilient Wales**

Preserve and protect habitats, promote sustainable management of green spaces, prevent loss of assets. Mitigate against climate change, biodiversity decline and flood risk



**A Healthier Wales**

Promote physical activity, social and supportive networks, reduce car use to reduce carbon air emissions



**A More Equal Wales**

Provide safe and accessible cultural and green assets for older people, carers, disabled people, young families and children



**A Wales of Cohesive Communities**

Encourage community interaction by providing safe and accessible cultural and green assets. Communities feel connected to and engaged with their environment



**A Wales of Vibrant Culture and Thriving Welsh Language**

Promote Welsh heritage, culture and language awareness and use. Promote sport and recreation linked to natural environment



**A Globally Responsible Wales**

Reduce carbon emissions. Promote sustainable use of resources. Reduce biodiversity decline.



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## How are these steps linked to our other objectives?

- Our steps will result in improved cultural, social and recreational activities, which can assist children and young people become more resilient to adverse childhood experiences.
- We will help to create safer and cohesive communities by encouraging people to use their local environment by improving urban green spaces
- We will reduce health inequalities by helping health professionals to use cultural and green assets to improve the health and wellbeing of local communities.



## How will we measure success?

PRIORITY	MEASURES FOR SUCCESS
We will work together to maximise the benefit from cultural built and natural assets	Percentage of people who are lonely by age group Increase in number of Green Flag awards Volunteering by age group Average number of days of 30 minutes or more moderate to vigorous activity by age group Percentage of people who can speak Welsh
We will promote a more resource and energy efficient way of living and working	Air quality – levels of nitrogen dioxide pollution in the air ecological footprint



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# How will we deliver the plan?

## We will make sure the priorities and steps in our Wellbeing Plan are delivered through:

- Good governance – delivery will be coordinated through a small number of flexible groups, led by PSB members that will provide regular reports on progress.
- Accountability – The PSB scrutiny committee, including elected members, will provide democratic accountability through reviewing wellbeing plans and providing advice and support to the PSB.
- Strong leadership – PSB will collectively lead the delivery of this plan, with a nominated lead for each of the priorities.
- Joint resources – Resource realignment across PSB members and identification of external funding sources, either directly or through partners.
- Delivery plans – that will be developed for each priority and will include targets, timescales and measures for progress.
- Collective commitment to delivering the plan - The wellbeing objectives, priorities and steps in this plan will be reflected in the individual corporate and business plans of PSB members.
- Community and stakeholder involvement - for each objective our plan highlights how we will work with different stakeholders at a community level.
- Community and stakeholder involvement - will be embedded in all our steps and Action Plans.

Wales is leading on its focus on future generations and our plan has developed, and will be delivered, in an evolving and learning environment. Throughout delivery we will be evaluating and questioning our activity, informed by different practices, research and evidence from diverse sources. Our important links will be with national policy, such as WG strategy Prosperity for all, with regional working such as Western Bay, national and international research such as Joseph Rowntree Foundation, World Health Organisation, links with other PSBs and local knowledge and experience through staff, citizens and partners in the community, private and third sectors.

The five ways of working enshrined in the Act will guide us to embed sustainability and we will use them to plan, deliver and evaluate our activity.



# How will we know if we are successful?

We have chosen a small number of quality of life indicators for each of our wellbeing objectives. These will help us to see changes to wellbeing in our area. Our action plans will include performance measures that we will use to judge progress throughout the year.

At the end of each year we will publish an annual report.

We continue to welcome your comments and contribution to the delivery of this plan to ensure that it continues to reflect local needs, aspiration and ambition.



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Please go to the PSB website to find more information on:

- **[Bridgend Public Services Board](#)**
- **[PSB member organisations](#)**
- **[Minutes of PSB meetings](#)**
- **[The Bridgend Wellbeing Assessment](#)**
- **[The Bridgend Wellbeing Plan](#)**





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# Bridgend Public Services Board Well-being Plan



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO TOWN AND COMMUNITY COUNCIL FORUM

27 NOVEMBER 2018

#### REPORT OF SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 3

##### COLLABORATION WITH TOWN AND COMMUNITY COUNCILS

###### 1. Purpose of the Report

- 1.1 The purpose of the report is to initiate debate with Town and Community Councils (TCCs) and gauge appetite for collaborative working with Bridgend County Borough Council (BCBC).

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

- 2.1 The report assists in the achievement to the following priorities in the Corporate Plan:

- Smarter Use of Resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

###### 3. Background

- 3.1 It has been highlighted that BCBC should work closer in partnership with TCCs in a bid to maintain community services that are at risk of future budget cuts and to ensure the best services and outcomes for the citizens of Bridgend.

###### 4. Current Situation / Proposal

- 4.1 On 22 October 2018 Subject Overview and Scrutiny Committee 3 received a report (attached at Appendix A) detailing the outcome of the Independent Review Panel in relation to TCCs and the impact the implementation of the recommendations would have on BCBC.
- 4.2 Several comments and recommendations were made by Members at the above Committee meeting (attached at Appendix B) which included the suggestion for the submission of the report and along with the outcomes of the meeting to the Town and Community Council Forum.
- 4.3 From the presentation of the attached appendices, the Committee hopes to gauge appetite for collaborative working from TCCs and discuss how to strengthen current working relationships between Councils.

4.4 In addition to TCCs working with BCBC, Members recommended that TCCs work collaboratively with other TCCs to enhance their viability to maintain services that otherwise may not continue to be funded by BCBC. Members also suggested that procuring services jointly could ensure increased value for money for residents of Bridgend.

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

5.1 There are no effects on the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment**

6.1 There are no equality implications arising from this report.

## **7. Wellbeing of Future Generation (Wales) Act 2015**

7.1 The Act places a legal duty on public bodies to work together to improve the well-being of Wales. It also places specific well-being duties on certain TCCs depending on their annual turnover.

## **8. Financial Implications**

8.1 There are no financial implications attached to this report.

## **9. Recommendation**

9.1 That the Town and Community Council Forum note the recommendations proposed by Subject Overview and Scrutiny Committee 3 (attached at **Appendix B**).

**Kelly Watson**

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**BRIDGEND COUNTY BOROUGH COUNCIL**  
**REPORT TO OVERVIEW AND SCRUTINY COMMITTEE 3**  
**22 OCTOBER 2018**

**REPORT OF THE CORPORATE DIRECTOR - COMMUNITIES**

**COLLABORATION WITH TOWN AND COMMUNITY COUNCILS**

**1. Purpose of Report**

1.1 The purpose of this report is to inform the Committee of:

- The outcome of the Review currently being undertaken by Welsh Government in relation to Town and Community Councils (T&CCs) and its impact on Bridgend County Borough Council (“the Council”);
- How the Council are benefiting from collaborative work - value for money and contribution to budget savings;
- The extent to which other local authorities are working in collaboration with T&CCs (where known).

**2. Connection to Corporate Improvement Plan and other Corporate Priority**

2.1 The report assists in the achievement of the Corporate priority of ‘Smarter Use of Resources’ – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council’s priorities.

**3. Background**

Welsh Context

- 3.1 Local authorities (County or County Borough Councils) have a legal responsibility to provide services such as education, environmental health, social services and town and country planning for their whole county. T&CCs represent individual communities or towns within a county. They have legal powers to deliver some services, but fewer duties than those of a local authority (see List of Powers & Duties at **Appendix A**). T&CCs should work closely with the county or county borough council in the area, representing the interests of their communities. Local authorities and T&CCs should work in partnership, to ensure the best services and outcomes for citizens. This may mean that local authorities allocate funds to T&CCs to enable them to deliver a service at a local level. Charter agreements can provide a very good means of underpinning the relationship between local authorities and T&CCs.
- 3.2 There are 739 T&CCs across Wales working to improve the quality of life and environment for citizens in their area. T&CCs are accountable to local people and provide local services such as playing fields and open spaces, village halls and community centres, footpaths, war memorials and other community services. Approximately 8,000 people in Wales serve as town and community councilors for a term of five years.
- 3.3 T&CCs cover 70% of the population in Wales (some 2.1 million people) ranging from 179 people (Ganllwyd, Gwynedd) to 45,145 people (Barry, Vale of Glamorgan). More than two-thirds of T&CCs have a population of less than 2,500 people. Only 13

of 21 local authorities (or 62%) are fully covered by T&CCs (see Geographical Distribution of Town & Community Councils in Wales at **Appendix B**).

- 3.4 The major areas of expenditure for T&CCs which are funded via the precept to the Council Tax include salaries and wages for the Clerk and other employees; maintenance of village halls and community centres, playing fields, parks and playgrounds, cemeteries and footpaths; lighting, seating and bus shelters; grants to local organisations; and insurance and other administrative costs. The aggregate precept for T&CCs in 2017/18 was £36.8 million, viz:

**Table 1 T&CC Precepts – All Wales**

Precept	2015/16	2016/17	2017/18
Total Aggregate	£30.6M	£35.1M	£36.8M
Mean Average	£41,425	£47,518	£49,834

Source: StatsWales

- 3.5 The mean precept was £49,834 in 2017/18, an increase of 4.9% on the 2016/17 level. A total of 142 T&CCs (or 19%) set a precept of £5,000 or less, with 89 T&CCs (or 12%) setting a precept of more than £100,000. There were 8 T&CCs that set zero precepts for 2017/18. The largest precept in 2017/18 was set by Llanelli Rural Community Council (Carmarthenshire) at £1.0 million and the lowest having a monetary value was St. George's and St. Bride's Super Ely (Vale of Glamorgan) at £750. Precepts increased by an average of 20.3% in the 3 year period. The willingness of T&CCs to increase the precept to pay for additional service provision is limited by a number of issues, including concerns about double taxation.
- 3.6 The Well-being of Future Generations (Wales) Act 2015 places a duty on certain T&CCs to take all reasonable steps towards meeting the local objectives included in the local Well-being plan that has effect in its areas. A T&CC is subject to that duty only if its gross income or expenditure was at least £200,000 for each of the three financial years preceding the year in which the local Well-being plan is published. Only 46 T&CCs (or 6.2%) had a precept that met this criteria across Wales in 2017/18. Only 3 of 20 T&CCs (Bridgend, Maesteg and Porthcawl) in the Bridgend area have gross income or expenditure above the £200,000 threshold.

#### Bridgend Area

- 3.7 Bridgend, Monmouthshire and Torfaen are the only local authorities in South East Wales that presently have 100% coverage by T&CCs followed by the Vale of Glamorgan (96%), viz:

**Table 2 T&CC Coverage – South East Wales**

Local Authority	Community and Town Councils	Communities without Councils	Percentage Coverage
Blaenau Gwent	4	6	40%
<b>Bridgend</b>	<b>20</b>	<b>0</b>	<b>100%</b>
Caerphilly	18	9	67%
Cardiff	6	24	20%
Merthyr Tydfil	1	11	8%
Monmouthshire	33	0	100%
Neath Port Talbot	19	12	61%
Newport	14	16	47%
Rhondda Cynon Taff	11	16	41%
Swansea	24	15	62%
Torfaen	6	0	100%
Vale of Glamorgan	26	1	96%

Source: Developing a Comprehensive Understanding of Community and Town Councils in Wales  
(Welsh Government – 2014)

- 3.8 The County Borough of Bridgend has 4 Town Councils and 16 Community Councils (see Table at **Appendix C**) covering a population of 143,177 people. The largest town is Maesteg (pop: 17,399), followed by Porthcawl (pop: 15,818) and Bridgend (pop: 14,994). The 20 T&CCs have a total of 230 seats – highest 19 (Bridgend and Porthcawl) and lowest 7 (Coychurch Higher, Llangynwyd Lower, Merthyr Mawr, and Coychurch Lower).
- 3.9 T&CCs have raised a total of £2.5 million via the precept in 2018/19 which ranges from £553,849 (Highest – Bridgend Town Council) to £8,000 (Lowest – Llangynwyd Lower Community Council) – see Table at **Appendix C**. A comparison for the last 4 years is summarized below:

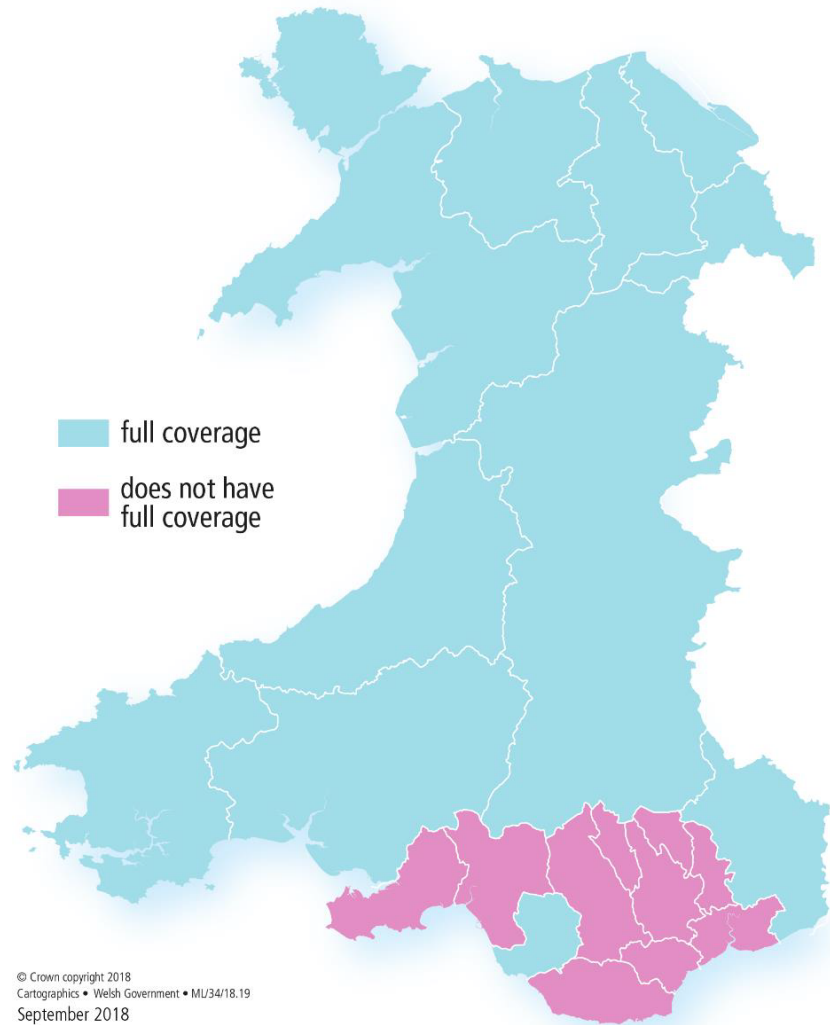
**Table 3 T&CC Precepts - Bridgend County Borough**

Precept	2015/16	2016/17	2017/18	2018/19
Total Aggregate	£1.7M	£1.9M	£2.0M	£2.5M
Mean Average	£86,841	£95,438	£102,667	£124,734

Source: StatsWales

- 3.10 Examples of projects known to have been completed or proposed by T&CCs to assist in the regeneration of their area have been included at **Appendix D** for illustrative purposes.
- Independent Review Panel
- 3.11 The Welsh Government has established an Independent Review Panel to consider the future role of T&CCs. The review was tasked with:
- exploring the potential role of local government below Local Authority councils, drawing on best practice;
  - defining the most appropriate model(s)/structure(s) to deliver this role;
  - considering how these models and structures should be applied across Wales including any situations in which they would not be necessary or appropriate.
- 3.12 The review is part of the Welsh Government's broader plans to reform local government and aims to ensure that the most local level of government works well and delivers results. The evidence-based review commenced in July 2017 with all relevant stakeholders being invited to contribute including, T&CCs, principal councils and community and third sector groups.
- 3.13 The Panel submitted their final report to the Cabinet Secretary for Local Government and Public Services on 3 October 2018 with their outline findings and recommendations being published in August 2018.
- 3.14 The final report highlighted that there are approximately 110 communities or 30% of the country's population without a council. Only 12 Local Authority areas in Wales have total coverage in respect of T&CCs. The Panel experienced difficulties in obtaining detailed evidence from those areas without full coverage:

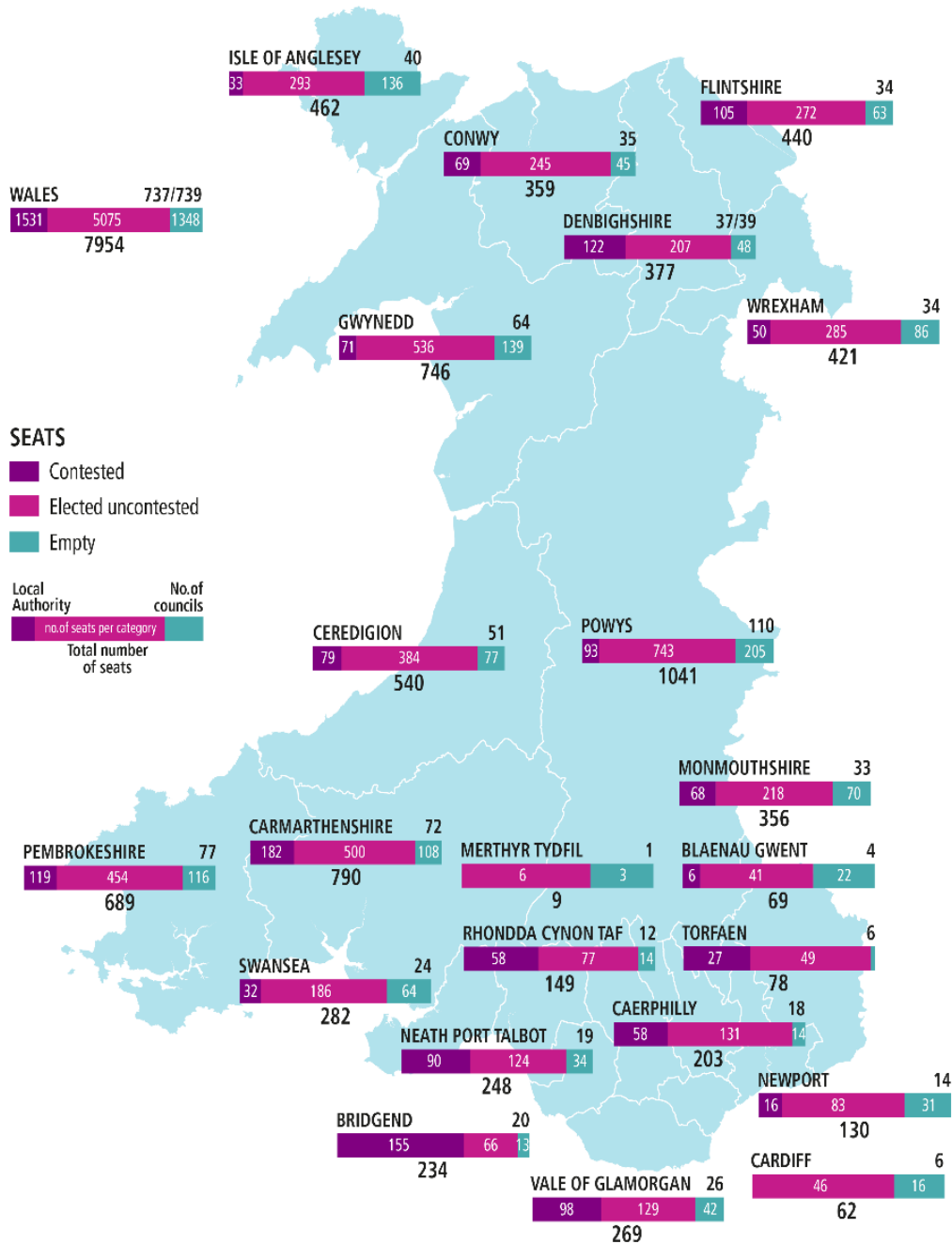
**Map 1 T&CC Coverage – All Wales**



Source: Independent Review Panel Report

3.15 Bridgend were found to have the lowest amount of uncontested seats, with 28%, by comparison, Cardiff had the highest amount of uncontested seats with 74%:

Map 2 Contested &amp; Uncontested Seats 2017 Elections



Source: Independent Review Panel Report

3.16 Findings and recommendations arising from the Independent Review Panel have been summarised below and a copy of the Final Recommendations are included at **Appendix E**:

- The case has been made to retain T&CCs as they are very local and democratically accountable.
- A comprehensive review of boundaries of T&CCs should be undertaken without delay.
- There is need for greater clarity on the purpose and role of T&CCs with a recommendation that “place based” services (see para. 3.17) become the responsibility of T&CCs.

- Existing funding for “place based” services should be transferred from principal councils to T&CCs.
- T&CCs need the capacity and capability to play the role envisaged for them and should be supported and encouraged to work together.
- There is a lack of visibility of the work of T&CCs and a report annually on achievements over the last year and what they are planning on spending the future year’s precept on should be prepared.
- The role of a T&CC councillor is changing with a core package of mandatory training being required.
- It is important that T&CCs are democratically accountable for their actions with the need for elections to be called regardless of whether seats are contested and councillors should not be co-opted for more than one consecutive term.

3.17 The Panel has defined “place-based” services to any (mainly discretionary) services that helps the social, cultural, economic and environmental, and physical wellbeing of the community which can be linked to a place and can vary from place to place, rather than people based or regulatory services (such as education, social care and environmental health) that are more likely to need equitable service across the country and should fall under the responsibility of the local authority.

#### Services and Asset Management

3.18 T&CCs should work with their principal council and other bodies to determine the responsibilities of each party in the transfer and management of assets, the delivery of services to the public and the financial and legal duties of each party with regard to these responsibilities. T&CCs are increasingly being engaged by their local authority in the transfer of responsibilities for services and assets, the nature and complexity of which are highly variable and specialised.

3.19 In addition to the Independent Panel Review the Welsh Government also commissioned research around service and asset management within the sector to understand:

- which services and assets are being managed;
- the sources of funding and income councils have to deliver their services and the nature of the current workforce, including the clerk and their role;
- the extent and quality of training undertaken related to either delivering services or asset management;
- the nature of partnerships councils have with other organisations; and
- the sources of support they draw upon.

3.20 The key findings arising from the research - “Management and Delivery of Services and Assets in Community and Town Councils” was published in January 2018 and can be summarised as follows:

- Services delivered and assets managed over time had increased with T&CCs most commonly found to be taking on more playing fields and other forms of green space.
- The difficulties encountered in anticipating when asset transfer would occur, and resourcing the increased workload that would result in the climate of reduced public spending, was the primary concern for T&CCs.
- T&CCs are increasingly being expected to take on services that require more specialised knowledge. In addition to taking on more responsibilities, T&CCs expressed concern that proposed transfers often included specialist services, such as leisure centres.
- T&CCs desired more two-way dialogue with their principal council with regard to transfers.

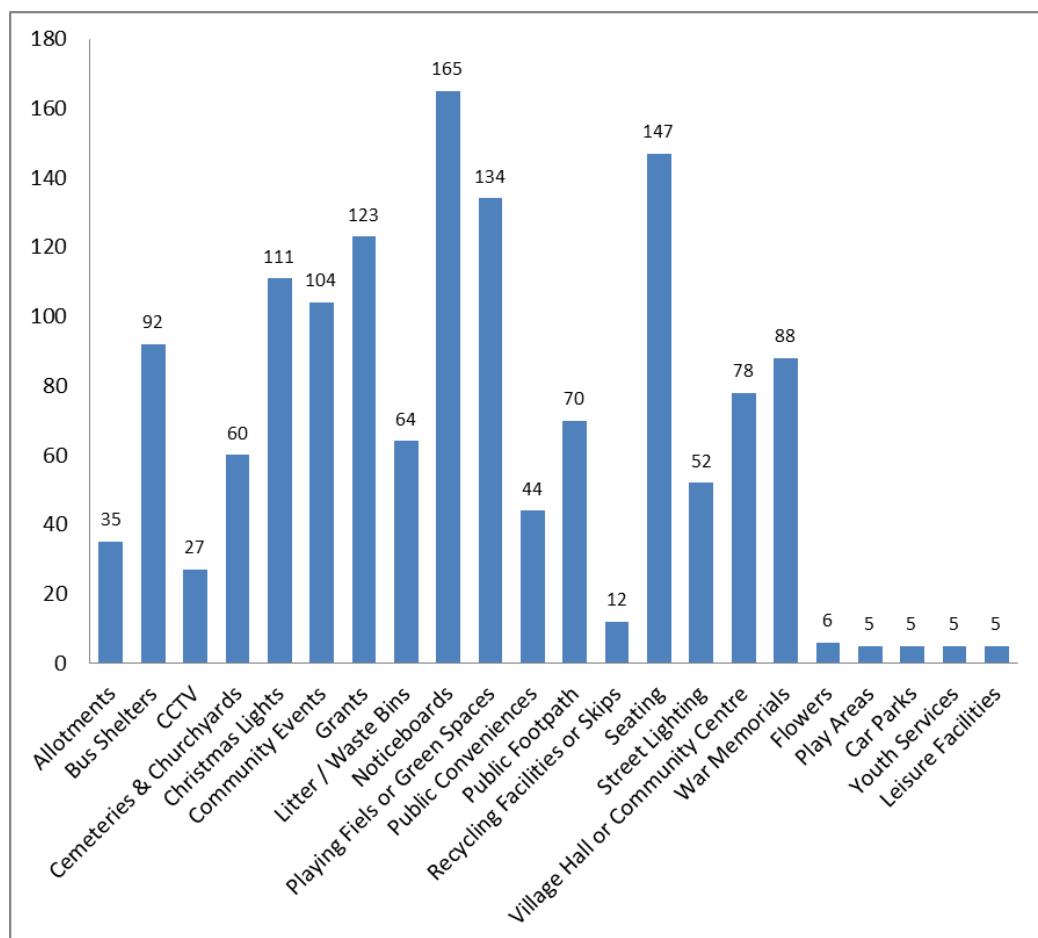


- There had been an increase in levels of partnership working. However, it was felt that the quality of communication and collaboration could be improved by principal councils taking the views of T&CCs on service and asset transfer into consideration.
- T&CCs required more guidance on how to take on services and assets.
- A slight increase in the number of charters and service level agreements between T&CCs and principal councils was reported.
- Councillors and Clerks expressed a clear desire to be involved in the implementation of the principles of the Wellbeing of Future Generations Act in their T&CC.
- Informal networks with other T&CCs were evident and viewed positively and clustering arrangements with neighbouring councils were felt to be a positive endeavour in delivering services, as they provided good economies of scale.

There were 7 recommendations arising from the “Management and Delivery of Services and Assets in Community and Town Councils” review and these have been included at **Appendix F**.

- 3.21 Only 34.4% of T&CCs (254 No.) responded to the survey, with 81 percent reporting that they provided services/amenities to the public. The following bar chart shows the number of councils providing the listed services:

**Graph 1 Services and Amenities currently provided by T&CCs**



- 3.22 The three most common services provided are noticeboards, seating, and playing fields / village greens / other green space. A total of 43 T&CCs had taken on services/amenities in the last 12 months. The most common recently acquired

services/amenities were playing fields / village greens / other green space (9%), public conveniences (4%), bus shelters (4%) and Christmas lights (4%).

- 3.23 A total of 71 T&CCs confirmed their intention to take on services in the next 12 months. The most common services being:

**Table 4 Services to be transferred to T&CCs in Next 12 Months**

Service / Asset	No. of T&CCs	% of Total
Playing fields / village greens / other green space	20	7.9
Public conveniences	17	6.7
Village hall / community centre	6	2.4
Playgrounds / areas and play equipment	5	2.0

- 3.24 A total of 191 T&CCs (or 75%) had responsibility for holding assets. The three most common again being noticeboards, seating and playing fields / village greens or other green space. Of those T&CCs that currently both hold assets and delivered services, 54 have taken on assets and services in the last 12 months. Of these T&CCs, only 6 had a full-time member of staff.

- 3.25 One third of T&CCs did not have any leased or owned assets, with another third having both leased and owned assets. A small majority (41%) had responsibility for only owned assets.

- 3.26 The survey sought to find out more about the key partners of T&CCs and the nature and quality of those relationships. A total of 112 T&CCs (or 44%) worked with other public services and/or third sector bodies to deliver services and manage assets, with 142 T&CCs (or 56%) not having any partnership arrangements. There were 98 T&CCs (or 39%) that had partnerships with their principal council and 37 T&CCs (or 15%) with third sector organisations. The most common purpose of partnership working was:

**Table 5 Commonest Partnership Arrangements with T&CCs**

Purpose of Partnership Working	No. of T&CCs	% of Total
Deliver services	45	17.7
Maintain services	25	9.8
Deliver events	8	3.1
Provide funding for projects	7	2.8
Information sharing	7	2.8

#### Relationships with Principal Councils

- 3.27 In evaluating relationships with their principal council, T&CCs were asked to assess their agreement with the following statements:

**Table 6 Relationship with Principal Council**

Question Asked	T&CCs Replying	Response of T&CC			
		Strongly Agree	Agree	Neither agree nor disagree	Disagree / Strongly Disagree
Communication between our council and the Unitary Authority in relation to service delivery and asset management works well	193	10	35	37	111
Our council's comments on service delivery and asset management are taken into consideration by the Unitary Authority	167	10	39	36	82

The Unitary Authority helps our council to achieve objectives with regard to service delivery and asset management	184	14	44	25	101
Our council has a good relationship with the local authority	123	22	53	17	31

A total of 45 T&CCs (or 23%) strongly agreed or agreed that communication about service and asset management between the T&CC and the principal council works well, although almost as many held a neutral opinion on this statement (37 T&CCs). However, 111 T&CCs (or 58%) responded negatively by disagreeing / strongly disagreeing with the statement.

There was a slightly higher level of agreement that the comments of T&CCs on service and asset management were considered by the principal council, with a total of 49 T&CCs (or 29%) expressing agreement. However, 82 T&CCs (or 49%) disagreed / strongly disagreed with the statement.

There was again slightly higher general agreement that the principal council helps the T&CC achieve their goals with regard to services and assets. High levels of neutrality in the responses persisted throughout, with the exception of the final statement, where 75 T&CCs (or 61%) strongly agreed or agreed that the T&CC and their principal council had a good relationship.

- 3.28 A total of 65 T&CCs (or 26%) had Charters and 63 T&CCs (or 25%) had service level agreements in place with the principal council, whereas a much higher number (119 T&CCs or 47%) had no such agreements.
- 3.29 A total of 142 T&CCs (or 56%) receives some form of additional income, with 109 T&CCs (or 43%) having the precept as their only source of income. The majority of T&CCs received their additional funding through income generation and grant funding.

#### Staffing & Advice / Guidance

- 3.30 A Clerk was employed by 228 T&CCs (or 90%), with a very small number reporting employment of more than one Clerk. At the time of the survey, 7 T&CCs reported not having a clerk in post. A large proportion of T&CCs reported that they did not employ contractors (44%) or take on volunteers (46%). Only 64 T&CCs surveyed (or 25%) reported employing additional staff to the Clerk, and only 52 T&CCs (or 20%) employed one or more members of staff on a full-time basis.
- 3.31 One Voice Wales is the national representative organisation for T&CCs throughout Wales. It currently provides advice and guidance to over 600 councils representing some 82% of all T&CCs in Wales.

#### Comparisons with Other Local Authorities

- 3.32 It is difficult to determine the collaborative working arrangements of other local authorities and while the full report of the Independent Review Panel includes case studies and an engagement report as appendices, it does not provide definitive data to provide a clearer insight into collaborative arrangements across Wales and further analysis at a national level is needed.
- 3.33 However, the limited information contained upon the websites of local authorities in the South East Wales area has been reviewed and the findings included at **Appendix G**.

#### 4. Current Situation / Proposal

##### 4.1 Town and Community Councils Charter

4.1.1 The Council's Town and Community Councils Charter is based on equality of partnership and sets out guiding principles on working together without compromising the autonomy of the individual T&CCs - designed to build on existing good practice and embrace the shared principles of openness, respect for each other's opinions, honesty and a common priority of putting citizens at the centre. The Charter was last revised on 18 July 2016 and is subject to annual review.

4.1.2 The Town and Community Council Forum has established a Working Group to undertake a review of the Charter and to identify opportunities to:

- develop capacity within the communities of the County Borough;
- minimise the impact of budget reductions to citizens;
- extend relationships with Third Sector and other organisations.

4.1.3 The existing Charter was presented to the Town and Community Council Forum in October 2017, and circulated to all T&CCs who were requested to identify any opportunities to improve the Charter. Fourteen responses were received with seven councils accepting the proposed revisions to the Charter. To progress the development of the Charter, the Working Group recommended that further engagement was required with T&CCs to clarify their responses and develop a comprehensive picture of how the Charter could be improved and that the Wellbeing of Future Generations (Wales) Act 2015 with its seven wellbeing goals and its five ways of working be used to provide the basis of the discussions with the councils to further progress the development of the Charter. The Town and Community Council Forum meeting held on 19 March 2018 agreed that feedback from the T&CC engagements be collated by the Working Group and updates provided to the Forum on a regular basis and used to progress key activities to enhance the effectiveness of the Charter.

##### 4.2 Channels of Communication

4.2.1 A Town and Community Council Forum has been established "To consult with representatives of Town and Community Councils within the County Borough on matters of mutual interest". The Forum invites elected representatives of the County Council (19 No.) and T&CCs (20 No.) or alternates with Clerks in attendance as observers on a quarterly basis to build on and improve working relationships, with a strong commitment to joint working. The Forum meeting is prepared for and serviced by Democratic Services.

4.2.2 During the last three years attendance by T&CCs members at the Forum has been at an average of 7 Members (35%)

**Table 7 Attendance at Town & Community Council Forum by T&CC Councilors**

Year	Number of Meetings	Average Attendance	
		T&CC Members	BCBC Members
2013	4	10	13.5
2014	4	11	14
2015	4	8.5	12.5
2016	5	7	12
2017	3	7	16
*2018	2	7	13.5

\* with a further one meeting planned in November 2018

- 4.2.3 Items discussed at recent meetings include the Local Development Plan review, Review of the Independent Panel, Community Asset Transfer, Review of the Town and Community Councils Charter, and Impact of the Medium Term Financial Strategy (MTFS) on the delivery of services. The Forum has no direct powers other than to note or make recommendations.
- 4.2.4 In recent years there has been an impetus to promote and enhance the Forum, with interaction through the Council's Budget Research and Evaluation Panel (BREP) and the Corporate Overview and Scrutiny Committee (COSC).
- 4.2.5 The COSC have previously recommended the Town and Community Council Forum to consider more regular meetings in order to ensure momentum and consistent monitoring of any future collaborative work. This recommendation was hoped to provide an opportunity to maximise the potential of all Councils to work more effectively together. The Working Group established to review the Town and Community Councils Charter also considered the format of the meetings of the Town and Community Council Forum including the recommendation of the COSC. The Working Group also recommended that the frequency of the Town and Community Council Forum meetings should be increased to 6 per year with the agenda items being supplemented by those which would be considered at the Clerks meetings. However, the Forum did not accept this recommendation and decided at the meeting held on 19 March 2018 that the number of meetings should be maintained at 4 per year but reviewed over the next 12 months. The Forward Work Programme will determine if additional meetings are needed during the year.
- 4.2.6 The Town and Community Council Forum held on 19 March 2018 approved the other recommendations made by the Working Group:
- The Forward Work programming for the Forum be enhanced and that its meetings consider a wider range of items including current and planned consultations, the sharing of good practice and information, and identifying opportunities for T&CCs to work together.
  - Representatives of T&CCs should be able to provide a named substitute if they are unable to attend a meeting of the Forum.
  - A survey of meeting timings be undertaken to determine the preferred day and time of future meetings of the Forum to remove any barriers preventing member's attendance at these meetings.

These recommendations have been progressed by Democratic Services.

- 4.2.7 In addition, quarterly meetings are also held with the Clerks that dovetail with the Town and Community Council Forum meetings and periodic meetings are also held between members and officers with each Town Council. Both the Town and Community Council Forum and Clerks Meetings are facilitated by Democratic Services.
- 4.3 Community Asset Transfer (CAT)
- 4.3.1 The CAT Officer works closely with T&CCs and a number of community asset transfers have been completed or are in the process of being finalised:
- A children's playground at Pandy Crescent, Pyle has been transferred to Pyle Community Council to enable refurbishment and improvements to be undertaken.

- A tenancy at will has been agreed with Laleston Community Council for Bryntirion & Laleston Community Centre following the surrender of the lease by a local community association with a more long-term arrangement being discussed.
- Three assets are being transferred to Pencoed Town Council on a 35 year lease to enable them to be improved for children and young people with leases due to be finalised shortly:

Asset	Improvement / Development
Pencoed Recreation Ground – Tennis Court	Multi-use games area (MUGA)
Pencoed Recreation Ground – Tennis Court	Skateboard Park
Former Coed Bach Playground	Reinstatement of playground

- The freehold transfer of Griffin Park toilets to Porthcawl Town Council has been agreed in principle and discussions in respect of refurbishment works under licence being discussed.
- Heads of Terms for the leasehold transfer of 4 assets to community councils are in the process of being finalised:

Asset	Community Council
North Cornelly Community Centre	Cornelly
North Cornelly Playground & Green	Cornelly
Coytrahen Playing Fields	Llangynwyd Lower Community Council
Playground at Great Western Avenue Playing Fields [Pendre Fields]	Coity Higher Community Council

- 4.3.2 The Cabinet meeting held in July 2017 agreed the revised approval requirements for community asset transfers that enable transfers to T&CCs to be fast tracked and simplified.
- 4.3.3 The Corporate Director (Communities) prepared two reports relating to Playing Fields, Outdoor Sports Facilities and Parks Pavilions which have been discussed by the Overview and Scrutiny Committee 1 on 5 September 2018 and Cabinet on 18 September 2018. The purpose of the Cabinet report was to seek approval to undertake a consultation exercise on proposals to make the Council's provision of playing fields, outdoor sports facilities and parks pavilions more financially sustainable moving forward. It also aligns with the priority of moving to a position where there is less reliance on the Council for the cost and provision of services by seeking ways in which the local community, relevant sports clubs and potentially T&CCs might play a greater part moving forward in maintaining and operating these facilities. It is proposed to seek the views of various stakeholders including local sports and recreation clubs, relevant governing bodies and T&CCs, via an appropriate consultation exercise on the Council's proposal to move towards full cost recovery. It is anticipated that this will be completed by the end of December 2018.
- 4.3.4 A CAT Task and Finish Group, including representation from the Deputy Leader and Cabinet Member Communities, has been established to review the current CAT policy and associated processes with the intention of consulting T&CCs on findings and recommendations and reporting back to the Overview and Scrutiny Committee 3 in the New Year.

#### 4.4 Town & Community Council Capital Grant Fund

4.4.1 The Council has established the T&CC Capital Grant Fund as part of its Capital Programme that is intended to support applications from T&CCs for capital projects. Since 2012/13 the Council has allocated £396,771 to 14 T&CCs (see Summary of Activity at **Appendix H**).

4.4.2 For the past three financial years – 2016/2017, 2017/2018 and 2018/19 – effort has been made to support applications to the Fund that directly link to the Community Asset Transfer programme, in recognition of reducing local authority resources and the options available to T&CCs to deliver alternative services and the level of funding has been increased from £50,000 to £100,000 until March 2019 when it reverts back to £50,000.

4.4.3 The CAT Officer has liaised with T&CCs to assist them submit funding applications and Cabinet has approved match funding for 6 CAT related projects during the last three financial years:

T&CC	Project	2016-18	2017-18	2018-19
Pyle	Pandy Crescent Green	£20,000		
Cornelly	Cornelly Community Centre Roof		£50,000	
Porthcawl	Griffin Park Public Toilets		£35,000	
Garw Valley	Bus shelter refurbishment in Betws			£3,795
Pencoed	Provision of skateboard park			£20,000
Cornelly	Landscaping around Cornelly Community Centre including pocket park			£40,000
<b>Total</b>		<b>£20,000</b>	<b>£85,000</b>	<b>£63,795</b>

4.4.4 The T&CC Capital Grant Fund is administered by the Economy and Natural Resources Team with assistance from the CAT Officer.

#### 4.5 Regeneration Projects

4.5.1 The Strategic Regeneration Projects Team within the Communities Directorate works closely with T&CCs and projects presently being progressed / considered include:

- Portway roundabout scheme – working in partnership with Porthcawl Town Council to explore options;
- Pedestrian link from Hillsboro Car Park to Porthcawl town centre via Hillsboro Place and James Street – to be discussed with the Porthcawl Town Council with the possibility of exploring a partnership approach;
- John Street Public Toilets – assisting Porthcawl Town Council take on an operational and maintenance lease under a community asset transfer;
- Bridgend Town Centre Access Scheme – the project will be dependent on securing external grant with the aim of working in Partnership with Bridgend Town Council;
- Heritage Interpretation Panels - engagement on content;
- Townscape Heritage Initiative – end of scheme reviews.

4.5.2 The Economy and Natural Resources Team also within the Communities Directorate regularly engages with T&CCs and initiatives presently ongoing include:

- Biodiversity Enhancement Funding;

- Kenfig Nature Reserve;
- Coastal Partnership;
- Harbour Operational Group;
- Garw Habitat Management Strategy implementation;
- Royal National Lifeboat Institution (RNLI) service level agreement.

4.5.3 A good example of partnership working by the Economy and Natural Resources Team is the Craig y Parcau project where the Council's Countryside Management Officer worked closely with Bridgend Town Council and this has resulted in:

Year	Funding	Total Cost
2016/17	The Council contributed £10,000 to improve access features at Craig y Parcau	£18,000
2017/18	Funding was secured under the Welsh Government GI grant with the Council contributing a further £12,000 and Bridgend Town Council also supporting the project with £14,000 secured through the Aggregates Levy Fund	£43,000

4.5.4 Reach which is a part of the Economy and Natural Resources Team has responsibility for progressing initiatives under the Rural Development Plan across the County Borough by supporting people living and working in rural areas. Reach work closely with T&CCs when developing plans and projects and have had an involvement in projects valued at £468,053 that T&CCs have been associated with (see Project List at **Appendix I**).

4.5.5 Examples of recent engagement by Reach includes: Garw Valley Community Sports Hubs – Feasibility Study (Garw Valley Community Council), New Heritage Trail for the Ogmore Valley (Ogmore Valley Community Council), Nantymoel Boys and Girls Club and Community Centre – storage provision (Ogmore Valley Community Council) and Bryntirion and Laleston Community Centre – support project (Laleston Community Council).

#### 4.6 Town Centre Management

4.6.1 The Town Centre Manager takes a proactive role in the revival of the town centres – Bridgend, Maesteg and Porthcawl - through project delivery, partnership working and developing new ideas and initiatives in consultation with the respective town councils.

4.6.2 The Town Centre Manager has established communication networks and relationships between key officers and partners engaged in town centre activity across our three principal towns, and supports the work of the newly established Bridgend Business Improvement District.

#### 4.7 Neighborhood Services

4.7.1 The Cleaner Streets Operating Officer has met with the main T&CCs in an effort to develop lines of communication and initiate joint working projects for local improvements in street cleansing. A "Tidy Town Project" has been presented and approval obtained for partnership working from the town councils in Bridgend, Pencoed and Porthcawl and these projects will be funded in 2018/19.

4.7.2 The service previously participated in the 'Big Scoop' which was a national study of dog owner behaviour by the British Dogs Trust. This was located in Porthcawl Common last year and will now include dog walking routes in Pencoed. Discussions are presently on-going with Pencoed Town Council to confirm suitable areas.



4.7.3 The Green Spaces and Bereavement Services Team also work in partnership with some T&CCs to enable the scheduled work programme to be supplemented, e.g. additional grass cutting of green spaces and the maintenance of cemeteries.

#### 4.8 Standards Committee

4.8.1 The Standards Committee is responsible for promoting and maintaining high standards of conduct by County Borough Councillors, Town and Community Councillors, and co-opted Members. The primary responsibilities of the Standards Committee are to:

- assist the Councillors and co-opted members to observe the Members' Code of Conduct;
- advise the Council on the adoption or revision of the Members' Code of Conduct;
- monitor the operation of the Members' Code of Conduct;
- advise, train or arranging to train Councillors, co-opted members on matters relating to the Members' Code of Conduct;
- grant dispensations to Councillors and co-opted members;
- assist the Councillors and co-opted members to observe the Council's protocol for Members and Officers Relations and local dispute resolution;
- deal with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales.

4.8.2 The Council's Standards Committee has a current membership of five and comprised as follows: two County Borough Councillors, one T&CC Member and two Independent Members.

#### 4.9 Conclusions

4.9.1 There is only limited data currently available to determine the collaborative working arrangements between T&CCs and other local authorities and more research in this area is required at a national level. There are no guarantees that the recommendations contained within the final report of the Independent Review Panel will be accepted in full or in part by the Cabinet Secretary for Local Government and Public Services. However, there is a likelihood that T&CCs will be expected to take on more responsibilities in the future and this will require full coverage of T&CCs across Wales and an enhanced relationship with the principal council. The Council needs to wait for the formal response of the Cabinet Secretary for Local Government and Public Services and will work diligently with T&CCs to introduce any agreed recommendations requiring implementation.

4.9.2 The Well-being of Future Generations (Wales) Act 2015 also introduces different duties for principal councils and T&CCs which will require policy and strategy to be even more informed by local knowledge and evidence-based policy making. A fundamental rebalancing of power in favour of local councils and communities in some form is likely but will take time to embed, and attitudes and capabilities will need time to catch-up.

4.9.3 There is a clear direction of travel that the County Borough Council should be working closer together with T&CCs for the benefit of local communities, whilst recognising respective responsibilities as autonomous, democratically elected statutory bodies. There is already clear evidence that the Council works closely with T&CCs as can be demonstrated by the Community Asset Transfer programme, Town and Community Council Capital Grant scheme, the regeneration projects managed by the Communities Directorate and the joint working arrangements in place with Neighbourhood Services. However, there is further potential for this very local level of local government to become more proactive in supporting the Council's work on

community connectors, addressing acute need through the tackling of isolation and loneliness, supporting debt and poverty, youth provision, etc. T&CCs can play a far greater role and support the Council with emergency planning / civil contingency, e.g. they could have better information on persons living alone, and persons who are vulnerable, during times such as extreme weather conditions.

- 4.9.4 It should be recognised that the primary driver for wishing to either work in partnership or to devolve assets and / or services to T&CCs is the reducing level of finance available to the Council and the wish to protect the services for residents and visitors that are considered to be of most value to them. There are other influencing factors in working in collaboration with other bodies, however, it is incumbent upon the Council to ensure that overall the tax-payer receives value for money for the public assets and services operated on their behalf.
- 4.9.5 T&CCs have expressed varying levels of interest in collaborative working and taking on assets and services under the Community Asset Transfer programme. It is accepted that there needs to be further discussions to determine which services and assets the Council operates at a 'local' level (i.e. specific groups, e.g. sports clubs) that can be transferred to T&CCs and those which are strategically operated (i.e. the benefit of the area/region/country as a whole) and will continue to be operated by the Council. The Council needs to provide potential partners with clarity in which services/assets the Council would be willing to progress discussions in order to fulfil its Well-being Objectives and to deliver the savings required under the MTFS. The CAT Officer has been requested to expand his role to include liaison with T&CCs and engagement will be commenced shortly when councils will be consulted on the recommendations arising from the CAT Task and Finish Group.
- 4.9.6 Engagement with T&CCs is currently patchy. The Town and Community Council Forum in its present form is not always effective as can best be highlighted by the delay in agreeing an update of the Town and Community Council Charter and low levels of attendance by T&CCs – average of 35% in last three years (see Table at paragraph 4.2.2). Improvements are required in the future if a culture of collaborative working is to be adopted across the County Borough.
- 4.9.7 The capacity and capability of T&CCs is hugely variable as highlighted by the Table at **Appendix C** – with only 3 of 20 (or 15%) being above the £200,000 gross income or expenditure threshold covered under the Well-being of Future Generations (Wales) Act 2015. T&CCs have raised a total of £2.5 million via the precept in 2018/19 with larger town councils having undertaken major redevelopment projects and employing staff to deliver services and run facilities. Some ambitious community councils such as Coity Higher, Cornelly, Laleston and Pyle have also developed regeneration projects that benefit their communities (see Examples of Projects at **Appendix D**). However, the precept levied by 7 community councils was below £40,000 which ensured their impact for regeneration and service delivery is minimal.
- 4.9.8 Members of T&CCs are covered by a Members Code of Conduct. They fall within the remit of the Standards Committee and the Monitoring Officer provides advice on code of conduct issues, including training. One Voice Wales can provide advice and support and it is a matter for individual council's to decide whether they wish to subscribe to the service offered.
- 4.9.9 The Council should be encouraged to expand its collaboration with T&CCs both formally and informally, to foster a culture of joint working and to minimize the risks posed by small councils competing for finite resources.

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

5.1 There are no effects on the Policy Framework and Procedure Rules.

**6. Equality Impact Assessment**

6.1 There is no impact on specific equality groups as a consequence of this report.

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

7.1 The Well-being of Future Generations (Wales) Act 2015 places a legal duty on public bodies to work together to improve the Well-being of Wales. It also places specific Well-being duties on certain T&CCs depending on their annual turnover. As an articulation of this Council's commitment to the Five Ways of Working introduced by the Act, regular updates provided to the Town and Community Council Forum and Clerks meetings and funding provided under the T&CC Capital Fund demonstrate a commitment to involving and collaborating with colleagues in this part of the public sector. This is in addition to the joint working and projects that have and are currently being progressed.

**8. Financial Implications**

8.1 The financial implications of collaborating with T&CCs are reflected in the report.

**9. Recommendation**

9.1 It is recommended that the Committee note the report.

**Mark Shephard**  
**CORPORATE DIRECTOR - COMMUNITIES**  
**October 2018**

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**Background Docs – None**

**LEGAL DUTIES AND POWERS OF TOWN & COMMUNITY COUNCILS**

This is an indicative list of duties and powers of T&CCs to help appreciate in summary the wide range of functions covered by Acts of Parliament and Measures or Acts of the National Assembly for Wales. This information was extracted from the Welsh Government's "The Good Councillor's Guide" which was last updated in October 2016 and may require further revision to take account of legislative changes, e.g. the Well-being of Future Generations (Wales) Act 2015.

<b>Activity</b>	<b>Powers &amp; Duty</b>	<b>Statutory Provisions</b>
<b>Annual meeting</b>	Duty to hold	Local Government Act 1972, Schedule 12, paragraph 23
<b>Allotments Powers to provide allotments</b>	Duty to provide allotment gardens if demand unsatisfied	Small Holdings and Allotments Act 1908, s23
<b>Borrowing</b>	Subject to Welsh Ministers' consent power to borrow money for capital purposes	Local Government Act 2003 Schedule 1 para 2
<b>Burial grounds, cemeteries and crematoria</b>	Power, as a burial authority, to acquire and provide with a duty to maintain  Power to agree to maintain monuments and memorials  Power to contribute towards expenses of cemeteries	Open Spaces Act 1906, ss. 9 and 10  Parish Councils and Burial Authorities (Miscellaneous) Act 1970, s.1  Local Government Act 1972, s. 214
<b>Bus Shelters</b>	Power to provide and maintain shelters	Local Government (Miscellaneous Provisions) Act 1953, s.4
<b>Bye Laws Power to make byelaws for:</b>	Mortuaries and post mortem rooms  Pleasure grounds  Parking places  Open spaces and burial grounds	Public Health Act 1936, s.198  Public Health Act 1875, s.164  Road Traffic Regulation Act 1984, s.57(7)  Open Spaces Act 1906, s.15
<b>Charities</b>	Powers regarding local charities	Charities Act 2011, Part 15
<b>Christmas</b>	Lights Power to encourage visitors	Local Government Act 1972, s.144
<b>Citizens Advice Bureau</b>	Power to support Citizens Advice Bureaus	Local Government Act 1972, s.142 (2A)
<b>Climate change</b>	Power to promote local energy saving measures	Climate Change and Sustainable Energy Act 2006, s.20
<b>Clocks</b>	Power to provide public clocks	Parish Councils Act 1957, s.2
<b>Closed Churchyards</b>	Powers to maintain	Local Government Act 1972, s.215
<b>Code of conduct Duty to adopt a code of conduct</b>	Duty on councillors to comply with the code of conduct	Local Government Act 2000, s. 51 Local Government Act 2000, s. 52
<b>Common land and village greens</b>	Power to protect common land and village greens where the owner is not registered	Commons Act 2006, s.45

Activity	Powers & Duty	Statutory Provisions
<b>Community centres</b>	Power to provide and equip community buildings  Power to provide buildings for use of clubs having athletic, social or educational objectives	Local Government Act 1972, s.133  Local Government (Miscellaneous Provisions) Act 1976 s.19
<b>Community meetings</b>	Power to convene and duty to give notice	Local Government Act 1972, Schedule 12, paragraphs 30, 30D and 30E
<b>Community polls</b>	Duty to consider taking action and giving notice	Local Government Act 1972, Schedule 12, paragraphs 26A and 29A
<b>Conference facilities and exhibitions</b>	Power to provide facilities	Local Government Act 1972, s.144
<b>Co-option of members</b>	Powers to co-opt persons to fill vacancies  Duty to advertise	Representation of the People Act 1985, s21  Local Elections (Parishes and Communities) (England and Wales) Rules 2006, Reg 5  Local Government (Wales) Measure 2011, s116
<b>Crime prevention</b>	Powers to spend money on various crime prevention measures	Local Government and Rating Act 1997, s.31  Duty to exercise functions with regard to the effect on crime and disorder  Crime and Disorder Act 1998, s17
<b>Drainage</b>	Power to deal with ponds and ditches	Public Health Act 1936, s.260
<b>Entertainment and the arts</b>	Power to provide entertainment and support to the arts including festivals and celebrations	Local Government Act 1972, s.145
<b>Finance</b>	Duty to make arrangements for the proper administration of the council's financial affairs and to secure that one of their officers has responsibility for the administration of those affairs  Duty to make a budget calculation  Power to issue a precept to a billing authority  Duty to keep accounts for audit  Power to make financial contributions etc for the purpose of BID projects	Local Government Act 1972, s151  Local Government Finance Act 1992, s.50  Local Government Finance Act 1992, s.41  Accounts and Audit (Wales) Regulations 2014  Local Government Act 2003, ss. 43,58

Activity	Powers & Duty	Statutory Provisions
<b>General power</b>	Power to incur expenditure for certain purposes not otherwise authorised [also see Wellbeing below]	Local Government Act 1972, s. 137
<b>Gifts</b>	Power to accept gifts	Local Government Act 1972, s.139
<b>Highways</b>	<p>Power to enter into agreement as to dedication</p> <p>Power to repair and maintain footpaths and bridleways</p> <p>Power to plant trees etc. and to maintain roadside verges</p> <p>Power to complain to highway authority regarding protection of rights of way and roadside wastes</p> <p>Power to erect flagpoles etc on highways</p> <p>Power to contribute to traffic calming schemes</p> <p>Power to provide roadside seats and shelters</p> <p>Power to light roads and public places</p> <p>Power to provide parking places Road</p> <p>Power to provide traffic signs and other notices</p>	<p>Highways Act 1980, s.30</p> <p>Highways Act 1980, ss. 43, 50</p> <p>Highways Act 1980, s.96</p> <p>Highways Act 1980, s.130(6)</p> <p>Highways Act 1980, s.144</p> <p>Highways Act 1980, s. 274A</p> <p>Parish Councils Act 1957, s.1</p> <p>Parish Councils Act 1957, s.3</p> <p>Traffic Regulation Act 1984, s.57</p> <p>Road Traffic Regulation Act 1984, s.72</p>
<b>Investments</b>	Power to participate in schemes of collective investment	Trustee Investments Act 1961
<b>Land</b>	<p>Power to acquire by agreement, to appropriate, to dispose of land</p> <p>Power to accept gifts of land</p>	<p>Local Government Act 1972, ss.124, 126, 127</p> <p>Local Government Act 1972, s.139</p>
<b>Litter</b>	Power to provide receptacles in public places	Litter Act 1983, ss.5.6
<b>Lotteries</b>	Power to hold a lottery operating license	Gambling Act 2005, s.98
<b>Marine management</b>	<p>Power to obtain advice from the Maritime Management Organisation</p> <p>Power, by agreement, to accept delegation of functions</p>	<p>Marine and Coastal Access Act 2009, s.25</p> <p>Marine and Coastal Access Act, ss. 55-57</p>

Activity	Powers & Duty	Statutory Provisions
<b>Meetings</b>	Duty to hold annual meeting  Duty to hold meeting within 14 days of a community council election  Power to call extraordinary meeting  Quorum for meetings  Duty to notify time and place of meeting	Paragraph 23(1), Schedule 12, Local Government Act 1972  Paragraph 23(2), Schedule 12, Local Government Act 1972  Paragraph 25, Schedule 12, Local Government Act 1972  Paragraph 28, Schedule 12, Local Government Act 1972  Paragraph 26(1)(a), Schedule 12, Local Government Act 1972
<b>Mortuaries and post mortem rooms</b>	Powers to provide mortuaries and post mortem rooms	Public Health Act 1936, s.198
<b>Minutes</b>	Duty to draw up minutes of community meetings  Duty to draw up minutes of community council meetings	Paragraph 35, Schedule 12, Local Government Act 1972  Paragraph 41, Schedule 12, Local Government Act 1972
<b>National Parks</b>	Duty to have regard to purposes for which National Parks are designated	National Parks and Access to the Countryside Act 1949, s.11A
<b>Newsletters</b>	Power to provide information relating to matters affecting local government	Local Government Act 1972, s.142
<b>Open Spaces</b>	Power to acquire land and duty to maintain them	Open Spaces Act 1906, ss.9 and 10
<b>Property and documents</b>	Powers to direct as to their custody	Local Government Act 1972, s.226
<b>Public buildings and village halls</b>	Power to provide buildings for public meetings and assemblies	Local Government Act 1972, s.133
<b>Public conveniences</b>	Power to provide public conveniences	Public Health Act 1936, s.87
<b>Public spaces protection orders</b>	Right to be notified of proposal for an order	Anti-social Behaviour, Crime and Policing Act 2014, s.72
<b>Publication</b>	Duty to publish documents relating to the business of the meeting  Duty to have a publication scheme	Paragraph 26(1)(aa), (b), Schedule 12, Local Government Act 1972  Freedom of Information Act 2000

Activity	Powers & Duty	Statutory Provisions
<b>Parks, pleasure grounds</b>	Power to acquire land or to provide recreation grounds, public walks, pleasure grounds and open spaces and to manage and control them	Public Health Act 1875, s.,164  (Local Government Act 1972, Sched.14 para 27)  Public Health Acts Amendment Act 1890, s.44  Open Spaces Act 1906, ss.9 and 10
<b>Recreation</b>	Power to provide a wide range of recreational facilities	Local Government (Miscellaneous Provisions) Act 1976, s.19
<b>Staff</b>	Power to appoint staff	Local Government Act 1972, s.112
<b>Standing orders</b>	Duty have standing orders with respect to contracts for the supply of goods and materials or the execution of works	Section 135, Local Government Act 1972
<b>Status</b>	Power for a community council to resolve that the community shall have the status of a town	Local Government Act 1972, s.245B
<b>Town and Country Planning</b>	Right to request the local planning authority for notification of planning applications	Town and Country Planning Act 1990, Schedule 1A, paragraph 2
<b>Tourism</b>	Power to contribute to certain organisations encouraging tourism	Local Government Act 1972, s.144 (2)
<b>Transport</b>	Power to establish car-sharing schemes  Power to make arrangements for taxi fare concessions  Power to investigate provision of public transport services and to publicise information on such services  Power to make grants to for bus services	Local Government and Rating Act 1997, s.26  Local Government and Rating Act 1997, s.28  Local Government and Rating Act 1997, s.29  Transport Act 1985, s.106A
<b>War memorials</b>	Power to maintain, repair, protect and alter war memorials	War Memorials (Local Authorities' Powers) Act 1923 s.1; as extended by Local Government Act 1948, s.133
<b>Website</b>	Duty to make specified information available electronically	Local Government (Democracy) (Wales) Act 2013, s.55
<b>Wellbeing</b>	Power to do anything which the council considers likely to achieve the promotion or improvement of the economic, social or environmental wellbeing of the area, subject to s137 limit on expenditure	Local Government Act 2000, s.2



Activity	Powers & Duty	Statutory Provisions
<b>Well-being of future generations</b>	Duty to take all reasonable steps towards meeting local objectives in the local Well-being plan (and to report annually) if the council's gross income or expenditure was at least £200k in each of the 3 years prior to publication of the local Well-being plan	Well-being of Future Generations (Wales) Act 2015, s. 40
<b>Welsh language</b>	Duty to comply with Welsh language standards	Welsh Language (Wales) Measure 2011, s. 25
<b>Youth representatives</b>	Power to appoint youth representatives	Local Government (Wales) Measure 2011 ss.118-119

**APPENDIX B****Geographical Distribution of Town & Community Councils in Wales**

<b>Local Authority Area</b>	<b>Community and Town Councils</b>	<b>Communities without Council</b>	<b>Percentage Coverage</b>
Blaenau Gwent	4	6	40%
<b>Bridgend</b>	<b>20</b>	<b>0</b>	<b>100%</b>
Caerphilly	18	9	67%
Cardiff	6	24	20%
Carmarthenshire	72	0	100%
Ceredigion	51	0	100%
Conwy	33	0	100%
Denbighshire	37	0	100%
Flintshire	34	0	100%
Gwynedd	64	0	100%
Isle of Anglesey	40	0	100%
Merthyr Tydfil	1	11	8%
Monmouthshire	33	0	100%
Neath Port Talbot	19	12	61%
Newport	14	16	47%
Pembrokeshire	77	0	100%
Powys	111	0	100%
Rhondda Cynon Taff	11	16	41%
Swansea	24	15	62%
Vale of Glamorgan	26	1	96%
Torfaen	6	0	100%
Wrexham	34	0	100%
<b>Total</b>	<b>735</b>	<b>110</b>	<b>85%</b>

Source: Developing a Comprehensive Understanding of Community and Town Councils in Wales  
(Welsh Government – 2014)

**APPENDIX C**

BRIDGEND COUNTY BOROUGH COUNCIL - TOWN & COMMUNITY COUNCILS					
T&CC	Borough Ward(s)	Seats	Population	Precept 2018/19	Per Capita
Brackla	Brackla	7	10,737	£152,000	£14.16
Bridgend	Newcastle; Morfa and Oldcastle	19	14,994	£553,849	£36.94
Cefn Cribbwr	Cefn Cribbwr	10	1,435	£30,000	£20.91
Coity Higher	Litchard; Pendre and Coity	11	6,695	£88,000	£13.14
Cornelly	Cornelly	9	7,468	£125,000	£16.74
Coychurch Higher	Coychurch Lower	7	2,359	£10,000	£4.24
Coychurch Lower	Penprysg	7	1,368	£17,540	£12.82
Garw	Blaengarw; Pontycymmer; Llangeinor and Bettws	13	7,849	£104,000	£13.25
Laleston	Bryntirion, Laleston & Methyr Mawr; Cefn Glas and Llangewydd & Brynhyfryd	13	13,270	£159,000	£11.98
Llangynwyd Lower	Aberkenfig	7	460	£8,000	£17.39
Llangynwyd Middle	Llangynwyd	12	3,013	£60,000	£19.91
Maesteg	Caerau; Maesteg West and Maesteg East	17	17,399	£330,919	£19.02
Merthyr Mawr	Bryntirion, Laleston & Methyr Mawr	7	294	£2,500	£8.50
Newcastle Higher	Aberkenfig and Pen-y-Fai	12	4,288	£41,000	£9.56
Ogmore Vale	Nantymoel; Ogmore Vale and Blackmill	15	8,023	£73,150	£9.12
Pencoed	Penprysg; Felindre and Hendre	13	10,148	£150,000	£14.78
Porthcawl	Nottage; Rest Bay; Porthcawl Central East; Porthcawl West Central and Newton	19	15,818	£400,850	£25.34
Pyle	Pyle	9	7,590	£100,000	£13.18
St Brides Minor	Bryncethin; Bryncoch and Sarn	13	6,387	£51,365	£8.04
Ynysawdre	Ynysawdre	10	3,582	£37,500	£10.47
<b>Total</b>		<b>230</b>	<b>143,177</b>	<b>£2,494,673</b>	<b>£17.42</b>

**TOWN & COMMUNITY COUNCIL – EXAMPLES OF REGENERATION RELATED PROJECTS**

<b>Council</b>	<b>Completed Projects</b>	<b>Planned Projects</b>	<b>Additional Comments</b>
<b>Brackla Community Council</b>	<ul style="list-style-type: none"> <li>• CAT of Brackla Community Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishment of Community Centre</li> </ul>	
<b>Bridgend Town Council</b>	<ul style="list-style-type: none"> <li>• Carnegie House Arts and Culture Hub</li> <li>• Administering the Evergreen Hall in Angel Street</li> <li>• Craig Yr Parcau Woodland Walk Renovation</li> <li>• Administering five allotment sites (125 plots)</li> <li>• Maintaining all registered footpaths within the Town Council area</li> <li>• Supplying street furniture to support BCBC</li> <li>• Organising Community Skip Schemes to assist in the removal of bulky refuse</li> <li>• Supporting children's Play Schemes and equipment upgrades in play areas</li> </ul>	n/k	Bridgend Town Council have previously expressed an interest in taking over the management of playgrounds in the area
<b>Coity Higher Community Council</b>	<ul style="list-style-type: none"> <li>• Run own Playground</li> </ul>	<ul style="list-style-type: none"> <li>• CAT of Playground at Great Western Avenue</li> </ul>	Coity Higher Community Council have previously expressed an interest in taking over the management of playgrounds in the area
<b>Laleston Community Council</b>	<ul style="list-style-type: none"> <li>• Management Agreement to run Bryntirion &amp; Laleston Community Centre</li> <li>• Developed an all inclusive play area at Bryntirion Playing Fields</li> </ul>	<ul style="list-style-type: none"> <li>• CAT of Community Hall</li> <li>• Develop a Skateboard Park at Bryntirion Playing Fields</li> </ul>	

## Appendix A

	<ul style="list-style-type: none"> <li>• Installed a Multi Use Games Area (MUGA) for Llangewydd Juniors</li> <li>• Funded an outdoor play area for the nursery children at Trelales Primary School</li> </ul>		
<b>North Cornelly Community Council</b>	<ul style="list-style-type: none"> <li>• Management of Community Hall</li> </ul>	<ul style="list-style-type: none"> <li>• CAT of Community Centre</li> <li>• CAT of Green / Playground</li> </ul>	
<b>Pencoed Town Council</b>	<ul style="list-style-type: none"> <li>• Installed a MUGA at Pencoed Recreation Ground</li> <li>• Developed a Town Centre Car Park</li> <li>• Refurbished Town Centre Toilets</li> <li>• Safe Routes / Pelican Crossing</li> </ul>	<ul style="list-style-type: none"> <li>• Skateboard Park</li> <li>• Mini MUGA at Hendre Road</li> </ul>	Pencoed TC has formed a partnership arrangement with the Council to develop and deliver the Pencoed Regeneration Strategy which contains a number of projects which the Town Council wishes to progress.
<b>Porthcawl Town Council</b>		<ul style="list-style-type: none"> <li>• Discussions ongoing regarding the CAT of Griffin Park Public Toilets</li> </ul>	

## **INDEPENDENT REVIEW PANEL ON COMMUNITY AND TOWN COUNCILS IN WALES**

### **Summary of Recommendations**

#### **Community and Town Councils – What they are**

- **The case has been made to retain Community and Town Councils on the basis that they are very local, are democratically accountable and are able to raise resources. All areas should be supported by a Community and Town Council and should be established in all areas that haven't currently got one.**
- We would expect Welsh Government to make every effort to encourage, promote and support local communities which do not currently have Community or Town Councils to establish them.
- We believe there should be a comprehensive review of boundaries of Community and Town Councils without delay. These boundaries should then be reviewed on a regular basis to make sure they continue to make sense as areas (and needs) change and develop.
- We believe that every council should play the same place based delivery role that we outline elsewhere but have the scope to play that role differently.

#### **Community and Town Councils – What they do**

- **We expect place based services to become the responsibility of Community and Town Councils.** We recognise there will be need for a transition period however we believe this process should start as soon as possible.
- Community and Town Councils have a clear role to improve the Well-being of people in their areas and should not be constrained from doing anything they deem required by their community.
- We call upon all Community and Town Councils to be working towards meeting the criteria to be able to exercise the General Power of Competence and think it is reasonable to expect them to achieve this within the next three years.
- We recommend that an explicit duty to represent is explored to give formal weight to the voice of Community and Town Councils, subject to any relevant protocols.
- All Community and Town Councils should be required to act in line with the Sustainable Development Principle (the five ways of working).
- We recommend that Community and Town Councils – or a representative of them – should become a statutorily invited participant on all Public Service Boards.
- We recommend that Community and Town Councils have a duty to engage and are supported in doing this appropriately.

#### **Community and Town Councils – How they do it**

- We do not believe we should prescribe how Community and Town Councils choose to take on the place based service delivery role we envisage for them. They should have the flexibility to determine which delivery model works best for them.
- We recommend that Welsh Government should explore how a Welsh network of clerks would operate.
- **We recommend all clerks must hold or be working towards a professional qualification and CILCA should be the expected minimum qualification.**
- We recommend that clerks should be appointed from an approved national list.
- We believe there is a need for expert advice and support to be provided on a national basis to ensure consistency, accuracy and efficiency of advice.
- Community and Town Councils should be made aware of, and have increased access to, alternative sources of funding. In addition, we recommend the Welsh Government should explore how the transfer of funding and income related to place-based services taken on by Community and Town Councils can be achieved.

- **A core package of training should be mandatory for all councillors and that this mandatory training is repeated regularly (every election term).**
- We recommend against having dual members, regardless of the types of councils and that County councillors should regularly attend Community and Town Councils within their wards (in ex-officio capacity) to ensure engagement.
- We recommend that Community and Town Councils should look to share back office functions.
- We recommend Community and Town Councils explore digital mechanisms to aid ways of meeting, engaging and sharing information.
- We recommend all Local Authorities should have regular partnership forums with Community and Town Councils and that all Local Authorities should have a dedicated liaison officer for liaising with Community and Town Councils in the region.

### **Community and Town Councils – How they are held to account**

- We recommend that Welsh Government support vibrant elections with a national campaign encouraging people to step forward to represent their communities. We also recommend Welsh Government explore a free post for Community and Town Councils.
- We believe that elections should be called regardless of whether seats are contested.
- We recommend that councillors cannot be co-opted for more than a one consecutive term.
- We believe more should be done to encourage diversity as part of the national campaign.
- We recommend that if the national voting age is lowered, the age you can become a Community and Town Council Councillor should be lowered to the same age.
- **Community and Town Councils should follow a cycle of engage, plan, undertake and report.**
- We recommend that all Community and Town Councils should provide an information leaflet with their precept notification.
- **All Community and Town Councils should have a duty to report annually.**
- We believe, all Community and Town Councils should be legally required to hold at least one public (community / town) meeting per year.
- We recommend Community and Town Councils utilise social media as a key mechanism by which to involve their community on an ongoing basis.
- We believe that the audit regime developed by the Wales Audit Office is proportionate for Community and Town Councils. We recommend more support is provided to smaller Community and Town Councils in order to help them fulfil audit requirements.
- We believe that the existing process for complaints about code of conduct is sufficient, but sufficient resources need to be in place to ensure these complaints are dealt with promptly.
- We recommend that for the protection of other councillors, and of staff and for conducive running of the council that current behaviour is considered as being a factor in 'Qualification for Office'.
- We believe, if Community and Town Councils take on the role we envisage for them, there should be some degree of safeguarding measures in place.

A copy of the full Report of the Independent Review Panel can be accessed on-line at the following address:

<https://gov.wales/topics/localgovernment/communitytowncouncils/review-of-community-town-council-sector/?lang=en>

**MANAGEMENT AND DELIVERY OF SERVICES AND ASSETS IN  
COMMUNITY AND TOWN COUNCILS  
(JANUARY 2018)**

**RECOMMENDATIONS**

1. Consideration is given to whether the guidance currently available on the management of services and assets could be improved, better signposted or more tailored to the needs of the sector.
2. There would be benefit in reviewing the processes for initiating asset and service transfer from principal councils, to better account for the capacities of community and town councils.
3. Further discussion could take place around the types of training that would be most beneficial to councillors and clerks and how that training could be delivered most effectively.
4. The sector as a whole should revisit the role of charters as a means of strengthening partnerships with principal authorities.
5. Conduct further research with the sector around the degree to which councils understand and use specific powers.
6. Facilitate opportunities for councils to properly consider the joint delivery of services or management of assets.
7. Explore the benefits of centrally co-ordinating tailored communications to the sector.



**COMPARATIVE DATA FROM OTHER LOCAL AUTHORITIES IN SOUTH EAST WALES AREA**

Local Authority	Charter	Channels of Communication	Evidence of Collaboration with Local Authority	Additional Comments
<b>Bridgend</b>	Charter updated in July 2016 presently subject to review	Town and Community Council Forum + Clerk Meetings held quarterly	<ul style="list-style-type: none"> <li>• Community Asset Transfer</li> <li>• Annual Town &amp; Community Council Capital Grant Fund</li> <li>• Major Regeneration Projects</li> <li>• Rural Development Projects</li> <li>• Town Centre Management</li> <li>• Neighbourhood Services</li> <li>• Standards Committee</li> </ul>	Potential of mergers and clustering already being discussed by Clerks
<b>Blaenau Gwent</b>	n/k	n/k	Standards Committee	n/k
<b>Caerphilly</b>	n/k	n/k	Standards Committee	'Unique Places' document outlines the support available for the five managed town centres in the county borough – Caerphilly, Blackwood, Bargoed, Risca and Ystrad Mynach.
<b>Cardiff</b>	n/k	n/k	Standards Committee	n/k
<b>Merthyr Tydfil</b>	n/k	n/k	Standards Committee	n/k

Appendix A

Local Authority	Charter	Channels of Communication	Evidence of Collaboration with Local Authority	Additional Comments
<b>Monmouth</b>	n/k	Four Area Committees: Severnside (Bryn-Y-Cwm, Central Monmouthshire and Lower Wye) each responsible for raising awareness of local issues. County, Community and Town Councillors for the wards within the areas attend the meetings which are held locally within the area the committee is responsible for.	Standards Committee	The Rural Forum is open to Community and Town Councils and County Councillors which look to address issues in predominantly rural areas of Monmouthshire.
<b>Neath Port Talbot</b>	n/k	n/k	Standards Committee	n/k
<b>Newport</b>	Shared Community Charter (Presently being Reviewed)	Liaison Meeting with Community Councils – quarterly meetings	Standards Committee	Community Council Review being undertaken
<b>Rhondda Cynon Taf</b>	Shared Community Model – Model Charter (updated in 2018)	Community Council Liaison Committee – annual meeting	Standards Committee	Local Resolution Procedure For Community And Town Councils
<b>Swansea</b>	Charter between the City and County of Swansea and Community / Town Councils (Prepared August 2013)	Community / Town Councils Forum	Standards Committee	n/k
<b>Torfaen</b>	n/k	n/k	Ethics and Standards Committee	Pontypool Regeneration Partnership – Annual Budget of £30K

Appendix A

Local Authority	Charter	Channels of Communication	Evidence of Collaboration with Local Authority	Additional Comments
<b>Vale of Glamorgan</b>	Charter between the Vale of Glamorgan Council and Town and Community Councils in 2008 (Updated 2013) & Action Plan 2009	Community Liaison Committee – 3 times per year	<ul style="list-style-type: none"> <li>• Clustering - collaborative, joint working and partnership arrangements with other TCCs and / or other groups</li> <li>• Reshaping Services - Arrangements for the Operation &amp; Transfer of Assets or Services to Town and Community Councils in the Vale of Glamorgan (Approved by Cabinet July 2018)</li> <li>• Standards Committee</li> </ul>	<p>There are 22 Community Councils and four Town Councils.</p> <ul style="list-style-type: none"> <li>• Barry Town Council</li> <li>• Cowbridge with Llanblethian Town Council</li> <li>• Llantwit Major Town Council</li> <li>• Penarth Town Council</li> </ul>

**APPENDIX H**

TOWN & COMMUNITY COUNCIL CAPITAL GRANT BUDGETS & ALLOCATIONS 2012/13 TO 2018/19								
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£	£	£	£	£	£	£	£
<b>Budget</b>	<b>88,507</b>	<b>25,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>513,507</b>
<b>Council</b>								
Brackla				13,367	8,262			21,629
Bridgend				1,783				1,783
Cefn Cribwr			17,926		16,000			33,926
Coity Higher				8,416				8,416
Cornelly						50,000	40,000	90,000
Coychurch	2,501							2,501
Garw Valley			5,153				3,795	8,948
Laleston				20,000				20,000
Llangynwyd Middle				7,500	7,000			14,500
Maesteg	20,000		3,109	5,000	20,000			48,109
Pencoed							20,000	20,000
Porthcawl			18,472			35,000		53,472
Pyle			12,937	14,000	20,000			46,937
St Brides Minor				20,000			6,550	26,550
<b>Total Awarded</b>	<b>22,501</b>	<b>-</b>	<b>57,597</b>	<b>90,066</b>	<b>71,262</b>	<b>85,000</b>	<b>70,345</b>	<b>396,771</b>
Notes:								
[1] Balance carried forward used to fund additional allocation in 2014/15								
[2] Porthcawl TC awarded £20K in 2016/17 with project proposal subsequently withdrawn (excluded from above analysis)								

**APPENDIX I****PROJECTS WHERE REACH RURAL DEVELOPMENT TEAM HAVE ENGAGED WITH TCCS**

Project	T&CC	Value of project <i>Total £468,053.34</i>
Garw Valley Community Sports Hubs – Feasibility Study	Garw Valley Community Council	£7,850
New Heritage Trail for the Ogmore Valley	Ogmore Valley Community Council	£49,000
Mobile Tourist Information Centre	Miscellaneous T&CCs	£12,210
Merthyr Mawr Paths & Walls	Merthyr Mawr and Laleston Community Councils	£24,000
Coytrahen Village Action Plan	Llangynwyd Lower Community Council	£1,780
Kenfig Natura 2000	Pyle Community Council	£82,648.86
Ynysawdre Action Plan for Elderly Residents	Ynysawdre Community Council	£2,005
Llangynwyd School Room	Llangynwyd Middle Community Council	Nil – Reach Officer support
Ogmore Valley consultation and redevelopment of part of the Washeries site	Ogmore Valley Community Council	£11,698.90
Bedford Park & Cefn Cribwr gateway features, interpretation & bus shelters	Cefn Cribbwr Community Council	£53,989.58
Ogmore Valley all weather sports surface	Ogmore Valley Community Council	£7,500
Nantymoel Boys and Girls Club and Community Centre – storage provision	Ogmore Valley Community Council	£854
Bryntirion Community Centre – support project	Laleston Community Council	Nil – Reach Officer support
Nantymoel and Glyn Ogwr Community Centre support project	Ogmore Community Council	Nil – Reach Officer support
Corridors to the Upper Garw Valley	Garw Valley Community Council	£214,517

N.B. Project funding may not have been directly received by relevant T&CC.

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## **Subject Overview and Scrutiny Committee 3**

**22 October 2018**

### **Comments and Recommendations**

#### **Collaboration with Town and Community Councils**

Members request that a letter is drafted to One Voice Wales in relation to no representative being presented to attend the meeting to contribute on how best to facilitate collaboration between all Councils. The Committee emphasised that attendance should be encouraged in the future.

The Committee recommend that the report 'Collaboration with Town and Community Councils' alongside the comments and recommendations made at this meeting are presented to the Town and Community Council Forum to initiate debate and gauge appetite for collaboration with Bridgend County Borough Council.

The Committee discussed the differing skills and abilities of town and community councillors and clerks within the Borough and that to understand all capabilities, Members recommend that a skills audit is carried out and ask that the topic is added to the Town and Community Council Forum agenda for discussion.

To strengthen working relationships between Town and Community Council's (TCC's) and Bridgend Council, Members recommend that a protocol is developed outlining appropriate contacts for legal issues and similarly for service queries along with estimated timelines for a response.

The Committee understand the timing issues between the TCC's precept setting and the Council's budget setting process, but indicate the need for the Council to outline possible budget reductions to allow the TCC a longer time period to consider proposals for undertaking future services and assets from the Local Authority.

The Committee voiced their concerns in relation to the Community Asset Transfer Officer's role being extended to include liaison responsibilities with TCC's and query how the possible increased workload will affect his capacity to work effectively.

In relation to the findings and recommendations of the Independent Review Panel when considering the future role of Town and Community Councils, the Committee recommend that a whole Council response is submitted outlining the comments below:

- The Committee raised concerns regarding the recommendation against dual-hatted Members, the Committee disagreed and emphasised the importance of working collaboratively with Town and Community Council's to share best practice and to maintain a constructive connection between both Council's;

- When discussing the devolvement of Council services and their associated budgets to TCC's, Members questioned their capabilities with dealing with County Borough Council budgets. These comments were heightened by the lack of accountability that TCC's need to adhere to.

To assist with encouraging collaborative working between TCC's and to for them to observe the added benefits of merging with other TCC's, the Committee recommend that a pilot is prepared to trial a 'federative Bridgend'.

The Committee emphasised the need to streamline the process for TCC's, voluntary sector and individuals to undertake services on behalf of the Council. Therefore Members recommend that the liaison officer has the delegated power to undertake a risk assessment for applications for supplying assistance and provide suitable permissions.

**Additional Information**

Members request to receive the rules and regulations for commissioning a formal merger.