

CONTENTS

	Page No
Foreword & Introduction	
1. Budget Setting Process	1-4
2. Budget 2015-16 – Overview	5-8
3. Council Tax Levels	9-11
4. Budget Summary	
a. Revenue Budget (Net)	12
b. Capital Programme Summary	13-14
5. Directorate Budgets – Revenue & Capital	
a. Education & Transformation (formerly Children’s)	15-22
b. Social Services & Wellbeing (formerly Well-being)	23-30
c. Communities	31-40
d. Legal & Regulatory Services	41-43
d. Resources & Corporate Functions	
- Finance & ICT, Human Resources & Organisational Development, Customer Services, & Property (Built Environments & Property Estates)	44-50
- CEO Unit	
6. Glossary	51-54



Budget 2015-16 & Medium Term Financial Strategy

FOREWORD

Welcome to Bridgend County Borough Council's budget book which sets out the 2015-16 Revenue Budget and Capital Programme. It is published for the use by directorates, elected members and the general public.

All across the UK, councils are facing unprecedented challenges in the face of reduced Government funding and increased demands on essential services. Here in Wales, the Welsh Government has advised local authorities to anticipate reductions in funding which will impact the way in which services are delivered in future. By 2014-15 the Council has had to make savings of more than £27 million due to reductions in funding from national government and a fall in our income from fees, charges and our investments. The difficult financial position is set to continue for a number of years to come and in our Medium Term Financial Strategy we estimate that between 2015-16 and 2018-19, we will have to make further savings of up to £48.8 million. Budget cuts of this scale present the Council with a significant challenge that will require us to make many difficult decisions about what services can be maintained and what cannot. Obviously we want to minimise the impact of reduced funding on the services that we provide to our citizens. We are, therefore, committed to finding more than half our savings from within the Council by maximising the use of the resources that will be available to us. The other half will have to come from changes to our policies and the way some services are delivered, as well as reducing or withdrawing some of the services we currently provide. As a large proportion (69%) of the council's budget relates to staff pay costs, it is inevitable that any decrease in service area budgets will lead to a significant reduction in the council's workforce.

Bridgend County Borough Council recently undertook a budget consultation to gain residents and stakeholder's views on the above proposals, which are being duly considered. We are committed to working closely with the community to minimise the impact of the budget cuts

The net cost of services provided by the Council in 2015-16 is £252.201 million, a reduction of £2.930 million compared to 2014-15. The reduction in funding for Bridgend from Welsh Government is -3.4%. However, the true reduction is -3.6% because of the way Welsh Government has treated the additional funding for social care.

The budget includes an allocation of £3.3 million to meet inescapable budget pressures, including those for direct payments, adoptions, waste management and those arising as a result of changes in capital funding regulations. In addition £3.6 million has been allocated for specific price inflation, changes to pension legislation and employer pension contributions over the period covered by the Medium Term Financial Strategy. To achieve a balanced budget the Council's budget includes savings proposals of £11.2 million. One of the Council's key principles in developing its Medium Term Financial Strategy is to meet its statutory obligations and direct its resources towards its corporate improvement priorities. The Welsh Government has re-affirmed its commitment to continue to protect school budgets for 2015-16 and this has meant that a greater proportion of budget savings fall on other services.

INTRODUCTION

Budget 2015-16 & Medium Term Financial Strategy 2016-17 to 2018-19

The Budget and Council Tax for 2015-16 was approved by Council on the 25 February 2015. The Medium Term Financial Strategy included indicative budgets for 2016-17 to 2018-19.

This budget book provides an overview of the Council's Revenue Budget for 2015-16 and outline proposals for 2016-17 to 2018-19. It also includes the Capital Programme for 2015-16 to 2024-25 and detailed revenue and capital budgets for Directorates for 2015-16.

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. The last official census identified the borough having a population of approximately 139,178, an increase of 8.2% since the previous census of 2001. Its land area of 28,500 hectares stretches 20km from east to west and occupies the Llynfi, Garw and Ogmere valleys. The largest towns are Bridgend, Maesteg and the seaside resort of Porthcawl .

Budget 2015-16 – An Overview

The Council has approved a final net budget of £252.201 million for 2015-16, and an overall average band D council tax increase of 4.8%.

Reports on the draft revenue budget proposals outlining inescapable budget pressures and budget savings proposals and the impact for BCBC were presented to Cabinet on 9 December 2014 and the final budget was approved by Council on the 25 February 2015 .

The Final Local Government Settlement for 2015-16 was published on 10 December 2014. The reduction in funding for Bridgend from Welsh Government (after allowing for transfers into the settlement) is -3.4%. However, it does not recognise the additional funding of £10 million for social care in the settlement. When this is taken into account, the average reduction across Wales is -3.6% and -3.6% for Bridgend. This is a reduction of £134,000 on the Provisional Settlement because of minor changes to data sets and the use of the updated council tax base for 2015-16.

The Minister has given no indication of the figures for 2016-17 onwards, but in view of current economic and fiscal projections and in the absence of other information, the most likely scenario in the Medium Term Financial Strategy (MTFS) is predicated on an assumption that the Aggregate External Finance will reduce by 4.5% for 2016-17, 2017-18 and 2018-19. Based on these assumptions the total recurrent reductions required from 2016-17 to 2018-19 amount to £37.6 million.

Development of the Capital Programme has followed the MTFS principles and reflect the Welsh Government capital settlement for 2015-16. No indicative allocations have been provided for 2016-17, so for now it is assumed that the level of funding will remain constant for years after 2015-16.

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

Link to Corporate Improvement Priority	Resources Allocated
Helping the vulnerable & older people to stay independent	<ul style="list-style-type: none"> • £800,000 to support the current review in relation to sleep-in arrangements, which may result in a cost pressure. • £400,000 to meet the upward trend of 'direct payments' for service users who prefer to exercise their own choice and purchase their own care arrangements. • £120,000 towards the costs of clients who had to be relocated to other provisions at a higher cost following the withdrawal of a private residential provider. • £70,000 towards increasing need for specialist and non specialist residential placements. As a result of the rising incidence of mental health problems.
Supporting children and families by helping them to deal with their problems as early as possible	<ul style="list-style-type: none"> • £112,000 one off funding towards the Safeguarding service to ensure continuity of service provision prior to the review of the structure. • £292,000 one off funding towards the increased costs of the Adoption Service. As the service goes forward the costs are anticipated to reduce.
Other Business As Usual (OBAU)	<ul style="list-style-type: none"> • £622,000 to fund the budget pressure on revenue accounts following new guidance published by CIPFA in respect of the removal of the general and overhead charges included within the charge out rates for some internal staff costs. • £320,000 one off funding required to meet the increased disposal costs for residual (black bag) waste, which has increased in line with other economic indicators around waste.

The following table provides a summary of the allocation of the overall budgeted net expenditure of £252.201 million for 2015-16:

	2014-15 Revised Budget £'000	Specific Grant Transfers from WG £'000	School Protection £'000	Pension Changes £'000	Pay/Prices / Demographics (1) £'000	Inescapable Budget Pressures £'000	Budget Reduction Proposals £'000	2015-16 Budget £'000
Education & Transformation	22,207	353	-	69	341	-	(2,281)	20,689
Schools	84,748	-	508	-	-	-	(170)	85,086
Adult Social Care	40,438	483	-	78	1,580	1,398	(2,787)	41,190
Safeguarding	18,381	(12)	-	20	157	-	(470)	18,076
Sport, Play & Active Wellbeing	2,978	-	-	4	85	-	(277)	2,790
Communities	26,570	-	-	133	455	243	(2,488)	24,913
Resources	14,746	-	-	53	333	693	(1,153)	14,672
Legal & Regulatory Services	6,532	(22)	-	14	83	-	(554)	6,053
Service Expenditure Total	216,600	802	508	371	3,034	2,334	(10,180)	213,469
Capital Financing	10,515	-	-	-	-	-	(200)	10,315
Levies	7,030	-	-	-	-	-	(102)	6,928
Repairs & Maintenance	1,150	-	-	-	-	-	(50)	1,100
CTR Scheme	13,825	-	-	-	622	-	(193)	14,254
Pension Related Costs	1,361	-	-	(171)	-	-	-	1,190
Insurance Premiums	1,737	-	-	-	-	-	(100)	1,637
Corporate Budgets	2,913	(61)	-	-	(80)	936	(400)	3,308
Total Net Revenue Budget	255,131	741	508	200	3,576	3,270	(11,225)	252,201

- (1) Price inflation has been allocated to service budgets and includes provision for contractual increases in business rates, food costs, energy costs and other commitments. In addition, provision has been made for the proposed increases in employer pension contributions from 1 April 2015. Further details can be obtained from the Council Report of the 25 February 2015 which provides supplementary details on the pressures and budget reductions approved and details of indicative budgets for 2015-16 to 2018-19.

The table below shows how the 2015-16 budget allocations contribute to corporate improvement priorities and support core business (business as usual).

Budget 2015-16 Corporate Improvement Priorities			
Directorate	Corporate Improvement Priorities £000	Core Business £000	Total £000
Education & Transformation	18,492	2,197	20,689
Schools	84,916	170	85,086
Adult Social Care	38,397	2,793	41,190
Safeguarding	17,606	470	18,076
Sports, Play & Active Wellbeing	2,513	277	2,790
Communities	10,838	14,075	24,913
Legal & Regulatory	3,835	2,218	6,053
Resources	(1,021)	15,693	14,672
Corporate Budgets	-	38,732	38,732
Net Budget Requirement	175,576	76,625	252,201

MTFS 2015-16 Onwards

This section provides information on the proposed Medium Term Financial Strategy (MTFS) for the Council for the next four financial years. The purpose of the MTFS is to articulate 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. The MTFS planning assumptions for 2016-17, 2017-18 and 2018-19 are based on a reduction in AEF of 4.5% and an assumed increase in council tax of 4.5% each year. However, these assumptions, together with forecast pressures and risks are all subject to change. This means that council tax levels going forward cannot be planned with certainty. Recognising this uncertainty, the MTFS has been developed taking into account possible resource envelope scenarios (worst, best and most likely) based on a relatively wide range for possible settlements and council tax levels in future years.

The MTFS is predicated on the Most Likely Scenario of a budget gap of £48.8m. The table below shows the savings requirement to fund the budget gap for the period 2015-16 to 2018-19 after applying an assumed increase in council tax of 4.5% each year.

++MTFS Potential Net Savings Requirement Scenarios

	2015-16 Savings Requirement £'000	2016-17 Savings Requirement £'000	2017-18 Savings Requirement £'000	2018-19 Savings Requirement £'000	Total Savings Requirement £'000
Best Scenario	11,225	10,738	9,647	9,347	40,956
Most Likely scenario	11,225	13,566	12,263	11,763	48,817
Worst Scenario	11,225	16,394	14,794	14,021	56,434

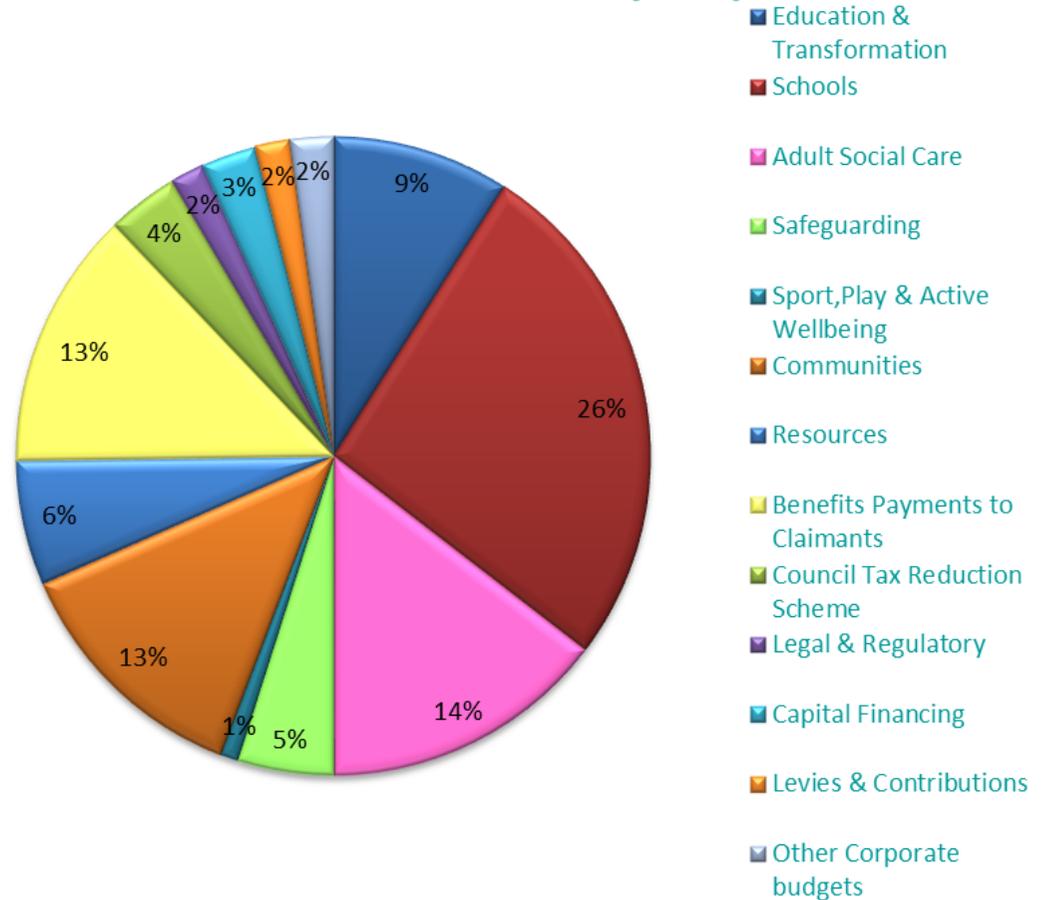
++Further details can be obtained from the Council Report of the 25 February 2015 which provides additional information on managing within the MTFS resources envelope.

Gross Revenue budget 2015-16

Where the Money Is Spent:

Service Areas	2015-16 £M
Education & Transformation	35.408
Schools	102.924
Adult Social Care	57.033
Safeguarding	19.068
Sport, Play & Active Wellbeing	3.731
Communities	49.355
Resources	24.764
Benefit Payments to Claimants	51.071
Council Tax Reduction Scheme	14.254
Legal & Regulatory Services	6.790
Capital Financing	10.815
Levies & Contributions	6.928
Other budgets	8.676
Gross Revenue Budget	390.817

2015-16 Where the Money Is Spent



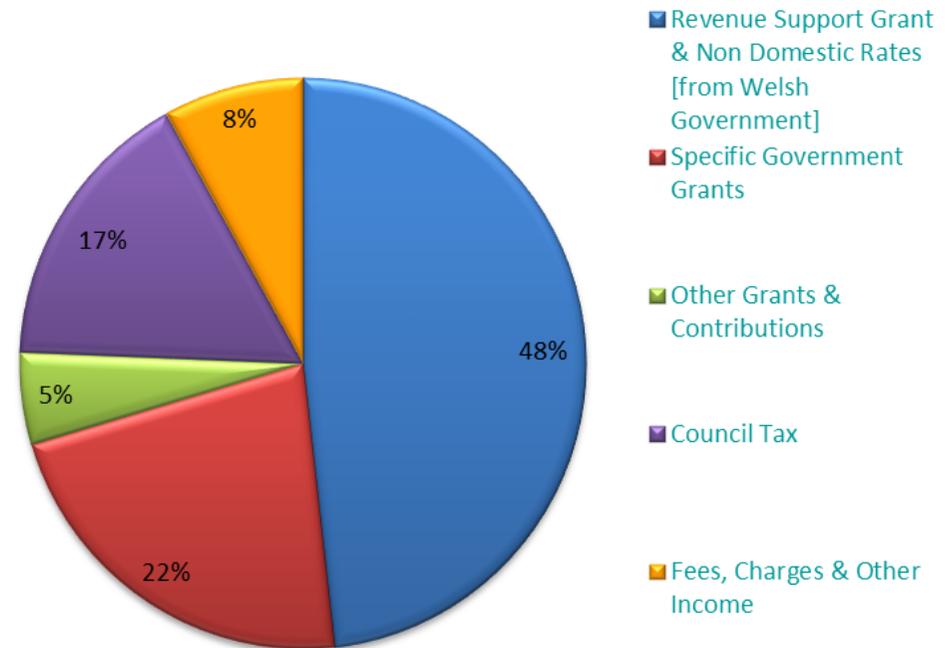
Gross Revenue budget 2015-16

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

Where the Money Comes From:

Source	2015-16 £M
Revenue Support Grant & Non Domestic Rates [from Welsh Government]	188.409
Specific Government Grants	86.760
Other Grants, Reimbursements & Contributions	20.446
Council Tax	63.792
Fees, Charges & Other Income	31.410
Gross Revenue Budget	390.817

2015-16 Where the Money Comes From

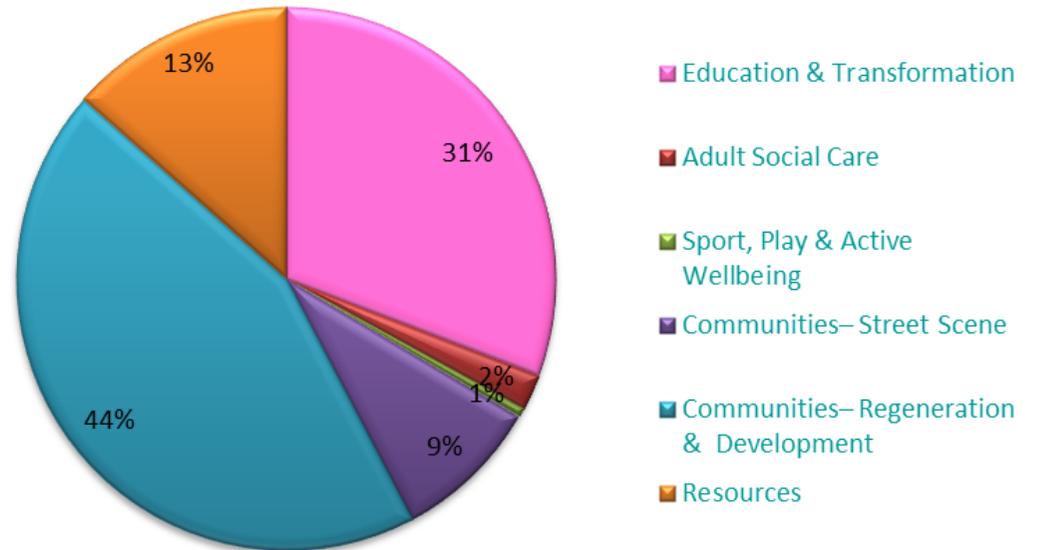


Capital Programme 2015-16

Planned investment over the next few years focuses on the 21st Century schools programme, highways infrastructure and regeneration of our town centres. The following table shows the services benefiting from capital expenditure in 2015-16:

Services	2015-16 £M
Education & Transformation	11.204
Adult Social Care	0.784
Sport, Play & Active Wellbeing	0.200
Communities– Street Scene	3.214
Communities– Regeneration & Development	16.122
Resources	4.917
TOTAL	36.441

Services Benefitting from Capital Programme in 2015-16



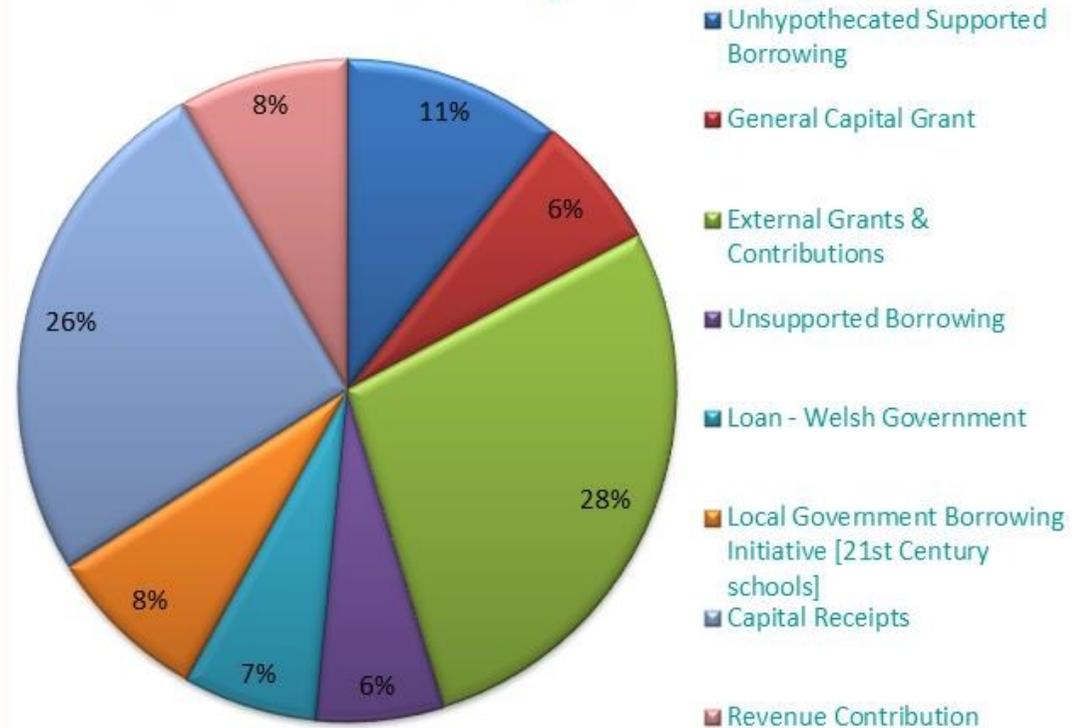
Capital Programme 2015-16

In addition to the money spent on day-to-day costs of running services, the Council invests significant amounts in its capital programme to ensure that its buildings and infrastructure can support service delivery. The following table shows the sources of capital funding:

Source of Funds for Capital Programme:

Service Areas	2015-16 £M
Unhypothecated Supported Borrowing	3.909
General Capital Grant	2.379
External grants & contributions	10.196
Unsupported Borrowing	2.297
Loan - Welsh Government	2.400
Local Government Borrowing Initiative [21st Century schools]	2.883
Capital Receipts	9.322
Revenue Contribution	3.055
TOTAL	36.441

2015-16 Sources Of Capital Funding



Council Tax

The council tax bill for 2015-16 financial year (1 April 2015 to 31st March 2016) is made up of charges from Bridgend County Borough Council, the Police & Crime Commissioner for South Wales and Community Councils. The Council collects council tax on behalf of the other two bodies. The monies collected are then paid over to the relevant bodies in line with the amount they have included in their budget to be charged to households in the county borough of Bridgend. In 2015-16 the amounts making up the council tax are £10.207 million for the Police & Crime Commissioner for South Wales, £1.737 million for Community Councils and £63.792 million for Bridgend County Borough Council .

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

Bridgend County Borough Council	2014-15 £	2015-16 £
Net Council Tax Base (Band D Equivalent)	50,566.20	51,071.48
Total Net Expenditure	255,131,000	252,201,218
Less:		
Revenue Support Grant (RSG)	150,943,439	148,001,598
NNDR Distribution	43,919,218	40,407,767
Amount collected from Council Tax	60,268,343	63,791,853

Average Band D Council Tax

The amount to be raised from council tax for Bridgend County Borough Council is then converted into the charge for a Band D dwelling by dividing the net expenditure not met by RSG and NNDR by the council tax base. The council tax base for Bridgend for 2015-16 is 51,071.48, which gives a band D council tax of £1,249.07, as detailed in the following table:

Bridgend County Borough Council Tax	
=	<u>Amount Collected from Council Tax</u>
	Council Tax Base
=	<u>63,791,853</u>
	51,071.48
=	£1,249.07 (Band D)

The following table details the total to be raised from council tax for a Band D property:

Build up of Total Band D Council Tax for Bridgend	2014-15	2015-16	£ Increase	% Increase
Council Tax requirement	£60.268m	£63.792m		
Taxbase (number of properties tax to be collected from)	50,566	51,071		
County Borough Council Tax	£1,191.87	£1,249.07	£57.20	1.8%
Average Community Council	£31.12	£34.01	£2.89	9.3%
Police & Crime Commissioner for South Wales	£190.34	£199.86	£9.52	5%
Combined Average Band D Council Tax	£1,413.33	£1,482.94	£69.61	4.93%

Band D Council Tax

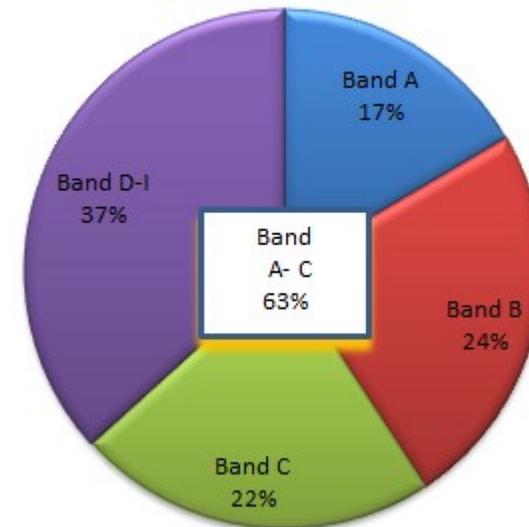
The charges per Band D property are then converted into a charge based on the historic property values at 1 April 2003. This is known as the 'valuation date'. The set date ensures that all properties are assessed as at a fixed point in time, ensuring a fairer system for everyone. Properties are allocated to bands by the Valuation Office Agency (VOA), an independent agency which is not part of the Council. Since 2005 council tax has been calculated by using nine valuation bands (bands A to I) that were established in 2005 using 2003 house values. If the property was not built or converted until after 1 April 2003, the band is based on the value the property would have had if it had been built in 2003. Each band has a range of property values. The amount of Council Tax that you pay depends on the Valuation band of the property you live in and the community in which the property is located.

For Band A properties, which account for just over 16% of properties in Bridgend County Borough Council (BCBC), the council's element of Council tax is £832.71. In addition there is a Community Council charge depending on the locality of the dwelling and a charge collected on behalf of the Police & Crime Commissioner for South Wales (PCC).

63% of properties in Bridgend County Borough pay less than the 'Band D equivalent' which is the band commonly used to compare levels of Council Tax across Authorities.

Band	Value at 1.4.2005	Ratio	Number of Dwellings	% of dwelling in band	BCBC Council Tax 2015-16 £
A	Up to £44,000	6/9	10,343	16.59%	832.71
B	£44,001 to £65,000	7/9	15,058	24.15%	971.50
C	£65,001 to £91,000	8/9	14,068	22.56%	1,110.28
D	£91,001 to £123,000	9/9	9,871	15.83%	1249.07
E	£123,001 to £162,000	11/9	7,166	11.49%	1,526.64
F	£162,001 to £223,000	13/9	4,060	6.51%	1,804.21
G	£223,001 to £324,000	15/9	1,405	2.25%	2,081.78
H	£324,001 to £424,000	18/9	279	0.45%	2,498.14
I	£424,001 and over	21/9	103	0.17%	2,914.50

% of Dwellings By Band



Band D Council Tax Charges by Community Council Area 2015-16

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	1,249.07	32.76	199.86	1,481.69	Llangynwyd Middle Community Council	1,249.07	35.53	199.86	1,484.46
Bridgend Town Council	1,249.07	51.97	199.86	1,500.90	Maesteg Town Council	1,249.07	53.00	199.86	1,501.93
Cefn Cribbwr Community Council	1,249.07	37.61	199.86	1,486.54	Merthyr Mawr Community Council	1,249.07	13.54	199.86	1,462.47
Coity Higher Community Council	1,249.07	18.05	199.86	1,466.98	Newcastle Higher Community Council	1,249.07	25.64	199.86	1,474.57
Cornelly Community Council	1,249.07	34.65	199.86	1,483.58	Ogmore Vale Community Council	1,249.07	23.23	199.86	1,472.16
Coychurch Higher Community Council	1,249.07	30.52	199.86	1,479.45	Pencoed Town Council	1,249.07	41.94	199.86	1,490.87
Coychurch Lower Community Council	1,249.07	19.42	199.86	1,468.35	Porthcawl Town Council	1,249.07	29.96	199.86	1,478.89
Garw Valley Community Council	1,249.07	30.10	199.86	1,479.03	Pyle Community Council	1,249.07	24.55	199.86	1,473.48
Laleston Community Council	1,249.07	25.07	199.86	1,474.00	St Brides Minor Community Council	1,249.07	24.08	199.86	1,473.01
Llangynwyd Lower Community Council	1,249.07	41.49	199.86	1,490.42	Ynysawdre Community Council	1,249.07	25.24	199.86	1,474.17

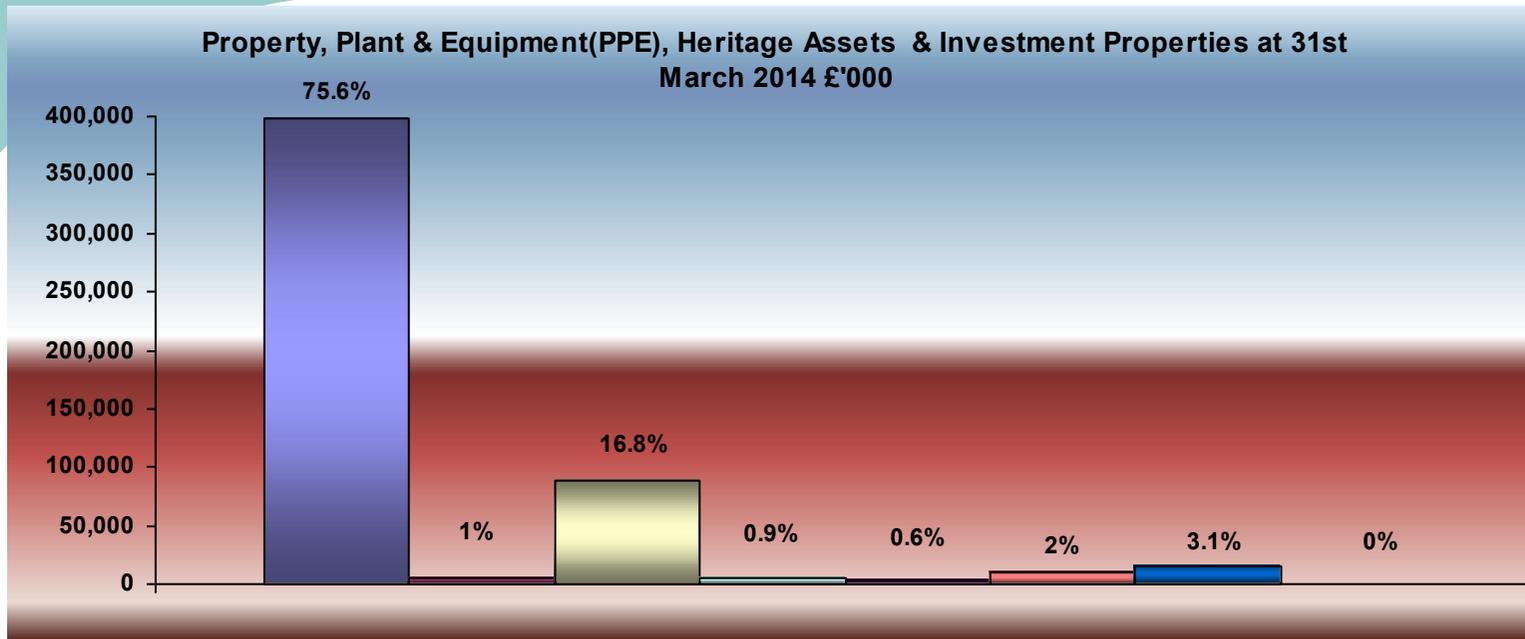
Summary Statement

A summary of the Authority's Net Revenue Budget for 2015-16 is given below:

Cost of Services	2015-16		
	Expenditure	Income	Adj Net Spending
	£'000	£'000	£'000
Education & Transformation	35,408	(14,719)	20,689
Schools	102,924	(17,838)	85,086
Adult Social Care	57,033	(15,843)	41,190
Safeguarding	19,068	(992)	18,076
Sports, Play & Active Wellbeing	3,731	(941)	2,790
Communities	49,355	(24,442)	24,913
Resources	24,764	(9,877)	14,887
Benefit Payments to Claimants	51,071	(51,286)	(215)
Legal & Regulatory Services	6,790	(737)	6,053
Departmental Expenditure	350,144	(136,675)	213,469
Capital Financing Charge	10,815	(500)	10,315
Council Tax Reduction Scheme	14,254	-	14,254
Other Corporate budgets	8,676	(1,441)	7,235
Levies & Contributions including Fire Services Precepts	6,928		6,928
Total Net Expenditure Budget	390,817	(138,616)	252,201
Financed From:			
Revenue Support Grant & Non Domestic Rates [from Welsh Government]			(188,409)
Council Tax			(63,792)
Total Financing			252,201
AVERAGE BAND D COUNCIL TAX- BCBC			£1,249.07

Local Authority Asset Management

The long term assets (excluding Long Term Debtors) owned by the Authority on the 31st March 2014 was £526.346m



	Other land & buildings	Vehicles, plant, furniture & equipment	Infrastructure Assets	Community Assets	Investment Property	Surplus Assets not held for sale	Assets Under Construction	Heritage Assets
£'000	398,102	5,202	88,659	4,537	3,011	10,669	16,115	51

Effective asset management plays a major role in delivering better outcomes for residents and 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 mainly financed by borrowing, capital grants and capital receipts. The capital budget for 2015-16 has been set at £36.441million.

A revaluation of all of the authority's assets was undertaken during 2009-10, a revaluation of all assets is scheduled for the financial year ending 31st March 2015, the results of which will not be available until later in the financial year. In year valuations are also undertaken to ensure that any changes to asset values as a result of impairment loss or enhancement (additional expenditure which adds value to the asset) is reflected in the asset values carried by the Authority. In year revaluations of investment properties are also undertaken.


Capital Programme 2015-16 to 2018-19

Service Planned Expenditure	Gross Budget Forecast				
	2015-16	2016-17	2017-18	2018-19	Total to 2019
	£'000	£'000	£'000	£'000	£'000
Education & Transformation	11,204	17,751	8,304	1,563	38,822
Social Services & Wellbeing—Adult Social Care	784	-	-	-	784
Communities - Street Scene	3,214	450	450	450	4,564
Communities- Regeneration & Development	16,122	7,085	3,025	3,025	29,257
Communities— Sport, Play & Active Wellbeing	200	0	0	0	200
Resources— ICT & Property	4,917	1,150	1,150	1,150	8,367
Unallocated	-	-	-	535	535
TOTAL CAPITAL PROGRAMME	36,441	26,436	12,929	6,723	82,529

Funding	Funding				
	2015-16	2016-17	2017-18	2018-19	Total to 2019
	£'000	£'000	£'000	£'000	£'000
General Capital Funding - Supported Borrowing	3,909	3,909	3,909	3,909	15,636
General Capital Grant	2,379	2,379	2,379	2,379	9,516
Unsupported Borrowing	2,297	-	-	-	2,297
Capital Receipts	9,322	4,806	3,706	-	17,834
WG Loan	2,400				2,400
Local Gov't Borrowing Initiative (21st Century Schools)	2,883	2,713	-	-	2,713
Revenue Contributions	3,055	-	-	-	3,055
External Grants & Contributions	10,196	12,629	2,935	435	26,195
TOTAL CAPITAL PROGRAMME	36,441	26,436	12,929	6,723	82,529



Divisional Heads	Corporate Director- Education & Transformation - Deborah McMillan	Children's Directorate
Strategy Partnerships & Commissioning:- Nicola Echanis		

FOREWORD

The Children's Directorate supports all children, young people and their families across the county borough.

We have recently established a new structure for the Directorate which focuses on the priorities that we have identified that cannot be compromised. We have considered the best way to ensure that these priorities are protected in light of a number of national developments, particularly in respect of the national arrangements for the delivery of school improvement services. These developments are providing us with clarity about the scope of the functions and services that the Children's Directorate will continue to provide and those that regional education consortia will provide. These new arrangements will mean that the following functions will move in time from the Children's Directorate to the Central South Education Consortia:

- early years support;
- alignment of national and local 14-19 strategies across the wider consortium area to help raise standards in the core subjects of English and mathematics;
- planning for developing and implementing strategies for 21st Century schools;
- alignment of the Welsh in Education Strategic Plans (WESP) and the Welsh in Education Grant (WEG);
- commissioning, coordinating and quality assuring delivery of high quality governor training and advice services; and
- specialist human resources advice to support head teachers and governing bodies in dealing with performance management and capability issues.

FOREWORD: Children (Cont)

Whilst this change is taking place we still ensure our vision is clear and is acted upon i.e., to help all children and young people to:

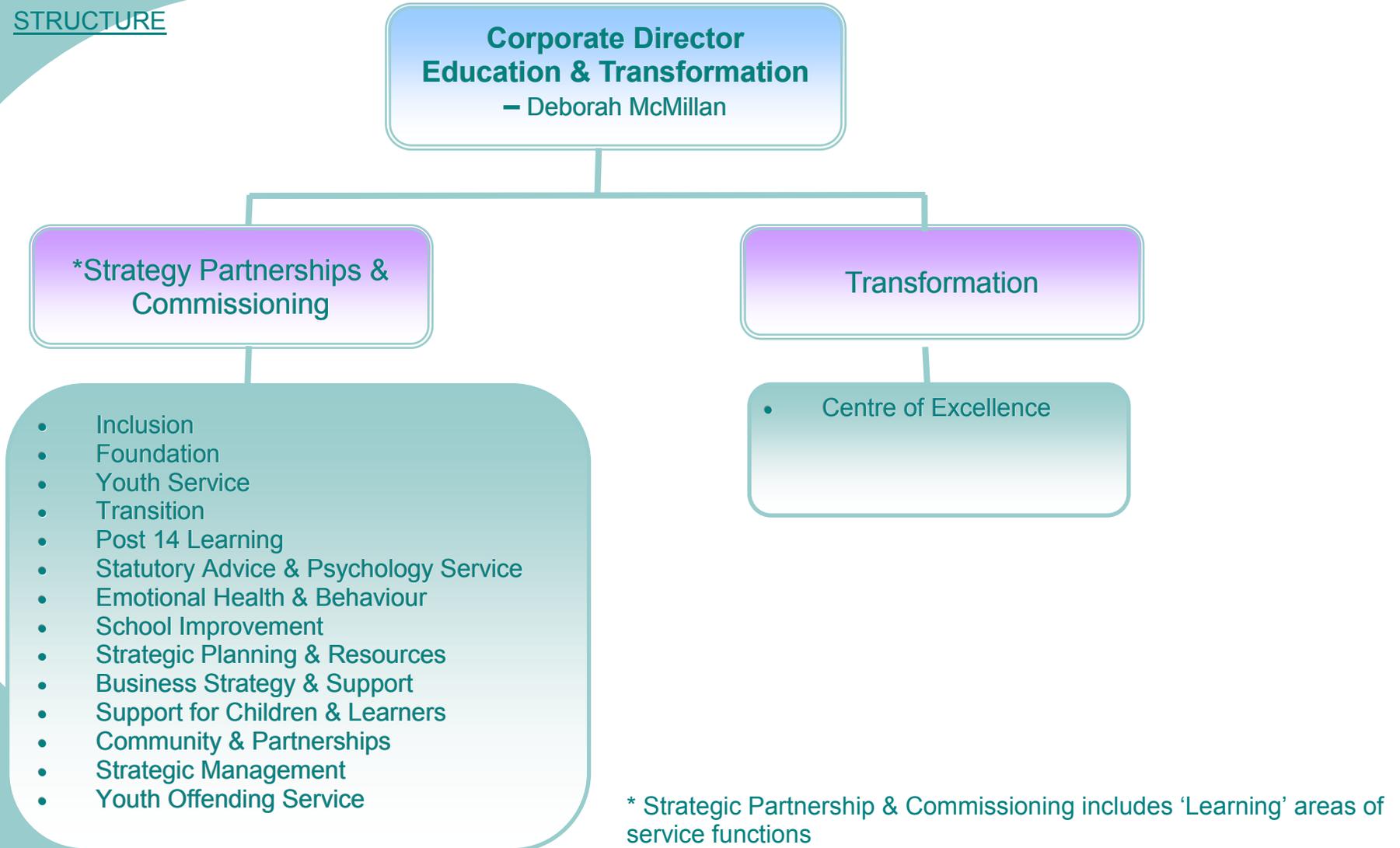
- thrive and make the best use of their talents;
- live healthy and safe lives;
- be confident and caring individuals; and
- know and receive their rights

The new Children's Directorate structure will ensure that we will provide greater opportunities for us to work closer with partners across the public, voluntary and private sectors to work together in a fully integrated way.

However, the impact of the wider public sector financial cuts will clearly impact on services for children, young people and their families. We are therefore making some difficult decisions about what we can maintain, reduce or stop delivering in line with the budget reductions.

Where we can, we are committed to protecting front line children's services, especially those that support early intervention and the safeguarding of children, protecting them from harm. What is important is the quality of outcomes for our families. Value for money is our key measure, not who provides the service. Therefore, the renewed focus of our business plan is on the transformation of children's services, with a strong focus on early intervention and prevention and the development of a whole system approach to ensure that the needs of all our children and young people will be met at the earliest opportunity.

STRUCTURE



REVENUE BUDGET	2014-15 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Children			
<u>Learning</u>			
<u>Inclusion Budget</u>			
LEA Special Needs	643	-	643
Schools Special Needs	2,673	(144)	2,529
Inter-Authority Recoupment	1,513	(1,011)	502
Total Inclusion Budget	4,829	(1,155)	3,674
<u>Foundation</u>			
Early Years	1,168	(518)	650
WAG BSF/SEG/WEG	2,007	(1,525)	482
Total Foundation Budget	3,175	(2,043)	1,132
<u>Youth Service</u>			
Youth Service	941	(210)	730
Total Youth Budget	941	(210)	730
<u>Transition</u>			
Grants	102	(77)	25
On-Track	107	-	107
Total Transition	209	(77)	132
<u>Post-14</u>			
14-19 Learning	820	(820)	-
Total Post-14	820	(820)	

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
643	-	643
2,696	(144)	2,552
1,538	(1,012)	526
4,877	(1,156)	3,721
900	(314)	586
482	-	482
1,382	(314)	1,068
623	(211)	412
623	(211)	412
43	-	43
-	-	-
43	-	43
819	(819)	-
819	(819)	-

REVENUE BUDGET	2014-15 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Children			
Learning (cont)			
<u>Statutory Advice & Psychology</u>			
Educational Psychology Service	427	(21)	406
Looked After Children	102	-	102
Total Statutory Advice & Psychology Budget	529	(21)	508
<u>Emotional Health & Behaviour</u>			
Pru/Behaviour Support Service	1,203	(56)	1,147
Education Otherwise	412	(88)	324
Total Emotional Health & Behaviour Budget	1,615	(144)	1,471
School Improvement	803	-	803
<u>School Music Service</u>	661	(625)	36
Total Learning	13,582	(5,095)	8,487
Strategic Partnership & Comm			
<u>ISB(Individual Schools Budget)</u>	102,586	(17,838)	84,748
<u>Strategic Planning & Resources</u>			
Capital Programme/Asset Mgmt	708	-	708

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
396	(21)	375
111	-	111
507	(21)	486
1,265	(55)	1,210
449	(88)	361
1,714	(143)	1,571
789	-	789
640	(640)	-
11,394	(3,304)	8,090
102,924	(17,838)	85,086
815	-	815

REVENUE BUDGET	2014-15 (Revised Estimate)			2015-16		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Children						
Strategic Partnership & Resources (cont)						
Planning of School Places	2,514	(12)	2,502	2,536	(12)	2,524
Revenue Contributions to Capital	630	-	630	630	-	630
Community Focused Schools	43	(39)	4	207	(207)	-
Total Strategic Planning & Resources	3,895	(51)	3,844	4,188	(219)	3,969
Business Strategy & Support						
Management Support Services	629	-	629	489	-	489
Total Business Strategy & Support	629	-	629	489	-	489
Support for Children & Learners						
Admissions to Schools	1	-	1	-	-	-
Home to School/College Transport	4,989	(20)	4,969	4,330	(20)	4,310
Pupil Support	351	(117)	234	237	(112)	125
Support for Students	48	-	48	-	-	-
Assembly Learning Grants	1	(1)	-	-	-	-
Education Welfare Service	258	-	258	268	-	268
Catering Services	5,147	(4,266)	880	5,130	(4,467)	663
Total Support for Children & Learners	10,795	(4,404)	6,391	9,965	(4,599)	5,366
Integrated Working						
Integrated Working	1,707	(1,147)	561	1,508	(868)	640
CYP Partnerships	4,873	(4,827)	46	4,467	(4,458)	9
Total Comm & Partnerships	6,580	(5,974)	606	5,975	(5,326)	649

REVENUE BUDGET	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Children</u>						
<u>Strategic Management</u>						
Staff Costs	553	(518)	35	593	(522)	71
Statutory/ Regulatory Duties	1	-	1	1	-	1
Dismissal/Retirement Costs	982	-	982	983	-	983
Insurance	1	(5)	(4)	-	-	-
Other Support Service Costs	275	(6)	269	245	(66)	179
Strategic Management	284	-	284	267	-	267
Total Strategic Management	2,096	(529)	1,567	2,089	(588)	1,501
<u>Youth Offending Service</u>						
Youth Justice	1,001	(605)	395	1,102	(683)	419
Total Strategic Partnerships & Comm	127,582	(29,401)	98,181	126,732	(29,253)	97,479
<u>Safeguarding & Family Support *</u>						
Children Looked After	12,577	(1,423)	11,154			
Family Support Services	1,029	(20)	1,009			
Other Child & Family Services	780	(13)	767			
Commissioning & Social Work	4,265	-	4,265			
Administration	1,186	-	1,186			
Total Safeguarding & Family Support	19,837	(1,456)	18,381			
Contingent Provision	60	-	60	61	-	61
Transformation-Centre of Excellence**				145	-	145
TOTAL CHILDREN'S	161,061	(35,952)	125,109	138,332	(32,557)	105,775

* Council approved in its meeting of 14 December 2014 a realignment of the responsibilities of the Director of Wellbeing and the Director of Social Services. As such management agreed that from April 2015 the responsibility of Safeguarding & Family Support would move from Children's' to the Wellbeing Directorate. Current year budgets for Safeguarding & Family support are therefore provided on page 29 of the Budget Book . **The Director is also now responsible for Transformation (previously Resources).


DETAILED CAPITAL BUDGET 2015-16 to 2018-19

Education & Transformation Directorate	BUDGET:					FUNDED BY:			
	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Gross Budget 2018-19	Total 4 years	BCBC Funding	WG -21st Century Schools / LGBI	S106 Funding	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Pen Y Fai Primary School	105	-	-	-	105	105			105
Mynydd Cynffig Primary School Extension	-	277	3,188	1,029	4,494	3,094	1,400		4,494
Coety/Parc Derwen Primary School	5,157	204	-	-	5,361		2,050	3,311	5,361
Additional Learning Needs	15	-	-	-	15	-	-	-	15
Garw Valley South Primary Provision	3,119	5,467	1,143	11	9,740	3,917	5,823	-	9,740
Pencoed Primary School	1,040	5,767	1,432	11	8,250	3,700	4,550	-	8,250
Gateways to the Valleys Primary Provision	1,061	6,036	1,541	12	8,650	4,230	4,420	-	8,650
School Modernisation Retentions	707	-	-	-	707	707	-	-	707
Héronsbridge Special School	-		1,000	500	1,500	1,200	300	-	1,500
TOTAL CAPITAL PROGRAMME	11,204	17,751	8,304	1,563	38,822	16,953	18,543	3,311	38,822



Divisional Heads:	Corporate Director - Social Services & Wellbeing - Sue Cooper	Social Services & Wellbeing Directorate
Head of Adult Social Care: Jackie Davies		
Head of Safeguarding and Family Support: Colin Turner		
Sport, Play and Active Wellbeing: Group Manager, Andrew Thomas		

FOREWORD

Our vision is to actively promote independence, wellbeing and choice that will support individuals in achieving their full potential. This is central to the corporate priorities of:

- Working together to help vulnerable people to stay independent
- Working with children and families to tackle problems early
- Working together to make the best use of our resources

The Directorate is responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of adult social care, sport, play and wellbeing activities and safeguarding and family support. We have now integrated sport and play into the directorate to ensure that children and adults are given every opportunity to improve their wellbeing and keep active regardless of their skills and abilities. We will particularly aim to promote these services into new early intervention and preventative models of commissioning service delivery.

The case for new ways of working has been laid down by the Social Services and Wellbeing (Wales) Act (2014).

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.

The directorate continues to develop an integrated approach to the delivery of health and social care services in Bridgend. We have now established a number of integrated teams which continues to drive forward the integration agenda.

We want support and services that:

- ensure that adults and children who need support are safeguarded and protected;
- are responsive to service users' needs and support people earlier to prevent problems getting worse;
- are co-produced with the people who use them, we want to share ideas and decisions;

FOREWORD: Social Services & Wellbeing Directorate (Cont)

- offer greater control and choice for citizens;
- respond quicker to people's needs, with good information from the start;
- mean less care away from home – in hospitals or care homes;
- are shared between the NHS and Bridgend County Borough Council, seamlessly working to meet needs; and
- give children and adults every chance to take part in activities regardless of their skills and abilities while also promoting healthy lifestyles through successful sport.

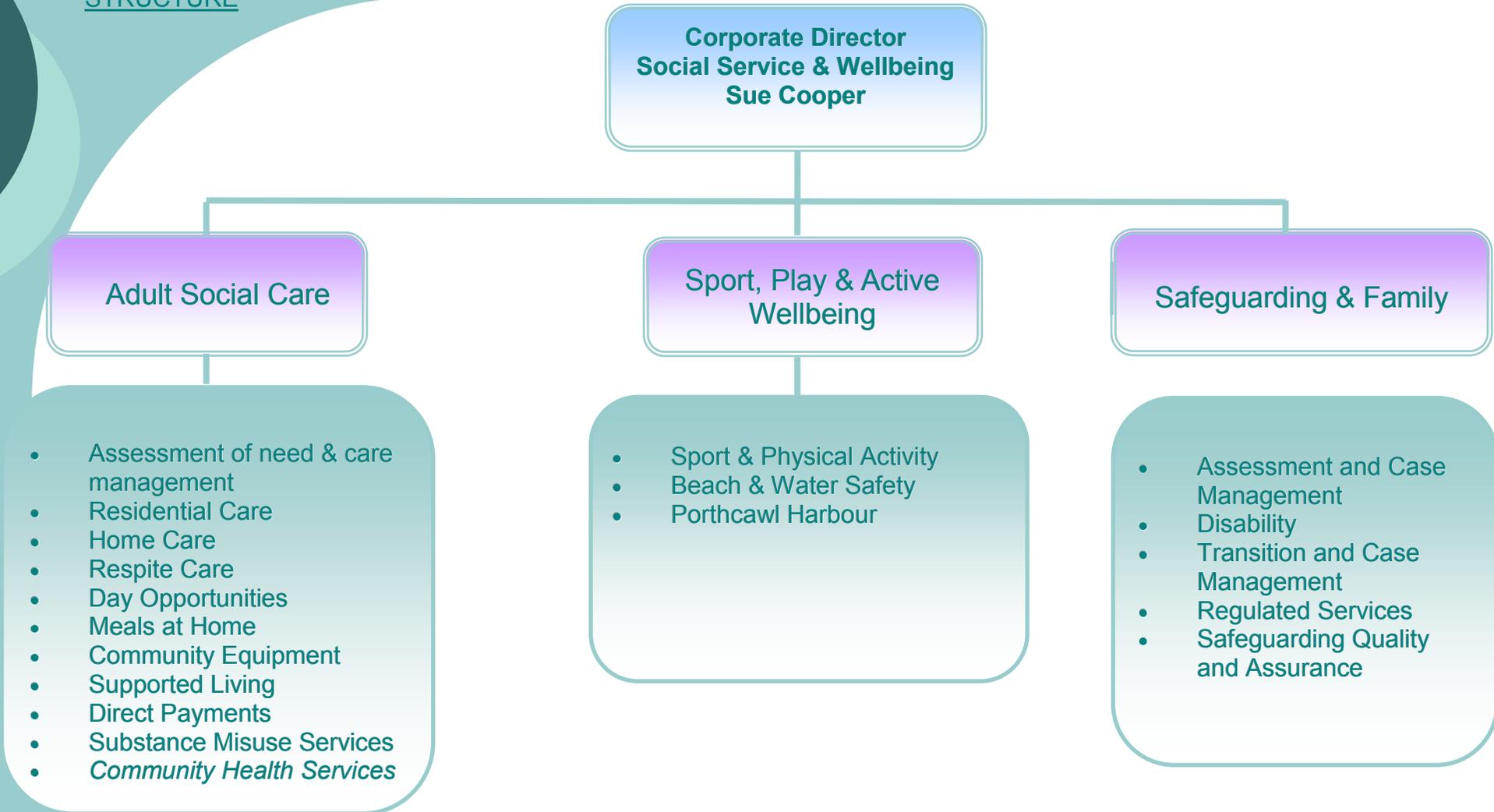
The key improvement objectives for 2015-16 are:

- Work with service users, carers and partners, including the third sector, to develop services in a way which supports people to remain independent for longer and only access statutory services when absolutely necessary.
- Work with all of our existing and potential partners to develop a range of accommodation options and support for vulnerable and older people who need help to achieve or sustain independence.
- Embed healthy eating messages in early years settings such as schools, youth organisations, leisure services and community groups.
- Work with partners to address priority issues such as mental wellbeing, childhood obesity, alcohol, smoking and substance misuse, especially among young people.

- Work with a range of partners to develop services and opportunities that encourage and promote life-long physical activity, including making the best use of our Rights of Way, cycleways, community routes and green spaces.
- Put systems in place to support our new Multi-Agency Support Hub (MASH) arrangements.
- Improve the way we work with other agencies to help identify more families that are in need of support and to address the root causes of their problems.
- Implement the Early Help Strategy to reduce the number of looked after children and to prevent children becoming looked after.
- Implement the Permanency and Placement Strategy to reduce the number of looked after children and to prevent children becoming looked after.
- Explore new ways of engaging and consulting with children and young people to continue to hear the child's voice.

The work to achieve our vision and specific improvement objectives has to be progressed alongside the need to achieve significant efficiency savings in the period 2014-15 to 2018-19 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 significant change in order to ensure that services are fit for the future and sustainable.

STRUCTURE



REVENUE BUDGET	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
Social Services & Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000
<u>Adult Social Care</u>						
<u>Older People</u>						
Residential Care	13,391	(5,155)	8,236	14,192	(6,555)	7,637
Supported & Other Accommodation						
Direct Payments	155	(10)	145	177	(10)	167
Home Care	9,943	(1,761)	8,182	9,813	(1,761)	8,052
Day Opportunities	343	(57)	286	328	(56)	272
Meals	308	(236)	72	308	(358)	(50)
Other Services	42	(14)	28	42	(14)	28
Assessment & Care Management	2,262	(78)	2,184	2,301	(77)	2,224
Strategy for Older People	45	-	45	45	-	45
Health Social Care & Wellbeing	100	(51)	49	101	(51)	50
Supported & Other Accom	245	(77)	168	250	(77)	173
Total Older People	26,834	(7,439)	19,395	27,557	(8,959)	18,598
<u>Physical Disability/Sensory Loss</u>						
Residential Care	656	(155)	501	669	(155)	514
Direct Payments	479	(20)	459	563	(20)	543
Home Care	667	(13)	654	645	(13)	632
Day Opportunities	152	-	152	155	-	155
Equipment & Adaptations	870	(12)	858	870	(12)	858
Other Services	218	(33)	185	219	(33)	186
Assessment & Care Management	1,012	-	1,012	1,027	-	1,027
Total Physical Disability/Sensory Loss	4,054	(233)	3,821	4,148	(233)	3,915

REVENUE BUDGET Social Services & Wellbeing	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Learning Disabilities</u>						
Residential Care	3,049	(1,059)	1,990	2,978	(1,059)	1,919
Shared Lives Scheme	675	(312)	363	688	(312)	376
Direct Payments	1,414	(23)	1,391	1,694	(23)	1,671
Supported Living	6,493	(2,022)	4,471	6,704	(2,117)	4,587
Day Opportunities	3,956	(372)	3,584	3,899	(377)	3,522
Other Services	101	-	101	101	-	101
Assessment & Care Management	639	(86)	553	649	(86)	563
Total Learning Disabilities	16,327	(3,874)	12,453	16,713	(3,974)	12,739
<u>Mental Health Needs</u>						
Residential Care	1,842	(673)	1,169	1,949	(673)	1,276
Glyn Cynffig	524	(408)	116	534	(423)	111
Direct Payments	65	(3)	62	79	(3)	76
Home Care	333	(3)	330	338	(3)	335
Day Opportunities	640	(297)	343	650	(297)	353
Assessment & Care Management	1,053	(450)	603	1,070	(450)	620
Total Mental Health Needs	4,457	(1,834)	2,623	4,620	(1,849)	2,771

REVENUE BUDGET	2014-15 (Revised Estimate)		
Social Services & Wellbeing	Expenditure	Income	Net
	£'000	£'000	£'000
<u>Other Adult Services</u>			
Substance Misuse & Other Adult Services	435	(228)	207
Total Other Adult Services	435	(228)	207
<u>Management & Central Services</u>			
Adult Services Management	1,047	(98)	949
Central Services/administration/Other support	951	(123)	828
Training	540	(378)	162
Total Adult Services Mgmt & Admin	2,538	(600)	1,938
TOTAL : Adult Social Care	54,645	(14,207)	40,438
<u>Sport, Play & Active Wellbeing</u>			
Miscellaneous Services	230	(74)	156
Total Miscellaneous Services	230	(74)	156

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
435	(228)	207
435	(228)	207
1,071	(99)	972
1,943	(123)	1,820
546	(378)	168
3,560	(600)	2,960
57,033	(15,843)	41,190
235	(75)	160
235	(75)	160

REVENUE BUDGET Social Services & Wellbeing	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Recreation & Sport</u>						
Sports Centres & Swimming Pools	3,067	(461)	2,606	2,864	(460)	2,404
Active Young Peoples Services	516	(380)	136	524	(380)	144
Play & Other Services	106	(26)	80	108	(26)	82
Total Recreation & Sport	3,689	(867)	2,822	3,496	(866)	(2,630)
Total Sport, Play & Active Wellbeing				3,731	(941)	2,790
<u>Safeguarding & Family Support *</u>						
Children Looked After				11,733	(954)	10,779
Family Support Services				1,003	(25)	978
Other Child & Family Services				961	(13)	948
Commissioning & Social Work				4,432	-	4,432
Administration				939	-	939
Total Safeguarding & Family Support				19,068	(992)	18,076
TOTAL SOCIAL SERVICES & WELLBEING	58,564	(15,148)	43,416	79,832	(17,776)	62,056

* Council approved in its meeting of 14 December 2014 a realignment of the responsibilities of the Director of Wellbeing and the Director of Social Services. As such management agreed that from April 2015 the responsibility of Safeguarding & Family Support would move from Children's to the Wellbeing Directorate. Comparative year budgets for Safeguarding & Family Support are therefore provided on page 21 of the Budget Book under the Children's Directorate.

DETAILED CAPITAL BUDGET 2015-16 to 2018-19

Social Services & Wellbeing Directorate	BUDGET:					FUNDED BY:	
	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Gross Budget 2018-19	Total 4 years	Welsh Government	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Adult Social Care</u>							
Celtic Court Purchase & Refurbishment	784	-	-	-	784	784	784
TOTAL CAPITAL PROGRAMME	784	-	-	-	784	784	784



Divisional Heads	Corporate Director - Communities - Mark Shephard	Communities Directorate
Head of Regeneration and Development - Satwant Pryce		
Head of Neighbourhood Services - Zac Shell		

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 Bridgend and Maesteg town centres and improvements in our transport and communication network. We want to ensure access to employment opportunities through effective public transport, well maintained roads and alternative, safe modes of transport. Our commitment to paving the way to re-establish Porthcawl as a premier seaside resort continues and 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

Main Challenges facing the Directorate in 2015-16

The 2015-16 budget has been prepared against a background of further significant cuts in funding for public services, with the Directorate facing a cash reduction of 6.3% 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.

The Directorate will be expected to meet some significant challenges in 2015-16 including:-

- Continuing to work towards meeting the WG target of recycling 70% of all municipal waste by 2024-25.

FOREWORD: Communities Directorate (Cont)

Main Challenges facing the Directorate in 2015-16

- Continue to implement a very successful events programme to attract people to our Town Centres to support their future vitality and viability.
- Transition of the library and arts service into new Not-for-Profit Direct Organisation (NPDO) by October 2015.
- Implement residential Parking schemes in Bridgend and Porthcawl.
- Procuring a new service contract for the disposal and treatment of residual waste in partnership with Neath Port Talbot Council , that makes significant financial savings but also continues to ensure we meet relevant Welsh Government targets.

STRUCTURE

**Corporate Director –
Communities**
Mark Shephard

Regeneration

Planning

Regeneration

Housing

Highways

Street Works

Business Support

Business Support

Cultural Services

- Building & Development Control
- Development Planning

- Communities First
- Community Safety
- Sustainable Renewal
- Housing Solutions
- Supporting People

- Regeneration Projects & Built Environment
- Countryside & Tourism
- External funding
- Economic Development
- Local Employment Initiatives

- Highway Network
- Highways Direct Services
- Traffic & Transportation
- Engineering
- Rights of Way
- Fleet

- Waste Services
- Waste Policy
- Environmental Services
- Parks & Playing Fields

- Business Support
- Emergency Planning
- Sustainable Development
- Electoral

- Arts
- Adult Community Learning
- Libraries

REVENUE BUDGET	2014-15 (Revised Estimate)		
Communities	Expenditure	Income	Net
	£'000	£'000	£'000
Regeneration & Development			
Development			
Development Control	435	(542)	(107)
Development Planning	415	(54)	361
Development Technical Support	221	(18)	203
Building Control	239	(235)	3
Total Development	1,310	(849)	461
Housing & Community Regeneration			
Housing Options & Homelessness	1,020	(305)	715
Housing Strategy & Solutions	244	-	244
Supporting People	2,547	(2,384)	163
Communities First	1,746	(1,732)	14
Communities Safety	285	(185)	100
Sustainable Renewal	224	(81)	143
Total Housing & Community Regen	6,066	(4,687)	1,379
Regeneration & Development			
Regen Projects & Built Env	606	(80)	526
Countryside & Tourism	814	(315)	499

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
414	(543)	(129)
340	(16)	324
191	(18)	173
208	(235)	(27)
1,153	(812)	341
1,034	(305)	729
215	-	215
2,546	(2,384)	162
1,793	(1,793)	-
288	(185)	103
216	(82)	134
6,092	(4,749)	1,343
577	(103)	474
669	(159)	510

REVENUE BUDGET Communities	2014-15 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Regeneration & Develop'mt (cont)			
Regeneration Funding	265	(53)	212
Economic Development	442	(132)	310
Local Enterprise & Rural Dev	1,174	(941)	233
Regeneration & Develop Mgmt	123	-	123
Regeneration Management	107	-	107
Total Regeneration	3,531	(1,521)	2,010
Total Regeneration & Develop'mt	10,907	(7,057)	3,850
Street Scene			
<u>Streetworks</u>			
Sewerage Services	220	(18)	202
Enforcement	353	(25)	328
Other Cleaning	1,322	(248)	1,074
Waste Disposal	5,487	-	5,487
Waste Collection	4,954	(3,940)	1,013
Bereavement Services	507	(393)	114
Streetworks Management	97	-	97
Total Streetworks	12,940	(4,624)	8,316

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
237	(53)	184
343	(37)	306
442	(172)	270
123	-	123
44	-	44
2,435	(525)	1,910
9,680	(6,085)	3,595
175	(18)	157
292	(15)	277
1,353	(249)	1,104
5,196	-	5,196
4,903	(3,940)	963
520	(445)	75
98	-	98
12,537	(4,667)	7,870

REVENUE BUDGET Communities	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Highways & Fleet</u>						
Highways Maintenance	2,473	(291)	2,182	2,349	(294)	2,055
Street Lighting	1,693	-	1,693	1,692	-	1,692
Highways Management	62	-	62	63	-	63
Rights of Way	302	(65)	236	305	(65)	240
Network Management	413	(249)	165	368	(198)	170
Highways Services (DSO)	4,013	(1,781)	2,232	4,211	(2,072)	2,139
Fleet Services	3,244	(3,294)	(50)	3,214	(3,310)	(96)
Total Highways & Fleet	12,200	(5,680)	6,520	12,202	(5,939)	6,263
<u>Transportation & Engineering</u>						
Public Transport Co-ordination	4,361	(3,338)	1,023	4,308	(3,339)	969
Traffic Management & Road Safety	548	(222)	327	461	(208)	253
Policy & Development	395	(391)	4	370	(298)	72
Client & Business	1,310	(1,514)	(204)	1,247	(1,749)	(502)
Engineering Services	809	(935)	(127)	849	(730)	119
Total Transportation & Engineering	7,423	(6,400)	1,023	7,235	(6,324)	911

REVENUE BUDGET Communities	2014-15 (Revised Estimate)			2015-16		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Parks & Open Spaces</u>						
Parks & Playing Fields	791	(93)	698	815	(93)	722
Ground Maintenance Operation	1,863	(309)	1,554	1,468	(309)	1,159
Community Parks & Open Spaces	96	-	96	97	-	97
Total Parks & Open Spaces	2,750	(402)	2,348	2,380	(402)	1,978
<u>Street Scene Mgmt & Admin</u>						
Streetscene Support	312	-	312	318	-	318
Total Street Scene Mgmt & Admin	312	-	312	318	-	318
Total Street Scene	35,625	(17,106)	18,519	34,672	(17,332)	17,340
<u>Communities Business Unit</u>						
Resilience (Emergency Planning)	91	-	91	96	-	96
Business Unit	642	-	642	517	-	517
Total Directorate Support	733	-	733	613	-	613

REVENUE BUDGET	2014-15 (Revised Estimate)			2015-16			
	Communities	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>Culture</u>							
Adult Education	270	(190)	80	274	(189)	85	
Community Education	57	(34)	23	53	(34)	19	
Arts & Entertainment	1,421	(579)	842	1,379	(579)	800	
Library Service	1,875	(150)	1,726	1,825	(63)	1,762	
<u>Council Information Point</u>	74	(65)	9	75	(66)	9	
ICT Facilities	63	(17)	46	65	(18)	47	
Community Centres	234	(27)	207	235	(27)	208	
Bryngarw House	967	(685)	281	274	(49)	225	
Central Services	101	-	101	102	-	102	
Total Culture	5,062	(1,747)	3,315	4,282	(1,025)	3,257	
<u>Elections</u>							
Elections	153	-	153	108	-	108	
Total Elections	153	-	153	108	-	108	
TOTAL COMMUNITIES	52,480	(25,910)	26,570	49,355	(24,442)	24,913	


DETAILED CAPITAL BUDGET 2015-16 to 2018-19

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

Communities Directorate	BUDGET:					FUNDED BY:					
	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Gross Budget 2018-19	Total 4 years	BCBC Funding	WG Funding	Revenue	* Other	Prudential Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Street Scene</u>											
Highways Maintenance (Capitalised Repairs)	200	200	200	200	800	800	-	-	-	-	800
Transportation Minor Works (Capitalised Repairs)	250	250	250	250	1,000	1,000	-	-	-	-	1,000
Park Pavilions	837	-	-	-	837	-	-	-	-	837	837
Highways Street Infrastructure	960	-	-	-	960	-	-	-	-	960	960
Residents Parking Bridgend Town Centre	77	-	-	-	77	77	-	-	-	-	77
Coychurch New Cremators	890	-	-	-	890	-	-	890	-	-	890
<u>Regeneration & Development</u>											
Special Regeneration Funding	184	105	540	540	1,369	1,369	-	-	-	-	1,369
Bridgend Townscape Heritage Initiative	75	40	-	-	115	115	-	-	-	-	115
Porthcawl Townscape Heritage Initiative	425	225	35	35	720	250	-	-	470	-	720
Bridgend Town Centre	43	-	-	-	43	43	-	-	-	-	43
South East Wales Local Investment Fund	120	120	-	-	240	240	-	-	-	-	240
Llynfi Valley Development Programme	2,400	-	-	-	2,400	-	-	-	2,400	-	2,400
Porthcawl Infrastructure	5,407	-	-	-	5,407	5,407	-	-	-	-	5,407
Sub Total	11,868	940	1,025	1,025	14,858	9,301	-	890	2,870	1,797	14,858

DETAILED CAPITAL BUDGET 2015-16 to 2018-19 cont

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

Communities Directorate	BUDGET:					FUNDED BY:					
	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Gross Budget 2018-19	Total 4 years	BCBC General Capital Funding	WG Funding	Revenue	* Other	Prudential Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sub-Total B/fwd	11,868	940	1,025	1,025	14,858	9,301	-	890	2,870	1,797	14,858
<u>Regeneration & Development (Cont.)</u>											
Porthcawl Coastal Defence	5	0	0	0	5	5	-	-	-	-	5
Vibrant and Viable Places	4,827	3,995	0	0	8,822	175	5,874	-	2,773	-	8,822
Commercial Improvement Areas	70	70	0	0	140	140	-	-	-	-	140
Environment Programme	30	30	0	0	60	60	-	-	-	-	60
Rural Development Plan	50	50	0	0	100	100	-	-	-	-	100
Community Economic Development	36	0	0	0	36	-	-	-	36	-	36
Housing Renewal Schemes	100	100	100	100	400	400	-	-	-	-	400
Housing Renewal/Disabled Facilities Grant	2,350	2,350	2,350	2,350	9,400	9,400	-	-	-	-	9,400
<u>Sport, Play and Active Wellbeing</u>											
Berwyn Centre	200	0	0	0	200	200	-	-	-	-	200
Total	19,536	7,535	3,475	3,475	34,021	19,781	5,874	890	5,679	1,797	34,021



Divisional Heads:	Assistant Chief Executive - Legal & Regulatory Services	Legal & Regulatory Services
Head of Regulatory Services—Lee Jones		
	- Andrew Jolley	

FOREWORD

Legal and Regulatory Services

Legal & Regulatory provides central support services to the Authority and frontline services to the public. The coming year will present significant change and challenge with a significant increase in collaborative working and reductions to base budget. The pressure upon the department is increased due to the need to support significant service change within the Authority. The department continues its established performance management culture and external accreditation and is supportive of its trained and capable staff .

The main challenges include:

- To provide support to the corporate priorities through the Corporate Change Programme ;
- To build upon innovative service delivery models that meet the changing needs of the Authority;
- To provide significant efficiency savings;
- To ensure the success of the collaborative Regulatory Services project in support and protection of the public and business.
- To maintain probity in times of considerable pressure to change.

STRUCTURE

**Assistant Chief Executive Legal &
Regulatory Services**

– Andrew Jolley

Legal & Regulatory Services

- ~ Legal Services
- ~ Monitoring Officer
- ~ Trading Standards (Collaboration)
- ~ Consumer Advice (Collaboration)
- ~ Environmental Health (Collaboration)
- ~ Democratic Services
- ~ Scrutiny
- ~ Licensing & Registration (Collaboration)
- ~ Registrars Services
- ~ Mayoral Service
- ~ Member Services
- ~ Procurement
- ~ Joint Catalogue Supplies
- ~ Performance
- ~ Partnerships

REVENUE BUDGET	2014-15		
	(Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Legal & Regulatory Services			
Legal Services	2,445	(259)	2,186
Democratic Services	1,702	-	1,702
Regulatory Services	2,385	(455)	1,930
Procurement	309	(1)	308
Partnerships	504	(98)	406
Area of Service Total	7,345	(813)	6,532

2015-16		
Expenditure	Income	Net
£'000	£'000	£'000
2,474	(259)	2,215
1,564	-	1,564
2,110	(477)	1,633
289	(1)	288
353	-	353
6,790	(737)	6,053

Corporate Director Resources -Ness Young

Finance and ICT Head of Service– Randal Hemingway

Head of Human Resources & Organisational Development
 - Sarah Kingsbury

FOREWORD

During 2014-15, a new leadership structure was implemented. As the council will continue to go through a period of significant change in the coming years, the resources directorate is itself reducing and realigning the services it provides to other directorates to ensure that it can continue to support the council’s change programme and ensure continued resilience and relevance into the future.

The key challenges facing the directorate include:

- Meeting the increasing needs of internal and external customers and supporting projects with reducing resources.
- Making progress against corporate improvement priorities.
- Monitoring progress against MTFs reductions and helping directorates develop future proposals.
- Develop our workforce plan to prepare employees for future changes.
- Continuing to deliver against Bridgend’s Schools modernisation programme.

- Ensuring Health and Safety standards are maintained as services are remodelled.
- Generating necessary receipts through the capital disposals programme.
- Driving down the unit cost of maintenance.
- Continuing to work with partners to mitigate the impacts of Welfare Reform.
- Developing and implement new internet based self service options for our customers.
- Continuing to review and rationalise our estate.
- Improving customers understanding of Council services and maintenance of community relationships.

Finance & ICT

The service provides 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 for housing benefits, adult social care financial assessments, council tax and business rates.

FOREWORD: (Cont)

Finance & ICT

ICT central support services have a key role in helping the Council to improve the way it works and delivers services to ensure effective and efficient use of our technological assets.

Human Resources, Organisational Development and Customer Services

The service unit provides professional advice and guidance on a Corporate basis on all HR (including Occ Health) and Organisational Development issues and also offers a range of transactional services.

Professional advice and guidance is also offered in respect of Communications and Marketing and Engagement [including Equalities]. A wide range of services to the public are offered through the Customer Service Centre.

Property

Property Services provides strategic and operational asset, estate and facilities management advice and support to the authority in relation to its property portfolio. It challenges and reviews assets to maximise their use, delivering capital receipts through the release and sale of surplus assets. It manages the council's non-operational commercial estate generating rental income and supporting economic development. The service provides a facilities management service for its core offices and delivers a cleaning services across the authority. The school modernisation team transferred to the service in 2014 and is responsible for the delivery of the 21st century school modernisation programme and the management and maintenance of the school estate

STRUCTURE

Corporate Director – Resources
Ness Young

Finance & ICT

- ~ Accountancy & Financial Management
- ~ Housing Benefits & Financial Assessments
- ~ Council Tax, Business Rates & Sundry Debtors
- ~ Internal Audit
- ~ Payments
- ~ Insurance Services
- ~ Information & Communication Technology

Human Resources & Organisational Development & Customer Services

- ~ Recruitment & Selection
- ~ Employee Relations
- ~ Payroll & Systems
- ~ Learning & Development
- ~ Equality
- ~ Health & Safety
- ~ Occupational Health incl. Counselling Services
- ~ Communication & Marketing
- ~ Customer Services
- ~ Programme & Project Mgmt/ Lean Systems
- ~ Business Support

Property

Property Estates

- ~ Facilities Management
- ~ School Modernisation
- ~ Cleaning services
- ~ Asset management
- ~ Property data
- ~ Disposals
- ~ Estate management
- ~ Non-operational estate

Built Environment

- ~ Energy
- ~ Architect
- ~ Mech & Engineering
- ~ Surveyors
- ~ Health & Safety

REVENUE BUDGET	2014-15			2015-16		
	(Revised Estimate)			Expenditure	Income	Net
	Corporate Functions	Expenditure	Income			
	£'000	£'000	£'000	£'000	£'000	£'000
Finance & ICT						
Financial Services	1,933	(215)	1,718	1,870	(178)	1,692
Business Rates & Sundry Debtors	889	(684)	205	817	(708)	109
Benefits Payments to Claimants	49,699	(49,914)	(215)	51,071	(51,286)	(215)
Financial Assessments & Benefits Administration	1,652	(956)	696	1,605	(847)	758
Exchequer Services & Insurance	284	(74)	210	289	(70)	219
Bank Charges & Audit Fees	520	(3)	517	520	(22)	498
Internal Audit	422	(19)	403	402	(1)	401
Partnerships						
ICT	4,850	(746)	4,104	4,914	(746)	4,168
Total: Finance & ICT	60,249	(52,611)	7,638	61,488	(53,858)	7,630

REVENUE BUDGET	2014-15			2015-16		
	(Revised Estimate)			Expenditure	Income	Net
	Corporate Functions	Expenditure	Income			
	£'000	£'000	£'000	£'000	£'000	£'000
Human Resources & Organisational Development						
HR & Organisational Development	2,639	(456)	2,183	2,363	(330)	2,033
Business Services Admin	689	(123)	566	657	(124)	533
Communications & Marketing	149	-	149	148	-	148
Centre of Excellence*	227	-	227	-	-	-
Customer Services	1,253	(6)	1,247	1,305	(67)	1,238
Total: Human Resources & Organisational Development	4,957	(586)	4,371	4,472	(520)	3,952
Property (Estates)						
Facilities Management	2,896	(1,346)	1,550	2,793	(1,263)	1,530
School Modernisation	258	(4)	254	262	(4)	258
Miscellaneous Property	434	(469)	(35)	439	(469)	(30)
Property Admin	728	(44)	684	707	-	707
Commercial Income	494	(1,263)	(769)	498	(1,288)	(790)
Total: Property (Estates)	4,810	(3,126)	1,684	4,699	(3,024)	1,675

* Following a management restructure effective from April 2015 the responsibility of the 'Centre of Excellence' sits within the Transformation area of service under the Education & Transformation Directorate (page 21 provides details of the 2014-15 comparative estimates for this service).

REVENUE BUDGET	2014-15			2015-16		
	(Revised Estimate)					
	Expenditure	Income	Net	Expenditure	Income	Net
Corporate Functions	£'000	£'000	£'000	£'000	£'000	£'000
Property (Built Environment)						
Energy	76	-	76	78	-	78
Architects	375	(477)	(102)	381	(360)	21
Mechanical & Electrical Engineering & Legionella	398	(200)	198	295	(102)	193
Surveyors	3,715	(3,598)	117	3,463	(3,299)	164
Health & Safety	270	-	270	274	-	274
Total: Property (Built Environment)	4,835	(4,275)	560	4,491	(3,761)	730
Chief Executive Unit & Corporate Grants to Voluntary Bodies	719	-	719	685	-	685
TOTAL : CORPORATE FUNCTIONS	75,570	(60,598)	14,972	75,835	(61,163)	14,672

DETAILED CAPITAL BUDGET 2015-16 to 2018-19

ICT & Property	BUDGET:				FUNDED BY:				
	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Gross Budget 2018-19	Total 4 years	BCBC General Capital Funding	Revenue	Prudential Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Property</u>									
Minor Works	1,600	1,100	1,100	1,100	4,900	4,400	-	500	4,900
Relocation of Depot Facilities	2,746	-	-	-	2,746	1,056	1,690	-	2,746
Non Operational Assets	475	-	-	-	475	-	475	-	475
<u>ICT & Customer Contact</u>									
Investment in ICT (Information Communication Technology)	46	-	-	-	46	46	-	-	46
<u>Other</u>									
Community Projects	50	50	50	50	200	200	-	-	200
TOTAL CAPITAL PROGRAMME	4,917	1,150	1,150	1,150	8,367	5,702	2,165	500	8,367

Aggregate External Finance (AEF)- The total external support for local authorities' revenue expenditure which is not funded from the council tax. It comprises revenue support grant, certain specific grants and payments from the redistributed yield of non-domestic rates.

BCBC –Bridgend County Borough Council

Borrowing:

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

Band D

The Council Tax that is supposed to cover the average home. It covers properties worth up to £123,000. Newer properties are assessed on what the valuation would have been in 2003.

Band D Equivalent-The number of *band D* properties in an area which would raise the same council tax as the actual number of properties on all bands. Properties are converted to an equivalent base to that of a band D. For example, one band H is equivalent to two band D properties, because a taxpayer in a band H property pays twice as much council tax.

Billing Authority

In Wales, the Unitary Authority responsible for collecting *council taxes* and *non –domestic rates* in their area.

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 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).

Capital Grants:

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

General

Grant received from the Welsh 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.

Corporate Improvement Priority

These are the improvement objectives set by the Council and included in the Corporate Plan.

Corporate Plan

The Corporate Plan gives strategic direction to the work of the Authority to achieve its vision and sets out the Council's key improvement objectives for the forthcoming years. It reflects the on-going commitment to work in partnership with others to deliver services to our communities. It also outlines how our priorities will be taken forward.

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.

CTR Scheme

The Council Tax Benefit Scheme was replaced by the Council Tax Reduction (CTR) scheme in April 2013. The CTR Scheme in Wales is set by Regulations made under Schedule 1B of the Local Government Finance Act 1992 (as inserted by the Local Government Finance Act 2012).

CYP – Children & Young Persons

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.

Impairment loss

A loss arising from an event that significantly reduced an asset's value. Examples are physical damage, such as a major fire, or a significant decline in the asset's market value during the year.

Levy

A levy is an amount of money a local authority is compelled to collect (and include in its budget) on behalf of another organisation. The levying body may be a Government Agency or a local body such as Swansea Bay Port Health Authority. The main difference between a levy and a precept is that the latter appears as a separate item on the Council Tax bill.

Medium Term financial Strategy (MTFS)

A plan expressing how the Council will endeavour to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over a 4 year period.

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 WG 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 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.

Standard Spending Assessment (SSA)

A standard spending assessment (SSA) is the amount of revenue expenditure (excluding funding provided via specific grants) which the Minister for Local Government and Government Business considers appropriate and reflective of

Standard Spending Assessment (SSA) (Cont)

the differing characteristics within each local authority, to ensure that each local authority can provide a standard level of service.

The formula to calculate SSAs makes use of information which reflects the differing characteristics of Welsh local authorities, ranging from the rural, sparsely populated authorities of North, Mid and West Wales to the urban authorities of South East Wales.

Consequently, the formula takes account of such factors as: Population, numbers of children and older adults, road lengths, Deprivation, rurality and sparsity.

Settlement

The *Local Government Finance Settlement* is the annual determination made in the Local Government Finance Report (Wales) in respect of the following year's level of *revenue support grant* and *non domestic rates* to be distributed to each local authority in Wales.

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.

Valuation Office Agency (VOA),

The Valuation Office was formed in 1910, the VOA is an executive agency of HM Revenue & Customs (HMRC). The VOA provide the Government with the valuations and property advice required to support taxation and benefits. They also deliver a range of statutory and non-statutory valuation and surveying services to over 4,000 public sector bodies.

WG - Welsh Government

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