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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.



Annwyl Cynghorydd,

Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 /

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Gofynnwch am / Ask for: Andrew Rees

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

Dyddiad/Date: Dydd Mercher, 6 Chwefror 2019

CABINET

Cynhelir Cyfarfod Cabinet yn Ystafelloedd Pwyllgor 1/2/3 - Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont ar Ogwr CF31 4WB ar **Dydd Mawrth, 12 Chwefror 2019** am **14:30**.

AGENDA

Ymddiheuriadau am absenoldeb
 Derbyn ymddiheuriadau am absenoldeb gan Aelodau.

2. Datganiadau o fuddiant

Derbyn datganiadau o ddiddordeb personol a rhagfarnol (os o gwbl) gan Aelodau / Swyddogion yn unol â darpariaethau'r Cod Ymddygiad Aelodau a fabwysiadwyd gan y Cyngor o 1 Medi 2008.

3.	Cymeradwyaeth Cofnodion	3 - 12
	I dderbyn am gymeradwyaeth y Cofnodion cyfarfod y 22/01/2019	

4. <u>Cynllun Corfforaethol 2018-2022 Adolygiad ar Gyfer 2019-20</u> 13 - 50

5. Strategaeth Ariannol Tymor Canolig 2019-20 a 2022-23 51 - 152

6. Materion Brys

I ystyried unrhyw eitemau o fusnes y, oherwydd amgylchiadau arbennig y cadeirydd o'r farn y dylid eu hystyried yn y cyfarfod fel mater o frys yn unol â pharagraff 2.4 (e) o'r Rheolau Trefn y Cabinet yn y Cyfansoddiad.

Yn ddiffuant

K Watson

Pennaeth Gwasanaethau Cyfreithiol a Rheoleiddiol

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Dosbarthiad:

Cynghowrwyr HJ David CE Smith Cynghorwyr PJ White HM Williams Cynghorwyr D Patel RE Young

Agenda Item 3

CABINET - DYDD MAWRTH, 22 IONAWR 2019

COFNODION CYFARFOD Y CABINET A GYNHALIWYD YN YSTAFELLOEDD PWYLLGOR 1/2/3 - SWYDDFEYDD DINESIG, STRYD YR ANGEL, PEN-Y-BONT AR OGWR CF31 4WB DYDD MAWRTH, 22 IONAWR 2019, AM 14:30

Presennol

Y Cynghorydd HJ David - Cadeirydd

PJ White HM Williams D Patel RE Young

Ymddiheuriadau am Absenoldeb

CE Smith

Pennaeth Cyllid a Swyddog 151 Dros Dro

Cyfarwyddwr Corfforaethol - Gwasanaethau Cymdeithasol a Lles

Swyddogion:

Kelly Watson Pennaeth Gwasanaethau Cyfreithiol a Rheoleiddiol a Swyddog

Monitro

Mark Shephard Prif Weithredwr Dros Dro

Deborah Exton Rheolwr Grŵp Cynllunio Ariannol a Rheoli Cyllidebaue

Mark Galvin Uwch Swyddog Gwasanaethau Democrataidd - Pwyllgorau

Lindsay Harvey Cyfarwyddwr Corfforaethol – Addysg a Chymorth i Deuluoedd

Martin Morgans Pennaeth Gwasanaeth - Perfformiad a Gwasanaethau

Partneriaeth

297. DATGANIADAU O FUDDIANT

Cafwyd datganiad o fuddiant personol yn eitem 8 ar yr Agenda gan yr aelodau canlynol, oherwydd eu cysylltiad â'r Gronfa Gweithredu Cymunedol

298. CYMERADWYO'R COFNODION

<u>PENDERFYNWYD:</u> Bod Cofnodion y cyfarfod o'r Cabinet dyddiedig 18 Rhagfyr 2018,

yn cael eu cymeradwyo fel cofnod gwir a chywir.

299. <u>STRATEGAETH ARIANNOL TYMOR CANOLIG 2019-20 I 2022-23 A'R BROSES</u> YMGYNGHORI AR Y GYLLIDEB DDRAFFT

Cyflwynodd Cadeirydd Panel Ymchwil a Gwerthuso'r Gyllideb adroddiad, er mwyn rhannu â'r Cabinet ganfyddiadau ac argymhellion y Pwyllgor Trosolwg a Chraffu Corfforaethol mewn cysylltiad â:-

- a) sylwadau Panel Ymchwil a Gwerthuso'r Gyllideb (BREP) a amgaeir yn Atodiad A ac Atodiad A1 o'r adroddiad;
- b) yr ymatebion gan yr holl Bwyllgorau Trosolwg a Chraffu Pwnc mewn cysylltiad â chynigion cyllideb ddrafft y Cabinet, a amgaeir yn Atodiad A2.

Cadarnhaodd fod y Pwyllgor Trosolwg a Chraffu Corfforaethol wedi ystyried canfyddiadau'r BREP a'r holl Bwyllgorau Trosolwg a Chraffu Pwnc ar 14 Ionawr 2019, i benderfynu a ddylai'r argymhellion gael eu hanfon ymlaen at y Cabinet fel rhan o'r broses ymgynghori ar y gyllideb.

Er hwylustod, cafodd yr argymhellion eu rhannu'n atodiadau ar wahân. Mae'r rhain fel a ganlyn:

- A1 Argymhellion BREP mewn cysylltiad â Strategaeth Ariannol Tymor Canolig 2019-20 2022-2023
- A2 Sylwadau Trosolwg a Chraffu Pwnc ac argymhellion ar Strategaeth Ariannol Tymor Canolig 2019-20 i 2022-23

Eglurodd fod y Pwyllgor wedi derbyn yr argymhellion a'r sylwadau a gafwyd gan y BREP a'r holl Bwyllgorau Trosolwg a Chraffu Pwnc a chytunwyd i'w cyflwyno i'r Cabinet, yn amodol ar gyfres o newidiadau sydd wedi'u hymgorffori yn yr Atodiadau i'r adroddiad.

Dywedodd yr Arweinydd fod proses y gyllideb wedi bod yn un faith a chynhwysfawr, a bod y broses a ddilynir ym Mhen-y-bont yn un unigryw, yn yr ystyr nad oes yr un Awdurdod arall yng Nghymru'n craffu ar gynigion ei gyllideb i'r fath raddau â'r Awdurdod hwn. Roedd y broses hon yn enghraifft o ddull 'Un Cyngor', gyda phob grŵp gwleidyddol yn cymryd rhan ac yn cyfrannu.

Adleisiwyd hyn gan y Dirprwy Arweinydd, gan ychwanegu y byddai'r Cabinet yn edrych ar yr argymhellion a wnaed drwy'r broses Graffu ac yn ymateb iddynt cyn pennu'r Gyllideb.

PENDERFYNWYD:

Bod y Cabinet yn cytuno i ystyried argymhellion y Pwyllgor Trosolwg a Chraffu Corfforaethol, mewn ymateb i Strategaeth Ariannol Tymor Canolig 2019-20 i 2022-23 a'r Broses Ymgynghori ar y Gyllideb Ddrafft.

300. MONITRO'R GYLLIDEB 2018-19 RHAGOLYGON CHWARTER 3

Cyflwynodd y Rheolwr Grŵp – Cynllunio Ariannol a Rheoli'r Gyllideb adroddiad, i ddiweddaru'r Cabinet ar berfformiad y Cyngor yn ystod Chwarter 3, 31 Rhagfyr 2018.

Roedd yr adroddiad yn cymharu'r rhagolwg o wariant y Cyngor yn erbyn y refeniw a gymeradwywyd a chyllidebau cyfalaf am y flwyddyn. Roedd hefyd yn adolygu cyflawni gostyngiadau blaenorol a chyfredol yn y gyllideb ac yn dadansoddi'r defnydd o gronfeydd wrth gefn a'r balansau ar yr adeg hon o'r flwyddyn.

Mae Tabl 1 ar dudalen 36 o'r adroddiad yn dangos rhagolwg o alldro refeniw'r Cyngor am y flwyddyn ariannol, gan amlinellu rhagolwg o wariant yn erbyn y gyllideb refeniw gytunedig o £266 miliwn ac roedd hyn yn dangos cyfanswm o danwariant o £5.312 miliwn am y flwyddyn ariannol. Roedd yn bwysig nodi bod y tanwariant hwn wedi cynyddu'n sylweddol o ganlyniad i ddau grant hwyr a gafwyd gan Lywodraeth Cymru, sef £620,000 ar gyfer Gwasanaethau Cymdeithasol a bron i £719,000 tuag at gost dyfarniadau cyflog athrawon. Heb y grantiau hyn byddai'r tanwariant wedi bod yn £3.973 miliwn. Yn gyffredinol rhagwelir tanwariant (ac nid gorwariant fel y nodwyd yn yr adran hon o'r adroddiad) ar gyllidebau Cyfarwyddiaethau o £592,000 a thanwariant o £6.6 miliwn yng nghyllidebau'r cyngor cyfan. Hyd yma, cafwyd cronfeydd wrth gefn newydd a glustnodwyd o £1.922 miliwn ac mae rhagor o fanylion am y rhain yn Nhabl 5 o'r adroddiad, (paragraff 4.5.4.)

Mae paragraff 4.1.4 o'r adroddiad yn nodi dau faes lle darparwyd cyllid oherwydd gwasgfa ar y gyllideb, yr Ŵyl Ddysgu a'r Grant Gwisg Ysgol, ond nid oedd eu hangen bellach ac roedd yr arian hwn wedi'i gymryd yn ôl yn gorfforaethol i leddfu gwasgfeydd eraill.

Mae paragraffau 4.1.5 i 4.1.8 o'r adroddiad yn rhoi rhagor o wybodaeth am sefyllfa ariannol y cyngor wrth edrych i'r dyfodol, gyda chyfeiriad at y setliad terfynol a'r heriau sy'n wynebu'r Cyngor.

Gan gyfeirio at dudalen 38 o'r adroddiad a chysylltu hynny â'r rhagolwg o'r sefyllfa o ran refeniw, mae Adran 4.2 yn adolygu cyflawniad yn erbyn y Cynigion ar gyfer

Gostyngiadau yn y Gyllideb am y flwyddyn gyfredol a blaenorol. Yn ystod 2018-19 mae'r Cyngor wedi monitro perfformiad i gyflawni gostyngiad yng nghyllidebau 2016-17 a 2017-18 na chafodd eu cyflawni, ochr yn ochr â gostyngiad newydd yn y gyllideb ar gyfer 2018-19.

Mae Atodiad 1 (tudalen 53) yn dangos sefyllfa'r alldro ar gyfer cynigion 2016-17 a 2017-18 sydd heb eu cwblhau, a nodwyd camau lliniaru sydd i'w cymryd gan y Cyfarwyddiaethau i sicrhau eu bod yn cael eu cyflawni'n llawn. Roedd hefyd yn amlinellu'r cynigion newydd sy'n cael eu gweithredu gan Wasanaethau Cymdeithasol a Llesiant o dan eu cynllun cyflenwi gwasanaethau, i fynd i'r afael â'u gorwariant hanesyddol. Er y bydd cynnydd sylweddol yn cael ei wneud yn 2018-19 i gau'r bwlch, bydd diffyg o hyd i wneud iawn amdano yn 2019-20.

Mae Atodiad 2 o'r adroddiad (tudalen 54 ymlaen) yn edrych ar y sefyllfa yn erbyn yr holl ostyngiadau yng nghyllideb 2018-19. Roedd hyn yn dangos diffyg o £379,000 ar draws y Cyfarwyddiaethau, ac mae'r rhan fwyaf ohonynt wedi'u disgrifio'n fwy ym mharagraff 4.2.6. o'r adroddiad. Bydd y rhain yn parhau i gael eu monitro yn ystod 2018-19 a 2019-20 gyda Chyfarwyddwyr naill ai'n eu gweithredu'n llawn neu'n canfod cynigion amgen.

O dudalen 40 ymlaen, mae Adran 4.3 o'r adroddiad yn cynnwys mwy o fanylion a sylwadau ar berfformiad ariannol pob Cyfarwyddiaeth ac o ran cyllidebau'r cyngor cyfan.

Mae hyn yn cysylltu â Thabl 1 yn yr adroddiad ac Atodiad 3 (tudalen 63) sy'n cynnwys crynodeb lefel uchel o wariant yn erbyn cyllideb pob Cyfarwyddiaeth, ynghyd â chyllidebau a throsglwyddiadau i gronfeydd wrth gefn y Cyngor cyfan.

Roedd gorwariant yn cael ei ragweld gan y Cyfarwyddiaethau Addysg a Chymorth i Deuluoedd a Chymunedau, sy'n cael eu gosod yn erbyn tanwariant ar gyllidebau Gwasanaethau Cymdeithasol a'r Prif Weithredwr. Unwaith eto, dywedodd y Swyddog ei bod yn bwysig nodi bod y grant diweddar o £620,000 gan Lywodraeth Cymru i Wasanaethau Cymdeithasol yn cuddio'r gwir sefyllfa, a oedd yn orwariant ar Wasanaethau Cymdeithasol.

Ym mharagraff 4.3 o'r adroddiad, mae adran ar gyfer pob Cyfarwyddiaeth sy'n dangos y sefyllfa ar ddiwedd y flwyddyn, gyda thabl sy'n amlygu'r amrywiannau mawr a naratif ar gyfer pob un amrywiant sy'n esbonio'r rhesymau amdanynt.

Fodd bynnag, roedd nifer o achosion o danwario a gorwario mawr yn yr holl Gyfarwyddiaethau, fel y gwelir yn yr adroddiad.

Mae'r adran ar Addysg a Chymorth i Deuluoedd hefyd yn cynnwys naratif ar y sefyllfa ar falansau ysgolion ar dudalennau 41, sy'n dangos rhagolwg o ostyngiad mewn balansau o warged o £360,000 ar ddechrau'r flwyddyn i ddiffyg o £870,000 ar ddiwedd y flwyddyn. Mae'r sefyllfa hon wedi'i chuddio gan grant penodol o £231,000 gan Lywodraeth Cymru tuag at y cynnydd yn niferoedd prydau ysgol am ddim yn sgil cyflwyno credyd cynhwysol.

Mae paragraff 4.3.5 ar dudalen 47 yn dangos y sefyllfa o ran cyllidebau'r Cyngor cyfan.

Yn gyffredinol mae tanwariant net o £6.6 miliwn, ond mae nifer o symudiadau untro sy'n cyfrannu at hyn, gan gynnwys:

• £2.4 miliwn o danwariant ar gostau cyllido cyfalaf, yn dilyn y newid mewn Polisi MRP. Mae'r gyllideb hon yn rhan o'r gostyngiadau yng nghyllideb MTFS yn 2019-20.

 Llai o ofynion cyllido ar gyfer chwyddiant, gwasgfeydd cyllidebol a chronfeydd wrth gefn. Mae gwasgfeydd ar y gyllideb nad oes bellach eu hangen wedi cael eu hadfachu, ac mae'r Cyngor wedi cael £719,000 fel grant gan Lywodraeth Cymru tuag at y cynnydd yng nghyflogau athrawon.

Mae adran 4.4 ar dudalen 48 o'r adroddiad, yn dangos sefyllfa'r alldro ar gyfer y Rhaglen Gyfalaf. Mae'r rhaglen a gymeradwywyd gan y Cyngor ym mis Chwefror 2018 wedi cael ei hadolygu a'i newid yn ystod y flwyddyn ariannol, gyda'r diweddariad diweddaraf ym mis Rhagfyr 2018. Dangosir dadansoddiad llawn o wariant yn erbyn y gyllideb ar gyfer pob cynllun ynghyd ag unrhyw symudiadau ychwanegol yn Atodiad 4 (tudalennau 65 i 67 o'r adroddiad).

Mae adran 4.5 o'r adroddiad (tudalen 49) yn rhoi dadansoddiad o'r symudiadau ar gronfeydd wrth gefn a glustnodwyd yn ystod y flwyddyn ariannol. Ceir dadansoddiad llawn o symudiadau ar gronfeydd wrth gefn hyd yma yn Atodiad 5 o'r adroddiad, ac sy'n gwahanu cronfeydd wrth gefn Cyfarwyddiaethau oddi wrth gronfeydd wrth gefn Corfforaethol. Roedd cronfeydd wrth gefn wedi gostwng o £48 miliwn i £45 miliwn ar ddiwedd Rhagfyr.

Y prif symudiadau yw:

- Mae Cyfarwyddiaethau wedi tynnu £4.8 miliwn i lawr o gronfeydd wrth gefn wedi'u clustnodi
- Mae'r Cyngor wedi sefydlu £1.279 miliwn mewn cronfeydd wrth gefn corfforaethol i wynebu risgiau neu wasgfeydd hysbys neu debygol

Diolchodd y Dirprwy Arweinydd i Dîm Cyllid y Cyngor am barhau i reoli cyllideb y Cyngor mewn ffordd ddarbodus. Ychwanegodd, fodd bynnag, na allai'r Cyngor ddibynnu ar addewidion o gyllid grant yn y dyfodol, a bod hyn yn golygu bod amser anodd iawn yn wynebu'r Cyngor o hyd.

Adleisiodd yr Arweinydd y sylwadau hyn gan ychwanegu bod y gaeaf gyda ni o hyd a bod hon yn adeg o'r flwyddyn lle'r oedd pwysau ariannol ychwanegol a oedd yn gysylltiedig â graeanu ffyrdd, cadw ysgolion yn agored mewn tywydd garw a hefyd heriau sy'n gysylltiedig â Gwasanaethau Cymdeithasol.

Ychwanegodd Aelodau eraill o'r Cabinet fod ansicrwydd ariannol hefyd ynghlwm wrth ganlyniadau Brexit, a oedd yn anhysbys ar hyn o bryd.

Gofynnodd yr Aelod o'r Cabinet – Cenedlaethau'r Dyfodol a Llesiant a oedd Swyddogion yn ymwybodol bellach o'r gymhariaeth ariannol a fyddai'n dod i'r amlwg wrth symud o Chwarter 3 i Chwarter 4.

Dywedodd y Rheolwr Grŵp - Cynllunio Ariannol a Rheoli'r Gyllideb nad oedd hyn yn hysbys eto gan fod y prosiectau a nodwyd yn yr adroddiad yn seiliedig ar yr wybodaeth fwyaf diweddar sydd ar gael. Ychwanegodd fod gwasanaethau'n seiliedig ar y galw amdanynt felly roedd hyn, i raddau, yn ei gwneud yn anodd rhagweld gwasgfeydd ariannol y dyfodol o'u cymharu â'r rhai a fodolai ar hyn o bryd.

Ychwanegodd fod y grantiau a ddyrannwyd yn ddiweddar wedi helpu sefyllfa'r gyllideb ac mae'n bosibl y gallai rhagor eu dilyn, ac y gellid manteisio arnynt yn y rhannau hynny o'r Awdurdod lle'r oedd yr angen mwyaf amdanynt.

<u>PENDERFYNWYD:</u> Bod y Cabinet yn nodi'r rhagamcan o refeniw a sefyllfa'r alldro cyfalaf am 2018-19.

301. YMGYNGHORIAD AR Y STRATEGAETH EIDDO GWAG

Cyflwynodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth adroddiad er mwyn cael cymeradwyaeth y Cabinet i gynnal ymgynghoriad cyhoeddus ffurfiol ar y Strategaeth Eiddo Gwag ddrafft 2019-2023.

Cyflwynodd wybodaeth gefndir ac yna dywedodd fod y Strategaeth Eiddo Gwag wedi'i llunio a'i bod wedi'i hamgáu gyda'r adroddiad yn Atodiad 1.

Eglurodd mai un o'i phrif nodweddion yw'r bwriad i fabwysiadu dull 'cymysg' i sicrhau bod y pwyslais wrth weithredu ar ffeithiau a gwybodaeth allweddol. Bydd blaenoriaeth yn cael ei rhoi i eiddo ar sail meini prawf fel gwerth niwsans, niwed, lleoliad a'r galw am dai ac nid yn unig yn ôl pa mor hir mae eiddo wedi bod yn wag. Ar ôl blaenoriaethu, bydd y Gweithgor Eiddo Gwag yn penderfynu ar y camau mwyaf priodol i geisio defnyddio'r eiddo unwaith eto.

Mae'r Strategaeth yn canolbwyntio ar eiddo preswyl gwag yn y sector preifat. Gan fod angen dull mwy penodol i allu defnyddio eiddo masnachol unwaith eto fel eiddo masnachol, nid ydynt yn rhan o'r Strategaeth hon. Fodd bynnag, os cyfyd cyfleoedd i ddefnyddio eiddo masnachol gwag unwaith eto fel llety preswyl, yna bydd hyn yn cael ei ystyried fel rhan o'r Strategaeth.

Ychwanegodd y byddai'r Awdurdod Lleol a'i bartneriaid yn ceisio cydweithredu â pherchnogion er mwyn gallu defnyddio eiddo gwag o'r fath unwaith eto.

Ychwanegodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth hefyd fod Gweithgor Eiddo Gwag wedi cael ei sefydlu ac y bydd yn helpu i gyflawni nodau'r Strategaeth, a bod cydweithredu â rhanddeiliaid allweddol eraill yn ffactor allweddol i sicrhau llwyddiant y Strategaeth.

Dywedodd hefyd y byddai'r ymgynghoriad yn para am 12 wythnos ac efallai y bydd angen newid y Strategaeth mewn ymateb i sylwadau a geir yn sgil yr ymgynghoriad.

Daeth y Pennaeth Perfformiad a Gwasanaethau Partneriaeth â'i gyflwyniad i ben drwy nodi'r goblygiadau ariannol.

Dywedodd yr Aelod o'r Cabinet – Cenedlaethau'r Dyfodol a Llesiant ei bod yn falch o weld y cynigion positif yn y Strategaeth a fyddai'n helpu i alluogi dros 1,000 o eiddo preswyl yn y sector preifat a oedd yn wag ar hyn o bryd i gael eu meddiannu unwaith eto.

Dywedodd yr Aelod o'r Cabinet – Gwasanaethau Cymdeithasol a Chymorth Cynnar fod nifer fawr o eiddo gwag yng nghymunedau'r cymoedd yn y Fwrdeistref Sirol a'i fod yn edrych ymlaen at weld tystiolaeth bellach fel rhan o'r Strategaeth, o'r math o eiddo a fyddai'n cael eu targedu i gael eu hailfeddiannu.

Dywedodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth fod cydweithredu'n fewnol ac yn allanol yn rhan bwysig dros ben o'r Strategaeth, ac roedd hynny'n cynnwys cydweithio'n agos â pherchnogion yr eiddo. Ychwanegodd y byddai matrics marcio'n cael ei gyflwyno er mwyn cyflawni nodau tymor hir y Prosiect.

Gofynnodd yr Aelod o'r Cabinet – Gwasanaethau Cymdeithasol a Chymorth Cynnar am gadarnhad mai bwriad y Strategaeth oedd sicrhau bod eiddo preswyl cael eu rhoi mewn cyflwr i alluogi pobl i fyw ynddynt o flaen eiddo masnachol.

Cadarnhaodd y Pennaeth Perfformiad mai nodau'r Strategaeth oedd targedu eiddo preswyl gwag er mwyn i bobl allu byw ynddynt. Fodd bynnag, pe cyfyd cyfleoedd i alluogi pobl i feddiannu eiddo masnachol, yna byddai'r mater yn cael ei ystyried gyda pherchnogion yr eiddo.

Diolchodd yr Arweinydd i bawb a oedd wedi bod yn gysylltiedig â'r Strategaeth a oedd yn cynnwys cyfraniad Aelodau a'r Aelod o'r Cabinet – Cenedlaethau'r Dyfodol a Llesiant ac Aelod Ward Morfa sydd â phrofiad blaenorol o'r maes Tai.

PENDERFYNWYD: Bod y Cabinet yn:-

- (1) Rhoi ei gymeradwyaeth i gynnal ymgynghoriad cyhoeddus ffurfiol ar y Strategaeth Eiddo Gwag.
- (2) Cytuno i gael adroddiad arall ar ddiwedd y cyfnod ymgynghori i ystyried mabwysiadu'r Strategaeth yn ffurfiol.

302. STRATEGAETH DDIGARTREFEDD 2018-2022

Cyflwynodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth adroddiad. Diben yr adroddiad oedd cael cymeradwyaeth y Cabinet i gynnal ymgynghoriad cyhoeddus ar y Strategaeth Ddigartrefedd ddrafft a amgaewyd fel Atodiad 1 o'r adroddiad.

Mae Rhan 2 o Ddeddf Tai (Cymru) 2014 yn gosod dyletswydd ar yr Awdurdod i gynnal Adolygiad o Ddigartrefedd yn ei ardal ac yna i lunio a mabwysiadu Strategaeth Ddigartrefedd.

Eglurodd fod yr adolygiad o ddigartrefedd wedi canfod yr wybodaeth angenrheidiol i lunio'r Strategaeth arfaethedig am y cyfnod 2018-2022 yn unol â Chanllaw Llywodraeth Cymru. Dangoswyd prif ganfyddiadau'r adolygiad ym mharagraff 3.3 o'r adroddiad.

Cyfeiriodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth yr Aelodau at y Strategaeth ddrafft, a dywedodd ei bod wedi cael ei datblygu mewn ymateb i ganfyddiadau'r adolygiad. Roedd wedi cael ei gyflwyno i Lywodraeth Cymru gyda'r amod ei fod yn destun ymgynghoriad cyhoeddus (a chymeradwyaeth derfynol y Cabinet).

Ychwanegodd fod yr adolygiad wedi amlygu nifer o feysydd sydd angen eu datblygu ymhellach, er mai un o'r negeseuon oedd yr angen i bwysleisio bod digartrefedd yn fater cymhleth, trawsbynciol, sy'n gofyn nid yn unig am ymagwedd gorfforaethol ond hefyd un sy'n seiliedig ar bartneriaethau. Mae bwriad i ddatblygu Cynllun Gweithredu i ategu'r Strategaeth.

Yn dilyn y broses ymgynghori, rhagwelir y bydd Strategaeth derfynol yn cael ei chyflwyno i'r Cabinet i gael eu cymeradwyaeth ym mis Ebrill 2019.

Nododd yr Aelod o'r Cabinet - Cenedlaethau'r Dyfodol a Llesiant fod nifer sylweddol o randdeiliaid allweddol wedi bod yn gysylltiedig â datblygu'r Strategaeth ddrafft a oedd wedi cael ei chyd-gynhyrchu'n unol â gofynion Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) Act 2015.

Roedd yr Aelod o'r Cabinet – Gwasanaethau Cymdeithasol a Chymorth Cynnar yn teimlo bod peth o'r wybodaeth ystadegol yn y Strategaeth ddrafft yn achos tristwch. Ychwanegodd ei bod yn gobeithio y byddai'r holl bartneriaid yn cydweithio'n effeithiol er mwyn lleihau problem digartrefedd, ac y byddai hynny'n cynnwys Landlordiaid Preifat a Landlordiaid Cymdeithasol Cofrestredig.

Roedd yr Aelod o'r Cabinet – Cymunedau'n teimlo y dylid ychwanegu at y categori o grwpiau ac unigolion agored i niwed a all fod mewn perygl o fod yn ddigartref i gynnwys cyn aelodau'r lluoedd arfog.

Cadarnhaodd y Pennaeth Perfformiad a Gwasanaethau Partneriaeth y gellid addasu'r Strategaeth i gynnwys y grŵp hwn.

Roedd yr Arweinydd yn teimlo ei bod yn ddiddorol nodi mai'r ail reswm mwyaf cyffredin pam fod pobl yn ddigartref oedd am nad oedd rhieni'n gallu neu nad oeddent yn fodlon rhoi cartref i oedolion ifanc yn y categori 16 i 18 oed. Ychwanegodd hefyd ei bod yn bwysig bod digon o ofod llawr/gwelyau mewn llety a drefnir ar gyfer y bobl a oedd yn ddigartref yn y Fwrdeistref Sirol ac a hoffai gael to uwch eu pen, a'u bod wedyn yn gallu cael gafael ar rai gwasanaethau cymorth allweddol a all fod eu hangen arnynt.

Roedd y Dirprwy Arweinydd yn teimlo y dylai'r broses ymgynghori gael ei hymestyn i gynnwys cynulleidfa mor eang â phosibl, gan fod digartrefedd yn broblem fawr sydd angen sylw gyda golwg ar wella'r sefyllfa bresennol. Ychwanegodd y dylid gwahodd Aelodau'r Cabinet i unrhyw grwpiau ymgynghori sy'n cael eu trefnu.

Daeth yr Arweinydd â'r ddadl ar y pwnc pwysig hwn i ben drwy gytuno â sylwadau'r Dirprwy Arweinydd, gan ychwanegu ei fod wedi gofyn i'r Cyngor leuenctid gymryd rhan yn yr ymgynghoriad, ac roedd yn falch hefyd y bydd Aelodau'r Meinciau Cefn yn helpu i ddylanwadu ar y strategaeth drwy'r broses drosolwg a chraffu gan fod y strategaeth ar y rhaglen waith.

PENDERFYNWYD:

Bod y Cabinet yn cymeradwyo cyfnod o ymgynghori cyhoeddus ar y Strategaeth Ddigartrefedd ddrafft, a nodwyd y bydd Strategaeth derfynol yn cael ei chyflwyno i'r Cabinet i gael ei chymeradwyo a'i mabwysiadu yn dilyn y cyfnod ymgynghori, cyn ei chyflwyno i Lywodraeth Cymru.

303. DIWEDDARIAD AR Y GRONFA GWEITHREDU CYMUNEDOL 2018-19

Cyflwynwyd adroddiad gan y Prif Weithredwr Dros Dro a oedd yn cynnwys diweddariad ar y defnydd o'r Gronfa Gweithredu Cymunedol (CAF) a gymeradwywyd gan y Cabinet ar 5 Medi 2017; i roi diweddariad ar argymhellion y Pwyllgor Archwilio ac i gael cymeradwyaeth i ddirwyn y Gronfa Gweithredu Cymunedol i ben.

Roedd Strategaeth Ariannol Tymor Canolig 2017-2021, a gymeradwywyd gan y Cyngor ar 1 Mawrth 2017, yn cynnwys cyllideb newydd o £285,000 i greu Cronfa Gweithredu Cymunedol. Nodau cyffredinol y gronfa oedd creu cyfleoedd ar gyfer ymyriadau lleol gan Aelodau yn eu wardiau eu hunain er budd y gymuned. Y gobaith oedd ymestyn yr effaith y byddai arian y cyngor yn ei chael ar gymunedau unigol a bod yn ffynhonnell cyllid y gallai Aelodau Etholedig ei defnyddio fel unigolion i fod o fudd uniongyrchol i'w ward leol.

Aeth ymlaen i ddweud bod gan Aelodau Etholedig gryn ddisgresiwn ynglŷn â sut mae'r arian wedi cael ei wario, gyda'r amod cyffredinol bod yn rhaid i'r gwariant fod yn gyfreithlon ac na ddylai fod yn groes i bolisi'r Cyngor. Yn yr un modd, ni ddylai arian gael ei ddyfarnu i sefydliadau sy'n cynhyrchu elw nac i ddibenion gwleidyddol. Ni ddylai gael ei ddefnyddio ychwaith ar gyfer gwariant sy'n rheolaidd ac a fyddai felly angen am arian eto yn y dyfodol.

Roedd yn rhaid i Aelodau Etholedig gael hyfforddiant gorfodol cyn iddynt gyflwyno ceisiadau am daliadau i sicrhau bod y cynllun yn gweithredu'n ddidrafferth, bod y costau gweinyddu ac ymholiadau mor isel â phosibl, a bod Aelodau'n gallu cydymffurfio ag amodau'r cynllun a rheoleiddio'u hunain.

Yn ystod y cyfnod pan oedd y cynllun yn weithredol dywedodd y Prif Weithredwr Dros Dro fod cyfanswm o £231,667.24 o'r £270,000.00 (85.8%) a oedd ar gael wedi'i ddosbarthu o'r Gronfa Gweithredu Cymunedol i ariannu 156 o brosiectau ledled y Fwrdeistref Sirol.

Roedd paragraff 4.1.4 o'r adroddiad yn rhoi enghreifftiau o amrywiaeth o brosiectau a oedd wedi cael nawdd, gyda rhestr lawn o'r prosiectau wedi'i chynnwys yn Atodiad 1 i'r adroddiad.

Roedd yr adran nesaf o'r adroddiad yn rhoi manylion am y cymorth gweinyddol roedd ei angen ar gyfer y cynllun, a bod hynny'n fwy cymhleth nag oedd wedi'i ragweld ar y dechrau. Roedd y cymorth i'r Gronfa'n cael ei ddarparu'n bennaf gan staff Gwasanaethau Cyfreithiol, Cyllid a Democrataidd, ac roedd yn mynd â llawer o'u hamser.

Roedd paragraff 4.3 yn cadarnhau fod yr Archwilwyr Mewnol wedi cynnal adolygiad o'r Gronfa Gweithredu Cymunedol, ac mae canfyddiadau'r adolygiad i'w gweld yn yr adran hon o'r adroddiad.

Daeth â'i gyflwyniad i ben drwy gadarnhau gan fod peth o'r adborth a gafwyd i'r cynllun, yn enwedig gan Aelodau, yn gymysg, ac y gallai fod yn fwy buddiol yn y dyfodol i'r Cabinet ystyried dirwyn y Gronfa i ben ac i drosglwyddo'r £285,000.00 yn ôl i'r MTFS.

Er bod y Cabinet yn teimlo bod y nifer sylweddol o Brosiectau a ariannwyd drwy'r Gronfa'n werth chweil ac o fudd i'r gwahanol gymunedau, roeddent hefyd yn cydnabod bod y Cyngor yn parhau i wynebu anawsterau ariannol wrth edrych i'r dyfodol ac oherwydd hyn, efallai y byddai'n well pe byddai'r arian uchod yn cael ei ddyrannu i gronfa Gorfforaethol y Cyngor.

Roedd yr Aelod o'r Cabinet – Gwasanaethau Cymdeithasol a Chymorth Cynnar yn teimlo efallai y gellid ailedrych ar y prosiect ar ôl i'r cyni ariannol ddod i ben.

PENDERFYNWYD: Bod y Cabinet yn:-

- (1) Nodi'r adroddiad.
- (2) Cymeradwyo dirwyn y Gronfa Gweithredu Cymunedol i ben a throsglwyddo'r £285,000 yn ôl i'r Strategaeth Ariannol Tymor Canolig i'w ystyried wrth bennu'r gyllideb ar gyfer 2019-20 i 2022-23.

304. <u>DEDDF RHEOLEIDDIO PWERAU YMCHWILIO 2000</u>

Cyflwynwyd adroddiad gan y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol a'r Swyddog Monitro, a oedd yn cynnwys manylion am y Polisi uchod sy'n weithredol o dan Ddeddf Rheoleiddio Pwerau Ymchwilio 2000 (RIPA).

Nododd fod y RIPA yn cynnwys fframwaith sy'n galluogi cyrff cyhoeddus penodol, gan gynnwys awdurdodau lleol, i ddefnyddio pwerau cuddwylio i gasglu gwybodaeth am unigolion heb yn wybod iddynt, i gyflawni swyddogaethau statudol mewn cysylltiad ag atal a chanfod troseddau.

Ychwanegodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol a'r Swyddog Monitro bod gofyniad ar Aelodau i adolygu'r defnydd o RIPA ac i bennu'r Polisi o leiaf unwaith y

flwyddyn. Er na all Aelodau Etholedig fod yn rhan o benderfyniadau ar awdurdodaethau penodol, caniateir iddynt i gael trosolwg o'r broses.

Cadarnhaodd mai'n anaml iawn yr oedd y Cyngor wedi defnyddio RIPA yn draddodiadol, ac roedd wedi'i ddefnyddio yn yr achosion hynny'n unig lle'r oedd yn bwysig cael gwybodaeth i helpu achosion troseddol a dim ond mewn achosion lle nad oedd modd cael yr wybodaeth drwy ddulliau eraill. Ychwanegodd na fu dim awdurdodaethau ar gyfer RIPA ers Ebrill 2014.

Cyfeiriodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol a'r Swyddog Monitro yr Aelodau at baragraff 4.3 o'r adroddiad, a oedd yn nodi rhesymau eraill a allai fod yn gyfrifol am y gostyngiad yn nifer yr awdurdodaethau y gofynnwyd amdanynt.

Yn olaf, cyfeiriodd at y rhestr o swyddi dynodedig a enwebwyd fel Swyddogion Awdurdodi i awdurdodi cuddwylio yn y Cyngor (Atodiad 1 o'r Polisi sydd wedi'i amgáu gyda'r adroddiad yn Atodiad A) sydd wedi cael ei adolygu a'i ddiweddaru.

Gofynnodd yr Arweinydd drwy ba ddulliau yr oedd gweithgarwch RIPA yn cael ei fonitro yn y Cydwasanaethau Rheoliadol.

Cadarnhaodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol a'r Swyddog Monitro fod hyn yn cael ei fonitro gan Gyngor Bro Morgannwg, a'i oruchwylio'n annibynnol gan y Llysoedd (Ynadon).

PENDERFYNWYD: Bod y Cabinet yn nodi'r adroddiad ac yn cymeradwyo'r Polisi a

amgaeir fel Atodiad A, ynghyd â'r rhestr ddiwygiedig o

Swyddogion Awdurdodedig.

305. POLISI YMDDYGIAD AFRESYMOL/ACHWYNWYR BLINDERUS

Cyflwynodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol adroddiad a oedd yn cyflwyno i'r Aelodau y Polisi Ymddygiad Afresymol neu Achwynwyr Blinderus i'w gymeradwyo (amgaeir yn Atodiad 1 o'r adroddiad).

I esbonio'r cefndir, roedd yr adroddiad yn nodi nad oedd gan yr Awdurdod Bolisi ar hyn o bryd a oedd yn delio ag ymddygiad a chwynion afresymol gan gwsmeriaid, gan gynnwys rhai blinderus eu natur.

Cadarnhaodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol y byddai Polisi o'r fath yn helpu Swyddogion i ddeall beth yn union a ddisgwylir ganddynt; pa opsiynau i weithredu sydd ar gael iddynt a phwy all awdurdodi camau o'r fath. Gellir hefyd ei rannu â chwsmeriaid a'u helpu i reoli eu disgwyliadau ac egluro na ddylai rhai ymddygiadau'n cael eu goddef.

Cymeradwyodd yr Aelod o'r Cabinet – Cenedlaethau'r Dyfodol a Llesiant y polisi gan bwysleisio er bod gan y cyhoedd yr hawl i gwyno ac y bydd cwynion yn cael eu cymryd o ddifrif, ni fydd yr awdurdod yn goddef ymddygiad ymosodol na threisgar tuag at staff.

Roedd paragraff 4.2 yn crynhoi prif ddarpariaethau'r Polisi.

PENDERFYNWYD: Bod y Cabinet yn cymeradwyo'r Polisi uchod sydd wedi'i amgáu

yn Atodiad 1 o'r adroddiad.

306. ADRODDIADAU GWYBODAETH I'W NODI

Cyflwynodd y Pennaeth Gwasanaethau Cyfreithiol a Rheoliadol adroddiad, er mwyn hysbysu'r Cabinet o'r Adroddiad Gwybodaeth i nodi'r hyn a amlinellir ym mharagraff 4.1 o'r adroddiad, a gyhoeddwyd ers y cyfarfod diwethaf a drefnwyd.

<u>PENDERFYNWYD:</u> Bod y Cabinet yn cydnabod cyhoeddi'r ddogfen a restrir yn yr adroddiad.

307. <u>EITEMAU BRYS</u>

Dim

Daeth y cyfarfod i ben am 15:35

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 FEBRUARY 2019

REPORT OF THE INTERIM CHIEF EXECUTIVE

CORPORATE PLAN 2018-2022 REVIEWED FOR 2019-20

1. PURPOSE OF REPORT

1.1 To seek Cabinet endorsement of the Council's Corporate Plan 2018-2022 reviewed for 2019-20 (**Appendix A**) prior to submission to Council for approval.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 This report assists in the achievement of the following corporate 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.
 - 2. **Helping people to be more self-reliant** taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
 - 3. **Smarter use of resources** ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3. BACKGROUND

- 3.1 The Council has a duty to set well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and to set improvement objectives under the Local Government (Wales) Measure 2009.
- 3.2 The Council's current Corporate Plan covers 2018-2022. It sets out three corporate well-being objectives (improvement objectives) as set out in 2.1, based on the extensive public consultation known as 'Shaping Bridgend's Future', undertaken in 2015.

4. CURRENT SITUATION / PROPOSAL

4.1 The current Corporate Plan has been reviewed for 2019-20. The review has focused mainly on updating the Council's commitments and success measures for 2019-20. The Council's vision, values and principles remain unchanged.

- 4.2 In reviewing this Plan, the Council further developed its well-being objectives against the Well-being of Future Generations (Wales) Act 2015. The revised Corporate Plan aims to balance the use of resources to support the achievement of the Council's well-being objectives and statutory duties, including the management of financial pressures.
- 4.3 The three well-being objectives are both the Council's improvement objectives under the Local Government (Wales) Measure 2009 and well-being objectives under the Well-being of Future Generations (Wales) Act 2015. The Well-being Statement, required by the Act, is embedded into the Plan. The commitments are the steps the Council will take to deliver the integrated improvement and well-being objectives in 2019-20. The Corporate Plan also sets out how the objectives contribute towards the seven national well-being goals.
- 4.4 The success measures for each aim have been identified to ensure they support and drive forward the Council's sustainability principles. Where new indicators have been identified, wherever possible, indicative targets have been set.
- 4.5 On 14 January 2019, the Corporate Overview and Scrutiny Committee considered the revised draft Plan. The Committee made a series of constructive comments for amendment and inclusion. All the comments have been duly considered and, wherever feasible, appropriate amendments made to the draft Plan.
- 4.6 The Plan will be reviewed annually to take into account changing circumstances and progress made against the well-being objectives and to ensure that the requirements of Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 are met.
- 4.7 Once approved, the Plan will replace the current Corporate Plan. The delivery of the plan will be supported by the Medium Term Financial Strategy (MTFS), Directorate business plans and service plans. It will be monitored through the Corporate Performance Assessment process, Directorate management team meetings and the Corporate Overview and Scrutiny Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

5.1 The Council's Corporate Plan forms part of the Policy Framework.

6. EQUALITY IMPACT ASSESSMENT

6.1 A full Equality Impact Assessment was undertaken when the Plan was developed. Consideration was given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. Separate EIAs will be undertaken when proposals for carrying out the Plan are developed and implemented.

7. 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 the

Council. The 7 well-being goals identified in the Act have driven the Council's three well-being objectives. A Well-being of Future Generations Assessment will be undertaken on proposed individual projects and activities to meet the Council's three well-being objectives and will feed into specific reports to Cabinet or Council.

7.2 A well-being of Future Generations Assessment on the impact of the Corporate Plan has been completed (**Appendix B**).

8. FINANCIAL IMPLICATIONS

8.1 There are no specific financial implications in this report. Financial implications relating to the delivery of the Council's Corporate Plan and its three well-being objectives are set out in the Medium Term Financial Strategy 2019-20 to 2022-23.

9. RECOMMENDATION

9.1 That Cabinet endorse the Corporate Plan 2018-2022, reviewed for 2019-20 and recommend it to Council for approval on 20th February 2019.

Mark Shephard, Interim Chief Executive

Contact Officer: Gill Lewis, Interim Head of Finance and 151 Officer

Telephone: 01656- 643224; email: gill.lewis@bridgend.gov.uk

Background Documents

Medium Term Financial Strategy 2019-20 to 2022-23



Bridgend County Borough Council

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr





One Council Working Together To Improve Lives

Corporate Plan 2018-2022 reviewed for 2019-2020

Page 17

Introduction

Welcome to the Council's revised corporate plan for 2019-20.

The Council delivers, or enables, many hundreds of services across all the diverse communities within the county of Bridgend. This corporate plan in no way attempts to include every service that the Council delivers or will deliver in the coming years.

What it does do is set out our well-being objectives; the long-term outcomes that we want to achieve for the County and for the people we are privileged to serve. We want to contribute to a place where people love to live, work, study and do business, where people have the skills and qualifications they need to improve their life chances, enjoy good health and a sense of well-being and independence.

Public services, and local councils in particular, are part way through a sustained period of austerity and we are no exception. We have experienced year-on-year reductions in funding at a time of ongoing cost inflation, increased demand and need amongst parts of our community and new, and often unfunded, statutory responsibilities. Against this backdrop we have to be honest with our communities and partners in saying that the Council can no longer deliver all of the services it once did nor always to the same level or quality as in previous years. However, we remain committed to making best use of our resources, to supporting and protecting the most vulnerable in our communities and building an economically sound county that meets the needs of our citizens in the future.

In reviewing this plan for 2019-20, we have further developed our well-being objectives, aims and targets and introduced a raft of new indicators. To better focus on meeting our objectives, we have simplified our aims, removing those we regard as 'business as usual' and developed new measures that support and drive forward our sustainability principles.

Details of our progress can be found on our Annual Report. Our previous annual reports are available on www.bridgend.gov.uk.

We welcome your views on this plan. You can give your feedback through:



Our website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook at www.facebook.com/BridendCBC



Twitter: <a>@BridgendCBC



Email to talktous@bridgend.gov.uk



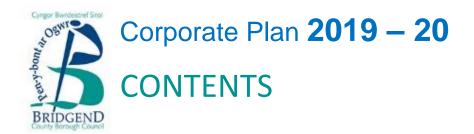
Or by writing to Corporate Performance Team, Bridgend County Borough Council, Civic Offices, Angel Street, Bridgend CF31 4WB



Councillor Huw David Leader of the Council







Section 1: our Vision

Section 2: our Principles & Values

Section 3: a snapshot of Bridgend County

Section 4: our Well-Being Objectives

Section 5: managing our Budget

Section 6: Democracy and Partnership

Section 7: our Corporate Plan on a Page

Section 1: our Vision

One council working together to improve lives

Section 2: our Principles & Values

A number of key principles underpin how we work. They highlight the importance of working in partnership with our citizens, our communities and with other organisations to develop and deliver sustainable services. Together, we will identify and meet local need as best we can.

Within these principles, we have embedded the principle of Sustainable Development, aligned to the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015.

Sustainable Development	00		8	1451		
Principles	Long term	Prevention	Integration	collaboration	Involvement	
To support communities and people to create their own solutions and reduce dependency on the Council.						
	To focus diminishing resources on communities and individuals with the greatest need.					
To use good information from service users and communities to inform its decisions.						
To encourage and develop capacity amongst the third sector to identify and respond to local needs.						
To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.						
To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.						
To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.						

Our values that represent what we stand for and shape how we work:

Fair - taking into account everyone's needs and situation

Ambitious - always trying to improve what we do and aiming for excellence

Citizen-focused - remembering that we are here to serve our local communities

Efficient - delivering services that are value for money

4

"

Section 3: a snapshot of Bridgend County

In Numbers



Population 144,300

Size 98.5 square miles Households 61.484

Average House Price £149,212 (UK HPI: June 2018)

Businesses 4,085

People in Employment 71.6% (June 2018)

Average resident salary £26,624 (Welsh average £26,306

Education

Infant	2
Junior	1
Primary schools	40
Secondary schools	8
Church Schools	6
Special Schools	2
Alternative Provision	1

Leisure and Well-being

Life Centres	3
Swimming Pools	4
Sports Centres	1
Library services	14

Social Care

Extra Care Homes	3
Reablement Unit	1
Resource Centre for	
people with complex needs	1

Representation

Wards	39
Councillors	54
Constituency AMs	2
Regional AMs	4
MPs	2

We develop, manage and maintain **280 hectares** of open spaces, including children's play areas, sports pitches, commons, highway verges, landscapes and horticultural features.



Total Council Income (2019-20)



Council Tax £79.002m
Non-Domestic Rates £46.452m
Revenue Support Grant (Welsh Government) £145.354m
Other funding £149.262m
Total Gross Income £420.070m

We have 4,400 full-time equivalent staff providing services that include:

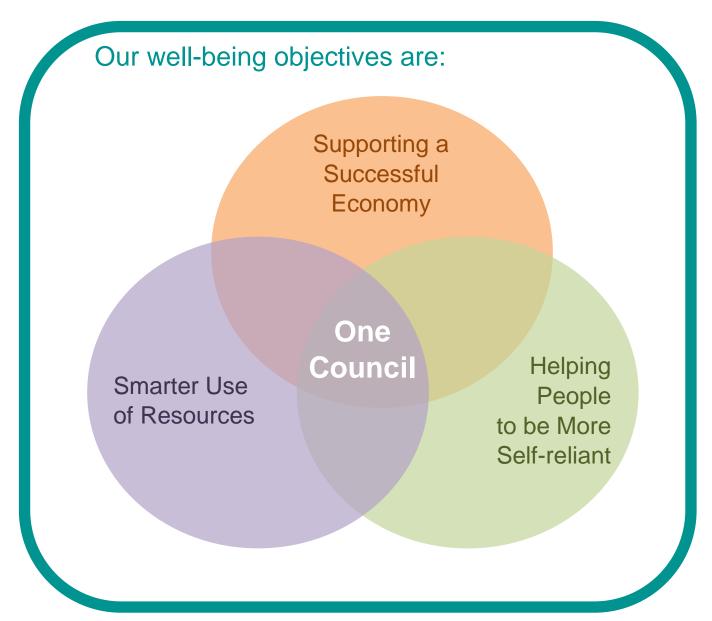
Social care, safeguarding our most vulnerable adults and children; education, planning and building control, housing support, maintaining highways afd public transport, refuse and recycling, street cleaning and safety, parks, environmental and natural resources protection, play areas, food hygiene, licensing, health and safety inspectors, collecting revenues and administering benefits, elections, sports, arts and libraries, supporting business and tourism, special events and festivals.

Section 4: our Well-Being Objectives

Amongst the pressures arising from increased demand and reduced resources, we will keep a clear focus on what are priorities for our communities in Bridgend and in Wales, both for now and in the future.

This document sets out clearly a small set of important and long-term priorities. These three priorities are our well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and set out our contributions towards the meeting the Act's seven national goals.

They are also our improvement objectives under the Local Government (Wales) Measure 2009.



This plan sets out why they are our well-being objectives and outlines how we intend to make progress on them.

Details on how we have already made progress towards these objectives can be found in our Annual Report.

Well-being Objective 1: Supporting a Successful Economy

This means we will take 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.

Our Well-being Aims

- To support local people develop skills and take advantage of opportunities to succeed.
- To create conditions for growth and enterprise.
- To create successful communities.

Why these are important

Our citizens have told us that a local vibrant economy is one of their top priorities. We want to build a county where people have more opportunities to secure a meaningful job, develop a career and improve their family income and circumstances.

We know that higher levels of prosperity boost health and well-being and create more resilient communities needing fewer services. For future prosperity and long-term resilience, our town centres and businesses need to be profitable: to generate wealth, provide better jobs, attract investment, improve skills and encourage visitors.

As part of the green economy, the Council continues to work towards a low-carbon economy through our low carbon heat schemes in Bridgend Town and in the Llynfi valley.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities.

Our Key Programmes to support this well-being objective

- City Deal The Council and its neighbouring South East Wales Councils have secured this
 capital programme from the UK and Welsh Government. The £1.28 billion Cardiff Capital Region
 programme will deliver a range of programmes that will increase connectivity, improve physical
 and digital infrastructure as well as regional business governance over the next 10-15 years.
 The Deal is projected to deliver 25,000 extra jobs across the region.
- Strategic Review of Post-16 Education and Training this programme evaluates post-16 education provision and curriculum delivery to ensure that there are clear options available to provide the best possible opportunities for learners in the county borough.
- Successful Economy Programme this programme consists of key regeneration and local development schemes across the county. In Porthcawl, this includes the initial phases of the development of Salt Lake car park, marketing the land earmarked for the retail store and investing the capital receipt in future phases of regeneration such as the redevelopment of

Hillsboro Place car park and the necessary flood defences along the eastern promenade. Other schemes include redevelopment in Bridgend, transforming Maesteg Town Hall into an arts and cultural hub.

In addition, we will maximise the opportunities from other regeneration funding strategies and programmes, including delivering real change in the valleys through the Valleys Taskforce and will lobby for transformative projects such as the Pencoed rail crossing.

The alignment of Welsh Government Grants supports Bridgend Council's 'One Vision' approach
and provides the foundation for a strategic approach to our Early Intervention, Prevention and
Support agenda. We will focus on improving outcomes for people who live complex lives by
planning, commissioning and delivering better integrated services and support, by reducing
duplication and by improving the inter-relationships between them.

Who will help us?

Housing Associations and Private Landlords; Bridgend Business Forum; City Deal partners; Bridgend College and training providers; schools; Careers Wales; Job Centre Plus.

Steps we will take to achieve our well-being aims

To support local people develop skills and take advantage of opportunities to	To create a
succeed we will	Wales that is:
Continue to work with the Cardiff Capital Regional Skills and Employment	✓ Prosperous
Board, and with BCBC led local projects, to shape employment	✓ Resilient
opportunities and develop a skilled workforce to meet future needs. This	✓ More Equal
includes delivering high quality apprenticeships for all ages.	·
Work with the Welsh Government Valleys Taskforce to maximise	✓ Prosperous
opportunities for investment in our valleys to increase economic prosperity.	✓ Resilient
(The Valleys Taskforce is a Welsh Government initiative that aims to deliver	
economic change in the South Wales Valleys by creating good quality jobs	
and helping people access skills).	
Work with individuals and families who are unemployed, economically	✓ Prosperous
inactive, experiencing in-work poverty, face barriers to work or are in or at	✓ Resilient
risk of poverty, to improve their job opportunities.	✓ More Equal
	✓ Prosperous
Work with partners and communities to develop a tackling poverty strategy	✓ Resilient
and better align our anti-poverty efforts to target areas where there is an	✓ Healthier
increasing proportion of workless households with children.	✓ More Equal
Work with schools to close the gap in educational attainments for pupils	✓ Resilient
eligible for free school meals and those who are not and improve learner	✓ More Equal
outcomes for other vulnerable groups including looked after children and	·
young carers.	
Progress the development of strategies to assist young people who are	✓ Prosperous
more able and talented than their peers to help them reach their full	✓ Resilient
potential.	
Complete the review and consultation into the Strategic Review of Post-16	✓ Resilient
Education and Training by the end of March 2020.	✓ More Equal
	✓ Cohesive
Support the development of the coding skills of our young people through	✓ Resilient
the rollout of the Digital Competence Framework to all our schools by	✓ More Equal
March 2020.	✓ Cohesive

To create conditions for growth and enterprise we will	To create a Wales that is
Deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural, sporting and business events.	✓ Prosperous✓ Cohesive✓ VibrantCulture andLanguage
Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.	✓ Prosperous✓ Resilient
Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2018-2019.	✓ Prosperous✓ Resilient
Continue to progress the development of low carbon Heat Schemes in the Llynfi Valley (Caerau) and Bridgend Town, and developing the business case for the innovative Heat Scheme to draw on a natural underground heat source to heat homes.	✓ Prosperous✓ Resilient
Undertake a full review and develop a new Local Development Plan (LDP).	✓ Globally Responsible ✓ Prosperous ✓ Resilient

To create successful communities we will	To create a Wales that is:	
Invest in our town centres to provide new facilities and enhance existing ones, and progressing a range of development schemes. These include progressing the range of development schemes in Porthcawl, Maesteg Town Hall and Enterprise Hubs to create new business workspace, seeking funding for a redevelopment programme for Bridgend Town Centre.	✓ Prosperous✓ Cohesive✓ VibrantCultureandLanguage	
Engage with the owners to address the issues of long-term empty properties.	✓ Prosperous✓ Resilient✓ Cohesive	

How will we know we are successful?

To help local people develop skills and take advantage of opportunities to succeed

To help local people develop skills and take advantage of opportunities to succeed				
Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20	
The percentage of working age population that is in employment [higher preferred]	71.3%	71.4%	Increase on 2018-19 actual	
The percentage of economically active 16 - 64 year olds [higher preferred]	New indicator for 2018 -19	73.2%	Maintain 2018-19 actual	
The number of apprentices employed across the organisation [higher preferred]	31	17	25	

The number of apprenticeships taken by looked after children [higher preferred]	0	1	1
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training (NEETs) in the Careers Wales Annual Destination Survey Statistics [lower preferred]	1.7%	1.5%	1.3%
The percentage of all care leavers who are in education, training or employment at a)12 months b)24 months after leaving care [higher preferred]	a) 60.5% b) 46.7%	a) 60% b) 60%	a) 60% b) 60%
The percentage of 16 - 64 year olds without qualifications [lower preferred]	11.3%	N/A	<11.3%
The percentage of schools meeting the Learning & Skills Measure in terms of the subject offer at Key Stage 4 & Post 16 [higher preferred]	100%	100%	100%
The number of participants in the Employability Bridgend programme going into employment [higher preferred]	N/A	New indicator for 2019-20	Establish Baseline
Gross Value Added (GVA) per head [higher preferred: data published one year in arrears]	N/A	New indicator for 2019-20	Increase 2017-18 actual

To create conditions for growth and enterprise

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
Total annual expenditure by tourists [higher preferred]	£344.2m	£351.1m	Above 2018-19 actual
The number of business start-ups [higher preferred]	New indicator for 2018 -19	536	Above 2018-19 actual
The number of active businesses [higher preferred]	4,085	4,086	Above 2018-19 actual
The percentage occupancy of council owned starter units [higher preferred]	New indicator for 2018 -19	90%	Maintain 2018-19 actual

To create successful communities

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of visitors to town centres footfall for: a) Bridgend b) Porthcawl. [higher preferred]	a) 7.1m	a)7.3m	a) 7.2m
	b) 2.6m	b)2.6m	b) 2.5m
The number of vacant premises in town centres a) Bridgend b) Maesteg c) Porthcawl d) Pencoed [lower preferred]	a) 66	a) 66	a) 66
	b) 9	b) 9	b) 9
	c) 10	c) 10	c) 10
	d) N/A	d) 6	d) 6
The financial value of externally funded town centre regeneration projects underway/in development [higher preferred]	£21.25m	£15m	£13m

Well-being Objective 2 Helping people to be more self-reliant

This means we will work with our partners, including the people who use our services and carers, to take steps early to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to meet needs and enjoy independent life as much as they can.

Our well-being aims

- To give people more choice and control over what support they receive by providing early access to advice and information.
- To reduce demand through targeted early help and intervention programmes.
- To work in partnership with the third sector, town and community councils and community groups to build community resilience.

Why these are important

Providing the right information, advice and assistance at an early stage can help individuals and helps families to stay together. We know that both adults and children benefit from a secure supportive family environment. Supporting individuals and families to thrive makes it less likely that their situation will deteriorate and that they will become dependent on council services.

This approach is sustainable economically and promotes positive social and personal outcomes. We are committed to providing good information, advice and assistance to the citizens of the county borough so that they are better equipped to manage situations themselves and the council services can concentrate on those in greatest need.

Consultation, participation and co-development are key to creating a future of sustainable services, particularly during this period of increasing demand and decreasing resources. Working with our service users helps us to better target services where they have most effect. By building on our track record of working with the third sector, the not-for-profit and private sectors, we can support communities to develop their own approaches to local issues and meet people's needs locally.

Our Key Programmes to support this well-being objective

- Remodelling Social Care
 - We will continue with this large programme of recommissioning adult home care, developing extra care, and information and advice services for people and their carers.
 - Working with partners, we are implementing a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns.
 - We are implementing new models of residential care for children and young people in order to make them more flexible and effective.
- We are driving forward our campaign to recruit more foster carers to care for children and young people with wide ranging needs.
- We are supporting community led initiatives through our Active Bridgend plan.
- We are working with partners to develop community health and well-being centres.

• Community Asset Transfer – We will transfer assets to communities to manage sustainably while making the most of the assets we retain.

Who will help us?

People in receipt of services, carers and their families, citizens of Bridgend; regional partners; Public Service Board partners; the third sector and private sectors.

Steps we will take to achieve our well-being aims

To give people more choice and control over what support they receive by	To create a
providing early access to advice and information we will	Wales that is:
Continue to improve the ways in which the Council provides good	✓ Prosperous
information, advice and assistance to the public, including increasing the	✓ Healthier
support available through local community coordinators.	✓ More Equal
	✓ Cohesive
Continue to involve service users, carers and communities in developing and	✓ Globally
commissioning services.	Responsible
	✓ Prosperous
	✓ Healthier
	✓ More Equal
	✓ Cohesive

To reduce demand through targeted early help and intervention programmes we will	To create a Wales that is:
Support the development of a new generation of community health and well-being centres for our residents with health partners.	✓ Healthier✓ More Equal✓ Cohesive
Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation.	✓ Healthier✓ More EqualCohesive
Finalise a transition service model to help disabled children move smoothly into adulthood.	✓ More Equal
Work with households and partners to help prevent homelessness.	✓ More Equal✓ Cohesive
Support care leavers to secure appropriate accommodation.	✓ More Equal✓ Cohesive
Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	✓ Healthier✓ Cohesive
Increase engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.	✓ Prosperous✓ Resilient✓ Healthier✓ More Equal
By following our "One Council" principle, ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	✓ Prosperous✓ Resilient✓ Healthier✓ More Equal

To work in partnership with the third sector, town and community councils	To create a
and community groups to build community resilience we will	Wales that is:
Work with partners and the third sector to strengthen communities and	✓ Resilient
identify the best way of providing services locally.	✓ Cohesive
	✓ Vibrant
	Culture and
	Language
Enable community groups and the third sector to have more voice and	✓ Prosperous
control over community assets.	✓ Resilient
	✓ Cohesive
	✓ Vibrant
	Culture and
	Language

How will we know we are successful?

To give people more choice and control over what support they receive by providing

early access to advice and information.

earry access to advice and information			
Success Indicators	Actual	Target	Target
	2017-18	2018-19	2019-20
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year [higher preferred]	a) 63.67%	a) 50%	a) 65%
	b) 71.35%	b) 70%	b) 75%
The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years b) Adults aged 18 years+ [higher preferred]	a) 84.09%	a) 80%	a) 85%
	b) 85.97%	b) 80%	b) 85%
The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support [higher preferred]	a) 70.64%	a) 62%	a) 70%
	b) 58.27%	b) 60%	b) 60%
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible [higher preferred]	973	400	1000

To reduce demand through targeted early help and intervention programmes

To reduce demand infought largeted early help and intervention programmes			
Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of children supported to remain living within their family [higher preferred]	61.64%	65%	65%
The percentage of children who receive Connecting Families interventions during the year	95%	85%	85%

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
who remain out of the care system as at 31 March of that year [higher preferred]			
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome [higher preferred]	74%	70%	72%
The percentage of looked after children on 31 March who have had three or more placements during the year [lower preferred]	10.94%	12%	12%
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age of 16/17 [higher preferred]	100%	100%	100%
The percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation [lower preferred]	9.42%	12.85%	11.85%
The percentage of care leavers who have experienced homelessness during the year [lower preferred]	13.79%	<13%	<13%
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority [higher preferred]	3.48%	7.86%	5%
The number of dwellings created as a result of bringing empty properties back into use [higher preferred]	nil	5	5
The percentage of people who feel they are able to live more independently as a result of receiving an Disabled Facilities Grant in their home [higher preferred]	87.7%	75%	80%

To work in partnership with the third sector, town and community councils and community groups to build community resilience

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year [higher preferred]	379	370	480
The number of Council owned assets transferred to the community for running [higher preferred]	nil	2	5

Well-being objective 3: Smarter use of resources

This means we will ensure that all its resources (financial, physical, ecological, 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 well-being objectives.

Our Well-being Aims

- To achieve the budget reductions identified in the Medium Term Financial Strategy.
- To improve the efficiency of and access to services by redesigning our systems and processes.
- To work collaboratively to make the most of public assets.
- To develop the culture and skills required to meet the needs of a changing organisation.

Why these are important

The Council has made reductions of £30m from its budget over the last three years and we are expecting to make further reductions of some £30m over the next three years. We are running out of 'easy' options for budget savings, so big decisions will need to be made on what we will and will not provide as a council when the budget is set for the next financial year. We will also need to continue to find the best possible ways of working with partners to deliver frontline services while achieving these planned savings.

Consultation

We undertook the annual 'Shaping Bridgend's Future' consultation with key stakeholders including a broad range of citizens of Bridgend County Borough, schools, BCBC cabinet members/councillors, local businesses, the third sector, council staff, town and community councils, partner organisations, community and equality groups, youth services/council and local media.

We asked respondents for their views on a range of budget proposals being considered. These included proposed increases to council tax and where to best focus our spending. The most popular areas were schools, care of older people and services for disabled people. Whilst we continue to take account of citizens' views, when prioritising our limited resources, the long-term future funding of local authorities remains challenging and we cannot compromise our ability to fulfil our statutory duties. We continue to work on reshaping some services to ensure Bridgend is able to rise to these challenges.

Key Programmes to support this well-being objective

- Digital Transformation Programme this programme aims to change the way we operate to enable customers to access information, advice and services on line.
- Rationalising the Council's estate this programme is about disposing of council assets and transferring assets to communities to manage while making the most of the assets we retain.

• Schools' Modernisation Programme – this programme invests in a sustainable education system and in school buildings that reduce costs and their carbon footprint.

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being aims

To achieve the budget reductions identified in the Medium Term Financial	To create a
Strategy	Wales that is:
Implement the planned budget reductions identified in the 2018-19 budget.	✓ Prosperous
	·

To improve the efficiency of and access to services by redesigning our systems and processes we will Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and	To create a Wales that is: ✓ Prosperous
to deliver financial savings.	
Automate our most common internal processes to reduce transaction costs and streamline processes.	✓ Prosperous

To work collaboratively to make the most of public assets we will	To create a Wales that is:
Provide sufficient school places in the right area and in new and improved schools by delivering 21st Century Schools' under the Council's Schools' Modernisation Programme. Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased	✓ Resilient✓ Healthier✓ Cohesive✓ GloballyResponsible
properties for which we currently pay rent, by March 2020. Develop a more commercial approach to council assets and services.	✓ Prosperous ✓ Resilient
Ensure the Corporate Landlord structure is fully embedded to enable more coordinated and efficient management and maintenance of the Council's Property estate.	✓ Prosperous✓ Resilient✓ Healthier
Market the part of the Waterton site due to be partially vacated for housing development under the Parc Afon Ewenni scheme.	✓ Prosperous✓ Resilient✓ Healthier
Implement energy and carbon reduction measures and promote good practice in all our public buildings.	✓ Cohesive✓ GloballyResponsible✓ Resilient
Review capital expenditure to ensure alignment with corporate objectives	✓ Prosperous ✓ Resilient

To develop the culture and skills required to meet the needs	To create a
of a changing organisation we will	Wales that is:
Support managers to lead staff through organisational change.	✓ Resilient
Provide the learning and development opportunities for staff to meet future	✓ Prosperous
service needs.	✓ Resilient

Improve and promote mechanisms that increase responses to consultations.	√	Resilient
	✓	Cohesive
	✓	Vibrant
		Culture and
		Language
	✓	More Equal
Develop the Council's ability to engage with the public through social media.	✓	Cohesive
	✓	Resilient
	√	More Equal

How will we know we are successful?

To achieve the budget reductions identified in the Medium Term Financial Strategy

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of budget reductions achieved [higher preferred]	69%	100%	100%

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

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of services that are available to the public online [higher preferred]	Nil	5	3

To work collaboratively to make the most of public assets

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of surplus capacity of school places in a) primary schools b) secondary schools [lower preferred]	a) 5.21% b) 20.5%	a)10% b)18%	a)10% b) 18%
Realisation of capital receipts target [higher preferred]	£452,875	£4m	£2.8m
Percentage of £500k planned budget savings achieved [higher preferred]	N/A	100%	100%
Percentage of BCBC operational buildings achieve full statutory compliance [higher preferred]		New indicator for 2019-20	100%
Percentage change in carbon dioxide emissions in the non-domestic public building stock on previous year [higher preferred]	6.46%	6.46%	6.46%
Income generated from the Council's non-operational property portfolio [higher preferred]	£25,000	£25,000	£25,000

To develop the culture and skills required to meet the needs of a changing

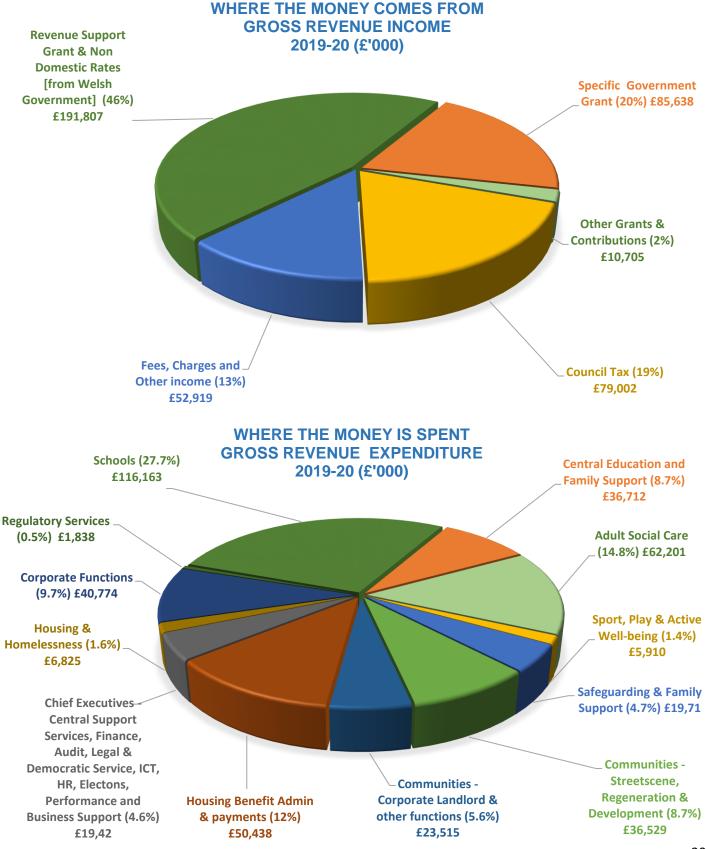
organisation

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of staff taking up in-work health checks [higher preferred]	N/A	New indicator for 2019-20	Increase on 2018-19 actual
The percentage of employees completing e-learning modules [lower target due to staff completing compulsory training]	50.2%	45%	25%
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) [higher preferred]	69,414	5% increase on 2017-18 actual (76,355)	5% increase on 2018-19 actual
Number of participants in Staff Survey [higher preferred]	N/A	New indicator for 2019-20 Establish baseline	Increase on 2018-19 actual
The proportion of staff reporting through survey that they agree or strongly agree with the statements: a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? [higher preferred]	N/A	New indicator for 2019-20 Establish baseline	Increase on 2018-19 actual a) >35% b) >59% c) >69% d) >31% e) >59%

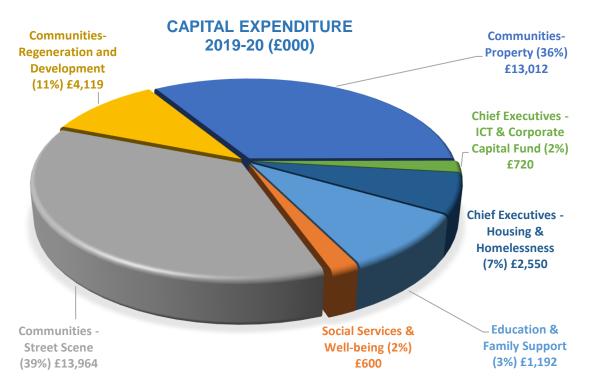
Section 5::managing our Budget

The charts below outline our income and spending plans for 2019-20.

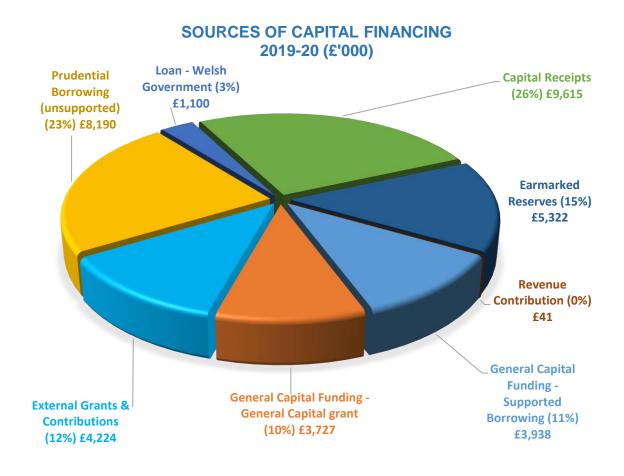
The Council's gross revenue income for 2019-20 is £420.07 million.



In addition to spending money on providing day-to-day services, the Council also spends money on providing new facilities, improving assets and the infrastructure, enhancing assets or providing capital grants to others. Planned capital expenditure for 2019-20 amounts to £36.157 million.



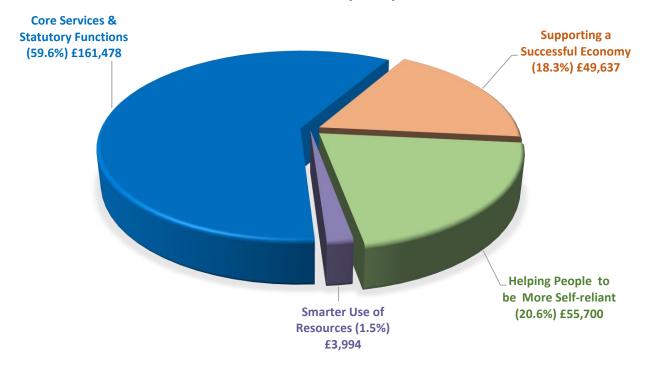
The chart (above) provides details of the service areas where capital expenditure is planned and (below) how the expenditure will be financed in the year.



The authority has a net revenue budget of £270.809 million that supports the delivery of the Council's corporate Well-Being Objectives, core services and statutory functions. The net budget is financed by the Revenue Support Grant, Non-Domestic Rates (NDR) and Council Tax income. It excludes income from other financing streams such as other government grants, customer and client receipts, and interest which finance the gross revenue expenditure.

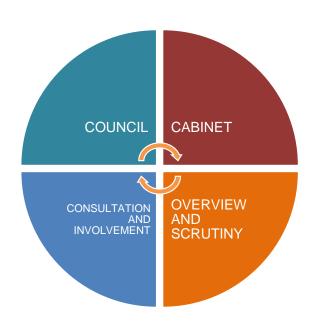
The chart below provides details of how the net revenue budget has been allocated for 2019-20.

NET REVENUE BUDGET BY WELL-BEING OBJECTIVE 2019-20 (£'000)



Section 6: Democracy and Partnership

How the Council Works



Council

Made up of 54 councillors representing 39 Wards, the full Council meets to approve key strategic policies and set the Council corporate plan and budget. The rules for how the Council operates are written in the Council's constitution.

Cabinet

Made up of six councillors and chaired by the Leader, the Cabinet is responsible for making major decisions and policies in Bridgend County Borough. Each councillor has a portfolio covering a specialist area.

Overview and Scrutiny

Made up of four committees who look at decisions that the Council are making and make sure they have been examined properly.

Consultation and Involvement

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas; topics have included street cleanliness, customer service, the council budget, public conveniences and bus routes. They also receive updates through our 'You said, we did' newsletter.

Bridgend County Borough Council is committed to listening and responding to citizens' views. We ensure that there are opportunities for local people to contribute to decision making through

- - Our newly revised website: www.bridgend.gov.uk
- (O)
- Instagram at www.instagram.com/BridgendCBC/
- f
- Facebook <u>www.facebook.com/BridendCBC</u>
- 7
- Twitter: @BridgendCBC
- **@**

e-mail to talktous@bridgend.gov.uk

We also engage with specific groups of people, such as those who use our social care services, to ask for their views about the services they receive.

In 2017-18 we handled over 143,000 calls, 14,500 emails and 27,000 visits through our Customer Service Centre

Working with Others

Bridgend Public Services Board

- The Well-being of Future Generations (Wales)
 Act 2015 made it a legal requirement for each local authority to create a Public Services
 Board (Bridgend PSB). The Council is one of a group of local health, education, social care and well-being organisations from the public sector and not for profit sectors who work together to create a better Bridgend County Borough. The work is based on collaboration and consultation with local people and communities.
- Following a Well-being Assessment, the Bridgend PSB has developed a Well-being Plan to address the issues that influence the long-term well-being of Bridgend.
- Bridgend Community Safety Partnership is a sub- board of the Bridgend PSB, which brings together public, private and voluntary agencies that work together to reduce crime, disorder and fear of crime.

The <u>Bridgend Multi-Agency Safeguarding Hub</u> (MASH) brings together professionals to provide safeguarding services from both the council and our partners across the community, in one place.

The Bridgend MASH is made up of people from:

- Children's and adult services
- South Wales Police public protection unit
- Education
- B Housing
- Community drug and alcohol team
- Probation and community rehabilitation
- B Health
- Early help services
- Mental health services
- Shared Regulatory Services is a partnership with the Vale of Glamorgan and Cardiff Council to provide a more efficient service covering Trading Standards, Environmental Health, Licensing and Private Sector Housing.

The Council's Internal Audit Service has been delivered under a formal collaborative agreement with the Vale of Glamorgan Council since 2013. Due to its ongoing success, it is proposed that a Regional Shared Internal Audit Service is established bringing together Merthyr Tydfil CBC, Rhondda Cynon Taf CBC and the existing shared service. An efficient Internal Audit service provides independent assurance that the Council's risk management, governance and internal control processes are operating effectively.

Originally one of the partners within <u>The</u> <u>Western Bay</u> Health and Social Care

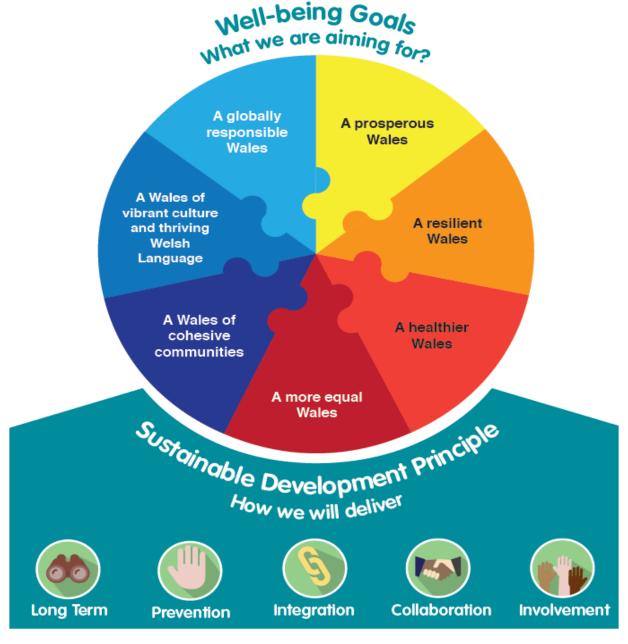
- Programme, as of April 2019 Local Authority and Health services in Bridgend will be moving to the Cwm Taf Region which will continue to develop the delivery of integrated services.
- We have partnered with GLL/Halo Leisure
 to manage eight leisure centres and swimming pools. We have a long term partnership with Awen Cultural Trust Awen
 to run our cultural venues and services for 20 years. This includes the Bridgend library service, Maesteg Town hall, Porthcawl Grand Pavilion, four community centres and Bryngarw House and Country Park.
- We are one of ten local authorities in South East Wales that are part of The Cardiff Capital Region City Deal, which is a programme to bring about significant economic growth in the region.

The Well-being of Future Generations (Wales) Act

The Well-being of Future Generation (Wales) Act 2015 has been put in place to make sure that public bodies are doing all they can to contribute to the improvement of the social, economic, environmental and cultural well-being of Wales.

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

The diagram below shows how the seven national goals, the sustainable development and the five ways of working work together.



In this plan, we have laid out the Council's commitment to the well-being goals and embedded the sustainable development principles of the Act. We have made sure that, when we make decisions, we take into account the impact they could have on people living their lives in Wales both today and in the future.

Section 7: our Corporate Plan on a Page

Section 7. our Corporate Plan on a Page				
Our vision	One Council W	Vorking Together To In	nprove Lives	
Our well-being objectives	Supporting a successful economy	Helping people to be more self-reliant	Smarter use of resources	
Our well-being aims	To support local people develop skills and take advantage of opportunities to succeed To create conditions for growth and enterprise To create successful communities.	To give people more choice and control over what support they receive by providing early access to advice and information To reduce demand through targeted early help and intervention programmes To work in partnership with the third sector, with town and community councils and with community groups to build community resilience.	To achieve the budget reductions identified in the Medium Term Financial Strategy To improve the efficiency of and access to services by redesigning our systems and processes To work collaboratively to make the most of public assets To develop the culture and skills required to meet the needs of a changing organisation	
To achieve these aims we will	Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not. Improve learner outcomes for other vulnerable groups and assist young people who are more able and talented than their peers to help them reach their full potential. Invest in our communities, enhance existing facilities and provide new ones. Maximise investment and business opportunities to increase economic prosperity across our county, to grow the value of tourism and support a range of cultural, sporting and business events. Shape employment opportunities, develop a skilled workforce to meet future needs and improve opportunities for those who are unemployed, economically inactive, experiencing in-work poverty or face barriers to work. Continue to develop environmentally positive schemes and programmes.	Provide good information, advice and assistance to the public, including increasing the support available through local community coordinators. Continue to involve service users, carers and communities in developing and commissioning services. Support the development of a new generation of community health and well-being centres. Establish new models of care and support that better meet the developing needs of looked after children, young carers, disabled children and young people, vulnerable children and young people. Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation. Work with partners and the third sector to strengthen communities, provide services locally and to have more voice and control over community assets.	Enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings. Automate and streamline our internal processes. Optimize school places and deliver our Schools' Modernisation Programme. Develop a more rational and commercial approach to council assets, estate and services. Implement energy and carbon reduction measures and promote good practice in all our public buildings. Review capital expenditure and implement the planned budget reductions. Support managers to lead staff through organisational change. Improve and promote mechanisms that increase responses to consultations.	



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

Project Description	(key aims): Corporate Plan 2018-2022 reviewed for 2019-20
Section 1	Complete the table below to assess how well you have applied the 5 ways of working.
Long-term (The importance of	1. How does your project / activity balance short-term need with the long-term and planning for the future?
balancing short term needs with the need to safeguard the ability to also meet	By focusing diminishing resources on communities and individuals with the greatest need we can ensure that the most vulnerable are supported today. By encouraging and developing capacity amongst the third sector to identify and respond to local needs we are investing in the future.
long term needs)	By transforming the organisation and many of its services to deliver financial budget reductions as well as improvements we are ensure its long term sustainability.
Prevention (How acting to	2. How does your project / activity put resources into preventing problems occurring or getting worse?
prevent problems occurring or getting worse may help public bodies meet their objectives)	A commitment to work with partners and communities to improve the quality of information, advice and assistance available to residents promotes independence and personal or family resilience and prevents people from becoming vulnerable or reliant on services.
Integration (Considering how	3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?
the public body's well-being objectives may impact upon	The development of new generation of community health and wellbeing centres brings heath, social care and wellbeing together.
each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)	Working as one Council and discourages different parts of the organisation from developing multiple processes or unnecessarily different approaches. It enables better integration and partnership working.

Collaboration

(Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)

4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?

Working with third sector and health partners Examples include:

- Community asset transfer to enable sustainable management
- To support communities and people to create their own solutions and reduce dependency on the Council.

The plan also highlights a range of partnerships and collaborations with a wide range of organisations.

Involvement

(The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the area which the body serves)

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?

By using good information from citizens, stakeholders and communities to inform our decisions.

Consultation is done using methods to ensure and promote the widest range of participation. Service users, carers and families and communities are involved in the developing and commissioning of services.

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).				
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?		
A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and welleducated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The plan sets out how we will work actively to improve the prosperity of the county borough by supporting businesses, bringing investment, upskilling residents support local people develop skills and take advantage of opportunities to succeed By contributing to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.	Education is key for improving the life chances and resilience of young people We aim to create conditions for growth and enterprise and so to create successful communities. We will work collaboratively to make the most of public assets.		
A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	 Flood defences in Porthcawl Low carbon scheme Energy and carbon reduction measures Making most of natural assets through the Active Bridgend initiative 	By working in partnership with the third sector, town and community councils and community groups we aim to build community resilience.		
A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Through preventative initiatives such as the Active Bridgend Plan "getting Bridgend moving". Also, by ensuring early and timely advice and guidance is available	By reducing demand through targeted early help and intervention programmes.		

A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).	By continuing to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators. With a commitment to align our antipoverty efforts. To support our most vulnerable at key times such as supporting care leavers	The Council will ensure that a wide range of stakeholders, citizens and local communities are involved in identifying and addressing their most important issues.
A Wales of cohesive communities Attractive, viable, safe and well- connected communities.	By providing new and improved schools in the right areas to support communities development. By working with, and supporting, local communities to identify and meet their own needs.	The area has a range of communities with their own identities and characters. We will work with our communities to promote their sustainability.
A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.	Through the development of arts and cultural hubs. By supporting cultural and sporting events in Porthcawl redevelopment	Compliance with the Welsh Language act is imbedded in Council policies and procedures.
A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	By supporting and promoting local community services developed with, by and for local people. Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased properties	The plan aims to promote local capacity, ability and the contribution local people can make to the area and to Wales.

for which we currently pay rent, by March 2020.	
Implement energy and carbon reduction measures and promote good practice in all our public buildings.	

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	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	This will vary according to the service provided.		
Gender reassignment:	As above	As above	As above		
Marriage or civil partnership:	As above	As above	As above		
Pregnancy or maternity:	As above	As above	As above		
Race:	As above	As above	As above		
Religion or Belief:	As above	As above	As above		
Race:	As above	As above	As above		
Sex:	As above	As above	As above		
Welsh Language:	As above	As above	As above		

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers Corporate Overview and Scrutiny Committee, Cabinet, Council Compiling Officers Name: Andrew Lyden Compiling Officers Job Title: Corporate Improvement Officer Date completed: 20.12.2018

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 FEBRUARY 2019

JOINT REPORT OF THE INTERIM CHIEF EXECUTIVE AND INTERIM SECTION 151 OFFICER

MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2019-20 to 2022-23

1. Purpose

1.1 The purpose of this report is to present Cabinet with the Medium Term Financial Strategy 2019-20 to 2022-23, attached at Annex 3, which includes a financial forecast for 2019-23, a detailed revenue budget for 2019-20 and a Capital Programme for 2018-19 to 2028-29.

2. 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 allocation of budget determines the extent to which the Council's corporate improvement priorities can be delivered. 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. 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

This 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.

3.2 The Council's Corporate Plan is being presented to Council for approval alongside the MTFS 2019-23 and the two documents are aligned to each other, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.

4. Current Situation / Proposal

- 4.1 This report is presented to Cabinet to provide details of the Council's Medium Term Financial Strategy (MTFS) for the four year period 2019-20 to 2022-23. The MTFS is complimentary to the Council's Corporate Plan, and looks to provide the resources to enable the Council's corporate objectives to be met. The MTFS outlines the principles and detailed assumptions which drive the Council's budget and spending decisions, outlines the financial context in which the Council is operating, and tries to mitigate any financial risks and pressures going forward, at the same time as taking advantage of any opportunities arising.
- 4.2 The MTFS focuses on how the Council intends to respond to the forecasted public sector funding reductions as a result of on-going austerity and increasing pressures on public sector services. It sets out the approaches and principles the Council will follow to ensure the Council remains financially viable and delivers on its corporate priorities.
- 4.3 The Council is required to approve a balanced budget for the following financial year and set the Council Tax rates for the County Borough. This report sets out proposals to achieve that objective and contribute towards a sustainable position going into the medium-term.

5. Effect on Policy Framework and Procedure Rules

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

6. Equality Impact Assessment

- 6.1 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.
- 6.2 A high level Equality Impact Assessment (EIA) has been undertaken on the Council's budget proposals and updated MTFS (see Annex 1). Individual EIAs are completed for 2019-20 proposed budget reduction proposals which may impact on certain groups of citizens within the County Borough.

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

7.1 The Well-being of Future Generations 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	 Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council. Majority of savings generated from making smarter use of resources with service reductions kept to a minimum and only as a last resort. The development of a 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing. Investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period.
Prevention	 Investment in preventative measures to reduce the burden on more costly statutory services.
Collaboration	 Savings generated from collaboration and integrated working.
Integration	Explicit links between the Corporate Plan and the Medium Term Financial Strategy
Involvement	 A robust budget consultation exercise, including surveys, community engagement stands and social media debates, to inform proposals.

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, 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 Annex 2.

8. 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 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 sufficient resource to discharge this role.
- 8.3 The budget includes estimates which take into account circumstances and events which exist or are reasonably foreseeable at the time of preparing the budget. The budget has been prepared following consultation with Members, the School Budget Forum and service managers. Subject to the risks identified the MTFS provides a firm basis for managing the Council's resources for the year 2019-20 and beyond.

9. Recommendations

- 9.1 Cabinet is asked to approve the MTFS 2019-20 to 2022-23 including the 2019-20 revenue budget and the Capital Programme 2018-19 to 2028-29 and recommend these to Council for adoption. In particular it is asked to approve that the following specific elements are forwarded to Council for approval:
 - The MTFS 2019-20 to 2022-23 (Annex 3).
 - The Net Budget Requirement of £270,808,634 in 2019-20.
 - A Band D Council Tax for Bridgend County Borough Council of £1,470.87 for 2019-20 (Table 11 of the MTFS).
 - The 2019-20 budgets as allocated in accordance with Table 9 in paragraph 3.3 of the MTFS.
 - The Capital Programme 2018-19 to 2028-29, attached at Appendix G of the MTFS.

Mark Shepherd Interim Chief Executive

Gill Lewis CPFA Interim Head of Finance and Section 151 Officer

February 2019

Contact Officer:
Deborah Exton CPFA
Group Manager – Financial Planning and Budget Management
Ext.3604. E_mail: deborah.exton@bridgend.gov.uk

Background Papers:

Final Local Government Revenue and Capital Settlements 2019-20 Cabinet Report – MTFS 2019-20 to 2022-23 – 20 November 2018 Provisional Local Government Revenue and Capital Settlements 2019-20





ANNEX 1

Equality Impact full assessment form

When complete, this form must be signed off and retained by the service area. The Full EIA should be recorded as complete on share point (your business manager has access to share point). Where a full EIA is needed this should be included as an appendix with the relevant cabinet report and therefore available publically on the website.

Equality impact full assessment form

Name of project, policy, function, service or proposal being assessed:	Medium Term Financial Strategy 2019-20 to 2022-23
Date EIA Screening assessment completed:	6 th December 2018
Full assessment date for completion (from EIA screening):	11 th December 2018

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

Consultation

Consultation				
	Method	Action Points		
Who do you need to consult with (which equality groups)?	The council was mindful that the full impact of the proposed budget reductions detailed in the Medium Term Financial Strategy will potentially be high level, negative and may impact many customers, citizens, visitors and service users from all protected characteristic groups. The council was also mindful that, in order to maximise its reach into its communities and the people who use its services, it needed to consider further innovative engagement methods. A programme of engagement events/sessions were held across the county borough and took the form of engagement stands in libraries, presenting to different groups, attending other group's events, meetings and workshops and holding sessions in comprehensive and primary schools. Details of the consultation were promoted to/shared with the following stakeholders: general public/residents, Citizens' Panel members, elected members, BCBC employees, Bridgend businesses, town and community councils, school governors, Bridgend Community Cohesion and Equality Forum (BCCEF) members, local interest/community groups, BAVO, Bridgend College, partners, primary and secondary schools (inc. head teachers) and media outlets.	The details of the full consultation are included in the Report to Cabinet on 18th December 2018.		

How will you ensure your consultation is inclusive?	The council was mindful that different groups have different needs in terms of accessibility. The consultation was therefore carried out in as inclusive a manner as possible.	Surveys were available in several formats, including easy-read, large print, standard and a youth version. All were available in English and Welsh. The easy read version of the survey was developed with Bridgend People First. The youth version was developed with pupils from Porthcawl comprehensive school. Both were developed to ensure participation with a diverse audience. The easy read and youth versions contained all of the questions but were written in a less complex language and using images where appropriate.
What consultation was carried out? Consider any consultation activity already carried out, which may not have been specifically about equality but may have information you can use	The Council's MTFS consultation ran from 24 September to 18 November 2018. The consultation received 5,288 interactions from a combination of survey completions, engagement at stands held across the county borough, workshops held with comprehensive and primary pupils, engagement at various meetings with different local groups, social media engagement and via the authority's Citizens' Panel. 11 public engagement stands were held	Please see the consultation report for full details of questions asked and actions.

consultation and engagement team attended 13 community group's meetings to inform people about the consultation and assist attendees to complete paper surveys (where requested) or to share their views via the clicker-pad version of the survey. These included: Whist Group > Bridgend Carers Community Café > OAP Association Stroke Association Bridge Vision > Bridgend Coalition for Disabled People (BCDP) Bridgend Shout Caerau Men's Shed > Community Hub Bridgend Creative Wednesdays Headway Hearing Impair > Bridgend Deaf Club

Record of consultation with people from equality groups

Record of concentation with people from equality groups				
Group or persons consulted	Date/venue and number of \people	Feedback/areas of concern raised	Action Points	
Whist Group (over 50s)	24/09/2018 12 people in attendance	The consultation team attended to ensure the group were aware of the consultation and assisted attendees to complete the survey.	A full public consultation with a specific EIA for each proposal will be carried out if any of the proposals are taken forward	

Bridgend Carers Community		The consultation team attended	A full public consultation with a
Café (Carers)	26/09/2018	to ensure the group were aware	specific EIA for each proposal
	39 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
		The consultation team attended	A full public consultation with a
OAP Association (60+)	27/09/2018	to ensure the group were aware	specific EIA for each proposal
	25 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
Stroke Association (Stroke		The consultation team attended	A full public consultation with a
recovery)	02/10/2018	to ensure the group were aware	specific EIA for each proposal
	29 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
Bridge Vision (Visually		The consultation team attended	A full public consultation with a
impaired)	05/10/2018	to ensure the group were aware	specific EIA for each proposal
,	35 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
DODD (Discal Billion)		The consultation team attended	A full public consultation with a
BCDP (Disabilities)	08/10/2018	to ensure the group were aware	specific EIA for each proposal
	10 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
01 - ((0 - 50-)		The consultation team attended	A full public consultation with a
Shout (Over 50s)	17/10/2018	to ensure the group were aware	specific EIA for each proposal
	13 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
Caerau Men's Shed (over		The consultation team attended	A full public consultation with a
50s)	20/10/2018	to ensure the group were aware	specific EIA for each proposal
,	58 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
Community Hub Bridgend		The consultation team attended	A full public consultation with a
Learning disabilities)	30/10/2018	to ensure the group were aware	specific EIA for each proposal
	32 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
	•	•	· · · · · ·

Creative Wednesdays (Over		The consultation team attended	A full public consultation with a
60s)	31/10/2018	to ensure the group were aware	specific EIA for each proposal
,	4 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
Harala (Disability)		The consultation team attended	A full public consultation with a
Headway (Disabilities)	01/11/2018	to ensure the group were aware	specific EIA for each proposal
	18 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
		The consultation team attended	A full public consultation with a
Hearing Impair (hearing)	06/11/2018	to ensure the group were aware	specific EIA for each proposal
Treating impair (nearing)	14 people in attendance	of the consultation and assisted	will be carried out if any of the
		attendees to complete the survey.	proposals are taken forward
		The consultation team carried out	A full public consultation with a
Deaf club (D/deaf)	13/11/2018	the consultation using clicker-	specific EIA for each proposal
Dear club (D/dear)	24 people in attendance	pads. 24 people completed the	will be carried out if any of the
	-	survey in full.	proposals are taken forward

Assessment of Impact

Based on the data you have analysed, and the results of consultation or research, consider what the potential impact will be upon people with protected characteristics (negative or positive). Include any examples of how the policy helps to promote equality. If you do identify any adverse impact you must seek legal advice as to whether, based on the evidence provided, an adverse impact is or is potentially discriminatory, and identify steps to mitigate any adverse impact – these actions will need to be included in your action plan.

	Impact or notontial impact	Actions to mitigate
Gender	Impact or potential impact The Full Equality Impact Assessment	Actions to mitigate There will be an impact on women and
Gender	reinforces the detail in the Initial	<u>.</u>
		men as a result of some of the proposed
	Screening EIA which is that "the impact	budget reductions although, potentially,
	on women and men may differ based on	the impact may differ depending on the
	the demographics of the county borough	service being delivered / reviewed. For
	rather than service delivery/provision.	each of the proposed budget reductions included in the Medium Term Financial
	The full impact will be unknown until a consultation exercise has been	
		Strategy a consultation exercise and an
	undertaken with the public where	Equality Impact Assessment will be
	feedback and concerns regarding the	undertaken prior to the final approval (or
	proposed budget reductions may be	not) of the proposal by Cabinet / Council. Members will then be in a position to
	gathered and subsequent mitigating actions considered." From the 2011	make an informed decision based on a
	census there were 139,178 people living	more focussed consultation and
	in the county borough comprising of a	engagement exercise.
	gender split of 49.4% male (68,789) and	engagement exercise.
	50.6% (70,389) Female. Many of the	
	proposals will also impact carers, parents	
	and children. The vast majority of caring	
	and parenting responsibilities are	
	undertaken by women; some proposals	
	therefore regarding caring, children and	
	nursery provision are likely to negatively	
	impact women. Within the consultation,	
	1,339 people responded to the question	
	regarding gender as follows:	
	Togarding gender as follows.	
	Female – 760	
	➤ Male – 563	
	➢ Other – 1	
	Prefer not to say – 15	

Dischility	Additionally, 1,324 people stated they had caring responsibilities, 117 women said they were pregnant and 6 had given birth in the last 28 weeks.	There will be an import on poorle with
Disability	The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "from the 2011 census, there were 18,756 people (out of a county borough total of 139,178 people) who considered they had a physical, sensory or learning disability or long term illness. The full impact will be unknown until a consultation exercise has been undertaken with the public where feedback and concerns regarding the proposed budget reductions may be gathered and subsequent mitigating actions considered." Of the 1,282 people responding to the question on the consultation survey, 168 (13%) stated they had a disability or long term illness. Whilst the council is mindful of the potential impact of the budget proposals on disabled people, there are opportunities for us to work with our third sector partners to deliver an alternative form of service. The budget proposals will include reviews of services for disabled people.	There will be an impact on people with disabilities as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.
Race	The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "from the	There may be an impact on race as a result of some of the proposed budget reductions. For each of the proposed

2011 census there are 2000 BAME people living in Bridgend comprising of 1.5% of the total population. The full impact of the budget restrictions is currently unknown however we will continue to monitor the impact and introduce mitigating actions where possible. The council currently provides information in languages other than Welsh, English and British Sign Language. The full impact will be unknown until a consultation exercise has been undertaken with the public where feedback and concerns regarding the proposed budget reductions may be gathered and subsequent mitigating actions considered. The responses to the consultation exercise were from:

budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.

- ➤ Welsh 816;
- ➤ English 82;
- ➤ British 411;
- ➤ Scottish 5;
- ➤ Northern Irish 1:
- \triangleright Prefer not to say 8;
- ➤ Other 23.

In terms of ethnicity, the following data was captured:

➤ White – 1,266;

Religion and belief	 Mixed – 8; Asian – 3; Black – 3; Other – 5; Prefer not to say – 22 We will continue to monitor the impact of our proposed budget reductions on this protected characteristic. The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "from the 2011 census there are 2,000 black and minority ethnic (BAME) people living in Bridgend comprising of 1.5% of the total population. In terms of religion and belief 	There may be an impact on religion and belief as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the
	 Buddhist - 357; Hindu - 270; Muslim - 529; Jewish - 33; Sikh - 46. From the consultation exercise, the following data was collected: No religion - 573 Christian - 647; Buddhist - 10; 	will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.

_		
	➤ Hindu – 5;	
	➤ Muslim – 1;	
	→ Jewish – 1;	
	➢ Sikh – 1;	
	➤ Other – 27;	
	➤ Prefer not to say – 57	
	7 Troid field day	
	The full impact of the budget reductions	
	is currently unknown however we will	
	continue to monitor the impact and	
	introduce mitigation where possible.	
Sexual Orientation	The Full Equality Impact Assessment	There is not expected to be an impact on
	reinforces the detail in the Initial	sexual orientation as a result of some of
	Screening EIA which is that "the potential	the proposed budget reductions. For
	impact of the budget reductions on this	each of the proposed budget reductions
	particular protected characteristic group	included in the Medium Term Financial
	is unknown as, although consultees are	Strategy a consultation exercise and an
	asked to share their personal and	Equality Impact Assessment will be
	sensitive data with the council, this is not	undertaken prior to the final approval (or
	always disclosed. The full impact will be	not) of the proposal by Cabinet / Council.
	unknown until a consultation exercise	Members will then be in a position to
	has been undertaken with the public	make an informed decision based on a
	where feedback and concerns regarding	more focussed consultation and
	the proposed budget reductions may be	engagement exercise.
	gathered and mitigation considered.	
	Further efforts will be made to encourage	
	service users, customers, visitors and	
	staff to disclose information regarding	
	sexual orientation." From the consultation	
	exercise, the following data was	
	collected:	

	 Heterosexual / Straight – 1,201; Gay man – 14; Gay woman/lesbian – 11; Bisexual – 20; Other – 6 Prefer not to say - 68 	
Age	The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "the impact on age will differ and will depend on the nature of the service delivered and the service user. From the 2011 census the age breakdown of people living in Bridgend is: > 0 - 15 = 18.3% (25,288); > 16 - 64 = 63.2% (89,036); > 65+ = 18.5% (24,854).	There may be an impact on people of varying ages as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.
	The budget proposals contain some reductions that could potentially negatively impact older and younger people. The full impact will be unknown until a consultation exercise has been undertaken with the public where feedback and concerns regarding the proposed budget reductions may be gathered and subsequent mitigating actions considered". A total of 1826	

	provided a response to this question. From the consultation exercise, the following data was gathered: Age under 18 = 67 Age 18 - 24 = 43 Age 25 - 34 = 233 Age 35 - 44 = 351 Age 45 - 54 = 351 Age 55 - 64 = 354 Age 65 - 74 = 256 Age 75+ = 148 Prefer not to say = 23 Some of the proposals could impact children's' social and educational development and household incomes.	
Pregnancy & Maternity	The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "the potential impact of the proposed budget reductions on pregnancy and maternity is currently unknown. Some of the proposed reductions may influence the decisions of women to have (or not) children as it may no longer be economically and socially viable. Women could face the decision of either staying at home (which has shown to have a negative impact on their income, career prospects and their longer	There may be an impact on pregnancy and maternity as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.

term income) or paying private nursery fees until their children reach the age of4-5. . The full impact will be unknown until a consultation exercise has been undertaken with the public where feedback and concerns regarding the proposed budget reductions may be gathered and subsequent mitigating actions considered." From the consultation exercise, the following data was collected:

- ➤ Pregnant 117
- > Given birth in the last 26 weeks 6

Transgender

The Full Equality Impact Assessment reinforces the detail in the Initial Screening EIA which is that "the potential impact of the budget reductions on this particular protected characteristic group is unknown as, although consultees are asked to share their personal and sensitive data with the council, this is not always disclosed. The full impact will be unknown until a consultation exercise has been undertaken with the public where feedback and concerns regarding the proposed budget reductions may be gathered and subsequent mitigating actions considered. Further efforts will be made to encourage service users, customers, visitors and staff to disclose

There is not expected to be an impact on transgender people as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.

Marriage and Civil partnership	information regarding reassignment. From the consultation exercise the following data was collected: > Gender reassignment- 2 > Prefer not to say - 17 The Full Equality Impact Assessment reinforces the detail in the initial screening EIA which is that "the potential impact of the budget reductions on this particular protected characteristic group is unknown however there is not expected to be an impact either positive or negative."	There is not expected to be an impact on marriage and civil partnership as a result of some of the proposed budget reductions. For each of the proposed budget reductions included in the Medium Term Financial Strategy a consultation exercise and an Equality Impact Assessment will be undertaken prior to the final approval (or not) of the proposal by Cabinet / Council. Members will then be in a position to make an informed decision based on a more focussed consultation and engagement exercise.
Welsh language	From the 2011 census, there were 17,796 people (out of a county borough total of 139,178 people – 12.8%) who can read, speak or write welsh. From the consultation exercise the following data was collected for those able to speak / read / write Welsh either fairly well or fluently: > Speak Welsh – 114; > Read Welsh – 123;	The council continues to promote the welsh language and complies with the Welsh Language Standards in all of its activities. The provision of new capital investment in Welsh-medium primary provision in the west of Bridgend through Band B of the 21st Century Schools Programme will have a positive impact on the Welsh language.

 Write Welsh – 107 There is not expected to be a negative impact on the Welsh language. 	
,	

Equality Impact assessment Action Plan

It is essential that you now complete the action plan. Once your action plan is complete, please ensure that the actions are mainstreamed into the relevant Service Development Plan.

Action	Lead Person	Target for completion	Resources needed	Service Development plan for this action
Undertake a consultation and engagement exercise and produce a meaningful and robust Equality Impact Assessment on each proposed budget reduction where there is a change to service, policy, practice or procedure.	Relevant Corporate Director / Head of Service with support and advice from the Consultation Engagement and Equalities Team	Prior to submission of reports to Cabinet and/or Council on Medium Terms Financial Strategy reductions.	Support and advice from the Consultation Engagement and EqualitiesTeam. Full public consultation.	Each relevant service area

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

Countersigned:	Role:	Date:
Gill Lewis	Interim Head of Finance and S151 Officer	11 th December 2018

Please outline how and when this EIA will be monitored in future and when a review will take place (max. three years):

Monitoring arrangements:	Date of Review:
A review of this Full EIA will take place on an annual basis and data that is subsequently made available	December 2019
following consultation and engagement on the individual proposed budget reductions will also be	
considered.	

Details of person completing the Full EIA:

Name:	Role:	Date:
Deborah Exton	Group Manager – Financial Planning and Budget	11th December 2018
	Management	

Publication of a Full EIA and feedback to consultation groups

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

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

When complete, this form must be signed off and retained by the service area. The Full EIA should be recorded as complete on share point (your business manager has access to share point). Where a full EIA is needed this should be included as an appendix with the relevant cabinet report and therefore available publically on the website.

If you have queries in relation to the use of this toolkit please contact the Equalities Team on 01656 643664 or equalities@bridgend.gov.uk

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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.
Long-term	1. How does your project / activity balance short-term need with the long-term and planning for the future?
	 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: Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council. Adhering to a clear set of MTFS principles that drive expenditure decisions.
	 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. 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.
	Front line services have been protected as far as possible.
Prevention	2. How does your project / activity put resources into preventing problems occurring or getting worse?
	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. In addition, the Council's capital programme targets significant investment in refurbishing or replacing highways, buildings and other infrastructure to prevent longer term maintenance costs.

Integration 3. How does your project / activity deliver economic, social, environmental & cultural outcomes together? 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 Wellbeing Objectives outlined in the Corporate Plan. The development of the Corporate Plan and MTFS are both the responsibility of the Head of Finance. Collaboration 4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives? 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. 5. How does your project / activity involve stakeholders with an interest in achieving the well-being Involvement goals? How do those stakeholders reflect the diversity of the area? A full consultation "Shaping Bridgend's Future" was launched on 24 September 2018 and ran until 18 November 2018. 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. Details of the consultation were promoted to/shared with the following stakeholders: general public/residents, Citizens' Panel members, elected members, BCBC employees, Bridgend businesses, town and community councils, school governors, Bridgend Community Cohesion and Equality Forum (BCCEF) members, local interest/community groups, BAVO, Bridgend College, partners, primary and secondary schools (inc. head teachers) and media outlets. 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 were collated and presented to Cabinet on 18 December 2018 in order to further inform decisions on the final MTFS.

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	 Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs. Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business. Increase productivity, employment and skills. Encourage a lower carbon economy. 	The majority of savings will be generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort. The MTFS will be aligned with the Corporate Plan to achieve the Council's Wellbeing Objectives: Supporting a successful economy - taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county. Helping people to be more self-reliant - taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Smarter use of resources — ensuring that all its resources (financial, physical, human and technological) are

		used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities. Funding will be targeted in line with these priorities and in line with the 14 MTFS Principles.
A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	 Break long term cycles to secure better outcomes for people and communities. Stronger individuals and communities are more resilient to change. 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. 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. 	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.
A healthier Wales A society in which people's physical and mental well-being is maximised and in	Improved future physical and mental well-being, by reducing health harming behaviours and chronic	The impact on local communities will be monitored through the wide range of

which choices and behaviours that benefit future health are understood.	stress from experiencing Acute Child Experiences (ACE). Reduction in substance misuse. Promotes more involvement in communities to benefit mental health, social and physical activity. Focus on healthy lifestyles and workplaces, increased income linked to health.	services that will continue to be provided by the Council or its partners.
A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).	 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. Recognising that communities are becoming more diverse. Addressing barriers that some groups have in feeling part of communities. Address income inequality and health inequality, focus on disability, older people and other equality groups. Focus on increasing income and reducing the skills gap. 	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.
A Wales of cohesive communities Attractive, viable, safe and well- connected communities.	 Increased number of confident secure young people playing an active positive role in their communities. Healthy active people in resilient communities, keeping young people 	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.

	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 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.	 Cultural settings provide support sensitive to our increasingly diverse communities and help us identify opportunities to increase the number of Welsh speakers. 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. 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. 	Compliance with the Welsh Language act and specific Welsh Language Standards will be monitored as part of the annual report.
A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing	Diverse, confident communities are resilient to change. Promotes a better knowledge of different	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.

people from different backgrounds.

Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	nature of the service delivered, t	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.	
Gender reassignment:	See above		This will vary according to the service provided and will be considered through individual (EIAs).
Marriage or civil partnership:	See above This will vary according to the service provided and will be considered through individual (EIAs).		
Pregnancy or maternity:	See above		This will vary according to the service provided and will be considered through individual (EIAs).

Race:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Religion or Belief:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Race:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Sex:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Welsh Language:	See above	This will vary according to the service provided and will be considered through individual (EIAs).

Section 4	Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive members and/or Chief Officers	
	Council	
Compiling Officers Name: Deborah Exton		Deborah Exton
Compiling Officers Job Title: Group Manager – Financial Planning and Budget Management		Group Manager – Financial Planning and Budget Management
Date Complete	ed:	19/12/18

Bridgend County Borough Council

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



MEDIUM TERM FINANCIAL STRATEGY 2019-20 TO 2022-23





MEDIUM TERM FINANCIAL STRATEGY 2019-20 TO 2022-23

1. INTRODUCTION

1.1 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. This narrative summarises the continued and significant investment in public services that the Council will make. It also sets out where we will be making significant changes to particular areas of service and consequences of these to the budget.

1.2 Corporate Financial Overview

The Council's gross budget for 2019-20 will be around £420 million. A Council's gross budget is similar to "turnover" in the private sector. Many services are funded by specific grants or supported by fees and charges which in public sector accounting are not considered as part of the net revenue budget. The Council's net revenue budget for 2019-20 is £270.809 million.

Around £180 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 and the 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 can also 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 different rules or opportunities often 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 the Council's 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.

1.3 Education

The Council is proposing to spend £111 million on services delivered by Education in 2019-2020. This supports 22,792 pupils (13,127 primary, 9,289 secondary and 376 special school pupils as at September 2018) and constitutes 41% of the Council's net revenue budget. 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.

Most of the education budget is delegated to individual schools and they manage their own budgets to pay the running costs of their schools – including staff costs. The Council keeps the remainder of this budget to provide services centrally, for example, where it is more efficient than 59 schools trying to do so separately.

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 2019-20 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 2019-20.

The Council has already spent almost £21.5 million in building and refurbishing schools and has provisionally committed to a further £26.5 million for a further phase of building. These sums comprise one-off capital expenditure across several years, i.e. they are not part of either the gross or net revenue budget but do in fact form the major part of our capital programme.

Our plans for the next phase of new schools are intended to respond to 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.

1.4 Social Care, Early Help and Homelessness services

After Education, these areas account for the largest area of Council spend, with a total budget of £73 million which constitutes 27% of the Council's net revenue budget. Of this, the Council is proposing to spend £71 million on social care and wellbeing services.

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. There are currently 4,905 people in receipt of social services, including 2,843 older people, 724 people with learning and physical disabilities and 1,063 children.

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 support later on.

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. In 2017-18 there were 1,032 households presenting as homeless, who were offered advice and assistance, and for more than half of these homelessness was either prevented or relieved. The total number of homelessness presentations is expected to increase by the end of 2018-19.

Some aspects of homeless support and adult social care are supported through the Supporting People Grant which we receive from Welsh Government (£5.8 million per annum). Similarly much of the early support that we are able to give to children and families is funded separately, typically by annual grants from Welsh Government or

Europe. 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).

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. There are also 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.

We will be seeking service efficiencies in housing services, for example through changing the way we operate the administration of Disabled Facilities Grants (DFGs) and through a different approach to working with housing applicants.

Alongside the continued adoption of a strategic approach to homelessness prevention and provision by working with partner organisations, the Council 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 next year.

1.5 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, public transport, rights of way and road safety. In 2019-20 the Council is likely to spend around £19.5 million on public realm services, around 7% of the Council's net revenue budget.

With the advent of a new seven year waste collection contract in April 2017, the costs associated with waste collection increased. During the first year of the contract there was a significant increase in the amount of waste recycled and therefore a significant reduction in the volume of our non-recyclable waste – we expect this to benefit the Council financially over time. For example we anticipate a net recurrent saving of £1.3 million as a result of negotiating new operating arrangements with Neath Port Talbot Council who currently dispose of our non-recyclable waste.

As part of the budget consultation exercise the Council consulted on other savings to its waste collection contract, including reductions in the opening hours of its

Community Recycling Centres, changes to charges applied to the collection of green and bulky waste, and options around changing the arrangements for the provision of blue bags to householders for residual waste, as well as stopping the separate collection and recycling of Absorbent Hygiene Products (AHP) waste. The percentage of waste recycled in the County Borough has risen substantially over the last two years since the implementation of the new waste collection arrangements with our contractor Kier and the support and assistance of householders. Bridgend now performs the second best Council in Wales. Clearly the Council wishes to seek to maintain and improve its level of recycling which was reinforced by some of the responses from the public consultation. However, there was significant support for looking further at measures such as increasing charges for green waste and bulky waste. The Council will now discuss these potential measures with its waste management contractor with a view to developing proposals that will contribute to the MTFS without impacting significantly on overall recycling performance. The total anticipated savings from the waste management contract over 2019-20 and 2020-21 is £104,000.

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 as follows (NB many of these proposals will be the subject of specific further consultation):

- 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 is to happen in a sustainable
 manner.
- To reduce grass cut areas and maintained parkland and rationalise the number of children's play areas, together with a proposal to remove the current annual bowls club grant.
- 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 commenced 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.

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).

1.6 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 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 £1.6 million a year running these services. In addition, a multi-million-pound programme of investment will also see the biggest ever investment in Business Properties by BCBC to help support start-up businesses, including new light industrial blocks at the Village Farm Industrial Estate in Pyle and the refurbishment of the Innovation Centre at the Bridgend Science Park.

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 Employability Bridgend that has supported 283 in to work since September 2015 to 31 December 2018 and is forecast to help a further 440 into employment over the next 4 years.

We propose to introduce changes that will mean that the Council spends less on some specific activities, including increasing planning fees.

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.

1.7 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, Food Hygiene and Standards, 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 customer service. We are currently planning to relocate the service to the Civic Offices, which will further reduce the cost of the service.

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 later in the MTFS, recognising the need to realise widespread take up to deliver this level of savings.

1.8 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 of £235,000 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.

Other specific developments in corporate services include:

- Property and building maintenance 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.
- Finance 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.
- Legal services 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.
- ICT the 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.
 Phase 1 of the digital programme went live in April 2018 and has achieved the
 following:

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- 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.
- Internal 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.

2. STRATEGIC FINANCIAL CONTEXT

2.1 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government 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.

2.2 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 2018-19 to 2028-29, linked to priority areas for capital investment based upon the Council's Capital Strategy.
- The Corporate Risk Register.

The Financial Context

2.3 After Welsh Government had announced the provisional local government settlement on 9 October 2018, the Chancellor, Philip Hammond, presented his Autumn Budget on 29 October 2018. 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 would 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.

Alongside the UK Government's Autumn Budget, the Office for Budget Responsibility (OBR) updated its economic and tax revenue forecasts. It stated that buoyant tax receipts and an improved outlook for employment have delivered the Government a significant fiscal windfall since March, sufficient to deliver its objective of a balanced budget by 2025. But the Budget spends the fiscal windfall rather than saving it which leaves the medium-term outlook for government borrowing little changed since March 2018.

- 2.4 Following the Autumn Budget, on 20 November 2018, the then First Minister, Carwyn Jones, wrote to all local authorities, confirming a package of additional funding proposals for local government, which would be incorporated in the final budget. These included:
 - an additional £13 million in the revenue support grant for 2019-20 to provide a cash flat settlement, with an additional £1.2 million to ensure no authority faces a reduction of more than -0.5%:

- an additional £7.5 million of revenue funding in both 2018-19 and 2019-20 to meet the financial pressures associated with implementing the teachers' pay award. This is on top of the funding announced in the provisional settlement for 2019-20 and will be funded through specific grants;
- £2.3 million revenue funding for children's social services in 2019-20, to help prevent children from being taken into care. This will be funded through a specific grant;
- increases in general capital funding for 2018-19, 2019-20 and 2020-21 (£100 million in total).
- 2.5 The Welsh Government announced its final budget for 2019-20 on 18 December 2018. The main changes affecting local authorities, other than those referred to above, were:
 - an extra £23.6 million to enhance the current high street rates relief scheme with an additional £2.4 million for local authorities to provide discretionary rates relief;
 - an allocation of £7 million of revenue funding in 2019-20 to deliver the third increase to the residential care capital limit, raising it to £50,000.
 - an additional £1.6 million of grant funding in 2019-20 to further extend the Pupil Development Grant (PDG) - Access scheme to enable it to be available to more families at more points in a child's school career.

Welsh Government Final Local Government Settlement

- 2.6 Councils received their final settlements from Welsh Government on 19 December 2018. The headline figure is an increase of £10.3 million, or 0.2%, across Wales, compared to 2018-19, and, for Bridgend, a reduction of 0.1% in Aggregate External Finance (AEF), or £258,000, on a like-for-like basis. However when adjustments are made for funding included within the settlement for new responsibilities, the true impact for Bridgend is estimated to be a reduction of £1.182 million or -0.61% compared to 2018-19. Welsh Government also indicated in October that this settlement contains an additional £20 million across Wales to ease pressures on social services. If this is taken into account as new monies the real position for Bridgend is a reduction of -1.07% or £2.07 million.
- 2.7 The Minister for Housing and Local Government, Julie James, stated that there is an expectation that the improved package of funding announced by the Welsh Government on 20 November 2018 must be matched by a commitment from local authorities to regional working, for example with health boards and the education consortia, to secure improved outcomes and increased resilience, and a recommitment to the spirit and the letter of the terms and conditions of the Working Group on Local Government.

Settlement Implications for 2020-2023

2.8 Welsh Government has not provided any indications of likely funding levels for 2020-21 onwards, which makes forward planning quite difficult, particularly in the post-Brexit years.

Transfers into and out of the 2019-20 Revenue Settlement

- 2.9 The final settlement includes information on a number of transfers into the Revenue Support Grant (RSG), both grant funding and for new responsibilities, which impact on the Council's resources. This funding is intended to meet:
 - additional costs arising from the September 2018 teachers' pay award,
 - the increased numbers of free school meals given the changes in eligibility criteria following the roll out of Universal Credit,
 - shortfalls in income arising from increases to the capital limit for residential care to £50,000,
 - the costs of providing additional discretionary rates relief.

The full picture on specific grants is still not yet clear, particularly at an individual authority level, although Welsh Government has advised that it has been able to restore funding to a number of grants to local authorities and made other funding decisions for 2019-20 from which local authorities will directly benefit. This includes an additional £30 million targeted grant funding for social care and £15 million to help schools meet the demands of the new National Approach to Professional Learning (NAPL), in addition to new grant funding towards teachers' pay and children's social services, referred to in paragraph 2.4 above.

Council Tax

2.10 The 2019-20 final Revenue Budget, shown in Table 9, includes a Council Tax increase of 5.4%, as proposed in the draft MTFS report to Cabinet in November 2018. This level of Council Tax has been deemed necessary to fund the significant pressures facing the Council, particularly significant pay, price and pensions pressures. The level of the increase seeks to strike an appropriate balance between the needs of the Council and its citizens.

Welsh Government Capital Settlement

2.11 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. Further to the First Minister's announcement of an additional £100 million of capital funding on 20 November 2018, of which £30 million would be allocated in 2019-20, the final local government capital settlement provides this Council with £7.665 million of capital funding for 2019-20, which is £1.336 million more than 2018-19. A further £20 million of general capital funding has also been announced for 2020-21. Welsh Government has also announced a separate Public Highways Refurbishment Grant which will be notified separately (£20 million each year from 2018-19 to 2020-21) and will be funded via specific grant. The allocations for 2018-19 and 2019-20 are £802,920 and £796,672 respectively.

Current Year (2018-19) Financial Performance

2.12 The in-year financial position as at 31 December 2018 is shown in Table 1 below.

Table 1 - Comparison of budget against projected outturn at 31 December 2018

Directorate/Budget Area	Original Budget 2018-19 £'000	Current Budget 2018-19 £'000	Projected Outturn Q3 2018-19 £'000	Projected Over / (Under) Spend 2018-19 £'000	Projected Over / (Under) Spend Qtr 2 2018-19 £'000
Directorate					
Education and Family Support Social Services and Wellbeing Communities Chief Executive's Operational and Partnership Services	108,315 67,730 26,729 3,803 14,658	110,896 70,023 26,622 19,539 0	111,438 70,017 26,873 18,160 0	542 (6) 251 (1,379) 0	396 1,252 260 (1,170) 0
Total Directorate Budgets	221,235	227,080	226,488	(592)	738
Council Wide Budgets					
Capital Financing Levies Apprenticeship Levy Council Tax Reduction Scheme Insurance Premiums Building Maintenance Pension Related Costs Other Council Wide Budgets Total Council Wide Budgets	9,514 7,046 700 14,354 1,588 900 430 10,217	9,405 7,046 700 14,354 1,588 831 430 4,550	6,993 7,070 625 14,113 1,160 831 435 1,035	(2,412) 24 (75) (241) (428) 0 5 (3,515) (6,642)	(2,402) 0 (70) (114) (390) 0 5 (2,298) (5,269)
Total Coulini Wide Budgets	44,143	30,304	32,202	(0,042)	(3,209)
Appropriations to / from Earmarked to Reserves			1,922	1,922	1,980
Total	265,984	265,984	260,672	(5,312)	(2,551)

- 2.13 The overall projected position at 31 December 2018 is a net under spend of £5.312 million, comprising £592,000 net under spend on directorates and £6.642 million net under spend on corporate budgets, offset by net new earmarked reserves of £1.922 million. This position is better than anticipated due to the recent award of one-off grants from Welsh Government towards costs associated with supporting sustainable social services, and towards teachers' pay for 2018-19. Bridgend's share of the grants was £620,528 for social services and £718,701 for teachers' pay. Without these the net under spend would have been £3.973 million. Given the significant funding required to meet pay, prices and pensions costs in 2019-20 any uncommitted funding in 2018-19 will be carried forward to meet those pressures in the new financial year.
- 2.14 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget which amount to £6.123 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals. Going forward, directorates will either have to realise any outstanding budget reductions in full or

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- find alternative proposals to meet the saving, in addition to any new proposals for 2019-20 onwards.
- 2.15 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. 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

- 2.16 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.
- 2.17 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, the public consultation, 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.
- 2.18 Implementation of the MTFS will continue to be led by Cabinet and CMB, supported by financial and performance data. As usual 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).

Scrutiny and Challenge

- 2.19 As stated in paragraph 2.17, Cabinet and CMB continue to seek to embed a culture of medium term financial planning within the Council. Against that background, further efforts have been made again this year to secure greater involvement of stakeholders in the development of the MTFS and the Corporate Plan. An eight week consultation 'Shaping Bridgend's Future 2018' was undertaken between 24 September and 18 November 2018. Views were captured through surveys (online and paper), use of the Council's Citizens' Panel, community engagement stands, attendance at other meetings and events and via social media debates. Elected Members have also had the opportunity to take part in a budget workshop.
- 2.20 The consultation received 5,288 interactions from the various consultation events and methods. Within this there were 2,677 survey completions which can be considered a robust sample and demonstrates a 44% increase on last year. Within this there was a significant increase in youth survey completions. The full details of the consultation are detailed in a separate report that was presented to Cabinet in December 2018.
- 2.21 The majority of respondents agreed with the idea of protecting some services over others, with schools, care of older people and services for disabled people being the

most popular areas for protection through Council Tax increases. The proposals most frequently selected to make cuts were separate collection for absorbent hygiene products, weed spraying and funding for post-16 home to school and college transport. The four most popular revenue-generating proposals were Blue Badge holders to pay for parking, increasing charges for garden waste, increasing charges for three bulky items and consider increasing charges for sports pitches and pavilions. A summary of the main headlines arising from the consultation is provided in Table 2 below.

Table 2 – Headline Figures from Public Consultation

Headlines from the Public Consultation

Council Tax

48% of respondents stated that they would not be willing to pay more Council Tax in order to protect services (other than the 4.9% increase proposed in the budget consultation). However, 17% of respondents would be willing to pay an additional 1% and 14% of respondents were willing to pay up to 9.9% additional council tax in order to protect services.

Services to Protect

Most popular services to **protect** (through Council Tax or by comparing all proposals) were schools, care of older people, services for disabled people and leisure services.

53% of respondents disagreed with the proposal to ask schools to make budget savings of 1% per year over the next four years.

66% of respondents disagreed with the proposal to make savings through reducing day centres or services.

Increasing Revenue

79% of respondents stated that Blue Badge holders should pay for parking, 48% stated Blue Badge holders should pay the same amount as non-Blue Badge holders. A further 31% stated that Blue Badge holders should pay a reduced rate.

60% of respondents stated that they would be willing to pay more to access sports facilities, pavilions and parks (10% stated significantly more and 50% stated a small amount more).

48% of respondents stated that the council should explore the option of charging for shopmobility.

When asked about increased revenue within recycling and waste 53% of respondents were willing to pay an increased charge to £20 for three bulky item collection.

Services to Cut

Services most frequently selected to make **cuts** were libraries, arts centres and theatres, sports and recreation services, weed spraying, funding for post-16 transport and separate collection for absorbent hygiene products.

48% of respondents agreed that nursery provision should be reduced to 15 hours per week in order to make budget savings.

47% of respondents agreed that funding for post-16 transport should be removed in order to make budget savings.

46% of respondents agreed that the bus station should be closed in order to make budget savings.

- 2.22 In addition to the public consultation, Cabinet and CMB have been working with the Budget Research and Evaluation Plan over the last six months to facilitate the budget planning process. The draft budget report approved by Cabinet in November has also been scrutinised by the Council's Overview and Scrutiny Committees resulting in a report to Cabinet from the Corporate Resources and Improvement (CRI) Committee, outlining a number of recommendations. Cabinet has considered the CRI Committee's recommendations and a response to these is provided in Appendix H.
- 2.23 Cabinet and CMB have reflected on the responses received from the public consultation and the recommendations of the CRI Committee and have removed a number of budget reduction proposals which were in the draft report in November as follows:

SCH1	Efficiency Savings Delegated School Budgets	£900,000
EFS46	Health and Safety Non-Staffing Budgets	£20,000
COM41	Reductions to Other Cleaning Services	£70,000
COM41a	Further reductions to Other Cleaning Services	£100,000
COM48	Reduction in Weed Spraying	£20,000

In addition, the following budget reduction proposals have been amended:

SSW26	Rationalising Day Service Provision	-	reduced by £50,000
COM26	Shopmobility	-	reduced by £5,000
CEX9	Customer Contact / Communications	-	reduced by £50,000

MTFS Principles

- 2.24 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.
- 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, Capital 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, as shown in Table 3, which is in mitigation of reductions to the budget for the Materials Recovery and Energy Centre (MREC), which are unlikely to be achieved following delays in the procurement process:

Table 3: 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.

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MTFS Resource Envelope

2.25 The 2019-20 AEF figure is a decrease of -0.1% based on the published Final Settlement. In the November 2018 report to Cabinet on the draft MTFS, it was proposed that the Council continue to work towards a most likely scenario in its planning assumptions for 2020-21 of an annual reduction in AEF of -1.5% and an assumed increase in Council Tax of 4.5% for each of the remaining MTFS years, recognising the ongoing uncertainty around our funding in future years. It is not proposed to change these further at this time. The proposed Council Tax increase would remain at 5.4% for 2019-20 and then 4.5% for each following year.

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. This is particularly important given the uncertainties around Brexit in the coming months and years. 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 4.

	2019-20	2020-21	2021-22	2022-23
	% Change	% Change	% Change	% Change
Best Scenario	-0.1%	-1.0%	-1.0%	-1.0%
Most Likely Scenario	-0.1%	-1.5%	-1.5%	-1.5%
Worst Scenario	-0.1%	-3.0%	-3.0%	-3.0%

Table 4 - MTFS Scenarios: % Change in AEF

Managing within the MTFS Resource Envelope

- 2.26 The financial forecast for 2019-23 is predicated on £35.181 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 Additional Learning Needs and Education Tribunal (Wales) Bill.
 - Fees and Charges will increase by the statutory minimum or CPI (+2.1% at December 2018) plus 1%.

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Significant increases in staffing costs as a result of the increase in the
national living wage, 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 2018, 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 final settlement for this pressure.

2.27 For 2019-20, the MTFS includes an additional £8.894 million for the above known pressures. In addition, each year consideration is given to any inescapable, unforeseen Directorate pressures that cannot be accommodated within existing budgets. £2.191 million of inescapable pressures have emerged during 2018-19 and are explained in more detail in paragraphs 3.12 and 3.13 below. In total, the Council has identified pressures of £11.085 million in 2019-20.

MTFS Budget Reduction Requirement

2.28 Table 5 below shows the Council's potential net budget reduction requirement based on the forecast resource envelope (paragraph 2.25 above), inescapable spending assumptions (paragraph 2.26 and 2.27 above) and assumed Council Tax increases.

Table 5 - Budget reduction scenarios

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Total £'000
Best Scenario	7,621	9,773	7,584	7,398	32,376
Most Likely Scenario	7,621	10,732	8,519	8,309	35,181
Worst Scenario	7,621	13,609	11,267	10,932	43,429

2.29 Cabinet and CMB are working together to develop plans to meet the most likely scenario above. In the event of the worst case materialising in any year, the budget shortfall would have to be met from the Council Fund and / or a further increase in Council Tax while additional budget reduction plans could be developed. Should the best case scenario arise then Cabinet and CMB would look to reduce the impact on services as well as Council Tax.

2.30 Table 6 shows current progress on identifying budget reduction proposals.

Table 6 - 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	3,024	2,703	1,894	7,621	0	7,621
2020-21	37	1,040	2,603	3,680	7,052	10,732
2021-22	0	975	584	1,559	6,960	8,519
2022-23	0	900	0	900	7,409	8,309
Total	3,061	5,618	5,081	13,760	21,421	35,181
% of total required	9%	16%	14%	39%	61%	100%

- 2.31 As mentioned in paragraph 2.23, a number of the 2019-20 budget reduction proposals have been removed or amended since the draft budget report following the public consultation and member scrutiny. A number of proposals for 2020-21 onwards require further information and analysis and so are not sufficiently well developed to be included at this point in time. Proposals currently under consideration include:
 - The wider digital transformation of Council services;
 - Further development of efficiencies in the corporate landlord function;
 - Income generation opportunities;
 - Further reductions in employee numbers;
 - Possible reconfiguration of post 16 education provision;
 - Working with partners to protect sustainable community facilities.
- 2.32 Cabinet and CMB have given a commitment to try and find at least 50% of the budget reductions through smarter use of resources rather than by cutting the quality or level of services. This gets incrementally harder to achieve, but as Table 7 shows the plans set out in this report will deliver 72% of the required budget reductions through smarter use of resources, such as:
 - 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

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Table 7 - Budget Reduction Proposals 2019-20 to 2022-23

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Total £'000	%
Smarter Use of Resources	6,626	1,534	900	900	9,960	72%
Managed Service Reductions	547	1,706	584	0	2,837	21%
Collaboration & Service Transformation	51	330	0	0	381	3%
Policy Changes	397	110	75	0	582	4%
Total Identified to date	7,621	3,680	1,559	900	13,760	

- 2.33 Budget reduction proposals relating to Collaboration and Service Transformation amount to 3% of the total budget reductions. These include further development of the Corporate Landlord model. 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
- 2.34 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 term's reductions in Council budgets over the next four years will lead to a reduced workforce over the MTFS period. The intention is to manage such a reduction through the continuation of strong vacancy management, redeployment, early retirements and voluntary redundancies, but some compulsory redundancies will continue to be necessary.

Corporate Risk Assessment

2.35 The Council's Corporate Risk Assessment identifies the key corporate risks and mitigating actions and is attached as Appendix I. These risks have been taken into account in the preparation of the MTFS and where there are identifiable financial implications these have been provided for either within the budget or earmarked reserves. Where the financial risks are not clear, the risk is covered by the Council Fund.

3. **REVENUE BUDGET 2019-20**

- 3.1 The net budget requirement is the amount of budget the Council requires to fulfil its functions. It is calculated using the previous year's budget as the baseline, adding any inescapable budget pressures and specific transfers into the settlement from Welsh Government, and subtracting any budget reduction proposals.
- 3.2 The financing of the net budget comes from the Welsh Government settlement and Council Tax income. Table 8 summarises the 2019-20 budget requirement and how it will be financed.

Table 8 – Net Budget Requirement

	2019-20 £'000
2018-19 Net Budget (Table 1)	265,984
Transfers and New Responsibilities (para 2.9)	1,361
2019-20 Pressures (para 2.27)	11,085
2019-20 Budget Reductions (Table 5)	-7,621
2019-20 Net Budget Requirement	270,809
Financed by:	
2018-19 Net Budget (Table 1)	265,984
Net Cash Increase in AEF (para 2.6)	225
Council tax increase of 5.4% (para 2.10)	4,600
2019-20 Net Funding Total	270,809

2019-20 Revenue Budget

3.3 Table 9 presents the detailed net revenue budget for 2019-20. This includes specific grants transferring into the settlement as outlined in paragraph 2.9.

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Table 9 - Revenue Budget 2019-20

	Revised Budget 2018-19 £'000	Specific Transfers to/ (from) WG	Inter- Directorate Transfers	Pensions Changes	Pay / Prices / Demographics £'000	Budget Pressures £'000	Budget Reduction Proposals £'000	Revenue Budget 2019-20
Service Directorate Budgets:	£ 000	£ 000	£ 000	£ 000	2.000	£ 000	£ 000	£ 000
	20 555			78	493	817	-596	21,347
Central Education & Family Support	20,555	954				320		94.861
Schools	90,321			1,977	1,289		_	, , , , , ,
Education and Family Support	110,876		0	2,055	,	1,137	-596	,
Social Services & Wellbeing	69,955				1,524	291	-1,235	
Communities	26,527		-185		569	358	,	
Chief Executive's	19,538				460		, -	
Total Directorate Budgets	226,896	1,253	-185	2,055	4,335	1,861	-5,233	230,982
Council Wide Budgets:								
Capital Financing	9,405						-1,975	7,430
Levies	7,046					330		7,376
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	1,588				0			1,588
Other Corporate Budgets	4,695	108	185		2,004		-413	6,579
Total Council Wide Budgets	39,088	108	185	0	2,504	330	-2,388	39,827
Net Budget Requirement	265,984	1,361	0	2,055	6,839	2,191	-7,621	270,809

3.4 The net budget will be funded by:

Table 10 - Net Budget Funding

	£	%
Revenue Support Grant	145,354,407	53.67
Non Domestic Rates	46,452,373	17.15
Council Tax Income	79,001,854	29.17
Total	270,808,634	100%

Council Tax Implications

3.5 The implications in terms of the Council Tax increase (excluding Police & Crime Commissioner for South Wales and Community Council precepts) are shown in Table 11.

Table 11 - Council Tax Increase 2019-20

2018-19 Average Band D	£1,395.51
2019-20 Average Band D	£1,470.87
% Increase	5.40%
Weekly Increase	£1.45

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Pay, Prices, Pensions and Demographics

- 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). Since then 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 £634,000 additional funding through the settlement towards teachers' pay in 2019-20, and has also stated that it will provide further support through a one-off specific grant in 2019-20, but it may not fully meet the costs. There are no guarantees that this grant funding will continue to be available from 2020-21 onwards, so this could create a budget pressure in those years.
- 3.7 As noted in paragraph 2.26, there is an estimated increase of 43% in the employer contribution rate for teachers' pensions 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 final settlement for this pressure.
- 3.8 Price inflation has been allocated to service budgets and includes provision for contractual increases in food costs, social care provision and other commitments. The remaining inflationary provision will be retained centrally within Council wide 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

- 3.9 Following a better than anticipated settlement in 2018-19, school budgets were protected from the proposed 1% annual efficiency target, but given the forecast pressure on Council budgets for future years, this was not considered to be sustainable in future years, so headteachers and governing bodies were advised to use the 2018-19 financial year to plan ahead. However, following the additional funding announced by the First Minister in November 2018, and the subsequent improved final settlement, along with the outcome of the public consultation and Scrutiny Committees' recommendations, school budgets have again been protected from the 1% efficiency reduction in 2019-20.
- 3.10 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. Total funding provided to schools to meet these pressures in 2019-20 is around £4.5 million.
- 3.11 It should be noted that the 1% efficiency target is maintained for 2020-21 and beyond, in recognition of the pressures stated above, forecast reductions to the settlement and mounting external pressures across Council services.

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Budget Pressures

- 3.12 The final schedule of budget pressures is attached at Appendix A and presents a number of recurrent pressures, totalling £2.191 million. These represent unavoidable pressures arising from legislative changes, increased costs and contractual changes, along with a conscious decision by members to invest in areas to meet the Council's corporate priorities.
- 3.13 The November Draft Budget report explained that budget pressures identified at that time were subject to change before the Final Budget. The main changes are identified in Table 12 below:

Table 12: New Budget Pressures

Item	Value £'000	Description
Health and Safety	150	Health and Safety support for the Council to ensure compliance through more structured and rigorous
Social Services Registration Fees	38	monitoring to avoid future incidents. To meet the requirement for residential (Adult Social Care) and domiciliary care workers to be registered with Social Care Wales under the Regulation and Inspection of Social Care (Wales) Act 2016.
Hartshorn House	30	Running costs of Hartshorn House, a multi-agency base – to replace the grant funding from Welsh Government which has ended.
Housing Benefits	75	Funding to mitigate the net reduction in grant from the Department for Work and Pensions for administering Housing Benefit and Universal Credit.
TOTAL	293	

Budget Reductions

3.14 Budget reduction proposals totalling £7.621 million have been identified from service and corporate budgets to achieve a balanced budget. These are detailed in Appendix B.

Council Wide Budgets

3.15 Council Wide budgets include funding for the Council Tax Reduction Scheme, costs of financing capital expenditure, levies (including for the Fire and Rescue Authority), 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.

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3.16 The South Wales Fire and Rescue Authority covers 10 South Wales Council areas including Bridgend County. It is funded by raising a levy on its constituent Councils, based on population. For 2018-19 the levy on Bridgend, and consequently its Council Tax payers, is £6,688,835. The Authority is facing similar pension increase pressures on its budget as teachers, and consequently the levy for 2019-20 could increase by £330,000, unless it receives additional funding from, for example, Welsh Government towards this pressure. This is a significant increase in the levy (4.9%) for which the Council has received no additional funding, but must provide for assuming the worst case scenario.

Fees and Charges

- 3.17 Generally, income from fees and charges will be increased by CPI (at the prevailing rate, 2.1% at December 2018) 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. New charges or charges that have been included in the 2019-20 budget and are above the general increase are shown in Appendix C.
- 3.18 Council approved a corporate income generation policy in March 2016 which aims to set a consistent approach across Council services and outline key principles to be applied. As a key principle, where a decision has been taken to charge for a service, the Council will aim for full cost recovery, except where there is a conscious decision which is consistent with Council priorities, recognising that the service would then be subsidised by Council Tax payers.

MTFS Support for Corporate Priorities / Well-being Objectives

3.19 Appendix D details the Directorate Base Budgets for 2019-20. The MTFS supports the delivery of the Council's corporate priorities / well-being objectives and Table 13 below summarises Directorate budgets which will be used to support these and core services and statutory functions. A more detailed analysis is shown in Appendix E.

Table 13 – 2019-20 Budget by Corporate Priority / Well-being Objective

Budget 2019-20 Corporate	Priorities / Well-	being Objective	es
Directorate	Corporate Priorities	Core Services & Statutory Functions	Total
	£'000	£'000	£'000
Education & Family Support	8,067	13,280	21,347
Schools	38,796	56,065	94,861
Social Services and Wellbeing	53,430	17,404	70,834
Communities	6,803	18,528	25,331
Chief Executive's	1931	16,678	18,609
Corporate Budgets	304	39,523	39,827
NET BUDGET REQUIREMENT	109,331	161,478	270,809

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4. COUNCIL RESERVES

- 4.1 The Council's Reserves and Balances Protocol attached at Appendix F sets out the principles used to assess the adequacy of reserves, the rationale for establishing reserves and the arrangements for monitoring reserves. For the last three years, the Council has maintained its Council Fund at a minimum of £7 million and at 31 March 2018 it was £8.347 million, which is 2.47% of Gross Revenue Expenditure (GRE) compared to a Welsh average of 2.99% for the same period. If the Council Fund was used to cover GRE, it would last 9.03 days (8.98 days in 2016-17) compared to a Welsh average of 10.06 days. Against that background and in the face of continued uncertainty regarding the economy and public finances, it is recommended that the Council seeks to increase its Council Fund to 2.7% of GRE (£8.840 million based on 2015-16 when the indicator was set) by the end of the MTFS period. This will be monitored and will depend upon financial performance during future periods and the need to cover against specific risks as they arise through the earmarked reserves process.
- 4.2 In accordance with the Protocol, a review of the Council's financial risks, pressures and reserves was undertaken at period 6 and period 9 in 2018-19. Appendix F also sets out the <u>forecast</u> movement in the Council's Earmarked Reserves by the end of 2018-19 and 2019-20. At this point the forecast movement to 31 March 2019 on Earmarked Reserves is an overall reduction of £10.925 million on the assumption of:
 - The forecast draw down of £1,729,000 from the Directorate Issues Reserve, either by Directorates, or as a result of any reserve that is no longer required being unwound, both offset by additions of £0.323 million as a result of new Directorate Issues coming to light following the various reviews. This results in a projected net decrease on Reserves Held for Directorates' Planned Developments of £1,406,000;
 - The forecast draw down of £5,495,000 from **Specific Contingency Reserves**, offset by additions of £428,000, resulting in a projected <u>net decrease</u> of £5,067,000. There are two assumed draw downs during the last quarter of the year, but if these do not happen, there will only be a net decrease of £628,000;
 - The estimated draw down of a large amount of the Capital Programme Contribution reserve of £2.165 million which does rely on capital spend being incurred from January until March 2019. There is also £171,000 draw down from other Capital Development or Asset Related Reserves. As part of the new Capital Strategy 2019-20 onwards, two new Earmarked Reserves are being created. These are a Capital Asset Management Reserve of £500,000 and a Highways Asset Management Fund of £1.290 million. These have been created from previous funding within other Earmarked Reserves being amalgamated together with additional funding. The draw down from both of these reserves will form part of the monitoring requirements on the Capital Strategy. There will be a net increase on these Reserves of £953,000;
 - Within the category of reserves for MTFS/Transformational Reserves, there is an assumed draw down of £2.222 million from the Service Reconfiguration Reserve for the Extra Care Scheme on the current capital spend projection. The projected net draw down on these reserves is £3.486 million. It should be noted that this reserve has not been increased for any potential accrued Council Tax income (see paragraph 4.3 below);

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- The projected <u>net draw down</u> from the **Equalisation and Grant Reserves** for 2018-19 is £1,063,000.
- 4.3 In line with the Protocol, a further review will be undertaken at the end of the current financial year and transfers made at this point taking account of the overall financial position of the Council including the final out-turn, actual accrued Council Tax income, Earmarked Reserve levels, the Council Fund level and any new pressures or risks that need to be provided for. At this time Directors will be invited to submit earmarked reserve requests to meet any specific unfunded pressures that they expect to arise in 2019-20 and these will be considered in the context of Directorate outturn positions as well as that of the Council as a whole. In advance of that process, the forecast movement in reserves for 2019-20 assumes:
 - An overall reduction in Earmarked Reserves of £7.891 million during 2019-20;
 - Full draw down from a number of reserves including the Property Reserve, Chief Executives Partnership Reserve and the Waste Awareness Reserve.
 - Draw down from the Capital Programme Contribution Reserve, Capital Feasibility Reserve and Asset Management Reserve in line with the current Capital Programme expenditure profile; and
 - Draw down from the Service Reconfiguration reserve in line with assumptions on transformational change.

It does not include the potential increase of reserves for 2019-20 as a result of fortuitous under spends at the end of this financial year. The forecast position is summarised in Table 14 below:

Table 14 – Summary of Usable Earmarked Reserves

Opening Balance 1 April 2018 £'000	Reserve	Movement 2018-19 £'000	Closing Balance 31 March 2019 £'000	Movement 2019-20	Closing Balance 31 March 2019 £'000
47,715	Total Earmarked Reserves	(10,925)	36,790	(7,891)	28,900

NB: Differences due to rounding of £'000s

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5. CAPITAL PROGRAMME AND CAPITAL FINANCING STRATEGY

5.1 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 the Council's proposed Capital Strategy and reflects the Welsh Government capital settlement for 2019-20. The Programme has been revised during the financial year to bring it up to date and take into account new capital schemes either funded from external resources, or from internal resources following a review of the Council's capital investment requirements.

Capital Programme 2018-19 to 2028-29

- 5.2 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 reflects the Welsh Government final capital settlement for 2019-20, which provides general capital funding (GCF) for the Council for 2019-20 of £7.665 million of which £3.938 million is provided through un-hypothecated supported borrowing and the remainder £3.727 million as general capital grant. This includes the 2019-20 share (£30 million) of the additional £100 million of general capital funding (across 2018-19 to 2020-21) announced by Welsh Government in the provisional settlement. The Council has already received £2.215 million as its share of the £50 million allocation for 2018-19. Whilst no indicative allocations have been provided for 2020-21, there will be extra funding arising from the additional £20 million of general capital funding for 2020-21. From 2021-22 it is assumed that the level of funding will revert to the 2018-19 general capital funding level.
- 5.3 The Programme was last approved by Council in full in December 2018 to incorporate major new schemes approved during the year, including the regeneration of Porthcawl and rationalisation of the Council's depots, along with other changes to existing schemes. Council also approved a change to the funding package for the School Modernisation Band B Programme in a separate report in December. 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 for approval by Council in February 2019.
- 5.4 The additional general capital funding provided through the settlement for 2019-20 equates to £1.336 million. It is proposed to establish a Capital Asset Management Fund of £1.5 million to meet the costs of works to comply with any health and safety or other legislative requirements in respect of the Council's assets, taking into account the results of condition surveys. This will be funded partly from a contribution of £1 million from the additional general capital funding, and partly from an earmarked reserve of £500,000. Any allocations from this budget will be agreed by Corporate Management Board. The balance of the additional general capital funding is being used to fund existing schemes to reduce the reliance on borrowing for schemes already included within the capital programme, and thus reduce future revenue budget commitments. An in-year review of capital will be undertaken and any new proposals will be considered in light of, and in line with, the proposed new Capital Strategy and brought back to Council for approval at a later date.

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- Welsh Government has also announced a separate Public Highways Refurbishment Grant 2018-21 which has been notified separately (£20m each year 2018-19 to 2020-21) and will be funded via specific grant. As outlined in paragraph 2.11, Bridgend has been notified that it will receive £802,920 for 2018-19 and £796,672 for 2019-20, with a similar amount for 2020-21. The 2018-19 grant funding will be carried forward into 2019-20, in line with the conditions of the grant, resulting in total additional funding for 2019-20 of £1,599,592 and around £2.4 million between 2018 and 2021, leading to significant new investment in highways and footways over the 3 year period. This will be included in the capital programme in-year once the grant has been accepted.
- 5.6 The Capital Programme contains a number of fixed annual allocations that are met from the total general capital funding for the Council. These annual allocations have been reviewed as part of the capital planning process and it is proposed that two changes are made for 2019-20, as follows:
 - Disabled Facilities Grants (DFGs) DFGs are mandatory, means-tested, grants available to help disabled people to remain living independently in their own homes. Local authorities therefore have a duty to provide DFGs. This allocation was reduced in previous years due to reductions in referrals and in the average award. Funding currently allocated to DFGs is above the notional allocation provided by Welsh Government and it is therefore proposed to bring this into line with Welsh Government funding through a reduction of £200,000.
 - A new allocation will be established, using the £200,000 released, to set up a
 corporate capital fund. This will be used for match funding for capital projects,
 and ICT / equipment renewals, and will be subject to approval and allocation
 by Corporate Management Board.

This will result in revised allocations as outlined in Table 15:

Table 15 – Proposed Annual Allocations of Capital Funding

	2019-20 £'000
Highways Structural Works	200
Carriageway Capital Works	250
Disabled Facilities Grant	1,950
Housing Renewal / Empty Property	100
Special Regeneration Funding	540
Minor Works	1,100
Community Projects	100
Bridgelink / Telecare replacement	30
Corporate Capital Fund (Renewals / Match Funding)	200
Street lighting / Bridge infrastructure replacement	400
Total	4,870

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Capital Programme link to the Corporate Priorities

5.7 Table 16 outlines how the Council is using its capital programme to support the corporate priorities.

Table 16 - Capital Programme by Corporate Priority

Corporate Priority	Revised 2018-19	2019-20	2020-21	2021-22 to 2028-29	Total
	£'000	£'000	£'000	£'000	£'000
1. Supporting a Successful Economy	7,431	8,648	8,863	39,289	64,231
2. Helping People to be more Self-Reliant	5,634	3,050	1,950	15,600	26,234
3. Smarter Use of Resources	22,111	23,929	10,900	87,556	144,496
Core Services & Statutory Functions	298	530	0	7,190	8,018
TOTAL	35,474	36,157	21,713	149,635	242,979

Supporting a Successful Economy

5.8 The proposed capital programme includes a number of new and existing projects which will help to support a successful economy by, for example, significant new investment in ensuring that the highways and footways are of a good standard to encourage the use of local services by the public and avoid the need to travel to out of town developments. There is also significant investment in all of our town centres, with new schemes approved by Council earlier in the year in respect of Porthcawl Regeneration and the development of Enterprise Hubs, to build on previous investment and initiatives. These supplement those existing schemes, such as the Cardiff Capital Region City Deal (CCRCD) investment which will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity.

Helping People to be more Self-Reliant

5.9 In addition to the two new Extra Care Schemes, one of which has opened, with the other due to open towards the end of 2018-19, and which will enable people to live more independently than they would in residential care, there remains significant investment in Disabled Facilities Grants and other Housing Schemes, to enable people to live as independently as possible in their own homes.

Smarter Use of Resources

5.10 The Schools' Modernisation Programme forms a cornerstone of the corporate priority making smarter use of resources, with the remaining schemes in Band A of the 21st Century Schools programme coming to fruition towards the end of 2018-19. From 2019-20 the Council will embark on Band B of the 21st Century Schools Programme, which will result in further capital investment of around £70 million in the Council's schools' estate.

- 5.11 There is currently a budget of £1 million in the capital programme for works to parks and pavilions, to make them suitable for Community Asset Transfer (CAT). The scope for this funding is being widened to also include works undertaken on other Council facilities such as community centres and public toilets, to support the CAT process. This is to ensure that as many buildings as possible can be kept open and provide long term community benefits.
- 5.12 In addition, Council has previously approved significant investment in upgrading the Waterton depot to make it fit for the future, in addition to recurrent funding to improve and upgrade existing buildings through the capital minor works programme to reduce running costs, including maintenance, and improving energy efficiency. This is in addition to the two existing schemes within the programme which will see significant investment in energy efficiency schemes, across Council buildings and street lighting, which will be repaid from recurrent revenue savings generated.
- 5.13 The revised capital programme is attached as Appendix G. There are no significant changes since it was approved by Council in December 2018, other than amendments to reflect the agreed funding mechanism for the Band B school modernisation programme.

Capital Receipts

5.14 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

5.15 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 £43.75 million by the end of this financial year.

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Bridgend County Borough Council Civic Offices Angel Street BRIDGEND CF31 4WB

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Ref	Directorate	Corporate Priority	Pressure	£'000	
SSW1	Social Services and Wellbeing	Helping People to be Self Reliant	Multi Agency Safeguarding Hub (MASH) Co-ordinator Post.	24	
SSW2	Social Services and Wellbeing	Helping People to be Self Reliant	Transition costs for Children into Adult Social Services.	229	
SSW3	Social Services and Wellbeing	Helping People to be Self Reliant	New Welsh Government legislation requiring all domiciliary care staff to be registered	38	
EFS1	Education and Family Support	Core Services & Statutory Functions	Increasing costs associated with home-to-school transport, including demand for pupils with Additional Learning Needs and demographic growth.	427	
EFS2	Education and Family Support	Core Services & Statutory Functions	Increase to Early Years Education Grants for the non maintained Sector - to reflect actual costs.	66	
EFS3	Education and Family Support	Core Services & Statutory Functions	Transport costs for the Welsh Government Junior Apprenticeship programme.	42	
EFS4	Education and Family Support - Schools	Core Services & Statutory Functions	Increased costs of running Learning Resource Centres in Schools.	320	
EFS5	Education and Family Support	Core Services & Statutory Functions	Additional Education Other than at School (EOTAS) provision at The Bridge Alternative Provision.	132	
EFS6	Education and Family Support	Core Services & Statutory Functions	Health and Safety support for the Council to ensure compliance and avoid future incidents.	150	
COM1	Communities	Supporting the Local Economy	Bridgend Market - In line with the Market Improvement Plan approved by Cabinet: 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.		
COM2	Communities	rents and to enhance through capital investment the quality of the building and the signage and marketing provided by stallholders. Rights of Way - Statutory duty to undertake the first decennial review of the Council's Rights of Way Improvement Plan (RoWIP) by October 2019		34	
СОМЗ	Communities	Core Services & Statutory Functions	South Wales Trunk Road Agency - cessation of contract. The works undertaken have both generated financial support to the highways maintenance function in both direct and overhead costs.	200	
COM4	Communities	Core Services & Statutory Functions	Increase in the tonnage of street litter arisings (red bag waste).	36	
COM5	Communities	Helping People to be Self Reliant	To meet the running costs of the Multi-agency base at Hartshorn House following cessation of grant funding.	30	
CEX1	Chief Executive	Helping People to be Self Reliant	To mitigate the net reduction in grant funding from the Department for Work and Pensions for administering Housing Benefit and Universal Credit.	75	
CW1	Council Wide - Fire Service Precept	Core Services & Statutory Functions	Increase in precept to cover pay and price pressures, in particular the increase in employer's contributions to superannuation following changes to public service pensions schemes by HM Treasury (increase of 10%).	330	
	Total Budget Pressures			2,191	

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Ref. Pag	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

Proposals not fully developed and include high delivery risk
Proposal in development but includes delivery risk
Proposal developed and deliverable

GREEN

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	Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings. Risk of price increases from Contractors.	4,779	5%	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 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 is has proven to be more efficient that Secondary Schools directly appoint and manage the 1:1 support staff required for their pupils.	to primary schools. There would also be further consideration given	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 but will mitigate any effect on front line service delivery.	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. This is the service that provides outreach for literacy within Bridgend and the proposed new model will require some building of capacity in schools. There would be a risk with the current delivery method in that the building of capacity within schools could not be fully covered.	424	26%		110			

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e 120 _{EF\$38}	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 as part of the inclusion re-structure and will require the service to work differently to mitigate any shortfall in the service (e.g. undertake less training).	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	 Full 12 week consultation would be required with a full academic year required before policy is implemented post policy change. Parent groups, learners and others likely to be opposed to policy change. Negative media coverage. Reputational risk to local authority. Sustainability risk to secondary schools sixth forms. Risk to financial viability of Bridgend College. Some courses may cease if numbers of pupils reduce. Possible increase in the number of young people not engaged in education, employment or training (NEET). Impact on local road infrastructure around schools as more pupils chose private motor vehicles rather than public transport. The most deprived may lose out the most and may chose not to consider post-16 education. 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. 	is £1.8m	159%			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		

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Φ 121 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			
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	
				Total Education and Family Support					596	1,608	659	0
SCHOOLS 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	3%	0		900	900	900
				Total Schools					0	900	900	900
				Total Education & Family Support Directorate					596	2,508	1,559	900
SOCIAL SI	ERVICES & WEL	LLBEING										
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	16%	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	8%	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		
	A healthier			As part of the contract with Awen, BCBC will be renegotiating its management fee for the period 2019-2022. This will mean reviewing	Negotiation will be required with AWEN to identify efficiencies in							

3,107

2%

70

2019-2022. This will mean reviewing accessibility of services and potential closure of areas with the least impact on services.

2019-2022. This will mean reviewing

AWEN facilities such as community centres or

A healthier

wales

IP3

MSR

libraries.

SSW21

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(P) 12 \$\$3W22	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	8%		50	180		
				Total Social Services & Wellbeing Directorate					1,235	270	0	0

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	
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	Investigate the introduction of charging to users of the Shopmobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy	A full Equality Impact Assessment and Future Generations assessment will need to carried out. The implications to some current users of the facility are that some members of the community with mobility issues may struggle to pay the necessary charges to hire a mobility scooter and therefore maybe unable to gain access to the town centre. However, this must be balanced against the declining popularity of the service with significantly reduced numbers of users. 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. On this basis it would seem reasonable to investigate whether introducing charging for use is a viable way of reducing the overall cost of the service. If however this does not prove feasible, in order to make the full saving required over the next two financial years closure of the facility would be necessary.	20	75%	5	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	

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Ф 123 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		
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	74%	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			
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	3%	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	11%	500		350		

Ref. Pag	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
0 12 COM52	None	IP3	SUR	undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the	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			
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	£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.	Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced	£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.	levels of service.	1,465	2%		17	17		
				Total Communities Directorate					1,938	865	0	0

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	5%	73			
CEX10	None	IP3	SUR	Review CCTV function with aim to create efficiencies	Potentially could impact on community safety	327	9%	30		_	
				Total Chief Executive's Directorate				1,464	37	0	0

CORPORATE / COUNCIL WIDE

Ref. Pag	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
e 1%D6	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			
CWD8	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			
				Total Corporate / Council Wide					2,388	0	0	0

GRAND TOTAL REDUCTIONS	7,621	3,680	1,559	900	13,760
ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)	7,621	10,732	8,519	8,309	35,181
REDUCTION SHORTFALL	0	7.052	6.960	7.409	21.421

3,024	37	0	0
2,703	1,040	975	900
1,894	2,603	584	0
7,621	3,680	1,559	900

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Type of Charge	Comment	Detail of Revised / New Fee or Charge						
EDUCATION AND FAMILY	Y SUPPORT DIRECTORATE							
'Paying place' i.e. the seat on a school bus that can be offered to those pupils who would not be eligible for a free place.	Following a review approved by Cabinet, to implement an increase to £2.00 per day which equates to an extra £19/year per pupil for a full calendar year	£2 per day						
SOCIAL SERVICES AND WELLBEING DIRECTORATE								
Adult Social Care	Whilst charges are adjusted annually in light of the anticipated year's costs of providing services, it is a requirement that the charges reflect the actual costs of delivering services. It is therefore not possible to increase costs simply on the basis of an inflationary amount. Irrespective of the calculated charges for services, the amount an individual pays for any services is based on a financial means test, and for non-residential services is capped in line with the Fairer Charges (Wales) regulations. Welsh Government has advised that there will be a cap of £90 from 8 April 2019 irrespective of the total cost of all services provided to an individual.	There are a wide range of fees and charges levied across the service that will be considered separately for approval under delegated power, in some instances following agreement with service providers.						
COMMUNITIES DIRECTO	RATE							
Bulky Household Waste	Whilst charges for the collection of Bulky Household Waste are adjusted annually in line with inflation, it is now considered appropriate to revisit the charge for the collection of such waste and to adjust it to more accurately reflect the cost of providing the service as permitted by The Controlled Waste (England and Wales) Regulations 2012.	The charge for the collection of 3 bulky waste items will be increased from £15.50 to £20, with the cost for the collection of additional bulky waste items increasing from £5.00 per item to £6.70 per item.						

ן ק	Гуре of Charge	Comment	Detail of Revised / New Fee or Charge
	Green Waste	Whilst charges for the collection of Green Waste are adjusted annually in line with inflation, it is now considered appropriate to revisit the charge for the collection of such waste and to adjust it to more accurately reflect the cost of providing the service as permitted by The Controlled Waste (England and Wales) Regulations 2012. The charge for the collection of Green Waste will be increased by £10, from £28.30 per household to £38.30 per household with the concessionary charge increasing from £24.00 to £34.00.	The charge will be increased by £10, from £28.30 per household to £38.30 per household with the concessionary charge increasing from £24.00 to £34.00.
F	Revised fee for householder permitted development enquiry	Increase in permitted development enquiry fee from £25 to £40 from 1st April, 2019	£40
6 6 t (New categories of permitted development enquiries and charges as assessed against Schedule 2 of the own and Country Planning General Permitted Development) Order 1995 as amended)	New categories of permitted development enquiries and charges: · Agricultural and Forestry development - £50 · Telecommunications Operators proposals - £50 · Changes of Use of land and buildings - £50 · Commercial/industrial development - £50 · Non-domestic micro-generation/renewable energy schemes - £50 · Domestic micro-generation/renewable energy schemes - £25 · Temporary Uses and Buildings - £25	£25 or £50
	Revised charge for planning nistory search	Planning History Search - - £40 per plot/site for applications since 1996 - £80 per plot/site for applications since 1976 (currently flat rate of £50)	£40 or £80
	Revised charge for printing off hard copies of planning decision notices	Providing Hard Copies of Decision Notices - £15 per decision (currently £10)	£15 per decision

DIRECTORATE BASE BUDGETS BY SERVICE AREA

<u> </u>	RECTORATE	DAGE	БОБС		SLIVIC		<u> </u>		
	Revised Budget 2018-19	Specific Transfers to/(from) WG	Inter Directorate Transfers	Pension changes	Pay/Prices/ Demographics	Adjustments for virements within Directorates	Budget Pressures 2019-20	Budget Reduction Proposals 2019-20	Revenue Budget 2019-20
BASE BUDGET BY SERVICE AREA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Central Education & Family Support INCLUSION	2,839			38	79	6		-257	2,705
FOUNDATION	934			36	3	-2	66	-231	1,001
YOUTH SERVICE	440				25	-15			450
TRANSITION	0				2				2
POST-14 STATUTORY ADVICE & PSYCHOLOGY	0 368				9	2		-65	0 314
EMOTIONAL HEALTH & BEHAVIOUR	1,419			36	35	-6	132	00	1,616
SCHOOL IMPROVEMENT	632				2	19		-30	623
SCHOOLS MUSIC SERVICE	9				7	45			16
ADULT LEARNING SKILLS	113 116				5 19	15 -13			133 122
STRATEGIC PLANNING & RESOURCES	3,683				4	-1			3,686
BUSINESS STRATEGY & SUPPORT	280				8	1			289
SUPPORT FOR CHILDREN&LEARNERS	6,160				135	11	469	-203	6,572
COMMISSIONING & PARTNERSHIPS STRATEGIC MANAGEMENT	1,494 1,456			4	88 52	-58 37			1,528 1,545
YOUTH OFFENDING SERVICE	384				17	1		-41	361
ARCHITECTS	0				0				0
HEALTH & SAFETY	228 20,555	0	0	78	3 493	3 0	150 817	-596	384 21,347
Schools	20,333			,,	793		017	-530	21,547
SCHOOL DELEGATED BUDGETS	90,321	954	•	1,977	1,289	_	320	0	94,861
Social Services & Wellbeing	90,321	954	0	1,977	1,289	0	320	0	94,861
OLDER PEOPLE	20,061	299			653		0	-550	20,463
ADULT PHYS DIS/SENS IMPAIRMENT	4,422				57		0	0	4,479
ADULTS LEARNING DISABILITIES	14,946				232		229	-200	15,207
ADULTS MENTAL HEALTH NEEDS OTHER ADULT SERVICES	3,259 219				63 4		0	0	3,322 223
ADULT SERVICES MGT & ADMIN	3,410				98		38	-275	3,271
RECREATION AND SPORT	5,205				23		0	-210	5,018
CHILDREN'S SERVICES	18,433 69,955	299	0	0	394 1,524	0	24 291	0 -1,235	18,851 70,834
Communities	09,333	233			1,324		231	-1,233	70,034
DEVELOPMENT	362				24	8		-10	384
REGENERATION	2,216				33	11		-7	2,253
REGEN & DEVELOP-MGMT STREETWORKS	131 11,225				1 74	0 -74	36	-107 -1,380	25 9,881
HIGHWAYS AND FLEET	6,489				94	26	234	-100	6,743
TRANSPORT & ENGINEERING	884				56	-16		-262	662
PARKS & OPEN SPACES	2,082				128	1		-69	2,142
STREET SCENE MGT & ADMIN CORPORATE LANDLORD MANAGEMENT	120 74				2	0		-3	119 78
TOTAL FACILITIES MANAGEMENT	293				107	15			415
STRATEGIC ASSET MANAGEMENT	2,451		-185		37	23	88		2,414
CAPITAL DESIGN AND DELIVERY	57				7	5			69
DIRECTOR - COMMUNITIES	143 26,527	0	-185		569	0 0	358	-1,938	146 25,331
Chief Executive's									
CHIEF EXECUTIVE INTERNAL AUDIT	520 313				-9 0			0	511 313
FINANCE	3,024				108		75	0	3,207
PERFORMANCE	178				33		.0	-32	179
HR&ORGANISATIONAL DEVELOPMENT	1,637				40			-55	1,622
TRANSFORMATION COMMUNICATION AND ENGAGEMENT	419 1,622				19 38			-17 -74	421 1,586
LEGAL SERVICES	1,763				59			-74	1,809
DEMOCRATIC SERVICES	1,823				43			-285	1,581
PROCURMENT	275				4			0	279
REGULATORY SERVICES ELECTIONS	1,459 136				40 3			-111 0	1,388 139
ICT	3,734				51			-280	3,505
HOUSING & COMMUNITY REGEN	1,536				-29			-347	1,160
BUSINESS UNIT	1,099 19,538	0	0	0	60 460	0	75	-250 -1,464	909 18,609
Total Directorate Budgets	226,896	1,253	-185	2,055	4,335	0	1,861	-5,233	230,982
CAPITAL FINANCING	9,405	1,233	-103	2,033	4,333		1,001	-1,975	
LEVIES	7,046						330	-1,975	7,430 7,376
REPAIRS & MAINTENANCE	870								870
COUNCIL TAX REDUCTION SCHEME	14,354				500				14,854
APPENTICESHIP LEVY PENSION RELATED COSTS	700 430								700 430
INSURANCE PREMIUMS	1,588								1,588
OTHER CORPORATE BUDGETS	4,695	108	185		2,004			-413	6,579
Total Council Wide Budgets	39,088	108	185	2.055	2,504	0	330	-2,388	39,827
TOTAL BUDGETS	265,984	1,361	0	2,055	6,839	0	2,191	-7,621	270,809



Page	2019-20 DIRECTO		SETS IN LINE WITH	H CORPORATE PR S	IORITIES / WELL-
ວິ ວິ Service Budgets	Supporting a Successful Economy	Helping People To Be More Self-Reliant	Smarter Use Of Resources	Core Services & Statutory Functions	TOTAL
	£'000	£'000	£'000	£'000	£'000
Central Education & Family Support	6,930	1,137	0	13,280	21,347
Schools	38,796	0	0	56,065	94,861
Social Services and Wellbeing	12	53,190	228	17,404	70,834
Communities	3,603	1	3,199	18,528	25,331
Chief Executive's	-8	1,372	567	16,678	18,609
Corporate Budgets	304	0	0	39,523	39,827
NET BUDGET REQUIREMENT	49,637	55,700	3,994	161,478	270,809

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RESERVES AND BALANCES PROTOCOL

1. Background

- 1.1 Bridgend County Borough Council is required to maintain adequate financial reserves to meet the needs of the organisation. The purpose of this protocol is to set out how the Council will determine and review the level of its Council Fund Balance and Earmarked Reserves. The protocol has regard to LAAP Bulletin 99 'Local Authority Reserves and Balances', issued in July 2014.
- 1.2 The requirement for local authorities to hold financial reserves is acknowledged in statute. Reserves are one component of an authority's medium-term financial planning—other components include revenue spending plans, income forecasts, potential liabilities, capital investment plans, borrowing and council tax levels. These decisions are inter-linked. This means that, to ensure prudent financial management, some authorities will need to maintain reserves at higher levels than others.
- 1.3 Section 32 and 43 of the Local Government Finance Act 1992 require local authorities in Wales to have regard to the level of reserves needed to meet estimated spending when calculating the budget requirement. Section 25 of the Local Government Act 2003 requires:
 - the Chief Finance Officer to report to Members on the budget including the adequacy of reserves; and
 - Members to have regard to the Chief Finance Officer's report in making their decisions.
- 1.4 As a result, in reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for the Council Fund. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the Chief Finance Officer (CFO).
- 1.5 In November 2018, Alun Davies, the then Cabinet Secretary for Local Government and Public Services, issued a Statement which said "it is prudent to build up and hold reserves for specific purposes, including transforming services to meet the continuing financial pressures, which I recognise Councils face...I believe that local authorities in Wales will wish to use their reserves strategically to drive forward the change required to deliver essential services to communities. They will need to consider how to use available funds to work with others to deliver longer term efficiencies".

2. Types of Reserve

2.1 The Council will maintain the following usable reserves:

Nature of Reserve	Description
Council Fund	to manage the impact of uneven cash flows and
	unexpected events or emergencies;
Earmarked Reserves	to meet known or predicted requirements and include Contingency Reserves, Directorate Reserves and Transformational Reserves. Earmarked Reserves will be established on a "needs" basis, in line with planned or anticipated requirements;
Delegated School Balances	these represent the cumulative effect of over and under- spending on school delegated budgets not available to the Council;
Equalisation Reserves	to spread the costs incurred in a particular future year over the period of the Medium Term Financial Strategy (MTFS);
Capital Receipts Reserve	this has been shown for completeness as it forms part of the Usable Reserves of the Council. Capital Receipts are available to finance capital expenditure in future years.

2.2 The Council will also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts. These are called Unusable Reserves. The Council's

unusable reserves are the Capital Adjustment Account, the Revaluation Reserve and the Pension Reserve. These will not be referenced within this Protocol.

3. Regulatory Framework

- 3.1 It is the responsibility of the CFO to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. CIPFA do not accept the case for introducing a generally applicable minimum level of reserves either as an absolute amount or a percentage of budget. It is for the local authority to make their own judgements based on relevant local circumstances.
- 3.2 For each Earmarked Reserve there needs to be a clear protocol setting out:-
 - > The reason for / purpose of the Reserve
 - ➤ How and when the Reserve can be used
 - Procedures for the management and control of the Reserve
 - > A process and timescale for review

4. Principles to Assess the Adequacy of Reserves

- 4.1 The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, or Council Fund, the CFO will have regard to:
 - > the strategic financial context within which the Council will be operating through the medium-term.
 - the overall effectiveness of governance arrangements and the system of internal control;
 - the robustness of the financial planning and budget-setting process;
 - the effectiveness of the budget monitoring and management process.
- 4.2 CIPFA guidance on Local Authority Reserves and Balances advises that a statement reporting on the annual review of earmarked reserves should be made to Council, at the same time as the budget is approved. Within the Council's Medium Term Financial Strategy (MTFS), there are a number of main principles that relate to reserves. These are detailed below:-

MTFS Principle 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 2020-21

The Council Fund balance provides resources for purposes such as general contingencies and cash flow management. It acts as a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to cushion the impact of unexpected events or emergencies. This is in accordance with CIPFA's Guidance Note on Local Authority Reserves and Balances. The Council Fund balance at the 31 March 2018 was £8.347 million (£7.960 million 16-17). This represents 2.47% of Gross Revenue Expenditure (GRE) for 2017-18 (2.46% of gross revenue expenditure for 2016-17). In comparison, the All Wales average was 2.99% gross revenue expenditure or £8.940 million for the same period with local authorities ranging from 1.64% to 5.72%. The Council was ranked 14th on the percentage of Council Fund compared to GRE.

MTFS Principle 2

Adequate provision is made to meet outstanding and reasonably foreseen liabilities

The Council holds a number of earmarked reserves to cover potential liabilities or for unforeseen events and include the Insurance Earmarked Reserve and a Major Claims Reserve. These are reviewed throughout the year and the balances are adjusted at the end of the financial year based on the most up to date information of potential outstanding liabilities. This process includes analysis of external assessments or actuary reports on the levels needed for the insurance or pension funds. The Council also holds an Insurance Provision to meet the estimated cost to the Council of outstanding liabilities for Employer's Liability, Public Liability and Property.

MTFS Principle 7

Balances are not used to fund recurrent budget pressures or to keep down council tax rises unless an equivalent saving or increase in council tax is made in the following year in recognition that balances are a one-off resource.

The principle allows for the use of balances where there is to be an equivalent saving in the following year. There are a number of Earmarked Reserves that have been established specifically relating to this principle. For example, the funding of new Information Technology to make services more efficient in the future. These reserves will be utilised over the forthcoming financial year.

MTFS Principle 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.

In order to support sound option appraisals, a Capital Feasibility earmarked reserve has been created. Capital investment is intrinsic in the MTFS and as a result there are also Earmarked Reserves that support asset management planning, fund capital minor works in relation to health and safety and one specifically to support major schemes within the Capital Programme of the Council. Additions have been made during 2018-19 to provide for significant capital pressures over the MTFS period.

MTFS Principle 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 is maintained.

The MTFS proposed the establishment of a Change Management Programme Earmarked Reserve specifically to support delivery of the Corporate Plan and MTFS. There are also some other earmarked reserves which are supporting service reconfiguration and digital transformation.

The current financial landscape demands that significant savings need to be made in order to deliver a sustainable budget. It is therefore prudent to have reserve levels to provide a buffer or a safeguard during uncertain times. An Earmarked Reserve has been established at a level determined annually following an assessment of budget reductions categorised as 'red' and deemed material within the MTFS. This will provide additional capacity for discretionary use by the CFO to manage inescapable problems with delivery.

5. Establishment and Monitoring of Reserves

- 5.1 In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly. The process for the determination of Directorate reserves will be based upon the principles of effective financial management. The agreement of business cases will be determined by the CFO, having considered the recommendations of the Corporate Management Board.
- 5.2 Directorate Finance Officers are issued with details of how to apply for Earmarked Reserves within the Closing of Accounts Pack for the financial year. The requested amount must be material and should be restricted in number to those considered to be of key importance. Subject to these criteria being met, the Directorate will be informed of whether the requests have been approved.
- 5.3 The CFO and Group Managers Finance will review the establishment, monitoring and the level of Corporate Reserves. These include Specific Contingency Reserves, Capital Development or Asset Related Reserves and MTFS/Transformational Reserves. The meetings will examine evidence from external information such as actuary reports or insurance and risk management assessments; changes in legislation; new emerging risks or capital initiatives. The establishment of the Earmarked Reserves, both Directorate and Corporate, is authorised by CFO and reported to Cabinet within the Quarterly Monitoring Reports during the financial year and within the Statement of Accounts for any set up at the end of the financial year. The draft accounts are presented to Audit Committee following the end of the financial year. They are then scrutinised by External Audit and a revised post- audit Statement of Accounts is reported to Audit Committee and published on the Council's website in accordance with the Accounts and Audit (Wales) Regulations.
- 5.4 The CFO will monitor the drawdown of specific reserves in accordance with the agreed policy, and keep Members advised, through normal monitoring reports. Reserves can only be used once and should not be held to fund ongoing expenditure (MTFS Principle 7). This would be unsustainable as, at some point, the reserves would be exhausted. To the extent that reserves are used to meet short term funding gaps, they must be replenished in the following year. However, Earmarked Reserves that have been used to meet a specific liability would not need to be replenished, having served the purpose for which they were originally established.
- 5.5 All Earmarked Reserves are recorded on a central schedule held by the Financial Control and Closing Team which lists the various Earmarked Reserves and the purpose for which they are held and shows the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balance. Any appropriations to or from Earmarked Reserves are controlled by this Team. Evidence of expenditure incurred at period 6, period 9 and year-end will be required from Directorate Finance Officers. The drawdown from reserves will be included within the Quarterly Monitoring Reports to Cabinet. Appropriate working papers for each reserve are produced at year-end and provided to the External Auditor to support the disclosures within the Statement of Accounts.

6. Summary of Specific Provisions and Balances

6.1 As well as the Council Fund and Earmarked Reserves, there are a number of specific provisions and balances as follows:-

a) Delegated School Balances

These balances represent the cumulative effect of over and under-spending on school delegated budgets not available to the Council. School balances were only £360,000 at 31 March 2018. Current projections suggest that these balances will be significantly depleted by 31 March 2019 as more schools fall into a deficit position and projections suggest a negative reserve of £870,000.

b) Specific Provisions

The Council holds provisions for unforeseen events with the major one being to meet the total outstanding liability of Bridgend's self -insurance fund based on a professional analysis of the Page: a boutstanding for Employer's Liability, Public Liability and Property. The current projections

suggest that the balance on the provisions will be around £5.500 million by 31 March 2019 (£2.888 million at 31 March 2018).

7. Summary of Earmarked Reserves

- 7.1 A summary of the Earmarked Reserves are detailed below:
 - a) Reserves Held for Directorates' Planned Developments

These reserves are for a number of planned developments in the forthcoming years such as pressures on the Looked After Children budget, ICT and Financial Systems, Adult Social Care developments as well as specific Directorate issues. These reserves will be increased at year-end to meet any agreed funding arising from planned under spends within Directorates. Any reserves that are no longer required will be released back into the general revenue budget. Some of these reserves are used over a number of financial years.

b) Specific Contingency Reserves

These reserves have been created to cover specific known risks including one off service pressures identified in MTFS Council Reports, the deficit on the pension fund, major capital contractual claims and the assessment for future insurance liabilities from the insurance and risk management advisors.

c) Capital Development or Asset Related Reserves

These reserves have been set up for a number of reasons to support the Council's Asset Management Plan and Capital Strategy. They include a reserve that provides a revenue contribution to the capital programme, to enable schemes to be progressed more quickly to alleviate pressure on the revenue budget and accelerate the realisation of capital receipts that may include the costs of demolition of non-saleable surplus properties and related health and safety works, one for planned maintenance expenditure and any emergency works on the Council's buildings and establishments and one for capital feasibility studies and asset management plans. There are two new reserves created to help support the Capital Strategy and these are the Capital Asset Management Fund and the Highways Asset Management Fund.

d) Medium Term Financial Strategy (MTFS)/Transformational Reserve

These reserves have been established to support digital transformation, severance costs and costs associated with providing corporate capacity to progress planned developments linked to achieving budget reductions and transformational change as articulated in the MTFS and the Bridgend Change Programme.

e) Equalisation of Spend Reserves

These reserves ensure that expenditure that is incurred in a particular future year is smoothed over the period of the MTFS. These include the costs of elections, Building Control Costs, Special Regeneration Fund projects and the preparation of the Local Development Plan.

7.2 The table below sets out the forecast movement in the Council's Earmarked Reserves by the end of the financial years 2018-19 and 2019-20. It is based on estimates of expenditure at period 9 projected forward to year end for 2018-19 and where expenditure is forecast for 2019-20 this is also included. It does not include the potential increase of reserves for 2018-19 at year end but does include some additional increases in reserves agreed by the CFO at period 10.

Opening Balance 1 April 2018	Reserve	-	Movement 18-19	Closing Balance 31 March 2019	Projected Movement 2019-20	Closing Balance 31 March 2020
		Additions / Reclassif- ication	Draw down			
£'000		£'000	£'000	£'000	£'000	£'000
	Chief Executive Partnership Reserve	-	-	97	(97)	-
	Directorate Issues	363	(1,041)	1,274	` ′	412
	Donations Reserve Account	1	-	54	(54)	-
	Human Resources Reserve	(5)	-	-	-	-
	ICT & Finance Systems	(250)	(320)	635	(128)	507
	Local Development Plan IT System	(20)	-	-	-	-
	Looked After Children	-	-	939	-	939
	Porthcawl Regeneration	-	(3)	309	-	309
	Property Reserve	-	(14)	206	` ′	-
	Safe Routes to Schools	-	(22)	56	(56)	-
	School Projects Reserve	152	(268)			-
-	Waste Awareness Reserve	82	(61)	72	(72)	
722	Wellbeing Projects	-	-	722	-	722
5.770	Reserves Held for Directorates' Planned Developments	323	(1,729)	4,364	(1,475)	2,889
	Corporate Pressures Contingency	(1,000)	- (1,120)	- 1,001	- (1, 110)	-
	Insurance Reserve	2,320	(2,494)	2,161	_	2,161
'	Major Claims Reserve	(2,748)	(2,801)	2,473	_	2,473
	MTFS Budget Contingency	1,000	(200)	1,600	_	1,600
	Welfare Reform	- 1,000	(200)	300	_	300
	Specific Contingency Reserves	(428)	(5,495)	6,534	-	6,534
	Asset Management Plan	281	(133)	1,509		
	Building Maintenance Reserve	(27)	(17)	979	(404)	
	Capital Asset Management Fund	500	-	500	, ,	1,030
	Capital Feasibility Fund	(40)	(21)	293	(150)	142
	Capital Programme Contribution	1,447	(2,165)	11,364	(3,413)	7,951
119	DDA Emergency Works	(119)	-	-	-	-
-	Highways Asset Management Fund	1,290	-	1,290	-	1,290
101	Property Disposal Strategy	14	-	115	-	115
57	Public Realm	(57)	-	-	-	-
	Capital Development or Asset					
	Related Reserves	3,290	(2,336)	16,051	(4,153)	11,898
	Change Management	482	(188)	1,477	(598)	879
	City Deal Reserve	-	(688)	400	` ′	-
	Digital Transformation	-	(181)	1,074		1,074
	Service Reconfiguration	-	(2,911)	5,046		4,261
11,483	MTFS / Transformational Reserves	482	(3,968)	7,997	(1,783)	6,214
44.000	TOTAL EADMARKED RECEDUTE	2.007	(42.500)	24.040	(7.444)	27.525
44,808	TOTAL EARMARKED RESERVES Equalisation & Grant Reserves:-	3,667	(13,529)	34,946	(7,411)	27,535
22	Building Control Reserve	2	_	24	2	26
	Civil Parking Enforcement	_	(60)	126		101
	Election Costs	_	(00)	28		28
	Highways Reserve	(759)	_		_	20
	IFRS Grants	154	(454)	675	(476)	199
	Legal Fees	134	(434)	109		109
	Local Development Plan	54	_	267	20	287
	Special Regeneration Fund	_	_	615		615
	Equalisation & Grant Reserves	(549)	(514)	1,844		1,365
2,307		(0+3)	(314)	1,044	(473)	1,000
47.715	TOTAL RESERVES	3,117	(14,042)	36,790	(7,891)	28,900
-	ences due to rounding of £'000s		(, /		(-,1)	

NB: Differences due to rounding of £'000s

CAPITAL PROGRAMME 2018-2029																					APPENDIX
		To	tal 2018-202	29				2018	3-2019												CUMULATIVE
	Improvement	T-1-1 01	BCBC	External	Total Costs	D 0040	New	,,,		Revised	0040 0000	0000 0004	0004 0000		0000 0004	2004 2005	2005 2000		0007 0000		T-1-1 0040 0000
	Priority	Total Cost £'000	Funding £'000	Funding £'000	to 31-3-18 £'000	Dec 2018 £'000	Approvals £'000	Vire £'000	Slippage £'000	2018-19 £'000	2019-2020 £'000	2020-2021 £'000	£'000	£'000	£'000	2024-2025 £'000	£'000	2026-2027 £'000	£'000	£'000	Total 2018 - 2029 £'000
Education & Family Support		2000	2000	2000	2 000	2 000	2 000	2000	2 000	2 000	2000	2 000	2000	2 000	2 000	2000	2 000	2 000	2000	2 000	2 000
Petral Primary School	IP3	362	362	-	6,877	362		-	-	362			-	-	-	-	-	-			362
g Cymunedol Y Dderwen Comprehensive School	IP3	155	155	-	39,333	155	-	-	-	155	-	-	-	-	-	-	-	-	-	-	155
ety/Parc Derwen Primary School	IP3 IP3	56 56	56 56	-	8,504 4.063	56 56		-	-	56 56	-	-	-	-	-	-	-	-	-	-	56
Valley South Primary Provision	IP3	4,519	3,896	623	6,240	4,519	-	 	1	4,519		-	-	-		-	-	-		 	56 4,519
Garw Valley Primary Highways Works	IP3	146	146	-	254	146		-	-	146			-	-	-	-	-		-		146
Pencoed Primary School	IP3	4,751	4,751	-	6,282	4,751		-	-	4,751			-	-	-	-	-	-			4,751
Rendoed School Highways Works	IP3	115	115	-	305	115		-	-	115			-	-	-	-	-	-	-		115
mnenyn Primary School	IP3	305	44	261	8,044	305	-	-	-	305	-	-	-	-	-	-	-	-	-	-	305
Brymenyn Primary Highways Works	IP3 IP3	181 68,200	95	45,355	626	181	-	-	- 400	181	- 440	4 704		- 44400	25,852	40.050	4,150	-	-	-	181
21st Century Schools Band B Highways Schemes Band B Schools	IP3	3,100	22,845 3,100	45,355	-	120	-	-	- 120		410	1,731 500	5,030 2,600	14,189	25,852	16,256	4,150	582	-	-	68,200 3,100
Heronsbridge Special School	IP3	53	53	_	247	53	-	-	-	53	-	-	2,000	-	-	_	_	<u> </u>	_	-	53
Cwmfelin Primary	IP3	235	235	-	-	235		-	-	235	-		-	-	-	-	-	-			235
Welsh Medium Childcare Provision	IP3	2,600	-	2,600	-	-	-	-	-	-	180	320	1,094	980	26	-	-	-	-		2,600
Reduction of Infant Class Sizes	IP3	750	-	750	-	-	10	-	-	10	542	198	-	-	-	-	-	-	-	-	750
Schools Modernisation Retentions	IP3	377	377	-	-	377	-	<u> </u>	-	377	-	-	-	-	-	-	-	<u> </u>	 	<u> </u>	377
Maesteg Comprehensive School Highways Improvements	IP3 IP3	88 297	88 297	-	412 203	88	-			88 297		-	-	-	-	-	-	 	 	 	88 297
Schools Traffic Safety Education S106 Schemes	IP3	97	297	97	203 88	297 97	-	-	-	297 97	<u> </u>	-	-	-		-	1	 	 		297 97
Complex and Medical Needs Works in Schools	IP3	593	593	-	82	533	-	-		533	60	-	-	-	-		<u> </u>	 	1 -	-	593
Total Education and Family Support		87,036	37,264	49,772	81,560	12,446	10		- 120	12,336	1,192	2,749	8,724	15,169	25,878	16,256	4,150	582	2 (0	87,036
Social Services and Well-being																					
Adult Social Care																					
Extra Care Facilities	IP2	2,222	2,222	-	778	2,222		-	-	2,222	-		-	-	-	-	-	-	-		2,222
Care Standards Act Multi Agency Safeguarding Hub (MASH)	NONPTY IP2	98 87	98 37	50	268	98 87	-	-	-	98 87	-	-	-	-	-	-	-	-	-	-	98 87
ARCH - Healthy Living and Wellbeing Centre	IP2	500	100	400	_	500			- 100	400	100	-	_		_		-		-		500
Children's Residential Accommodation Hub - Newbridge House	IP2	600	600	-	-	600		-	- 500	100	500		-	-	-	-	-				600
Heron House	IP2	167	-	167		-	167	-	-	167			-	-	-	-	-	-			167
Development of a Specialist Supported Living Scheme	IP3	350	-	350		-	350	-	-	350		-	-	-	-	-	-	-	-	-	350
Total Social Services and Well-being		4,024	3,057	967	1,046	3,507	517	0	-600	3,424	600	0	0	0	0	0	((0	0	4,024
Communities Street Scene								1													
Town Beach Revetment Sea Defence, Porthcawl	IP1	2,241	560	1,681	1,059	2,241		-	_	2,241			_	_	-	-	_	_	-		2,241
Eastern Promenade, Porthcawl	IP1	383	96	287	24	383		-	-	383	-		-	-	-	-	-	-			383
Highways Structural Works	IP3	2,200	2,200	-	200	200		-	-	200	200	200	200	200	200	200	200	200	200	200	
Carriageway Capital Works	IP3	2,750	2,750	-	250	250	-	-	-	250	250	250	250	250	250	250	250	250	250	250	2,750
Replacement of Street Lighting Columns/ River Bridge Protection	IP3	4.000	4.608		===							400								400	
Measures Road Safety	IP3 IP1	4,608 81	4,608		593 349	608 81	-	-	-	608 81	400	400	400	400	400	400	400	400	400	400	4,608 81
Fleet Vehicles	IP3	2,062	2,062	_	452	190				190	1,872	-			_		-		-		2,062
Re-locate Household Waste Recycling Centre - West	IP3	1,322	1,322	-	6	-		-	-	-	1,322		-	-	-	-	-		-		1,322
Parks/Pavilions/Community Centres: Community Asset Transfer (CAT)	IP3	1,000	1,000	-	-	150	-	-	- 150	-	1,000	-	-	-	-	-	-	-	-	-	1,000
Aberfields Playing Fields	IP3	11	11	-	-	11	-	-	- 11	-	11	-	-	-	-	-	-	-	-	-	11
Bridge Strengthening - A4061 Ogmore Valley Communities Minor Works	IP1 IP3	2,093 100	2,093 100	-	356	93 100	-	 -		93 100	2,000	-	-	-	-	-	 	 	+	 	2,093 100
Residents Parking Bridgend Town Centre	IP3	128	128		24	128	-	 	1	100		-	-	-	-	1	 	 	 	 	100
Heol Simonstone/Coychurch Rd	IP1	40		40	264	-	40	-		40	-	-	-	-	-	-	-	-	١ .	ļ -	40
Remedial Measures - Car Parks	IP1	215	215		1	215		-	-	215	-	-	-	-	-	-	-	-	-	-	215
Prow Capital Improvement Programme	IP3	40	40	-	137	40	-		-	40	-	-	-	-	-	-	-				40
Transport Grant Scheme - Safe Routes to School	IP3	950	-	950	-	950	-	<u> </u>	-	950	-	-	-	-	-	-	-	<u> </u>	 	<u> </u>	950
Road Safety Improvements National Cycle Network - Phase 2	IP3 IP1	690 150	400	290 150	302	690 150	-	 -	- 400	290 150	400	-	-	-	-	-	 	 	+	 	690 150
Retaining Wall Replacement, Bettws	IP3	137	137	130	302	137	-	 	1	137	 		-	-	 	 	 	 	+ - :	 	137
Civil Parking Enforcement Vehicle	IP3	57	57		11	57	-	 	-	57		-	-	-				1 -	1 -	 	57
City Deal	IP1	43,590	9,113	34,477	2,285	1,697				1,697	2,479	2,593	4,080	4,337	6,827	6,840	6,854	6,869	767	247	43,590
Carriageway Resurfacing & Renewal of Footways	IP3	5,704	5,704			2,000	-	-	- 400	1,600		1,704	-	-	-	-	-	-	-	-	5,704
Car Park Pay and Display Machines	IP3	85	85	-	-	85	-	-	-	85		-	-	-	-	-	-	-	-	-	85
Extension to Cornelly Cemetery	NONPTY	314	314	-	-	314	-	<u> </u>	- 314		314	-	-	-	-	-	-	<u> </u>	 	-	314
Extension to Porthcawl Cemetery Street Lighting Energy Efficiency	NONPTY IP3	216 2,500	216 2,500		-	216 300	-	<u> </u>	- 216	300	216 1,100	1,100	-	-	-	-	-	-	 	-	216 2,500
Regeneration & Development	IF3	2,500	2,500		-	300	-		 	300	1,100	1,100	<u> </u>	<u> </u>	-	 	2,500				
Porthcawl Resort Investment Focus	IP1	2,188	797	1,391	111	1,632		-		1,632	484	72	-	-	-	-	-	-	 	-	2,188
Porthcawl Regeneration	IP1	2,643	2,643		-	-			100	100	-	2,543				<u> </u>					2,643
Special Regeneration Funding	IP1	1,272	1,272			100			-	100	607	565	-	-	-	-	-	-			1,272
Porthcawl Townscape Heritage Initiative	IP1	480	270	210	683	265	-	-	-	265	215	-	-	-	-	-	-	-	-	-	480
Business Support Framework	IP1	183	183		-	63	-	<u> </u>	-	63		60	-	-	-	-	-	<u> </u>	 	<u> </u>	183
Llynfi Valley Development Programme	IP1	2,246 4,948	1.000	2,246	- 222	-	-		- 440	110	2,246	2.020	4.040	-	-	-	-	 	 	 	2,246
Maesteg Town Hall Cultural Hub	IP1	4,948	1,080	3,868	220	-			143	143	357	2,830	1,618				<u> </u>	1	<u> </u>	-	4,948

		То	tal 2018-20	29				2018	3-2019												CUMULATIVE
	Improvement Priority	Total Cost	BCBC Funding £'000	External Funding £'000	Total Costs to 31-3-18 £'000	Dec 2018 £'000	New Approvals £'000	Vire £'000	Slippage £'000	Revised 2018-19 £'000	2019-2020 £'000	2020-2021 £'000	2021-2022 £'000	2022-2023 £'000	2023-2024 £'000	2024-2025 £'000	2025-2026 £'000	2026-2027 £'000	2027-2028 £'000	2028-2029 £'000	Total 2018 - 2029 £'000
Smart System and Heat Programme	IP1	250	250	2.000	2,000	100	2,000	2 000	- 100	2 000	100	100	50	2.000	2 000	2.000	£ 000	£ 000	2.000	£ 000	250
Newton of Community Facilities (facilities (facilities)	NONPTY	200	200		_	200	-		-	200	-	- 100	-		-	_	-	-	_	-	200
Community Projects	IP3	778	778		480	278	-	-	-	278	50	50	50	50	50	50	50	50	50	50	778
Property																					
Conjorate Landlord - Energy Savings Strategy Energrise Hub - Innovation Centre Millor Works	IP3	1,300	1,300	-	-	-	-	-	-	-	635	665	-		-	-		-	-	-	1,300
erprise Hub - Innovation Centre	IP3	3,522	1,174	2,348		325	-	-	-	325	658	2,452	42	45	-	-	-	-	-	-	3,522
Million Works	IP3	12,268	12,268	-	-	1,398	-	-	-	1,398	1,830	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	-	12,268
Civic Offices External Envelope	IP3	54	54	-	2,496	54	-	-	-	54	-	-	-		-	-		-	-	-	54
Relocation of Depot Facilities	IP3	951	951	-	225	951	-	-	-	951	1	-	-		-	-	•	-	-	-	951
Waterton Upgrade	IP3	8,144	8,144	-	-	3,200	-	-	- 3,200	-	8,144	-	-	-	-	-	-	-	-	-	8,144
(elocation of Registrars	IP3	275	275	-	-	30	-	-	-	30	245	-	-		-	-	-	-	-	-	275
Non-Operational Assets	IP3	480	480	-	520	480	-	-	-	480	-	-	-		-	-	-	-	-	-	480
Capital Asset Management Fund	IP3	1,500	1,500	-	-	-	-		- 1510	-	1,500	-	-				-		-		1,500
Total Communities		117,349	69,411	47,938	11,086	20,362	40	0	-4,548	15,854	31,095	16,714	7,820	6,412	8,857	8,870	8,884	8,899	2,797	1,147	117,349
Chief Executive's Corporate Capital Fund	IP3	2,000	2,000				 				200	200	200	200	200	200	200	202	200	200	2,000
опрогате Сарпат гипо	IP3	2,000	2,000						-	-	200	200	200	200	200	200	200	200	200	200	2,000
Investment in ICT	IP3	300	300			300			1	300		 	 					 			300
Digital Transformation	IP3	520	520		480	520	-		- 520	300	520	-	-	-	-	-	-	-	-	-	520
ICT Laptop Replacement (Life Expired)	IP3	327	327		223	327			- 320	327	520	-	-	-	-	-		-	-	-	327
Civic Desktop PC's	IP3	346	346		223	346				346			 						-	-	346
Digital Meeting Spaces	IP3	129	129		21	129	-			129			<u> </u>	-		-		<u> </u>	-	-	129
Housing / Homelessness	" "	123	123			123				123			1					1			125
Housing Renewal / Empty Properties	IP1	1,100	1,100		544	100	-	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
Disabled Facilities Grants	IP2	22,359	22,359		7.343	2.359	- 1	-	-	2.359	2,450	1.950	1.950	1.950	1.950	1.950	1.950		1.950	1.950	22,359
Enable Grant	IP2	180		180	-	180	-	-	-	180	-	-	-		-	-	-	-	-	-	180
Brynmenyn Homelessness Unit	IP2	119	119	-	1	119	-	-	-	119		-	-		-	-	-	-	-	-	119
Total Chief Executive's		27,380	27,200	180	8,612	4,380	-	-	- 520	3,860	3,270	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	27,380
Unallocated		7,190	7,190	-	-	-	-	-	-	-	-	-	-		-	-	477	1,473	2,055	3,185	7,190
Total Expenditure		242,979	144,122	98,857	102,304	40,695	567	-	- 5,788	35,474	36,157	21,713	18,794	23,831	36,985	27,376	15,761	13,204	7,102	6,582	242,979
Expected Capital Resources																					
General Capital Funding																					
General Capital Funding - General Capital Grant		30,796	30,796	-		2,394	-	2,215	-	4,609	3,727	3,284	2,397	2,397	2,397	2,397	2,397	2,397	2,397	2,397	30,796
General Capital Funding - Supported Borrowing		43,315	43,315			3,935	-	-	-	3,935	3,938	3,938	3,938	3,938	3,938	3,938	3,938	3,938	3,938	3,938	43,315
Capital Receipts - Schools		5,682	5,682	-		7,897	-	- 2,215		5,682	-	-	-	-	-	-	-	-	-	-	5,682
Capital Receipts - General Earmarked Reserves		18,424 25,879	18,424 25,879	-		8,196	-	-	- 2,713	5,483	9,615	3,326	4.007	- 0.044	4.000	4 000	1.236	4.000	-	-	18,424
Revenue Contribution			-,			9,206 233	-		- 2,605	6,601 233	5,322 41	2,284 49	4,387	2,341	1,236	1,236	1,236	1,236			25,879 323
Prudential Borrowing (Directorate Funded)		323 4.218	323 4,218	-		2.152	-	- 1.350	- 470	332	4.676	3.208	1.058	1.058	3.056	3.055	3.055	3.056	- 2.090	- 16.246	4,218
Prudential Borrowing (Corporately Funded)		12,985	12,985			2,102	-	1.350	- 470	1,350	3,514	3,206	2,300	874	4,220	727	3,000	3,030	- 2,090	- 10,240	12,985
SALIX Interest Free Loan - WG		2,500	2,500	_		300	-	1,000		300	1,100	1.100	2,300	0/4	4,220	121			-		2.500
Sub-Total General Capital Funding		144,122	144,122	-		34,313	-	-	- 5,788	28,525	31,933	17,189	14,080	10,608	14,847	11,353	10,626	10,627	4,245	- 9,911	144,122
External Funding Approvals						0.,0.0					0.,000	,	,	10,000	1 1,5 11	,	10,020	,	1,210	-,,,,,	,
WG - 21st Century Schools		45,929		45,929		623	-	-	-	623	-	-	-	9,683	19,577	13,474	2,572	-	-	-	45,929
WG - Enable Grant		180		180		180	-	-	-	180	-	-	-		-	-		-	-	-	180
WG - Safe Routes in Communities		950		950		950	-	-	-	950	-	-	-				-	-	-	-	950
WG - Porthcawl Revetment		1,681		1,681		1,681	-	-	-	1,681	-	-	-				-	-	-		1,681
WG - Eastern Promenade		287	-	287		287	-	-	-	287	-	-	-	-	-	-	-	-	-	-	287
WG - Integrated Care Fund (ICF)		817	-	817		300	517	-	-	817	-	-	-	-	-	-	-	-	-	-	817
WG - Welsh Medium Capital Grant		2,600	-	2,600		-	-	-	-	-	180		1,094	980	26	-	-	-	-	-	2,600
WG - Infant Class Size Grant		750		-		-	10	-	-	10	542	198	-	-	-	-	-	-	-	-	750
Loan - WG		2,246	-	2,246		-	-	-	-	-	2,246	-		-	-		-	-	-	-	2,246
Westminster		34,477		34,477		-		-	-	-	-	114	2,266	2,523	2,535	2,549	2,563	2,577	2,857	16,493	34,477
S106		493	-	493		444	-	-	-	444	49	-	-	-	-	-	-	-	-	-	493
Transport Grant		480		480		440	40		-	480	10-	-	-	-	-	-	-	-	-	-	480
Heritage Lottery Fund (HLF) EU		748 6,569		748 6,569		135 1,192	-		-	135 1,192	105 1,102	300 3,342	208 896	37	-	-	-	-	-	-	748 6,569
EU Other		6,569		6,569		1,192			-	1,192 150	1,102	3,342 250	250	3/				-			6,569
Sub-Total External Funding Approvals		98,857		98,857		6,382	567		-	6,949	4,224	4,524	4,714	13,223	22,138	16,023	5,135	2,577	2,857	16,493	98,857
Total Funding Available		242,979	144,122	98,857		40,695	567		- 5,788	35,474	36,157	21,713	18,794	23,831	36,985	27,376	15,761	13,204	7,102	6,582	98,857 242,979
, otal , analig , trailable		272,013	177,122	30,337		40,033	301		3,100	33,414	30,137	21,113	10,734	20,001	30,303	21,570	10,701	15,204	7,102	0,302	242,313

Glossary of terms

WG - Welsh Government

EU - European Union

S106 - Section 106 of the Town and Country Planning Act 1990

IMPROVEMENT PRIORITY
IP1 - Supporting a Successful Economy

IP2 - Helping People to be Self-Reliant

IP3 - Smarter Use of Resources NONPTY - Core Services & Statutory Functions

	BREP/Scrutiny Recommendation	Cabinet Response
	BREP Recommendations	Cabinet Response
1	Members recommend that research is undertaken into how the Authority is able to deliver services imposed by Welsh Government without any additional monies as outlined in paragraph 1.7 and meet the associated additional costs - A pan Wales approach may well be more valuable. This will provide the evidence needed to enable the Council to lobby for supplementary monies to carry out legislative pressures effectively. In addition to this the Panel recommend that any lobbying for extra funding is carried out publically, to demonstrate to the public how much services costs and how much has allocated to each service.	Generally it is the WLGA that will lobby for additional funding on behalf of local authorities in Wales if there are additional financial pressures caused as a result of legislative changes. However, in addition the Leader and various Cabinet members and Chief Officers have written on various occasions to relevant Welsh Government ministers and officials making the case where there are pressures and seeking additional funding. There have also been several meetings with Welsh Government officials and ministers, on the same basis, both with the WLGA and also separately lobbying for Bridgend.
2	Members recommend that in relation to any departmental restructure a corporate approach is instigated across all Directorates, taking a bottom up approach. The Panel further recommend that any reorganisation is carried out following discussions and thorough planning by Cabinet/CMB. The Panel identified that this may well be suitable to form one of a number of annual objectives for the new Chief Executive.	Currently CMB take an overview of proposed Directorate restructure proposals and of course HR ensure corporate consistency and equality. Directorate restructures are often necessitated as a result of MTFS proposals and so are, as a requirement, 'bottom up'. Every Directorate has been restructured over the last few years, often on three or four occasions, resulting in reductions in the number of staff. Unfortunately CMB are not quite sure of the point being made by this recommendation so clarification from BREP would be welcome.

	BREP/Scrutiny Recommendation	Cabinet Response
3	Members state that some of the proposed budget reductions in this Directorate will provide small savings in the short term but will incur costs in the future. The Panel used the reduction of weed spraying as a short term example, stating that in the long run it could impact on members of the public safety and highway maintenance. Therefore the Panel recommend that longer term strategic proposals are deliberated and different models of service delivery are explored, such as external businesses that could provide service more economically.	The Communities Directorate has to look at both longer term strategic proposals and also, regrettably, shorter term measures on occasions to balance the budget. Historical examples of strategic measures include the shared fleet depot with South Wales Police and the proposal being made to Welsh Government to introduce a highways permitting scheme. Unfortunately sometimes short term measures that provide immediate savings in view of the ongoing scale of the financial savings are also required. Ideally some of the proposed savings such as the reduction in weed spraying would be avoided and in the latest MTFS proposals this item has been has removed but they are only considered because sometimes there are no other alternatives that are able to make the required savings quickly.
4	Although the Panel are mindful of the extra resources required to improve collaboration and communication with Town and Community Councils (TCCs) and also between TCCs themselves, Members recommend that a Cabinet led approach is undertaken to explore options to take this forward. The Panel also recommend Cabinet revisit the Terms of Reference of the Town and Community Council Forum to ensure the Membership of the Forum is representative and that additional powers are allocated to it, such as making recommendations. Furthermore, the Panel propose the creation of a memorandum of understanding between both parties.	The role of the Community Asset Transfer Officer has been extended to include liaison with town and community councils as part of his contract extension. There are currently no proposals in the budget pressures to increase the amount of resource available for this purpose but if BREP are minded that this is a priority this could be included but of course at the expense of something else in the budget. Cabinet/CMB are content to explore initial options to take this forward but as recognised, without additional resource there will be a limit to what can be achieved. It should be noted that there is already a co-produced charter which serves as a memorandum of understanding between this Council and Town and Community Councils.
5	The Panel recommend that Cabinet take the lead in approaching all stakeholders regarding their potential for Community Asset Transfer (CAT) of all outdoor leisure facilities as outlined in the Budget Reduction Proposals 2019-20 to 2022-23.	Agreed. The public consultation exercise on charging arrangements for parks and playing fields scheduled for the first quarter of 2019 will inform the way forward. Following that it is agreed that appropriate engagement and discussion with all stakeholders will be an important part of promoting CAT and supporting organisations to transfer facilities if that is their preference.

	BREP/Scrutiny Recommendation	Cabinet Response
6	With reference to the lack of communication regarding potential Cabinet decisions relating to CAT, the Panel therefore recommend that Cabinet reviews its communication plan on CAT to ensure that all relevant information is distributed to all Local Members and TCC's for information.	Agreed. This matter will be picked up with the CAT officer and if necessary specific additional training and information events for all elected members and TCC's will be arranged
7	In relation to the Materials Recovery and Energy Centre (MREC) the Panel recommend that a political solution is sought to negotiate a favourable outcome for all parties involved.	Agreed. Deliberations are ongoing with NPT Council and have been for some time, including with politicians. We remain hopeful that a mutually beneficial 'amicable' solution can be found but in view of the pressure this matter causes on the overall budget all options must remain open.
8	In relation to comments being made about the possible closure of the Bus Station the Panel recommend that a press release is provided by Corporate Communications outlining the fact that the Council are exploring alternative measures for full cost recovery for Bridgend Bus Station and that there are no plans for closure of the building on 1st January 2019.	There were never any plans to close the bus station on January 1st 2019 as the proposal is a 2019-20 proposal applicable from 1st April 2019. The preferred option as set out in the revised MTFS proposals is that we seek to reduce the overall subsidy for running the bus station by attracting greater income, including from bus operators, the town council and potentially commercial enterprises who may be willing to run franchises etc. A Corporate Communication setting out this position will be considered.
9	In relation to the Home to School Transport review, Members were pleased to note that all aspects of transport will be explored, including vehicles used in day centres as BREP has previously recommended - slightly amending the opening and closing times of day centres so the buses can be made available for school transport. The Panel also recommend that consideration is given to the possibility of collaborating with other local authorities and creating an in-house resource from the current fleet for Home to School transport use.	All points proposed by Scrutiny/BREP will be incorporated into the tender specification of the Strategic Review of Bridgend County Borough Council's Transport Service, including collaboration and the creation of inhouse resources. We hope to receive the resulting report after Easter.

		Oaking (Daggarana
10	The Panel recommend introducing a charge for transport over and above Welsh Government statutory distances for Home to School Transport, which should take into account and offer concessions for low income families. Members further recommended that instead of removing the provision that the Council could provide a discounted bus pass on an existing bus route.	Cabinet Response The local authority is unable to charge for school transport which is covered under the Learner Travel (Wales) Measure 2008. Pupils are either eligible or not, regardless of proximity (over the statutory distances) from home-to school (e.g. a child living 3.1 miles away from a secondary school is no more or less eligible than a child living 12 miles away). Service buses are currently unsuitable for home-to-school transport as many are not fitted with the required safety belts required by legislation. The local authority is aware of this and will look for opportunities to work with public transport operators to consider whether if fitted to all vehicles, public transport buses can be used to provide home-to-school transport in the future.
11	The Panel believe that the budget reduction proposal EFS49 which plans on decreasing the current nursery provision to the statutory minimum could have been implemented in previous years. Therefore Members recommend that consultation on this proposal should commence taking into consideration the proposed review process outlined in 2.13.	Nursery education provision across all Bridgend schools has a positive effect on learner outcomes. Therefore, the local authority believes that a substantial reduction in nursery provision will have an adverse impact on educational standards. Consequently, any reduction in nursery provision is not recommended.
12	If the 1% school budget reduction is implemented the Panel recommend that the Council ensure that they work closely with all schools to provide financial support and advice to agree on a deficit plan. The Panel further recommend exploring the possibility of centralising the non-teaching aspect of all school budgets and re-charge for services which would ensure that services are properly remunerated.	The outcome of the budget consultation and the recommendations from BREP and scrutiny committee have been considered. The 1% efficiency target for schools for 2019-2020 has been removed, as well as fully funding pay and prices. The local authority already works with schools in deficit and provides advice and support to them in setting and monitoring their deficit recovery plans. The non-teaching elements of school budgets cannot be centralised as delegation is a requirement under Local Management of Schools (LMS).
13	With reference to the joint responsibility between BCBC and Police for crime and disorder in the County and the integral part CCTV has to Police investigations, Members recommend that Cabinet explore joint funding with the Police for operating the CCTV service.	Agreed. We will explore the feasibility of a joint funding arrangement with the Police for CCTV.

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		BREP/Scrutiny Recommendation	Cabinet Response
	14	The Panel recommend that Cabinet and CMB receive the Fees & Charges – Comparison with other Local Authorities spreadsheet which collates all services that we do not currently charge for where other neighbouring Councils do. The Panel further recommend that if it is financially viable that the Council introduce the appropriate charges to align with other Councils soon as possible. The Panel also request that this topic is added to the Scrutiny Forward Work Programme to assist with income generation.	There has already been full consideration of the fees and charges spreadsheet by Cabinet/CMB as part of the budget setting process. BREP will note that there are already a number of significant proposals that seek to increase charges including for bulky waste collection, green waste, pre application planning fees and potentially for bus operators using the bus station and for users of the shopmobility scheme. Additionally we propose charging for public toilet use when appropriate, for example the new facilities proposed in Rest Bay. As BREP have pointed out it is not always financially viable to introduce charges for all services that other local authorities make a charge for, as sometimes the cost of establishing a robust fees and charges collection system can exceed the amount of potential income. However, Cabinet /CMB are very aware that opportunities to increase fee income should continue to be explored and monitored and introduced wherever that is sensible to do so.
	15	The Panel voiced their concerns regarding the lack of inspection following work carried out throughout the Borough. Members therefore recommend that the authority undertake corporate vigilance and explore the possibility of charging companies and members of the public when they have damaged Council property. Examples of general utility works on the highway which lead to long term road surface damage were identified. The Panel also identified Members corporate responsibility in reporting issues and damages as part of their local community role.	As part of their role the highways inspectors already carry out inspection of work on the highway by utility companies and others. Where there is clear evidence of damage or necessary repair those matters are pursued. The proposed Highway permitting scheme (business case currently with Welsh Government(proposes that Bridgend would be the first local authority in Wales to introduce a more formal process for permitting those who wish to undertake work on the Council's highways and potentially charging accordingly. The extent to which teams can currently inspect all work undertaken on Council property is of course limited by the available resource.
	16	The Panel identified that there may be opportunities for the Council to look into charging external companies when the authority deals with public complaints on their behalf such as V2C, Kier, Halo and Awen. Members recommend that the Member Referrals Working group explore this further as part of the current review of the Member Referral system.	The complaints process is separate to the Member Referral system. The complaints department receive very few complaints in relation to V2C, Halo and Awen. Those that are received are dealt with by the provider. Complaints in relation to Kier are also initially dealt with by the provider. If the complainant remains dissatisfied with the response they can complain via the corporate complaints process. The current contract does not include a charge to Kier. To introduce this would involve a change in the terms of the contract.

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		BREP/Scrutiny Recommendation	Cabinet Response
	17	Therefore the Panel recommends that the Corporate Overview and Scrutiny Committee considers the BREP work and seeks to explore options to include some work streams into individual forward work programmes. The Panel concluded by stating that they welcome development proposals from Cabinet to ensure BREP are used to their full potential.	Agreed. Cabinet are happy for Corporate Overview and Scrutiny Committee to receive feedback from the BREP process and for all Members to work together to agree how the role of BREP can be developed.
		Scrutiny Committee Recommendations	Cabinet Response
		Social Services and Wellbeing	
	1.2	Members recommended that a report on the MTFS proposals be brought back to the Committee once the final budget settlement from Welsh Government is announced. Members were in agreement that due to the settlement figure not yet being finalised, the figures in the report would not be accurate and therefore needed to be re-worked before members could consider them.	The Council's draft budget is submitted for consultation by Cabinet in November after we have received the draft settlement from WG. The draft budget is then scrutinised through December and a report prepared by CRI scrutiny based on recommendations provided by other scrutiny committees and BREP. Any changes to the draft settlement are notified in the final settlement towards the end of December and they are fed into the Cabinet decisions along with the scrutiny recommendations and the budget consultation. A further version of the budget, with the final settlement figures, is not provided to scrutiny committees. The final budget is prepared for February for full Council approval.
	1.3	Members recommended that once the settlement was known and the figures had been re-worked by finance colleagues that members are presented with the budget as a whole for each directorate so Members could determine the full expenditure in each directorate and not just the areas where reductions had been proposed.	As per the response in 1.2.

	BREP/Scrutiny Recommendation	Cabinet Response
	Communities	
2.4	The Committee commented that visible services should be protected from budget reductions, in particular cleaning services. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset COM41 and COM41a.	The final MTFS proposals have removed the street cleaning proposals from the recommended savings in 2019-20. It is of course difficult to commit to 'protection' moving forward as to a large extent that will depend on the overall level of future settlements but Cabinet/CMB is very aware of the need, where we can, to minimise further savings to visible services and / or seek alternative ways of carrying out this work, for example in partnership with town and community councils.
2.5	During their discussions regarding COM42 and COM42a, the Committee recommend that communication is distributed to Town and Community Councils and the voluntary sector to inform them of the proposed budget reductions. The Committee was pleased to hear that the Council is streamlining the process for Community Asset Transfer to assist with a more effective process for all parties.	Please see responses to recommendations 4 to 6.
2.6	The Committee recommend that prior to the public Budget Consultation being finalised next year that Budget Research and Evaluation Panel receive the proposed questions in the consultation to ensure there are some direct questions regarding the proposed budget reductions as opposed to more generic questions that could be misinterpreted.	Agree that the budget consultation questions should be shared with BREP. A discussion was held with BREP on the budget consultation prior to launch this year. The consultation contained a number of specific and direct questions, in addition to general questions.
	Education and Family Support	
3.5	The Committee commented on the potential financial impact the proposed efficiency saving against the school budgets would have on schools that were already in deficit and the increased difficulty it would impose on recovering from that position within the statutory timeframe. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset SCH01.	Agreed for 2019-20. The outcome of the budget consultation and the recommendations from Bridgend Research Evaluation Panel (BREP) and scrutiny committee have been considered. The 1% efficiency target for schools for 2019-2020 has been removed, as well as fully funding pay and prices. The non-teaching elements of school budgets cannot be centralised as delegation is a requirement under Local Management of Schools (LMS).

	BREP/Scrutiny Recommendation	Cabinet Response
	Chief Executive's	
4.2	The Committee discussed the Members Community Action Fund and whilst Members agree with the principle of the project, they cannot support the funding to continue and therefore recommend that the Directorate continue with the removal of the Members' Community Action Fund.	Agreed. A report was taken to Audit Committee and to Cabinet on the Community Action Fund (CAF). The recommendation was that Cabinet cease the CAF and transfer the £285k funding back into the MTFS for consideration when setting the budget for 2019-20 to 2022-23. The budget is contained within the budget reduction proposals for removal in 2019-20 (CEX2).
	Corporate Overview	
5.2	As outlined in Budget Research and Evaluation Panel the Committee recommend that Bridgend Council should introduce fees and charges to align with other Councils; explore the possibility of charging companies and members of the public when they have damaged Council property; explore joint funding with the Police for operating the CCTV service.	Please see responses to recommendations 13, 14 and 15, and 5.3. With regard to the CCTV service, please see the response to BREP recommendation 13.
5.3	In addition to the aforementioned comments, the Committee recommend that the Council explore the possibility of introducing fines for members of the public that damage public property and do not adhere to the highway code by making full use of CCTV already in place in Bridgend and the BCBC owned camera car used to deter dangerous parking around schools in the Borough.	Criminal damage is a criminal action which would need to be pursued by the police. We could take separate civil action for damage, depending on the value of the damage we may claim under the insurance – it would then be for insurance to lead on any civil claim. CCTV can be used as evidence in a claim. We would need to apply to the data controller for its release and satisfy the legal requirements on a case by case basis. It's effectiveness in civil proceedings will depend on the clarity of the footage. We only have limited enforcement powers in relation to highways issues. The camera car has equipment of suitable standards to produce admissible evidence.

	IDENTIFIED RISK					ACTION PLAN										
No.	There is a risk that	Consequences of risk	Raw	v risk s	score	Control method	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Reviewed by when			k score	Corporate Priority		
			Li	lm	Total						,	Li	lm	Total		
1	decisions requiring service change	It is harder each year to make ongoing budget reductions as easier decisions have already been made. If more difficult decisions about cutting or reducing service levels against a background of declining budgets are not made, then the council will not deliver the changes necessary to achieve a balanced budget which will result in it being in breach of its legal responsibilities.	4	5	20	Treat	The council manages this risk through existing budget and business planning processes which include early identification of savings targets and development of options for cabinet, challenge from BREP, scrutiny and formal and informal briefings of members and political groupings.	financial planning including scrutiny	СМВ	Aug-2019	Feb-2019 Then ongoing quarterly review	3	5	15	Smarter use of resources	
2	The council is unable to deliver transformation including agreed financial savings	If the council is unable to change the way that staff work, including new roles, collaborations and the acquisition of new skills, it will be unsuccessful in delivering service transformation which will lead to it not meeting its commitments within available budgets.	4	4	16	Treat	The council has a number of transformations in place that either directly support specific proposals for service improvement and /or financial savings. Further transformations have been identified that are intended to support a "One council culture" and support staff and managers through transformation.	Review and rationalisation of management activity. Establishment of a combined Chief Executives directorate in order to better align support services required to enable or support transformation. Develop training and manager support materials. Coordinated promotion of staff wellbeing.	СМВ	Aug-2019	Oct-2019 Complete Mar-2019 Ongoing	3	3	9	All corporate priorities	
3	The council is unable to respond to legislative change	If reducing budgets and a reducing workforce decreases the council's ability to ensure compliance with statutory requirements and to adapt successfully to an ever changing legislative landscape there is a risk that the council will be in breach of its legal responsibilities and may receive adverse regulatory reports, adverse publicity, fines and ultimately the threat of prosecution.	5	4	20	Treat or Transfer	The council manages this risk in a number of ways that are contingent on the particular service area affected. This might include reducing service quality or reprioritising a response to a legislative change over other activity or transferring risk - for example, where legally possible, by transferring responsibility to another provider. However, some service areas are subject to a non delegable duty of care. Examples of where the council has shared risk are Leisure and Waste.		СМВ	Aug-2019		3	4	12	All corporate priorities	

		IDENTIFIED RISK						,	ACTION PLAN	ACTION PLAN										
ſ	No.	There is a risk that	Consequences of risk	Raw	risk s	core	Control	How is the council addressing this	Key actions to be established - NB	who	Reviewed		Resid	ual risl	k score	· ·				
							method	risk	business as usual activity not reflected here		by when	completed by when				Priority				
				Li	Im	Total	-		reflected field			by when	Li	lm	Total					
	4	to identify and deliver infrastructure required in the medium to longer term	If the council does not raise sufficient capital to maintain its infrastructure, including roads, street lights, buildings and technology then it may deteriorate bringing financial and safety risks which could lead to adverse incidents, reports, publicity, fines and ultimately prosecution.	4	5	20	Treat	The council has a ten year capital programme. The development of this programme and arrangements for its review and updating are well established. However the council has identified scope to improve upon this to ensure that these needs are balanced with other demands for capital (such as new schools).	Develop a revised capital strategy that gives appropriate weight to key infrastructure requirements.	СМВ	Aug-2019	Apr-2019	3	5	15	Supporting a successful economy and smarter use of resources				
	5	engage with Health Board and potential LGR boundary changes to ensure that the needs of the Bridgend community is fairly recognised in	If the council is unable to successfully influence or respond to Health Board and any potential LGR boundary changes there is a risk that appropriate care to citizens through new service models and relationships will not be delivered resulting in citizens receiving a less satisfactory service or even no service at all.	4	4	16	Treat	through appropriate membership on	arrangements and through this seek	СМВ	Aug-2019	Apr-2019	2	4	8	Helping people be more self reliant and smarter use of resources				
	6	safeguard vulnerable individuals e.g. children, adults in need of social care, homeless etc.	If budgets and the workforce continue to decline there is a risk that the council will be unable to provide the necessary services to vulnerable people resulting in the possibility that vulnerable people will not be kept safe and be encouraged to greater safe self-reliance.	3	5	15		includes its own operational safeguarding board and active management of demand and caseloads. All meetings of CMB and of Cabinet/CMB have a standing item	The review by internal audit identified gaps in completion of mandatory training through e learning. These gaps are identified, reported on and monitored by Human Resources Department. The internal audit review and the inspection of Youth Offending has identified the need to ensure that all links between Youth Offending services and other early help or social care services are effective and effectively documented. A specific programme of improvement is being prepared for sign off.	СМВ	Aug-2019	Completed with ongoing monitoring	2	5	10	Helping people be more self reliant and smarter use of resources				

	IDENTIFIED RISK						,	ACTION PLAN							
No.	There is a risk that	Consequences of risk	Rav	v risk s	core	Control method	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Reviewed by when	Action completed by when	Resid	ual ris	k score	Corporate Priority
			Li	lm	Total							Li	lm	Total	
7	continuity such as civil emergencies, school failure, cyber attack and discontinuation	If the council does not have the capacity and expertise to plan for and protect itself against major threats such as cyber-attack, civil emergencies and significant financial variations there is a risk that there may be a failure to deliver services and a balanced financial position which could harm citizens who rely on council services.	4	4	16	Treat	The council has anti virus installed which is regularly updated. All critical data is backed up and located offsite. Software update processes exist that includes the installation of patches. Security awareness training is provided to all employees. The council has established emergency planning arrangements including a Major Incident Plan and contributes to the SWLRF and SWRT.	Brexit consultations and seeks to influence the development of any	СМВ	Aug-2019	TBC	4	4	16	All corporate priorities
8	The council is unable to attract or retain a workforce with the necessary skills to meet the demands placed upon the authority and its services	If there is a continual decreasing number of suitably skilled and experienced staff then there may not be the expertise required to deliver services and protect the interests of the council. This could lead to the wellbeing of citizens suffering and a loss of moral amongst the remaining staff if they feel unsupported and are seeking to work elsewhere.	4	4	16	Treat	The council has workforce planning in place (through directorate level service planning) and is prioritising finite training budget to ensure that key skills and qualifications are targeted. In addition the council is using apprenticeships to actively bring in or develop key skills (such as Welsh language skills or ICT capability). In specific service areas the council is actively seeking opportunities to collaborate where this will enhance capacity or resilience.	The council will continue to monitor the profile of the workforce and identify challenges through the business planning process. Appropriate action plans will be developed. The staff survey has been completed and key actions identified. The council will prioritise role specific training to enable staff to do what is expected of them, it will promote good practice examples of staff development and maximise access to funded learning and development programmes. eg WG and TUC.	СМВ	Aug-2019	Mar-2019 Ongoing	3	4	12	All corporate priorities

	IDENTIFIED RISK						ACTION PLAN									
ſ	No.	There is a risk that	Consequences of risk	Raw risk score			Control	How is the council addressing this	Key actions to be established - NB	who	Reviewed	Action	Residual risk score		k score	Corporate
						method	risk	business as usual activity not		by when	completed	t l			Priority	
								reflected here			by when					
L				Li	lm	Total							Li	lm	Total	
		Important council services are compromised due to the failure of a key supplier	If the suppliers of council services are not resilient there is a risk that they may fail to deliver those services leading to disruption for citizens and the council, which will be impacted as it seeks to restore provision and suffers a loss of reputation.		4	12	Treat or Transfer	against this is through its procurement strategy and procurement processes. When tendering for services the council requires contingency arrangements to be in place to allow for the eventuality of supplier failure (for example in the case of refuse and	Social Services have quarterly forum meetings with providers where risks, issues and pressures are identified. There are regular contract monitoring visits to monitor performance and quality. Directorates to monitor the financial performance and stability of contractors.	СМВ	Aug-2019	Ongoing	2	4	8	Helping people be more self reliant and smarter use of resources
								market where possible to avoid over reliance on single suppliers (for example in social care).				Ongoing				