



## Medium Term Financial Plan 2011/12 to 2013/14

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### FOREWORD By Chief Executive — Dr Jo Farrar



The reductions in public sector spending at a UK level have been well publicised. Approximately three quarters (75%) of the money needed to finance the Council's day to day operational activity and service delivery arrangements is provided by the Welsh Assembly Government (WAG) and in anticipation of a reduction in funding from WAG, the Council started preparation of its three year Medium Term Financial Plan for 2011/12 to 2013/14 in May 2010. Discussions with Cabinet and Members were well advanced prior to the reductions in funding for local government being announced. The Council's revenue funding has been cut by 1.4% in cash terms for 2011/12, with capital funding being cut by around 40% over the next three years. But, it is also fair to point out that the settlement for local government in Wales is more favourable than that received by Councils in England.

The Council faces an unprecedented challenge in having to identify revenue budget reductions of £17m over the next three years. This is set against the backdrop of the need to meet increased budget pressures on our services, such as adult social care and safeguarding children, whilst delivering improved services and better outcomes for the community with less resources. In addition, the Council has to be mindful of the financial impact of the potential outcome of Job Evaluation and Equal Pay Claims.

The Council's priority is to protect front line services as far as it can within the funding available, and over the next three years budgets for schools, children and adult social care have been protected in line with, or greater than that suggested by WAG. This means that a greater proportion of budget reductions will fall on other services and in addition to the indicative planned budget cuts, it will be necessary to reduce management and administration costs by a further £1m over the next three years.

The budget reductions are challenging and a number of proposals are dependent on changing the way in which services are provided and the way we work internally. Collaboration and innovation are very much on the agenda and the need to develop partnership working and progress initiatives such as remodelling services, to ensure they offer good value for money and meet local community needs has never been greater.

Our overall continuing aim is to become an authority that 'delivers the best local services in Wales' as achieving this will improve the quality of life for all those living and working in the County Borough. Despite the economic outlook and the uncertainties that change brings, it is important that we remain focused and flexible in our approach in achieving this aim. We are making progress with a number of major initiatives, including modernising our service delivery arrangements and investing in our physical infrastructure; much has been achieved in the last three years. The Council continues to be ambitious to secure positive change and we all have a part to play in delivering this.



## Medium Term Financial Plan 2011/12 to 2013/14

## INTRODUCTION

### INTRODUCTION

#### **Medium Term Financial Plan 2011/12 to 2013/14**

The Budget & Council Tax for 2011/12 was agreed by Council on the 23rd February 2011. The medium term financial plan providing indicative budgets for 2012/13 to 2013/14 was also agreed at that meeting.

This budget book provides an overview of the Council's Revenue Budget for 2011/12 and indicative budgets for 2012/13 and 2013/14. It also includes the Capital Programme for 2011/12 to 2014/15.

Detailed revenue and capital budgets for Directorates are provided for 2011/12

#### **About Bridgend**

One of 22 unitary local authorities created in April 1996 following local government reorganisation in Wales, Bridgend County Borough Council provides all the main local government services for the people of the area. With its Bristol Channel coastline and mix of urban and rural communities, the county borough lies at the geographical heart of South Wales and has a population of approximately 134,200. Its land area of 28,500 hectares stretches 20km from east to west and occupies the Llynfi, Garw and Ogmere valleys. The largest town is Bridgend (pop: 39,773), followed by Maesteg (pop: 20,700) and the seaside resort of Porthcawl (pop: 19,238).



## Budget 2011/12 – An Overview

The County Council has approved a final net budget of £232.957M for 2011/12, and a council tax increase of 3.77% .

Reports on the draft revenue budget proposals outlining budget pressures and budget reductions and the impact for BCBC were presented to Cabinet on 30th November 2010 and the final budget was approved by Council on the 23rd February 2011 .

The Final Local Government Settlement for 2011/12 was announced on 2nd February 2011. The funding in Bridgend for 2011/12 has decreased by 1.4%, which is the same as the Wales average. The indicative funding levels for 2012/13 and 2013/14 are increases of 0.1% and 1.3% respectively.

The final settlement has identified a 20% reduction in General Capital Funding for 2011/12, and indications are that this will be reduced by a further 5% per year in 2012/13 and 2013/14. The capital programme has been reviewed to identify the impact of these reductions and take into account recent announcements in respect of externally funded projects

Local Government and WAG recognise that the Settlement does not address the service pressures faced or inflationary increases but it is the view of Local Government and the Minister that given the current economic climate “it is as good an outcome as can be expected”.

The table below details some of the priority areas where the authority has allocated additional funding to meet budget pressures:-

PRIORITY THEMES	RESOURCES ALLOCATED
Young Voices	<ul style="list-style-type: none"> <li>• £884k towards caring for Looked After Children</li> <li>• £200k to meet schools’ additional responsibilities in terms of legal costs, CRB checks and health &amp; safety.</li> </ul>
Strong Communities	<ul style="list-style-type: none"> <li>• £280k - additional pressures within the service as a result of rising number of older people requiring Adult Social Care</li> <li>• £180k towards the rising incidence of mental health problems</li> <li>• £130k to meet the increase in demand for the provision of B&amp;B accommodation for homeless people</li> </ul>
Strong Communities /Healthy Living	<ul style="list-style-type: none"> <li>• £398k to continue services previously provided by grant funding which ends 31/3/11. Includes Reablement Scheme &amp; Transition Workers to support young people with disabilities moving into adult social care from children’s services .</li> </ul>





## Medium Term Financial Plan 2011/12 to 2013/14

## Budget Setting Process

The following table provides a summary of the allocation of the overall budgeted net expenditure of £232.957m for 2011/12:

	2010/11 Adjusted Budget £,000	* Pay & Prices £,000	Budget Pressures £,000	Budget Reductions £,000	2011/12 Budget £,000
Children (Excluding schools)	37,609	202	1,190	(1,176)	37,825
Schools	78,841	1,090		(1,350)	78,581
Adult Social Care	35,353	597	1,101	(925)	36,126
Healthy Living	7,894	87		(580)	7,401
Communities	25,828	250	250	(1,614)	24,714
Property & Finance	6,239	22		(336)	5,925
ICT & Customer Care	7,130	149		(411)	6,868
Legal & Regulatory	5,807			(335)	5,472
Corporate Development & Partnerships	4,322			(259)	4,063
<b>Service Expenditure Total</b>	<b>209,023</b>	<b>2,397</b>	<b>2,541</b>	<b>(6,986)</b>	<b>206,975</b>
Capital Financing Charges					10,715
Departmental Unallocated (includes unallocated pay & price inflation )					6,429
Contingency & provisions**					1,851
Precepts					7,124
Other Grants					(1,383)
Building Repairs					1,200
<b>Total</b>					<b>232,911</b>
<b>Discretionary Rate Relief</b>					<b>46</b>
<b>Total Revenue Budget</b>					<b>232,957</b>

\*Pay & Price inflation has been included within the budgets, where projections have been suggested by WAG e.g. Teachers Pay Award Sept 2010.

\*\* Contingency & Provisions include provision for staff restructures, pump priming & general contingency & service reconfiguration net of extra mgmt savings

++Further details can be obtained from the Council Report of the 23rd February 2011 which provides supplementary details on the growth and savings reductions approved and details of indicative budgets for 2011/12 to 2012/13.



## Medium Term Financial Plan 2011/12 to 2013/14

## Budget Setting Process

The following table provides a summary of the forward plan budget for 2012/13:

	2011/12 Budget £,000	Pay & Prices £,000	Budget Pressures £,000	Budget Reductions £,000	Adjusts £,000	2012/13 Budget £,000
Children (Excluding schools)	37,825	100	30	(1,253)	1,720	38,422
Schools	78,581	260		(200)	1,200	79,841
Adult Social Care	36,126	300	703	(940)	500	36,689
Healthy Living	7,401			(390)		7,011
Communities	24,714		120	(1,021)		23,813
Property & Finance	5,925			(283)		5,642
ICT & Customer Care	6,868			(276)		6,592
Legal & Regulatory	5,472			(141)		5,331
Corporate Development & Partnerships	4,063			(219)		3,844
Service Expenditure Total	206,975	660	853	(4,723)	3,420	207,185
Unallocated 2011/12	1,049					1,049
Unallocated 2012/13		2,645				2,645
Provision for Staff Restructures	1,000					1,000
Additional Management Savings	(400)			(300)		(700)
Pump Priming	400					400
Corporate Budgets	<b>23,933</b>					<b>23,933</b>
<b>Total Revenue Budget</b>	<b>232,957</b>	<b>3,305</b>	<b>853</b>	<b>(5,023)</b>	3,420	<b>235,512</b>

++Further details can be obtained from the Council Report of the 23rd February 2011 which provides supplementary details on the growth and savings reductions approved.

The following table provides a summary of the forward plan budget for 2013/14:

	2012/13 Budget £,000	Pay & Prices £,000	Budget Pressures £,000	Budget Reductions £,000	Adjusts £,000	2013/14 Budget £,000
Children (Excluding schools)	38,422	100		(852)	1554	39,224
Schools	79,841	260		(200)	1,631	81,532
Adult Social Care	36,689	300	703	(1,325)	1,079	37,446
Healthy Living	7,011			(365)		6,646
Communities	23,813			(1,191)		22,622
Property & Finance	5,642			(283)		5,359
ICT & Customer Care	6,592			(150)		6,442
Legal & Regulatory	5,331			(230)		5,101
Corporate Development & Partnerships	3,844			(209)		3,635
<b>Service Expenditure Total</b>	<b>207,185</b>	<b>660</b>	<b>703</b>	<b>(4,805)</b>	<b>4,264</b>	<b>208,007</b>
Unallocated 2011/12	1,049					1,049
Unallocated 2012/13	2,645					2,645
Unallocated 2012/13		3,703				3,703
Provision for Staff Restructures	1,000					1,000
Additional Management Savings	(700)			(300)		(1,000)
Pump Priming	400					400
<b>Corporate Budgets</b>	<b>23,933</b>					<b>23,933</b>
<b>Total Revenue Budget</b>	<b>235,512</b>	<b>4,363</b>	<b>703</b>	<b>(5,105)</b>	<b>4,264</b>	<b>239,737</b>

++Further details can be obtained from the Council Report of the 23rd February 2011 which provides supplementary details on the growth and savings reductions approved.

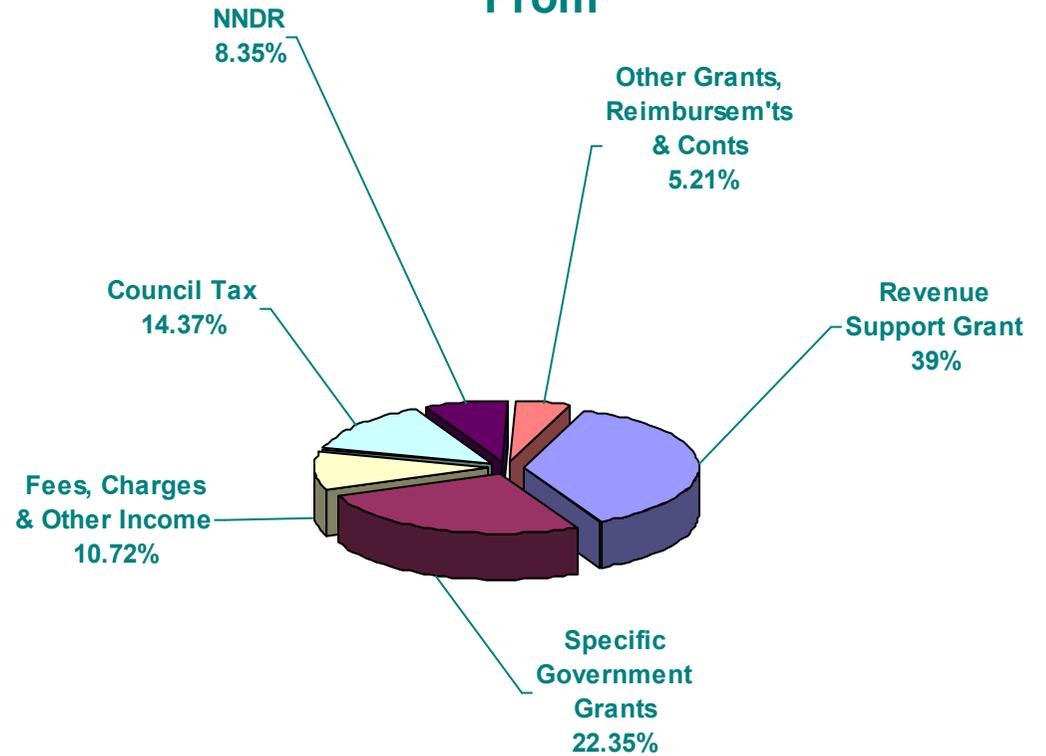
### Gross Revenue budget 2011/12

The Council's revenue budget supports the day-to-day operations of services and is financed as follows:

Where the Money Comes From:

Source	2011/12 £M
Revenue Support Grant	147.197
Specific Government Grants	84.341
Other Grants, Reimbursements & Contributions	19.668
Council Tax	54.238
NNDR	31.522
Fees, Charges & Other Income	40.430
<b>Gross Revenue Budget</b>	<b>377.396</b>

### 2011/12 Where the Money Comes From

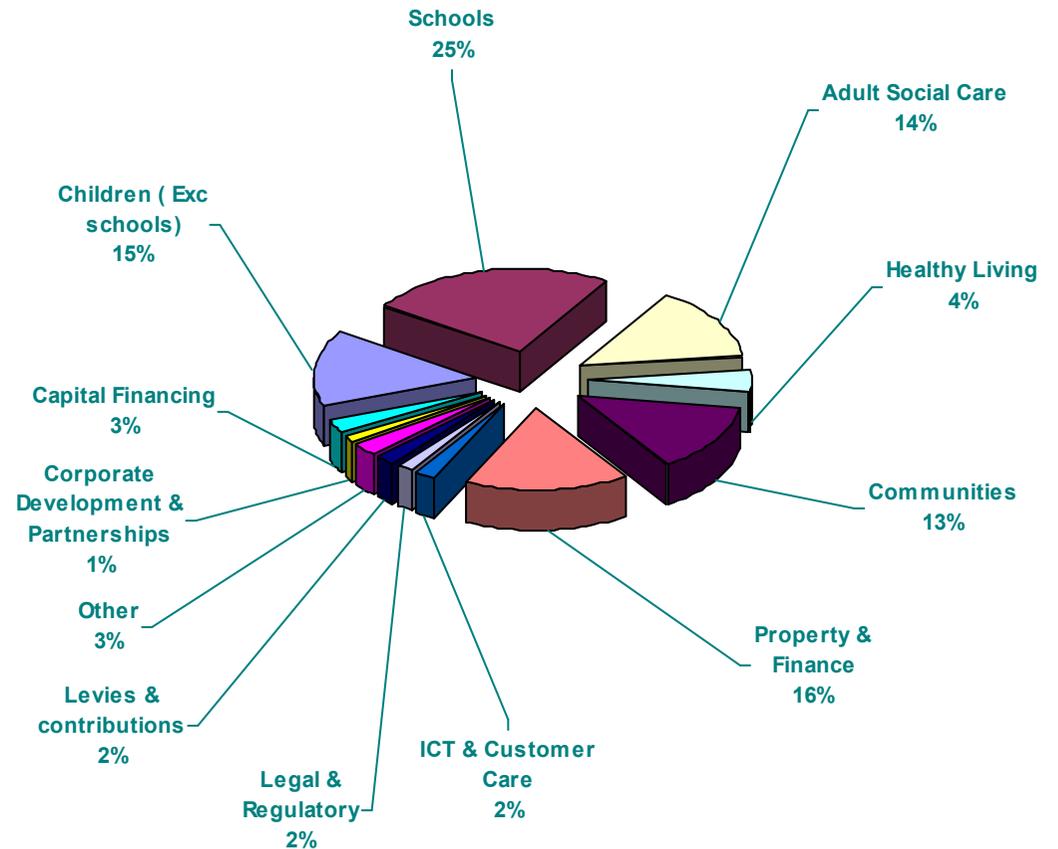


## 2011/12 Where the Money is Spent

### Gross Revenue budget 2011/12

Where the Money Is Spent:

Service Areas	2011/12 £M
Children (Excluding schools)	55.316
Schools	93.360
Adult Social Care	54.541
Healthy Living	15.381
Communities	50.795
Property & Finance	62.120
ICT & Customer Care	7.510
Legal & Regulatory	6.264
Corporate Development & Partnerships	4.744
Capital Financing	10.715
Levies & contributions	7.124
Other	9.526
<b>Gross Revenue Budget</b>	<b>377.396</b>



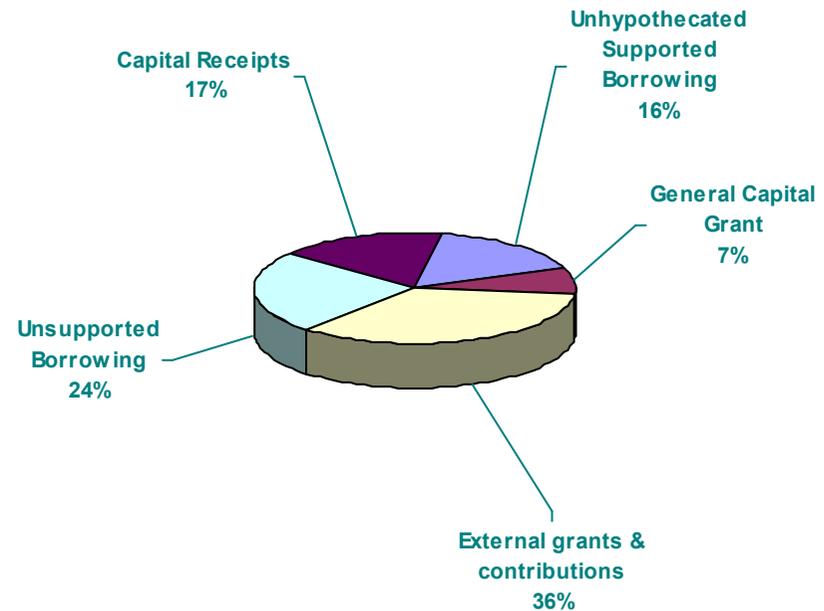
### Capital Programme 2011/12

In addition to the money spent on day-to-day costs of running services, significant amounts are used to fund & improve buildings, infrastructure improvements & regeneration within the County Borough, amongst other things. The following table shows the sources of capital funding:

Source of Funds for Capital Programme:

Service Areas	2011/12 £M
Unhypothecated Supported Borrowing	5.347
General Capital Grant	2.404
External grants & contributions	11.474
Unsupported Borrowing	7.886
Capital Receipts	5.517
<b>TOTAL</b>	<b>32.628</b>

### 2011/12 Sources of Funding

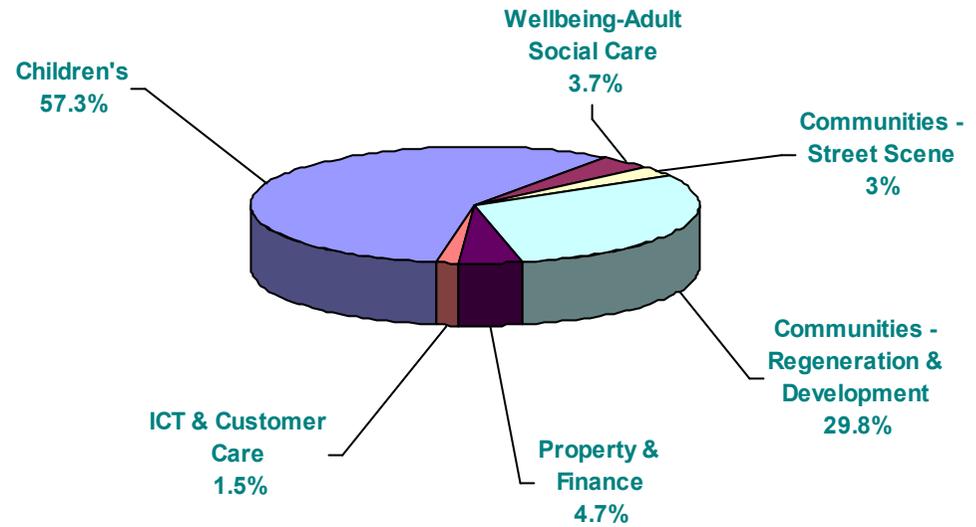


### Capital Programme 2011/12

Services benefiting from Capital Programme in 2011/12:

Services	2011/12 £M
Children's	18.680
Wellbeing- Adult Social Care	1.211
Communities -Street Scene	0.983
Communities- Regeneration & Development	9.730
Property & Finance	1.524
ICT & Customer Care	0.500
<b>TOTAL</b>	<b>32.628</b>

### Services Benefiting from Capital Programme in 2011/12



### Average Band D Council Tax

The average County Borough Council Tax is calculated as shown below:

Bridgend County Borough Council	2010/11 £	2011/12 £
Net Council Tax Base (Band D Equivalent)	48,970.69	49,444.62
<b>Total Net Expenditure</b>	<b>232,514,601</b>	<b>232,956,968</b>
Less:		
Revenue Support Grant (RSG)	-143,036,037	-147,197,036
NNDR Distribution	-37,713,564	-31,521,656
<b>Amount collected from Council Tax</b>	<b>51,765,000</b>	<b>54,238,276</b>

The council tax for a dwelling band D is given by dividing the net expenditure not met by RSG and NNDR by the council tax base.

The council tax base for Bridgend for 2011/12 is 49,444.62, which gives a band D council tax of £1,096.95, as detailed in the following table:

Bridgend County Borough Council Tax
= $\frac{\text{Amount Collected from Council Tax}}{\text{Council Tax Base}}$
= $\frac{54,238,276}{49,444.62}$
= <b>£1,096.95 (Band D)</b>

The council tax bill received also includes charges in respect of the Community Council and Police precepts. The Council is required to collect these sums and pass them on to the relevant bodies.

### Build up of Total Band D Council Tax for Bridgend

Bridgend County Borough Council	2010/11 £	2011/12 £	Increase/ -Decrease
<b>County Borough Council Tax</b>	<b>1,057.06</b>	<b>1,096.95</b>	<b>3.77%</b>
<b>Average Community Council</b>	<b>29.83</b>	<b>29.74</b>	<b>-0.3%</b>
<b>South Wales Police Authority</b>	<b>153.67</b>	<b>161.35</b>	<b>5%</b>
<b>Average Band D Council Tax</b>	<b>1,240.56</b>	<b>1,288.04</b>	<b>3.83%</b>

Details of Council Tax levels for Welsh Authorities can be obtained from the following website: [www.statswales.wales.gov.uk/ReportFolders/ReportFolders.aspx?IF\\_ActivePath=P,324,325,331](http://www.statswales.wales.gov.uk/ReportFolders/ReportFolders.aspx?IF_ActivePath=P,324,325,331)



**Budget 2011/12**

**Council Tax Levels**

**Band D Council Tax Charges by Community Council Area 2011/12**

The previous table showed the calculation of the average band D council tax for the Bridgend area. Community Council precepts vary across the County producing variations in the total payable as shown below:

Community Council	Band D £	Community Council £	Police £	Total £	Community Council	Band D £	Community Council £	Police £	Total £
Brackla Community Council	1,096.95	34.25	161.35	1,292.55	Llangynwyd Middle Community Council	1,096.95	28.92	161.35	1,287.22
Bridgend Town Council	1,096.95	35.93	161.35	1,294.23	Maesteg Town Council	1,096.95	50.00	161.35	1,308.30
Cefn Cribbwr Community Council	1,096.95	32.87	161.35	1,291.17	Merthyr Mawr Community Council	1,096.95	13.51	161.35	1,271.81
Coity Higher Community Council	1,096.95	17.46	161.35	1,275.76	Newcastle Higher Community Council	1,096.95	26.52	161.35	1,284.82
Cornelly Community Council	1,096.95	27.64	161.35	1,285.94	Ogmore Vale Community Council	1,096.95	18.79	161.35	1,277.09
Coychurch Higher Community Council	1,096.95	30.56	161.35	1,288.86	Pencoed Town Council	1,096.95	36.11	161.35	1,294.41
Coychurch Lower Community Council	1,096.95	16.87	161.35	1,275.17	Porthcawl Town Council	1,096.95	28.99	161.35	1,287.29
Garw Valley Community Council	1,096.95	24.05	161.35	1,282.35	Pyle Community Council	1,096.95	18.84	161.35	1,277.14
Laleston Community Council	1,096.95	21.45	161.35	1,279.75	St Bride's Minor Community Council	1,096.95	20.94	161.35	1,279.24
Llangynwyd Lower Community Council	1,096.95	30.35	161.35	1,288.65	Ynysawdre Community Council	1,096.95	18.23	161.35	1,276.53

### Summary Statement

A summary of the Authority's Revenue budget for 2011/12 is given below:

Cost of Services	2011/12		
	Expenditure £'000	Income £'000	Adj Net Spending £'000
Children ( Exc schools)	55,316	(17,491)	37,825
Schools	93,360	(14,779)	78,581
Adult Social Care	54,541	(18,415)	36,126
Healthy Living	15,381	(7,980)	7,401
Communities	50,795	(26,081)	24,714
Property & Finance	62,120	(56,195)	5,925
& ICT & Customer Care	7,510	(642)	6,868
Legal & Regulatory Services	6,264	(792)	5,472
Corporate Development & Partnerships	4,744	(681)	4,063
<b>Departmental Expenditure</b>	<b>350,031</b>	<b>(143,056)</b>	<b>206,975</b>
Capital Financing Charge	10,715		10,715
Departmental Unallocated, Provisions, & general contingency & service reconfiguration	8,431		8,431
Levies & Contributions	7,124		7,124
NNDR Discretionary Rate Relief	46		46
Outcome Agreement Grant		(1,383)	(1,383)
Unallocated Pay & Price Inflation	<b>1,049</b>		1,049
<b>Total Net Expenditure</b>	<b>377,396</b>	<b>(144,439)</b>	<b>232,957</b>
<b>Financed From:</b>			
Revenue Support Grant			(147,197)
Non Domestic Rates			(31,522)
Council Tax			(54,238)
<b>Total Financing</b>			<b>(232,957)</b>
<b>AVERAGE BAND D COUNCIL TAX- BCBC</b>			<b>£1,096.95</b>

## Summary of Budget Breakdown

The Final Revenue Budget for 2011/12 reported to Council summarised budgets at a service level. Whereas the following sections of the Budget Book provide budget details based on the 'Interim Management Structure' which is currently in place. A summary of these budgets are provided below:

Cost of Services ( Interim Management Structure)	2011/12
	Net Budget £'000
Children (Exc schools)	37,825
Schools	78,581
Adult Social Care	36,126
Healthy Living	7,401
Communities	24,714
Financial Services & Human Resources & Organisational Development	9,547
ICT & Customer Care & Property	7,131
Legal & Regulatory Services *	5,650
<b>Departmental Expenditure</b>	<b>206,975</b>

\* Includes Scrutiny services transferred from Corporate Development & Partnerships



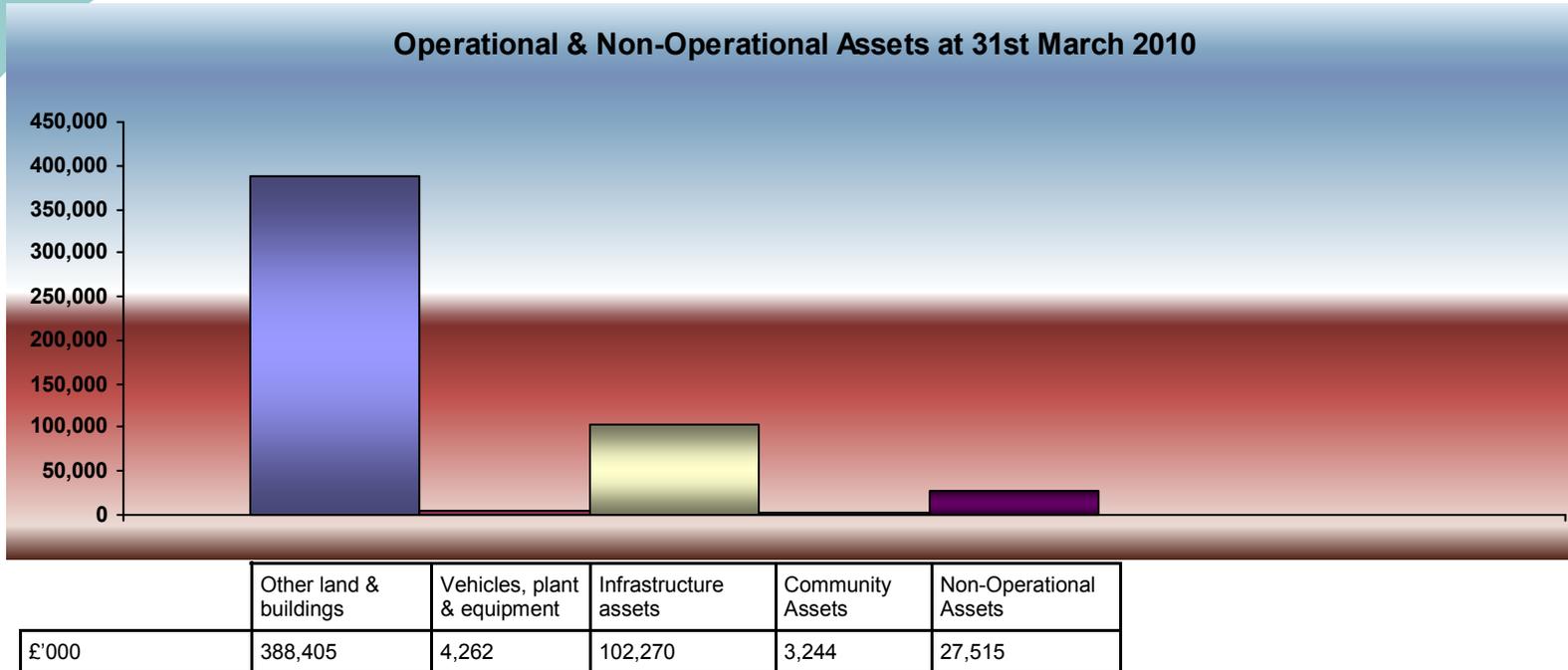
Budget 2011/12

Capital Programme  
(Asset Mgmt)

### Local Authority Asset Management

The net fixed assets owned by the Authority on the 31st March 2010 was £525.696m

Operational & Non-Operational Assets at 31st March 2010



Effective asset management plays a major role in delivering better outcomes for residents & in generating efficiency gains. Continuing capital expenditure is necessary not only to ensure that existing assets are maintained such as spending on roads, but to promote redevelopment and the major renovation of buildings.

These assets will provide long term benefits to the community; such as schools, and the expenditure is largely financed by borrowing and capital grants. The capital budget for 2011/12 has been set at £32.628m.

A revaluation of the authority's assets was undertaken during 2009/10.



**Budget 2011/12**

**Capital Programme  
Summary**

**Capital Programme 2011/12 to 2014/15**

Service Planned Expenditure	Gross Budget Forecast				
	2011/12	2012/13	2013/14	2014/15	Total to 2015
	£'000	£'000	£'000	£'000	£'000
Children's	18,680	32,690	2,800		54,170
Communities - Street Scene	983	450	450	450	2,333
Communities- Regeneration & Development	9,730	7,934	6,761	4,139	28,564
Wellbeing—Adult Social Care	1,211				1,211
ICT & Customer Care & Property	1,914	1,111	1,040	1,040	5,105
Financial Services	110	57	54	54	275
Unallocated resources			161	1,861	2,022
<b>TOTAL CAPITAL PROGRAMME</b>	<b>32,628</b>	<b>42,242</b>	<b>11,266</b>	<b>7,544</b>	<b>93,680</b>

Funding	Funding				
	2011/12	2012/13	2013/14	2014/15	Total to 2015
	£'000	£'000	£'000	£'000	£'000
General Capital Funding - Supported Borrowing	5,347	5,080	4,826	4,826	20,079
General Capital Grant	2,404	2,283	2,169	2,169	9,025
Unsupported Borrowing	7,886	3,500			11,386
Capital Receipts	5,517	3,345			8,862
External Grants & Contributions	11,474	28,034	4,271	549	44,328
<b>TOTAL CAPITAL PROGRAMME</b>	<b>32,628</b>	<b>42,242</b>	<b>11,266</b>	<b>7,544</b>	<b>93,680</b>

<b>Divisional Heads</b>		<b>Corporate Director-Children</b> - Hilary Anthony	<b>Children's Directorate</b>
Learning: - Richard Landy			
Safeguarding & Family Support: - Colin Turner (Acting Head)			
Strategy Partnerships & Commissioning:- Trevor Guy			

## FOREWORD

The Children's Directorate brings together nearly all of the services provided by the Council for children and young people. This includes education, safeguarding and family support, early years, the youth offending service and the Children and Young People's Partnership support team. These services, with schools, have a key role in helping the Council contribute to social, economic and environmental well-being not just in Bridgend but, to some extent, nationally and globally too.

Our vision is for all children and young people to:

- thrive and make the best of their talents
- live healthy and safe lives
- be confident and caring individuals
- Know and receive their rights

Through our wide range of services and settings, we seek to keep children and young people safe; encourage healthy lifestyles and promote the development of the knowledge, skills and understanding of every child and young person within the county borough.

By working effectively with our partners, we aim to deliver the 7 core aims for children and young people so that they have every chance to:

- have a flying start in life
- have access to appropriate educational opportunities
- be healthy and free from exploitation
- access play, leisure, sporting and cultural activities
- be listened to and treated with respect
- live in a safe home and community, and
- not be disadvantaged by poverty.



Budget 2011/12

## DIRECTORATE BUDGETS Children

### FOREWORD: Children ( Cont)

In planning for and delivering our services, we strive for excellence and a fully inclusive approach which recognises that resources need to be targeted at early intervention and prevention and meeting the needs of the most disadvantaged and vulnerable children and young people.

Including schools, the Directorate accounts for 50% of the Council's net budget and employs a significant number of staff, including over 1,300 teachers and around 1,000 school support staff

### MAIN CHALLENGES FACING DIRECTORATE IN 2011/2012

Some of the main challenges in 2011/2012 for schools and the services within the Directorate are:

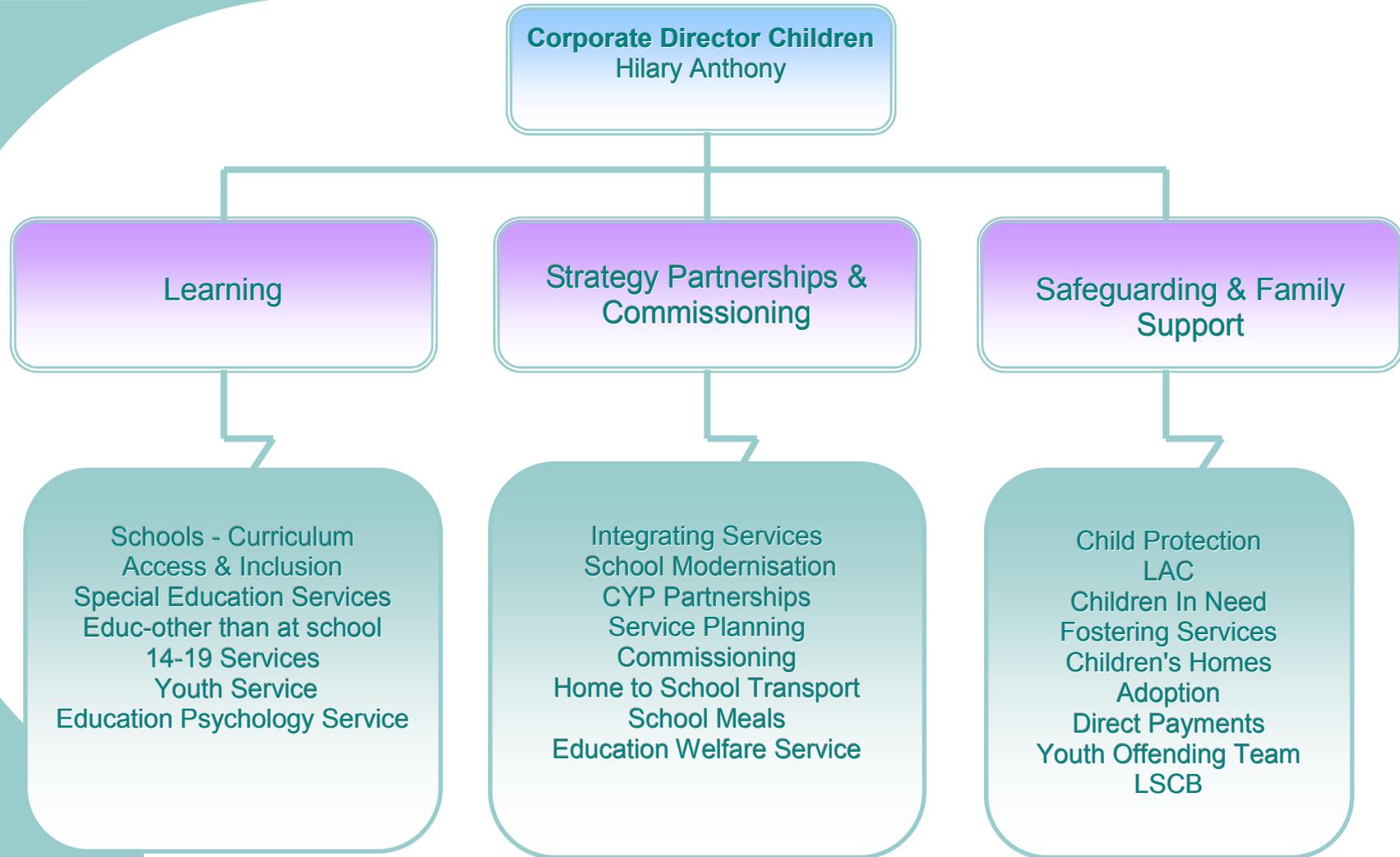
- making our vision for 'joined up' services and provision a reality
- improving access and inclusion to deliver better outcomes for children and young people;
- progressing our school modernisation programme;
- further developing our commissioning strategy and models of multi-agency working, including the more active involvement of children and young people;
- implementing our key strategies for children with disabilities; basic skills; educational inclusion and family support;
- narrowing the gap between our most and least effective services;
- Supporting schools in raising pupil attainment, improving literacy and numeracy and reducing the impact of poverty;
- Developing more collaborative arrangements, both within Bridgend and with local authorities;
- continuing to meet the many demands placed by legislative requirements, including the new measures
- reconfiguring children's residential services
- continuing to take forward post-inspection improvement plans and meeting external and internal expectations



Budget 2011/12

## DIRECTORATE BUDGETS Children

### STRUCTURE



REVENUE BUDGET Children	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Learning</b>			
<u>Inclusion Budget</u>			
LEA Special Needs	1,535	-	1,535
Schools Special Needs	2,656	(143)	2,513
Inter-Authority Recoupment	1,260	(2,339)	(1,079)
<b>Total Learning Budget</b>	<b>5,451</b>	<b>(2,482)</b>	<b>2,969</b>
<u>Foundation</u>			
Early Years	2,804	(2,041)	763
WAG BSF	1,072	(643)	429
<b>Total Foundation Budget</b>	<b>3,876</b>	<b>(2,684)</b>	<b>1,192</b>
<u>Youth Service</u>			
Youth Service	894	(4)	890
<b>Total Youth Budget</b>	<b>894</b>	<b>(4)</b>	<b>890</b>
<u>Transition</u>			
Grants	416	(360)	56
On-Track	197	-	197
<b>Total Transition</b>	<b>613</b>	<b>(360)</b>	<b>253</b>
<u>Post-14</u>			
Post-14	902	(902)	-
<b>Total Post-14</b>	<b>902</b>	<b>(902)</b>	<b>-</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
1,464	-	1,464
2,727	(143)	2,584
1,584	(2,563)	(979)
<b>5,775</b>	<b>(2,706)</b>	<b>3,069</b>
2,861	(2,092)	769
1,645	(1,216)	429
<b>4,506</b>	<b>(3,308)</b>	<b>1,198</b>
1,092	(246)	846
<b>1,092</b>	<b>(246)</b>	<b>846</b>
415	(359)	56
146	-	146
<b>561</b>	<b>(359)</b>	<b>202</b>
914	(914)	-
<b>914</b>	<b>(914)</b>	<b>-</b>

REVENUE BUDGET Children	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Learning (cont)</b>			
<u>Statutory Advice &amp; Psychology</u>			
Educational Psychology Service	433	(5)	428
Looked After Children	132	(43)	89
<b>Total Statutory Advice &amp; Psychology Budget</b>	<b>565</b>	<b>(48)</b>	<b>517</b>
<u>Emotional Health &amp; Behaviour</u>			
Pru/Behaviour Support Service	1,164	(1)	1,163
Education Otherwise	250	(30)	220
<b>Total Emotional Health &amp; Behaviour Budget</b>	<b>1,414</b>	<b>(31)</b>	<b>1,383</b>
<u>School Improvement</u>			
School Improvement	946	(6)	940
Other School Expenditure	31	-	31
<b>Total School Improvement Budget</b>	<b>977</b>	<b>(6)</b>	<b>971</b>
<b>Total Learning</b>			
	<b>14,692</b>	<b>(6,517)</b>	<b>8,175</b>
<b>Strategic Partnership &amp; Comm</b>			
<u>ISB( Individual Schools Budget)</u>	93,435	(14,641)	78,794
<u>Strategic Planning &amp; Resources</u>			
Capital Programme/Asset Mgmt	273	-	273

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
449	(4)	445
116	(12)	104
<b>565</b>	<b>(16)</b>	<b>549</b>
1,217	(1)	1,216
249	(30)	219
<b>1,466</b>	<b>(31)</b>	<b>1,435</b>
745	(6)	739
13	-	13
<b>758</b>	<b>(6)</b>	<b>752</b>
<b>15,637</b>	<b>(7,586)</b>	<b>8,051</b>
93,360	(14,779)	78,581
119	-	119

REVENUE BUDGET	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Children</b>			
<b>Strategic Partnership &amp; Comm (cont)</b>			
Planning of School Places	2,748	(1,686)	1,062
Revenue Contributions to Capital	700	-	700
Community Focused Schools	315	(274)	41
<b>Total Strategic Planning &amp; Resources</b>	<b>3,763</b>	<b>(1,960)</b>	<b>1,803</b>
<b>Business Strategy &amp; Support</b>			
Management Support Services	385	-	385
<b>Total Business Strategy &amp; Support</b>	<b>385</b>	<b>-</b>	<b>385</b>
<b>Support for Children &amp; Learners</b>			
Admissions to Schools	-	-	-
Home to School/College Transport	5,071	(10)	5,061
Pupil Support	411	(101)	310
Support for Students	90	-	90
Assembly Learning Grants	13	(13)	-
Education Welfare Service	249	-	249
Catering Services	4,414	(3,167)	1,247
<b>Total Support for Children &amp; Learners</b>	<b>10,248</b>	<b>(3,291)</b>	<b>6,957</b>
CYP Partnerships	2,620	(2,440)	180
Commissioning	101	(54)	47
<b>Total Comm &amp; Partnerships</b>	<b>2,721</b>	<b>(2,494)</b>	<b>227</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
2,786	(1,686)	1,100
650	-	650
41	(20)	21
<b>3,477</b>	<b>(1,706)</b>	<b>1,771</b>
376	-	376
<b>376</b>	<b>-</b>	<b>376</b>
1	-	1
5,144	(10)	5,134
402	(101)	301
66	-	66
2	(2)	-
227	-	227
4,403	(3,234)	1,169
<b>10,245</b>	<b>(3,347)</b>	<b>6,898</b>
2,276	(1,983)	293
102	-	102
<b>2,378</b>	<b>(1,983)</b>	<b>395</b>

<b>REVENUE BUDGET</b>	<b>2010/11 (Revised Estimate)</b>		
<b>Children</b>	<b>Expenditure</b>	<b>Income</b>	<b>Net</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<u>Strategic Management</u>			
Staff Costs	661	(470)	191
Statutory/ Regulatory Duties	1	-	1
Dismissal/Retirement Costs	940	-	940
Insurance	352	(5)	347
Other Support Service Costs	377	(143)	234
Strategic Management	434	-	434
<b>Total Strategic Management</b>	<b>2,765</b>	<b>(618)</b>	<b>2,147</b>
<b>Total Strategic Partnerships &amp; Comm</b>	<b>113,590</b>	<b>(23,004)</b>	<b>90,586</b>
<u>Safeguarding &amp; Family Support</u>			
Children Looked After	9,730	(969)	8,761
Family Support Services	1,365	(69)	1,296
Youth Justice	1,817	(1,234)	583
Other Child & Family Services	953	-	953
Commissioning & Social Work	3,870	(212)	3,658
Administration	1,429	(86)	1,343
<b>Total Safeguarding &amp; Family Support</b>	<b>19,164</b>	<b>(2,570)</b>	<b>16,594</b>
Contingent Provision	435	-	435
<b>TOTAL CHILDREN'S</b>	<b>147,881</b>	<b>(32,091)</b>	<b>115,790</b>

<b>2011/12</b>		
<b>Expenditure</b>	<b>Income</b>	<b>Net</b>
<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
1,062	(488)	574
1	-	1
982	-	982
352	(5)	347
651	(144)	507
469	-	469
<b>3,517</b>	<b>(637)</b>	<b>2,880</b>
<b>113,472</b>	<b>(22,452)</b>	<b>91,020</b>
10,472	(953)	9,519
1,371	(69)	1,302
1,803	(1,234)	569
787	-	787
3,609	(60)	3,549
1,384	86	1,470
<b>19,426</b>	<b>(2,230)</b>	<b>17,196</b>
139	-	139
<b>148,674</b>	<b>(32,268)</b>	<b>116,406</b>

**DETAILED CAPITAL BUDGET 2011/12**

Children's Directorate	BUDGET:					FUNDED BY:				
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 4 years	BCBC Funding	WAG Funding	Prudential Code Borrowing	S106 Funding	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Pen Y Fai Primary School	2,000	3,500			5,500	3,500		2,000		5,500
Archbishop Mcgrath Contribution	2,600				2600	2,100	500			2,600
Brackla Primary Amalgamation	396				396		396			396
Litchard Primary Amalgamation	1,661	55			1,716		1,716			1716
Tremains Primary Amalgamation	676				676			676		676
Mynydd Cynffig Primary School Extension	240				240	240				240
Bryncethin Primary School Extension	120		145		265	120			145	265
Gateway to Valleys Comprehensive School	9,940	25,455	2,655		38,050	3,200	26,350	8,500		38,050
Parc Derwen Primary School—S106	495	3,680			4,175				4,175	4,175
Schools Modernisation Retentions	552				552	552				552
<b>TOTAL CAPITAL PROGRAMME</b>	<b>18,680</b>	<b>32,690</b>	<b>2,800</b>	<b>0</b>	<b>54,170</b>	<b>9,712</b>	<b>28,962</b>	<b>11,176</b>	<b>4,320</b>	<b>54,170</b>



<b>Divisional Heads</b>		<b>Corporate Director - Wellbeing - Abigail Harris</b>	<b>Wellbeing Directorate</b>
Head of Adult Social Care, Sue Cooper			
Head of Healthy Living, Mark Shephard			

**FOREWORD**

We promote independence, wellbeing and choice to support individuals in achieving their full potential in healthier and vibrant communities. This is central to the Community Strategy themes “Healthy Living” and “Strong Communities” and also links to “Proud Past” and “Green Spaces”.

We are responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of adult social care, leisure, libraries, adult community learning and arts and cultural services.

Our vision for the future is a range of services which promote independence and wellbeing, are designed around the needs of individuals and communities and are local, accessible and flexible. We will work with a range of partners including the ABMU Health Board, voluntary and third sector organisations as well as other providers including the independent sector to make sure these services meet the demand of our customers and service users.

We are remodelling our adult social care services so that they are fit for the 21<sup>st</sup> Century, with the focus on supporting independence and more individual choice. We want to help people live within their own homes and control their own lives, for as long as possible.

We are also re-shaping healthy living services to give children and adults every chance to take part in activities regardless of their skills and abilities while also promoting successful sport. We will particularly aim to enhance healthy living services within the preventative health agenda through a new model of commissioning service delivery. We will continue to review and implement better library services in line with the medium term financial strategy.

The key directorate priorities for the period 2011 - 2014 are:

- Re-model adult social care to establish new models of assistance and support through
  - The development of telecare, extra care and specialist dementia services to improve opportunities for reablement and reduce the need for long term care



Budget 2011/12

## DIRECTORATE BUDGETS Wellbeing

### FOREWORD: Wellbeing Directorate (Cont)

- A new model of service delivery for residential and home care
- The development of citizen directed support
- Continue to improve the transition arrangements for young people with complex needs moving into adulthood
- Establish with ABMU Health Board three integrated community networks within Bridgend
- In partnership with ABMU Health Board, align the Community Integrated Intermediate Services project with services for physical and sensory impairment work with partners in the third sectors, to implement a targeted programme of health and wellbeing promotions
- Improve physical and emotional wellbeing by implementing the Sport and Active Living Strategy – Better Health, Successful Sport and the Creating an Active Bridgend Strategy to encourage more adults to be more active more often throughout life
- Establish sustainable new models of service delivery for sport and recreation services through a partnership approach to improvement

- Increase levels of physical activity among young people under 16 years of age as part of the 'Creating an Active Bridgend' Plan to support children and young people to live active lives and become active adults

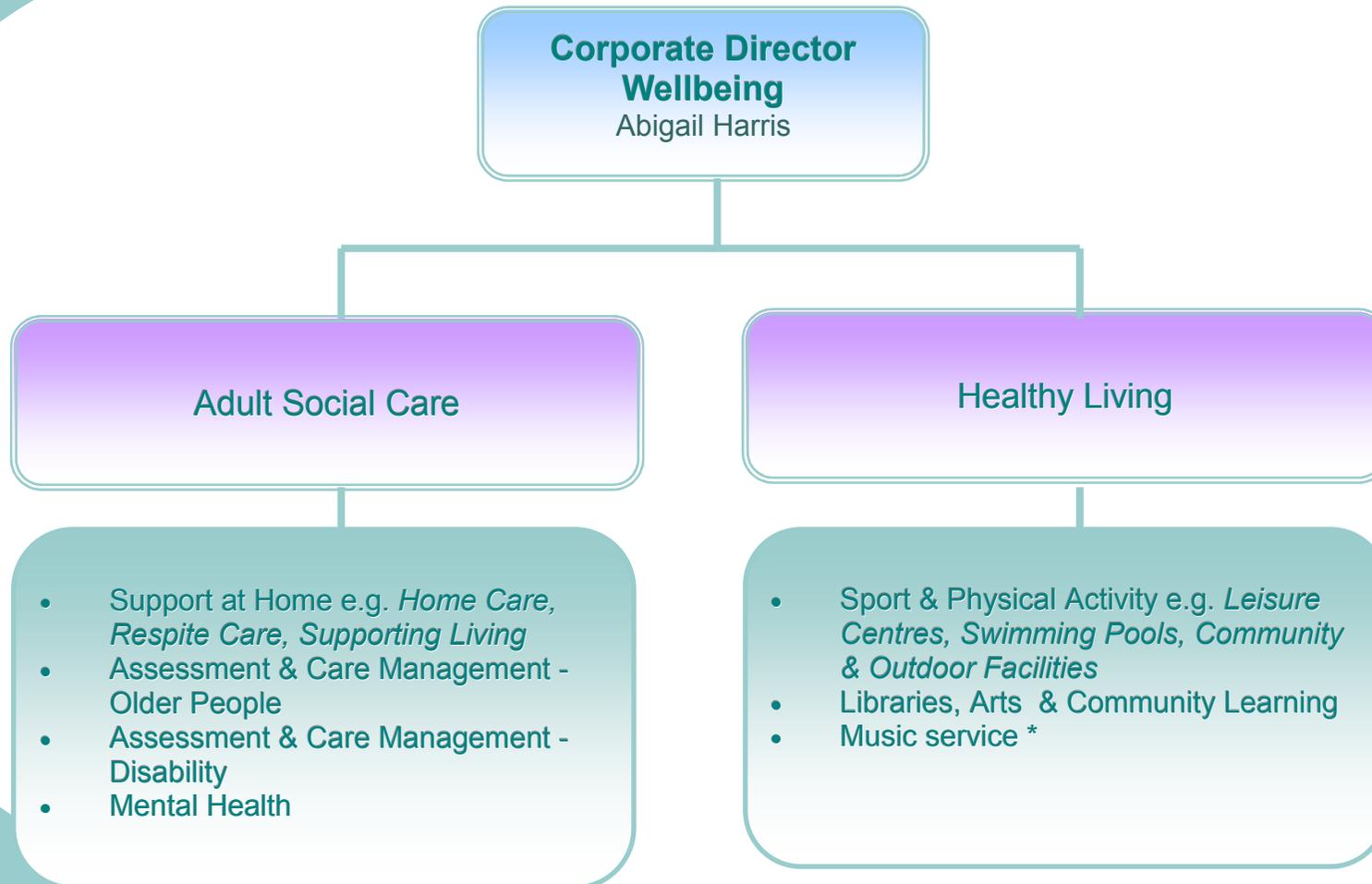
The above priorities in many cases link to and have to be progressed alongside the need to achieve significant efficiency savings in the period 2011/12 to 2013/14 and to meet additional demands on services because of population changes (e.g. the increasing numbers of older people and of those with disabilities is a key issue for the Council). This is a very challenging agenda and will involve some difficult decisions but it is necessary to ensure that services are fit for the future and sustainable.



Budget 2011/12

DIRECTORATE BUDGETS  
Wellbeing

STRUCTURE



\* The Music Service function will be transferred to the Children's Directorate in 2011/12



Budget 2011/12

**DIRECTORATE BUDGETS**  
Wellbeing

REVENUE BUDGET	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>						
<u>Older People</u>						
Residential Care	13,313	(5,617)	7,695	13,402	(5,698)	7,704
Direct Payments	61	-	61	74	-	74
Home Care	7,261	(1,936)	5,326	7,449	(1,236)	6,213
Day Care	912	(50)	862	776	(50)	726
Meals On Wheels	349	(226)	122	381	(230)	151
Other Services	253	(123)	130	244	(25)	219
Assessment & Care Management	1,829	(18)	1,812	1,829	(52)	1,777
<b>Total Older People</b>	<b>23,978</b>	<b>(7,970)</b>	<b>16,008</b>	<b>24,155</b>	<b>(7,291)</b>	<b>16,864</b>
<u>Physical Disability/Sensory Loss</u>						
Residential Care	767	(161)	606	769	(163)	606
Direct Payments	261	-	261	278	-	278
Home Care	647	(28)	619	617	(28)	589
Day Care	157	(4)	153	137	(4)	133
Equipment & Adaptations	842	(13)	829	858	(13)	845
Other Services	347	(68)	279	347	(68)	279
Assessment & Care Management	1,227	(85)	1,142	1,227	-	1,227
<b>Total Physical Dis/Sensory Loss</b>	<b>4,248</b>	<b>(359)</b>	<b>3,889</b>	<b>4,233</b>	<b>(276)</b>	<b>3,957</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Wellbeing

REVENUE BUDGET Wellbeing	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<u>Learning Disabilities</u>			
Residential Care	3,311	(1,147)	2,164
Shared Lives Scheme	748	(354)	394
Direct Payments	616	-	616
Supported Living	8,394	(5,551)	2,843
Day Care	3,547	(652)	2,895
Other Services	149	(41)	108
Assessment & Care Management	744	(144)	600
<b>Total Learning Disabilities</b>	<b>17,509</b>	<b>(7,889)</b>	<b>9,620</b>
<u>Mental Health Needs</u>			
Residential Care	1,491	(619)	872
Glyn Cynffig	446	(325)	121
Direct Payments	16	-	16
Home Care	20	-	20
Day Care	285	-	285
Other Services	132	(106)	26
Assessment & Care Management	1,023	(455)	568
<b>Total Mental Health Needs</b>	<b>3,413</b>	<b>(1,505)</b>	<b>1,908</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
3,327	(1,154)	2,173
761	(360)	401
703	-	703
8,516	(5,567)	2,949
3,423	(656)	2,767
108	-	108
694	(117)	577
<b>17,532</b>	<b>(7,854)</b>	<b>9,678</b>
1,703	(621)	1,082
448	(327)	121
19	-	19
265	-	265
131	(105)	26
1,023	(447)	576
<b>3,589</b>	<b>(1,500)</b>	<b>2,089</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Wellbeing

REVENUE BUDGET Wellbeing	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Other Adult Services</u>						
Substance Misuse & Other Adult Servs	1,349	(1,076)	273	1,280	(1,051)	229
Total Other Adult Services	1,349	(1,076)	273	1,280	(1,051)	229
<u>Management &amp; Central Services</u>						
Adult Services Management	1,029	-	1,029	967	-	967
Central Services/admin/other support	2,010	(151)	1,859	2,040	(12)	2,028
Training	745	(431)	314	745	(431)	314
Total Adult Services Mgmt & Admin	3,784	(582)	3,202	3,752	(443)	3,309
<b>Total Adult Social Care</b>	<b>54,281</b>	<b>(19,381)</b>	<b>34,900</b>	<b>54,541</b>	<b>(18,415)</b>	<b>36,126</b>
<u>Healthy Living</u>						
<u>Adult Learning</u>						
Adult Education	463	(364)	99	475	(376)	99
Community Education	76	(44)	32	82	(50)	32
Total Adult Learning	539	(408)	131	557	(426)	131

REVENUE BUDGET Wellbeing	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Schools Music Service *</u>						
Music Tuition	656	(33)	623	663	(33)	630
Total Schools Music Service	656	(33)	623	663	(33)	630
<u>Culture &amp; Heritage</u>						
Arts & Entertainments	1,404	(576)	828	1,368	(611)	757
Total Culture & Heritage	1,404	(576)	828	1,368	(611)	757
<u>Library Service</u>						
Library Service	1,960	(127)	1,833	1,876	(127)	1,749
Council Information Points	89	(89)	-	87	(87)	-
ICT Facilities	81	(19)	62	75	(19)	56
Total Library Service	2,130	(235)	1,895	2,038	(233)	1,805
<u>Miscellaneous Services</u>						
Bryngarw & Beach Water	1,150	(749)	401	1,037	(752)	285
Total Miscellaneous Services	1,150	(749)	401	1,037	(752)	285

\* The Music Service function will be transferred to the Children's Directorate in 2011/12



Budget 2011/12

**DIRECTORATE BUDGETS**  
Wellbeing

REVENUE BUDGET	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Wellbeing</b>						
<u>Recreation &amp; Sport</u>						
Indoor Sport & Rec Facilities *	8,971	(5,880)	3,091	8,748	(5,794)	2,954
Community Centres	324	(47)	277	327	(46)	281
Sport Dev & Community Rec	246	(64)	182	241	(59)	182
Miscellaneous Rec Activities	84	(20)	64	84	(20)	64
<b>Total Recreation &amp; Sport</b>	<b>9,625</b>	<b>(6,011)</b>	<b>3,614</b>	<b>9,400</b>	<b>(5,919)</b>	<b>3,481</b>
<b>Healthy Living</b>						
Healthy Living General	520	(8)	512	318	(6)	312
<b>Total Healthy Living</b>	<b>16,024</b>	<b>(8,020)</b>	<b>8,004</b>	<b>15,381</b>	<b>(7,980)</b>	<b>7,401</b>
<b>TOTAL CORPORATE WELLBEING</b>	<b>70,305</b>	<b>(27,401)</b>	<b>42,904</b>	<b>69,922</b>	<b>(26,395)</b>	<b>43,527</b>

\* The Indoor Sports & Recreation Facilities includes a management payment to internal contractors.



Budget 2011/12

**DIRECTORATE BUDGETS**  
Wellbeing

DETAILED CAPITAL BUDGET 2011/12

Wellbeing Directorate	BUDGET:				FUNDED BY:	
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 3 years	* BCBC Funding
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Adult Social Care</u>						
Bridgend Learning Disability Core Centre	18				18	18
Learning Disability Satellite Centres	673				673	673
Care Standards Act	145				145	145
Glan yr Afon Resources Centre	375				375	375
<b>TOTAL CAPITAL PROGRAMME</b>	<b>1,211</b>				<b>1,211</b>	<b>1,211</b>

\* These projects are totally funded using BCBC General Capital Funding



Budget 2011/12

DIRECTORATE BUDGETS  
Communities

Divisional Heads

Head of Streetscene - Richard Fletcher

Head of Regeneration and Development - Satwant Pryce



Corporate Director-  
Communities -  
Louise Fradd

Communities  
Directorate

**FOREWORD**

**Our Mission Statement :**

*“To take a balanced approach to improving the wellbeing of communities through social, physical, cultural and economic improvements, in order to achieve a safe, pleasant & sustainable environment for residents of and visitors to Bridgend County Borough.”*

The Communities Directorate brings together a wide range of services that are committed to renewing the physical, social and environmental fabric of the County Borough that is sustainable and enhances its overall economic well being.

Key to the realisation of our Mission Statement is the regeneration of our town centres and valley communities as well as paving the way to re-establish Porthcawl as a premier seaside resort. We will not forget our heritage within these improvements nor the importance of tourism to local communities.

Underpinning the improvements to the economic opportunities for the people of Bridgend County Borough, will be our drive to be a Cleaner Safer Greener Bridgend. We will continue to promote recycling and sustainable development, tackle environmental crime, as well as work with our partners to reduce crime and anti-social behaviour.

2010/11 saw the successful introduction of a new Waste Collection service in partnership with May Gurney. This has allowed us to make significant improvements in our recycling targets along with service improvements and financial savings.

The Directorate has been successful in attracting external funding of almost £20m for the next few years including funding for regeneration projects in Bridgend, Maesteg and Porthcawl, with work due to start on these 3 projects in the coming financial year.



Budget 2011/12

## DIRECTORATE BUDGETS Communities

### FOREWORD: Communities Directorate (Cont)

#### Main Challenges facing the Directorate in 2011/12

The 2011/12 budget has been prepared against a background of significant cuts in funding for public services, with the Directorate facing a cash reduction of 4.3% over the previous year's budget. Achieving this level of savings has been a challenging undertaking, with all efforts being made to protect front line services.

Against this financial background, the Directorate will be expected to meet some significant challenges in 2011/12 including:

- Addressing the levels of homelessness within the County Borough, in particular keeping to a minimum the number of people accommodated in Bed & Breakfast accommodation,
- Dealing with the possibility of future severe weather episodes, as experienced in the last two winters, with the consequential impact on the condition of our road surfaces.

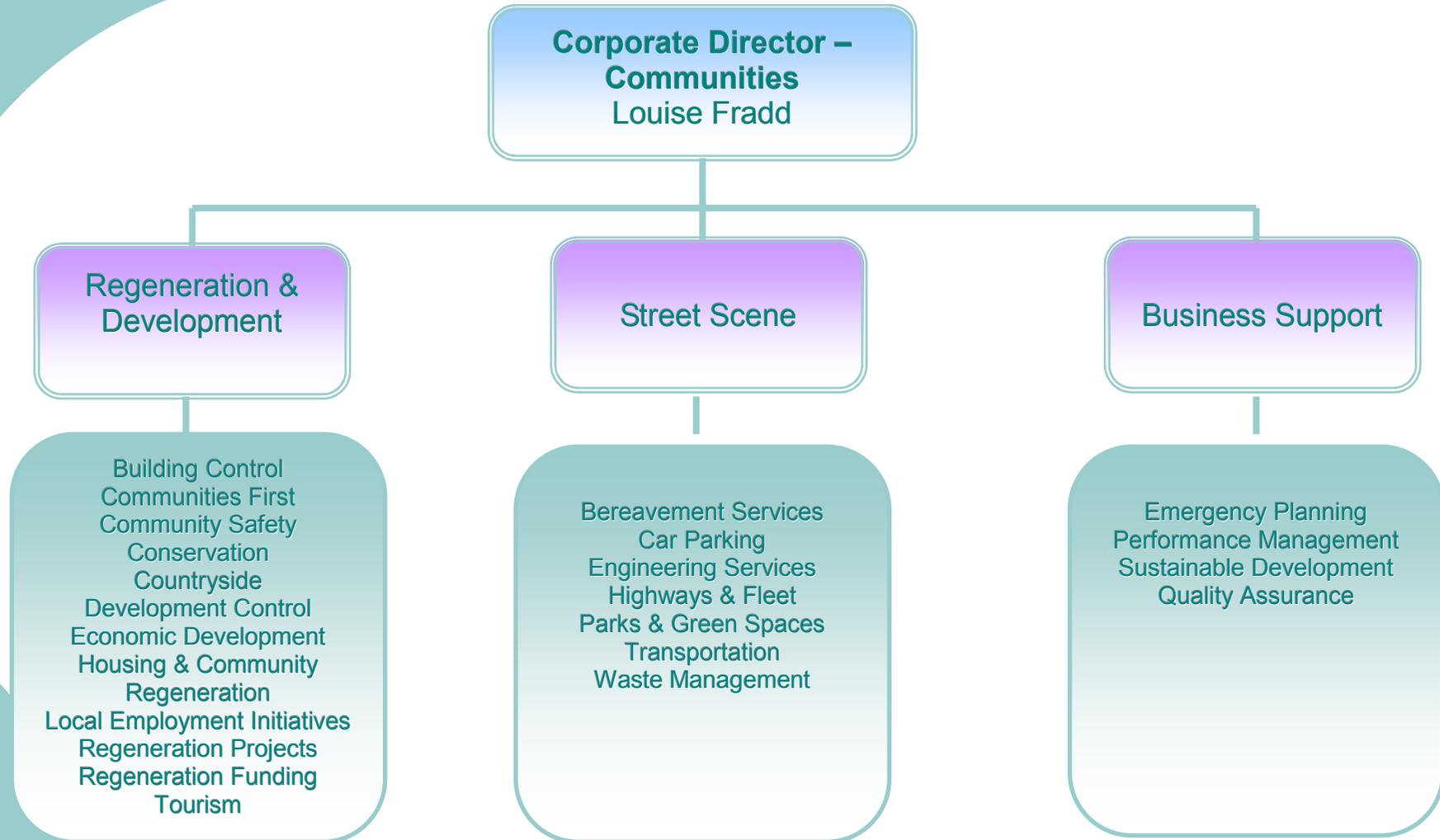
- Managing the reduction in income for services such as car parking and planning applications resulting from the economic downturn.
- Continuing to work towards meeting the WAG target of recycling 70% of all municipal waste by 2024/25.



Budget 2011/12

## DIRECTORATE BUDGETS Communities

### STRUCTURE





Budget 2011/12

**DIRECTORATE BUDGETS**  
Communities

REVENUE BUDGET	2010/11 (Revised Estimate)		
Communities	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Regeneration &amp; Development</b>			
<b>Development</b>			
Development Control	698	(726)	(28)
Development Planning	560	(55)	505
Development Technical Support	83	(5)	78
Building Control	434	(295)	139
Total Planning	1,775	(1,081)	694
<b>Housing &amp; Community Regeneration</b>			
Housing Options & Homelessness	1,431	(652)	779
Housing Strategy & Solutions	396	(52)	344
Supporting People	245	(136)	109
Communities 1st	1,624	(1,624)	-
Communities Safety	521	(426)	95
Sustainable Renewal	275	(78)	197
Total Housing & Community Regen	4,492	(2,968)	1,524
<b>Regeneration &amp; Development</b>			
Regen Projects & Built Env	683	(104)	578
Countryside & Tourism	1,233	(369)	865

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
694	(737)	(43)
578	(55)	523
101	(5)	96
394	(288)	106
1,767	(1,085)	682
1,522	(652)	870
417	(46)	371
267	(136)	131
1,793	(1,807)	(14)
524	(426)	98
273	(78)	195
4,796	(3,145)	1,651
709	(81)	628
1,067	(359)	708



Budget 2011/12

**DIRECTORATE BUDGETS**  
Communities

REVENUE BUDGET Communities	2011/12 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Regeneration &amp; Develop'mt (cont)</b>			
Regeneration Funding	243	(50)	193
Economic Development	437	(56)	381
Local Enterprise & Rural Dev	463	(244)	219
Regeneration & Develop Mgmt	124	-	124
<b>Total Regeneration &amp; Develop'mt</b>	<b>3,183</b>	<b>(823)</b>	<b>2,360</b>
<b>Total Regeneration &amp; Develop'mt</b>	<b>9,450</b>	<b>(4,872)</b>	<b>4,578</b>
<b>Street Scene</b>			
<u>Streetworks</u>			
Sewerage Services	419	(18)	401
Other Cleaning	1,842	(505)	1,337
Waste Disposal	5,840	-	5,840
Waste Collection	6,283	(4,167)	2,116
Bereavement Services	535	(335)	200
Streetworks Management	95	-	95
Total Streetworks	15,014	(5,025)	9,989

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
240	(50)	190
428	(64)	364
493	(284)	209
134	-	134
3,071	(838)	2,233
<b>9,634</b>	<b>(5,068)</b>	<b>4,566</b>
317	(18)	299
1,611	(248)	1,363
5,610	-	5,610
5,848	(3,995)	1,853
537	(393)	144
95	-	95
14,018	(4,654)	9,364



Budget 2011/12

**DIRECTORATE BUDGETS**  
Communities

REVENUE BUDGET Communities	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Highways &amp; Fleet</u>						
Highways Maintenance	4,964	(226)	4,738	5,126	(477)	4,649
Street Lighting	1,621	-	1,621	1,741	-	1,741
Highways Management	498	(197)	301	494	(197)	297
Rights of Way	389	(160)	229	312	(95)	217
Network Management	599	(424)	175	342	(424)	(82)
Highways Services (DSO)	4,382	(4,435)	(53)	4,558	(4,712)	(154)
Fleet Services	3,588	(3,625)	(37)	3,658	(3,702)	(44)
<b>Total Highways &amp; Fleet</b>	<b>16,041</b>	<b>(9,067)</b>	<b>6,974</b>	<b>16,231</b>	<b>(9,607)</b>	<b>6,624</b>
<u>Transportation &amp; Engineering</u>						
Public Transport Co-ordination	4,532	(3,397)	1,135	4,416	(3,411)	1,005
Traffic Management & Road Safety	486	(139)	347	487	(176)	311
Policy & Development	367	-	367	532	(173)	359
Client & Business	832	(1,372)	(540)	912	(1,268)	(356)
Engineering Services	842	(925)	(83)	878	(925)	(47)
<b>Total Transportation &amp; Engineering</b>	<b>7,059</b>	<b>(5,833)</b>	<b>1,226</b>	<b>7,225</b>	<b>(5,953)</b>	<b>1,272</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Communities

REVENUE BUDGET	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
Communities	£'000	£'000	£'000	£'000	£'000	£'000
<u>Parks &amp; Open Spaces</u>						
Parks & Playing Fields	630	(93)	537	605	(93)	512
Ground Maintenance Operation	2,083	(698)	1,385	2,064	(698)	1,366
Outdoor Leisure	256	-	256	156	-	156
Community Parks & Open Spaces	105	-	105	90	-	90
Total Parks & Open Spaces	3,074	(791)	2,283	2,915	(791)	2,124
<u>Street Scene Mgmt &amp; Admin</u>						
Streetscene Support	230	-	230	248	-	248
Total Street Scene Mgmt & Admin	230	-	230	248	-	248
<b>Total Street Scene</b>	<b>41,418</b>	<b>(20,716)</b>	<b>20,702</b>	<b>40,637</b>	<b>(21,005)</b>	<b>19,632</b>
<u>Directorate Support</u>						
Resilience (Emergency Planning)	93		93	84	-	84
Business Unit	464	(9)	455	441	(9)	432
Total Directorate Support	557	(9)	548	525	(9)	516
<b>TOTAL COMMUNITIES</b>	<b>51,425</b>	<b>(25,597)</b>	<b>25,828</b>	<b>50,796</b>	<b>(26,082)</b>	<b>24,714</b>



**Budget 2011/12**

**DIRECTORATE BUDGETS  
Communities**

\* Other funding includes external grants e.g. Heritage Lottery Fund, EU & Section 106. These figures are subject to change as financial profiles are amended.

**DETAILED CAPITAL BUDGET 2011-12**

Communities Directorate	BUDGET:					FUNDED BY:				
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 4 years	BCBC Funding	WAG Funding	* Other	Prudential Code Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Street Scene</u></b>										
Highways Maintenance (Capitalised Repairs)	250	250	250	250	1,000	1,000				1,000
E&P Transportation Minor Works (Capitalised Repairs)	200	200	200	200	800	800				800
Bridge Renewal	210				210				210	210
Cycle Route Bridgend Day Centre	30				30			30		30
Residents Parking Bridgend Town Centre	152				152	152				152
Llynfi Valley Cycle Network	141				141		141			141
<b><u>Regeneration &amp; Development</u></b>										
Special Regeneration Funding	747	480	380	560	2,167	2,167				2,167
Bridgend Townscape Heritage Initiative	115	115			230		40	190		230
Bridgend Town Centre	1,281	3,397	3,348	579	8,605	490	4,182	3,933		8,605
Maesteg Town Centre Regeneration	1,125	942	33		2,100	313		1,787		2,100
South East Wales Local Inv Fund	362				362			362		362
<b>Sub- Total</b>	4,613	5,384	4,211	1,589	15,797	4,922	4,363	6,302	210	15,797



**Budget 2011/12**

**DIRECTORATE BUDGETS  
Communities**

\* Other funding includes external grants e.g. Heritage Lottery Fund, EU & Section 106. These figures are subject to change as financial profiles are amended.

**DETAILED CAPITAL BUDGET 2011-12 (Cont)**

Communities Directorate	BUDGET:					FUNDED BY:				
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 4 years	BCBC Funding	WAG Funding	* Other	Prudential Code Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Regeneration &amp; Development</u>										
<b>Sub-Total B/fwd</b>	4,613	5,384	4,211	1,589	<b>15,797</b>	4,922	4,363	6,302	210	<b>15,797</b>
Porthcawl Watersports Centre	3,100				<b>3,100</b>	1,780		1,320		<b>3,100</b>
Housing Reserved Schemes	100	100	100	100	<b>400</b>	400				<b>400</b>
Mandatory Disabled Facilities Grant	2,900	2,900	2,900	2,900	<b>11,600</b>	11,600				<b>11,600</b>
<b>TOTAL CAPITAL PROGRAMME</b>	10,713	8,384	7,211	4,589	<b>30,897</b>	18,702	4,363	7,522	210	<b>30,897</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

Assistant Chief Executive Performance  
- David MacGregor

Head of ICT & Property  
-David Sutherland

Assistant Chief Executive Legal & Regulatory Services  
- Andrew Jolley

Head of Human Resources & Organisational Development  
- Sarah Kingsbury

**FOREWORD**

A characteristic of high performing authorities is a strong corporate centre which promotes good governance and supports service delivery. There are four main corporate functions which are the responsibility of two Assistant Chief Executive Officers and Heads of Service.

The Assistant Chief Executive Officer – Performance also has functional responsibility for supporting the Local Services Board (LSB) and Electoral Services.

**Financial Services**

The services provide strategic and operational support service to a variety of internal customers ranging from elected Members and Directors to officers responsible for service delivery. Front line services are also provided to housing benefits, council tax, business rates and adult social care financial assessments. It also plays a key role in safeguarding resources by ensuring compliance with financial and procurement procedure rules and accounting standards.

The main challenges for the services over the next three years are:

- To provide robust financial and procurement advice to Directorates to facilitate the delivery of the Council’s Medium Term Financial Plan.
- To address proposals outlined in the Welfare Benefit Reform Bill
- To evaluate shared service and collaborative opportunities

**Human Resources and Organisational Development**

The services provide support and advice to all Directorates on human resource and organisational development issues, including performance, communications, equalities and policy development.

The main challenges include:

- Implementing Job Evaluation/ new Pay and Grading Structure
- Improving performance across the organisation
- Implementing a Workforce Development Plan
- Delivering the Corporate Plan



Budget 2011/12

## DIRECTORATE BUDGETS Corporate Functions

### FOREWORD: (Cont)

#### ICT & Property

The ICT and Property service brings together central support services for ICT to Directorates and the corporate responsibility for the management of the Council's physical assets, alongside the delivery of services to the customer. These services have a key role in helping the Council to improve the way it works to ensure effective and efficient use of our financial, technological, physical and human assets.

The main challenges include:

- Delivering the ICT Strategy
- Implementing the Asset Management Plan
- Realising Capital Receipts
- Delivering the Customer Charter

#### Legal and Regulatory Services

Legal & Regulatory provides central support services to the Authority and frontline services to the public. In 2011/12 service delivery will be restructured as a result of budget pressures. The coming year will present significant challenges for the department particularly with changes required by new legislation and the increasing demands on the Authorities' central services. However, the department is well placed to meet these demands with its established performance management culture and external accreditation.

The main challenges include:

- To maintain service delivery and probity within the Authority.
- To build upon innovative service delivery models
- To deliver shared service arrangements for Trading Standards



Budget 2011/12

## DIRECTORATE BUDGETS Corporate Functions

### STRUCTURE

#### Financial Services & Human Resources & Organisational Development

##### Financial Services

- ~ Accountancy & Financial Mgmt
- ~ Treasury Mgmt
- ~ Budget Strategy
- ~ Revenues & Benefits
- ~ Internal Audit
- ~ Exchequer & Insurance Services
- ~ Procurement

##### Human Resources & Organisational Development

- ~ Policy & Performance Mgmt
- ~ Electoral Services
- ~ Human Resources
- ~ Communications & Marketing

#### Legal & Regulatory Services

- ~ Legal Services
- ~ Monitoring Officer
- ~ Trading Standards
- ~ Consumer Advice
- ~ Environmental Health
- ~ Democratic Services
- ~ Scrutiny
- ~ Licensing & Registration
- ~ Registrars Services
- ~ Mayoral Service
- ~ Member Services
- ~ Corporate Complaints

#### ICT & Property

- ~ ICT Services
- ~ Contact Centre
- ~ CCTV
- ~ Facilities Mgmt (Central Offices)
- ~ Building Cleaning
- ~ Building Maintenance
- ~ Property/Asset Mgmt
- ~ Architectural Services



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

\* Scrutiny function transferred to Legal & Regulatory Services in 2011/12

REVENUE BUDGET	2010/11 (Revised Estimate)			2011/12		
	Expenditure	Income	Net	Expenditure	Income	Net
Financial Services, Human Resources & Organisational Development	£'000	£'000	£'000	£'000	£'000	£'000
Senior Mgmt & Business Support	706	(6)	700	734	(6)	728
<b>Financial Services</b>						
Accountancy	2,866	(268)	2,598	2,698	(282)	2,416
Payments to HB Claimants	45,031	(44,870)	161	44,834	(44,871)	(37)
Revenues & Benefits Admin	2,080	(1,955)	125	2,069	(1,824)	245
Internal Audit	443	(26)	417	441	(25)	416
Exchequer Services & Insurance	2,280	(1,524)	756	2,276	(1,534)	742
Procurement	396	(13)	383	396	(13)	383
Bank Charges, Audit Fees & Cont to Vol Orgs	962	-	962	953	-	953
Former MGCC Pension Costs	360	-	360	360	-	360
<b>Financial Services Total</b>	<b>54,418</b>	<b>(48,656)</b>	<b>5,762</b>	<b>54,027</b>	<b>(48,549)</b>	<b>5,478</b>
Scrutiny *	178	-	178	-	-	-
Electoral Services	397	(183)	214	359	(183)	176
<b>Other Corporate Functions Total</b>	<b>575</b>	<b>(183)</b>	<b>392</b>	<b>359</b>	<b>(183)</b>	<b>176</b>
<b>Human Resources &amp; Organisational Development</b>						
Human Resources	2,948	(412)	2,536	2,803	(412)	2,391
Policy & Performance Management	384	(50)	334	377	(50)	327
Communications & Marketing	554	(37)	517	484	(37)	447
	<b>3,886</b>	<b>(499)</b>	<b>3,387</b>	<b>3,664</b>	<b>(499)</b>	<b>3,165</b>
<b>TOTAL : FINANCIAL SERVICES &amp; HUMAN RESOURCES</b>	<b>59,585</b>	<b>(49,344)</b>	<b>10,241</b>	<b>58,784</b>	<b>(49,237)</b>	<b>9,547</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

**DETAILED CAPITAL BUDGET 2011/12**

Financial Services, Human Resources & Organisational Development	BUDGET:				FUNDED BY:			
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 4 years	BCBC Funding	Prudential Code	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Financial Services</u>								
Community Projects	110	57	54	54	275			
<b>TOTAL CAPITAL PROGRAMME</b>	110	57	54	54	275			

REVENUE BUDGET	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>Legal &amp; Regulatory Services</b>			
<b>Legal &amp; Regulatory Services</b>			
Legal Services	2,619	(337)	2,282
Democratic Services	1,629	(2)	1,627
Environmental Health Services	1,195	(42)	1,153
Trading Standards	1,083	(540)	543
Scrutiny *			
Public Protection Mgmt	86	-	86
<b>Area of Service Total</b>	<b>6,612</b>	<b>(921)</b>	<b>5,691</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
2,332	(224)	2,108
1,598	(2)	1,596
1,189	(42)	1,147
1,059	(524)	535
178	-	178
86	-	86
<b>6,442</b>	<b>(792)</b>	<b>5,650</b>

\* Scrutiny services transferred from Corporate Development & Partnerships



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

REVENUE BUDGET	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>ICT &amp; Property</b>			
<u>ICT &amp; Property</u>			
<u>Property</u>			
Misc property	683	(665)	18
Property Income	418	(1,123)	(705)
Property Admin	788	(77)	711
V2C Income	2	(52)	(50)
<b>Total Property</b>	<b>1,891</b>	<b>(1,917)</b>	<b>(26)</b>
<u>Building Services</u>			
Building Main DSO	3,126	(3,160)	(34)
Building Main Client & Admin	933	(381)	552
Building Cleaning	1,024	(1,082)	(59)
Architect & Design	1,167	(1,281)	(113)
<b>Total Building Services</b>	<b>6,250</b>	<b>(5,904)</b>	<b>346</b>
<b>TOTAL PROPERTY</b>	<b>8,141</b>	<b>(7,821)</b>	<b>320</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
684	(665)	19
416	(1,123)	(707)
725	(77)	648
-	(52)	(52)
<b>1,825</b>	<b>(1,917)</b>	<b>(92)</b>
3,082	(3,122)	(40)
909	(382)	527
1,024	(1,083)	(59)
1,023	(1,136)	(113)
<b>6,038</b>	<b>(5,723)</b>	<b>315</b>
<b>7,863</b>	<b>(7,640)</b>	<b>223</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

REVENUE BUDGET	2010/11 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<b>ICT &amp; Property</b>			
<b>ICT &amp; Customer Contact</b>			
<u>ICT</u>			
Systems & Applications	2,019	(55)	1,964
Infrastructure & Support	2,829	(524)	2,305
Total ICT & Customer Contact	4,848	(579)	4,269
<u>Customer Contact &amp; Facilities</u>			
Customer Contact & CCTV	922	(3)	919
Facilities Management	1,960	(152)	1,808
Total Customer Contact & Facilities	2,882	(155)	2,727
<u>Centre of Excellence</u>			
Centre of Excellence	134	-	134
Total Centre of Excellence	134	-	134
<b>Total ICT &amp; Customer Contact</b>	<b>7,864</b>	<b>(734)</b>	<b>7,130</b>
<b>TOTAL ICT &amp; PROPERTY</b>	<b>16,005</b>	<b>(8,555)</b>	<b>7,450</b>

2011/12		
Expenditure	Income	Net
£'000	£'000	£'000
1,847	-	1,847
2,701	(487)	2,214
4,548	(487)	4,061
878	(3)	875
1,990	(152)	1,838
2,868	(155)	2,713
134	-	134
134	-	134
<b>7,550</b>	<b>(642)</b>	<b>6,908</b>
<b>15,413</b>	<b>(8,282)</b>	<b>7,131</b>



Budget 2011/12

**DIRECTORATE BUDGETS**  
Corporate Functions

**DETAILED CAPITAL BUDGET 2011/12**

ICT & Customer Care & Property	BUDGET:				FUNDED BY:			
	Gross Budget 2011/12	Gross Budget 2012/13	Gross Budget 2013/14	Gross Budget 2014/15	Total 4 years	BCBC Funding	Prudential Code	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Property</u>								
Minor Works	1,200	911	840	840	3,791			
Design & Supervision Programme –Old schemes	214	200	200	200	814			
<u>ICT &amp; Customer Contact</u>								
Investment in ICT (Information Communication Technology)	500				500			
<b>TOTAL CAPITAL PROGRAMME</b>	1,914	1,111	1,040	1,040	5,105			



**BCBC** –Bridgend County Borough Council

**Borrowing:**

**Supported** – This is the amount of borrowing that is supported either fully or in part by the Welsh Assembly Government.

**Unsupported-** That which is to be met entirely by the Council Tax payer.

**Budget**

This is the statement defining the Council’s financial plans over a specified period of time, usually a year.

**Capital Expenditure**

The definition for capital purposes is set out in section 16 of the 2003 Local Government Act, which states that expenditure must be capitalised in accordance with proper practices.

Expenditure that can be capitalised will include:

1. The acquisition, reclamation, enhancement or the laying of land;
2. The acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures;
3. The acquisition, installation or replacement of moveable plant or immovable plant, machinery and vehicles;
4. The acquisition of share capital or loan capital in any body corporate
5. Works intended to increase substantially the thermal insulation of a building

6. Acquisition or preparation of a computer programme.

**Capital Financing**

The revenue cost of financing capital expenditure. It includes principal & interest payment on external long-term borrowing, debt management expenses, leasing payments and capital charges. Capital charges are made up of depreciation (based on the useful life of the asset) and an interest charge based on the valuation of the asset.

**Capital Grants:**

**Specific-** A grant that is received either from Central Government or other external organisations for example, the Welsh Assembly Government , to finance expenditure on a specific capital scheme.

**General** - Grant received from the Welsh Assembly Government to spend on capital scheme(s) that the authority deems appropriate/necessary.

**Capital Receipts**

This is the income from the sale of capital assets. It can be used to finance new capital schemes, but cannot be used to finance revenue expenditure.

**Community Councils** are the most local official representative bodies in Wales, of which members are chosen every four years to represent the entire community council area.



**Council Tax**

This is the source of local taxation to the authority. Council tax is levied on households within its area by the billing authority, and includes council tax for Police authorities and Community Councils as well as the authority's own Council tax levy. The proceeds are used for distribution to precepting authorities, and for use by its own general fund.

**CRB** – Criminal Records Bureau

**CYP** – Children & Young Persons

**Earmarked Reserve**

These are reserves set aside for a specific purpose.

**Estimates**

These are the amounts, which are expected to be spent or received as income, during an accounting period.

**Income**

All income generated by a service from external sources together with internal recharges.

**LAC** – Looked After Children

**LSCB** – Local Safeguarding Children Board

**Net Expenditure**

Gross expenditure less specific service income.

**National Non Domestic Rate (NNDR)**

A means by which local businesses contribute to the cost of local authority services. NNDR is collected by billing authorities on behalf of WAG and is then redistributed among all local authorities and police authorities on the basis of Standard Spending Assessment and population. They are also known as 'Business Rates'.

**Precept**

A levy made by precepting authorities on billing authorities, requiring the latter to collect income from council tax payers on their behalf.

**Prudential Code Borrowing**

Borrowing over and above that supported by the Welsh Assembly Government which the authority determines that it can afford to repay either from savings generated from the investment or from Council Tax.

**EU**

European Union Funding Programme

**Revenue Support Grant (RSG)**

General grant paid by the Welsh Assembly Government to local authorities.

**Reserves**

These are sums set aside to meet future expenditure. They may be earmarked to fund specific expenditure or be held as general reserves to fund non specific future expenditure.

**S106**

A Section 106 Agreement is a legal agreement between the Planning Authority and the applicant/developer and any others that may have an interest in the land.

**Slippage**

A change in the timing of expenditure on capital schemes, which results in capital payments falling in different financial years, usually later than originally planned.

**WAG - Welsh Assembly Government**

Further Information: The information contained in this Budget Book can also be made available in Welsh, upon request