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FOREWORD By Section 151 Officer and Corporate Director Resources – Ness Young CPFA

The Council's Medium Term Financial Strategy (MTFS) sets out how the Council plans to use its resources over the next four years to support the achievement of its corporate priorities and statutory duties. The strategy reflects the UK economic and public expenditure outlook as well as expected increases in demand for services arising from demographic growth.

The net cost of services provided by the Council in 2014-15 is £255.131m, a reduction of £737k compared to 2013-14. The actual reduction in funding for Bridgend from Welsh Government was 3.3%. As part of the Council's response to the constraints on public sector spending, the budget for 2014-15 includes reductions of £11.3m.

The Council's priority is to protect front line services as far as it can, within the funding available, and budgets for schools, have been protected in line with that suggested by Welsh Government. This means that a greater proportion of budget reductions fall on other services. The budget reductions are challenging and a number of proposals are dependent on changing the way in which services are provided.

The Council estimates that delivering its corporate improvement priorities and meeting increases in demand for services within the resources available will require recurrent revenue savings of £36 million to be found over the period 2014-15 to 2017-18. The Council is committed to minimising the impact of reduced funding on the services which it provides to citizens and over 50% of the savings identified to date come from Making Best Use of Resources through maximising the use of space and technology, improving procurement & commissioning, streamlining systems & processes and integrating services.

A number of savings proposals are dependent on changing the way in which services are provided and collaboration and innovation are very much on the agenda. 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.

Given the challenging economic outlook and the uncertainties that change brings it is important that the Council, local people, local businesses, enterprises and organisations, and the third sector work together to secure positive change and deliver improved services.

INTRODUCTION

Budget 2014-15 & Medium Term Financial Strategy 2015-16 to 2017-18

The Budget & Council Tax for 2014-15 was approved by Council on the 19th February 2014. The Medium Term Financial Strategy included indicative budgets for 2015-16 to 2017-18.

This budget book provides an overview of the Council's Revenue Budget for 2014-15 and outline proposals for 2015-16 and 2016-17. It also includes the Capital Programme for 2014-15 to 2023-24 and detailed revenue and capital budgets for Directorates for 2014-15.

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 Ogmore valleys. The largest towns are Bridgend, Maesteg and the seaside resort of Porthcawl .

Budget 2014-15 – An Overview

The Council has approved a final net budget of £255.131M for 2014-15, and an overall average band D council tax increase of 4.98%.

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 10th December 2013 and the final budget was approved by Council on the 19 February 2014 .

The Final Local Government Settlement for 2014-15 was announced on 11th December 2013. The funding in Bridgend for 2014-15 (after allowing for transfers of specific grants into and out of the settlement) has decreased by 2.7% which is slightly below the All Wales average decrease of 3.4%. However, the published figures do not show the true reduction to Councils because of the way Welsh Government has treated the new Local Government Borrowing Initiative (LGBI) funding and Council Tax Reduction Scheme (CTRS) in the calculation. The true average reduction across Wales is -3.9%and- 3.3% for Bridgend. The indicative funding levels for Bridgend for 2015-16 include a decrease of 1.35%, or 2% when adjusted for the LGBI and the CTRS. The Minister has given no indication of the figures for 2016-17 and 2017-18, but in view of current economic and fiscal projections and in the absence of other information, the Medium Term Financial Strategy (MTFS) assumes that the Aggregate External Finance for 2016-17 will reduce by 4% stands and for 2017-18 the most likely scenario is assumed to be a reduction of 2%.

Development of the Capital Programme has followed the MTFS principles and involved a review of the current programme in light of the final settlement as well as historical annual allocations to certain service areas e.g. disabled facility Grants (DFGs). The table below details some of the priority areas where the authority has allocated additional funding to meet budget pressures:

Link to Corporate Improvement Priority	Resources Allocated
Developing the local economy	<ul style="list-style-type: none"> £130k to enable regeneration initiatives to be pursued which will support investment in the local economy.
Raising aspirations and driving up educational achievement	<ul style="list-style-type: none"> £350k to meet the demand within mainstream schools for pupils with behavioural problems £200k towards the rising cost of out of county placements.
Helping the vulnerable & older people to stay independent	<ul style="list-style-type: none"> £625k - additional pressures within the service as a result of rising number of older people requiring Adult Social Care. £214k towards increasing need for specialist and non specialist residential placements. As a result of the rising incidence of mental health problems £200k to meet the upward trend of 'direct payments' for service users who prefer to exercise their own choice and purchase their own care arrangements.
Supporting children and families by helping them to deal with their problems as early as possible	<ul style="list-style-type: none"> £400k towards caring for Looked After Children £220k towards the increased Court costs for childcare proceedings and associated legal costs.
Other Business As Usual (OBAU)	<ul style="list-style-type: none"> £1m towards the 'Council Tax Reduction Scheme - Additional funding needed to meet requirement of Welsh Government to fund at 100% liability.

The following table provides a summary of the allocation of the overall budgeted net expenditure of £255.131m for 2014-15:

	2013-14 Revised Budget	Specific Grant Transfers	Funded Reserves 2013-14	Net adjs for new pay & grading structure	Pension/ Price Inflation (1)	Inescapable Budget Pressures	Savings	2014-15 Budget
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Childrens	41,274	1,681	(352)	15	93	950	(2,932)	40,729
Schools	85,567	0	0	(735)	112		(116)	84,828
Adult Social Care	41,108	135	0	470	707	1,039	(3,099)	40,360
Healthy Living	6,870	0	0	19	142	0	(516)	6,515
Communities	23,751	158	(25)	(58)	641	130	(1,728)	22,869
Resources	17,007	248	(113)	17	368		(1,399)	16,128
Legal & Regulatory Services	5,859	0	0	9	50	220	(449)	5,689
Service Expenditure Total	213,554	2,222	(490)	(263)	2,113	2,339	(10,239)	217,118
Council Tax Reduction Scheme	12,625				0	1,000	0	13,625
Capital Financing	10,715				0	0	(200)	10,515
Levies	7,050				(20)	0	0	7,030
Repairs & Maintenance	1,200				0	0	(50)	1,150
Pension Related Costs	0				792	0	0	792
Corporate Budgets	2,842	343	490	763	1,048	0	(785)	4,701
CTR Pensioner Discount						200		200
Total Net Revenue Budget	255,868	2,565	0	500	3,933	3,539	-11,274	255,131

- (1) Price inflation has been allocated to service budgets and includes provision for energy costs based on forward contract prices, business rates, food costs and other major contractual commitments, and central provision for an estimated increase in employer pension contributions over the period of the MTFS and changes in pension regulations from 1 April 2014.

The table below shows how the 2014-15 budget allocations contribute to corporate improvement priorities and support core business (business as usual).

Budget 2014-15 Corporate Improvement Priorities			
Directorate	Corporate Improvement Priorities £000	Core Business £000	Total £000
Children excl. schools	8,634	32,095	40,729
Schools	84,828	0	84,828
Adult Social Care	39,640	720	40,360
Healthy Living	6,218	297	6,515
Communities	8,373	14,496	22,869
Resources	271	15,857	16,128
Legal & Regulatory	4,213	1,476	5,689
Corporate Budgets	1,035	36,978	38,013
Net Budget Requirement	153,213	101,918	255,131

MTFS 2014-15 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 2015-16, 2016-17 and 2017-18 are based on a reduction in AEF of -3%, -4% and -2% respectively and an assumed increase in council tax of 4.5% to 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 £36m. The table below shows the savings requirement to fund the budget gap for the period 2014-15 to 2017-18 after applying an assumed increase in council tax of 4.5-5% each year.

MTFS Potential Net Savings Requirement Scenarios

	2014-15 Savings Requirement	2015-16 Savings Requirement	2016-17 Savings Requirement	2017-18 Savings Requirement	Total Savings Requirement
	£000	£000	£000	£000	£000
Best Scenario	11,274	8,740	2,840	0	22,854
Most Likely scenario	11,274	10,456	10,040	4,000	35,770
Worst Scenario	11,274	12,220	11,730	9,100	44,324

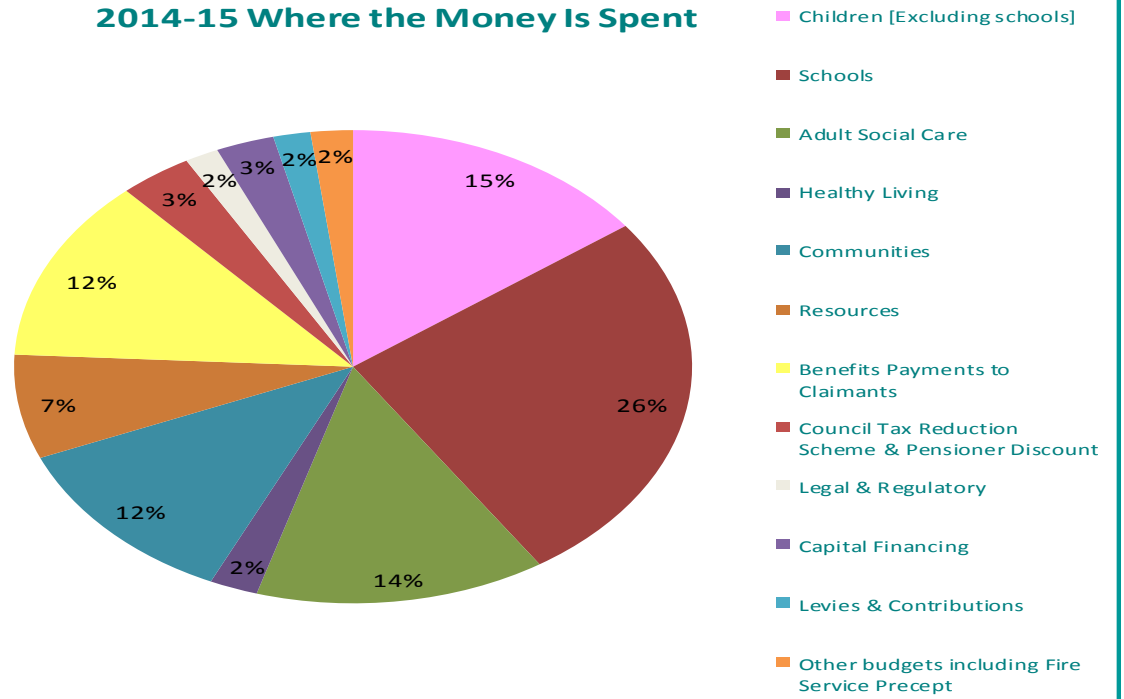
++Further details can be obtained from the Council Report of the 19 February 2014 which provides additional information on managing within the MTFS resources envelope.

Gross Revenue budget 2014-15

Where the Money Is Spent:

Service Areas	2014-15 £M
Children (Excluding schools)	58.968
Schools	102.670
Adult Social Care	55.026
Healthy Living	9.136
Communities	46.878
Resources	28.238
Benefit Payments to Claimants	49.699
Council Tax Reduction Scheme & Pensioner Discount	13.825
Legal & Regulatory Services	6.403
Capital Financing	11.035
Levies & Contributions	7.030
Other budgets including Fire Service Precept	7.987
Gross Revenue Budget	396.895

2014-15 Where the Money Is Spent



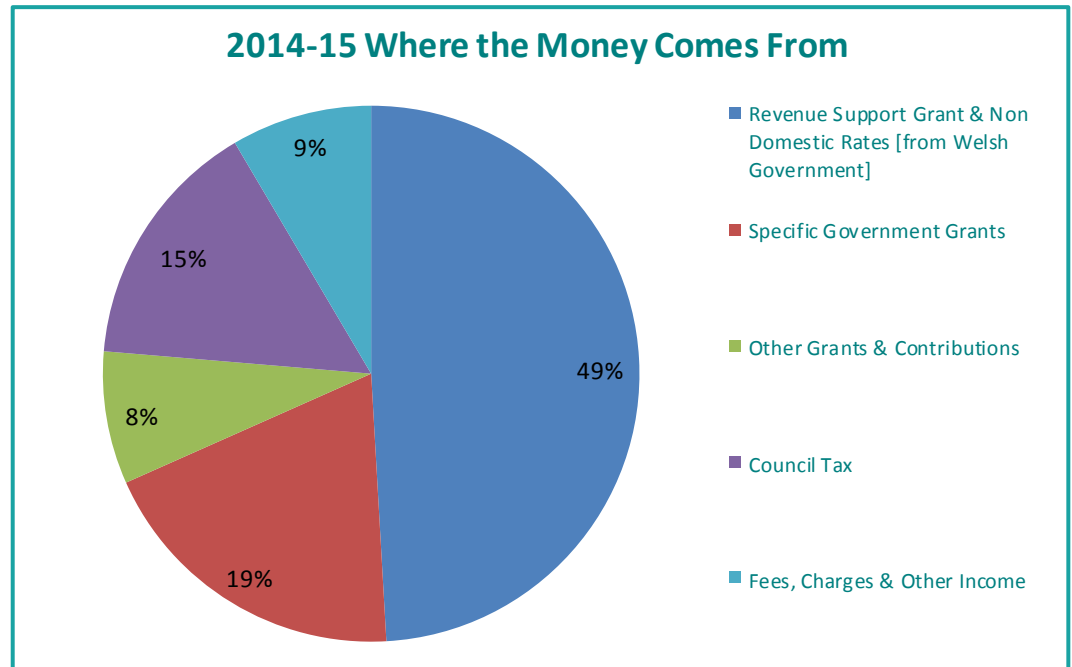
Gross Revenue budget 2014-15

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

Where the Money Comes From:

Source	2014-15 £M
Revenue Support Grant & Non Domestic Rates [from Welsh Government]	194.863
Specific Government Grants	76.364
Other Grants, Reimbursements & Contributions	31.743
Council Tax	60.268
Fees, Charges & Other Income	33.657
Gross Revenue Budget	396.895

2014-15 Where the Money Comes From

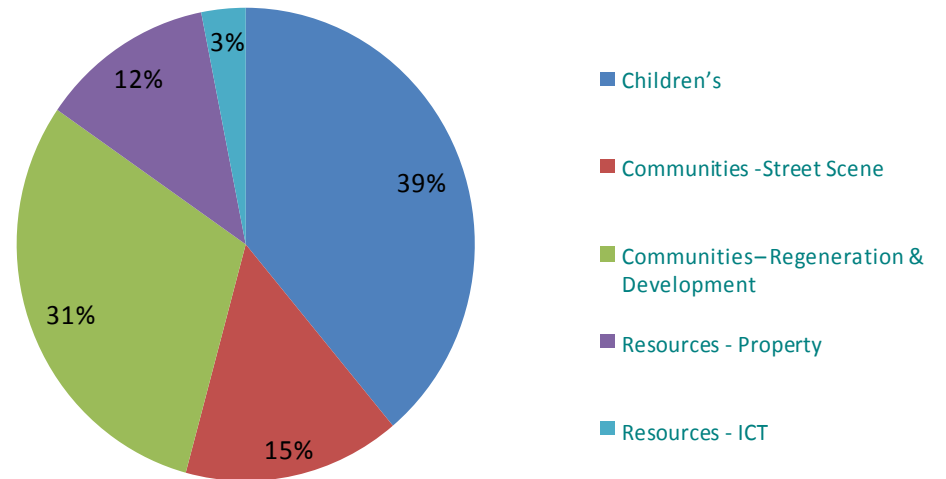


Capital Programme 2014-15

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 2014-15:

Services	2014-15 £M
Children's	12.470
Communities -Street Scene	4.912
Communities– Regeneration & Development	9.748
Resources– Property	3.930
Resources—ICT	1.000
TOTAL	32.060

Services Benefitting from Capital Programme in 2014-15



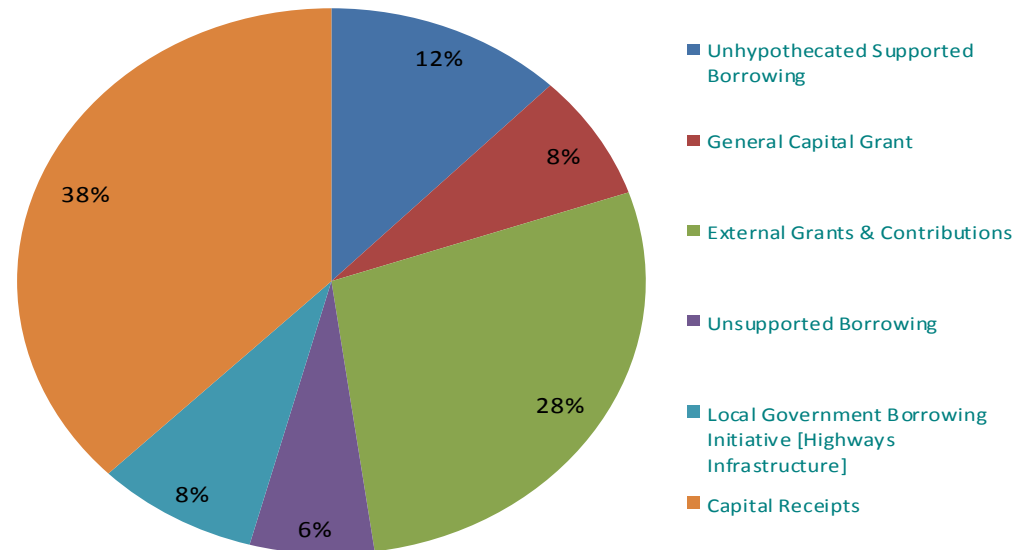
Capital Programme 2014-15

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	2014-15 £M
Unhypothecated Supported Borrowing	3.932
General Capital Grant	2.392
External grants & contributions	9.001
Unsupported Borrowing	2.050
Local Government Borrowing Initiative (Highways Infrastructure)	2.680
Capital Receipts	12.005
TOTAL	32.060

2014-15 Sources Of Capital Funding



Average Band D Council Tax

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

Bridgend County Borough Council	2013-14 £	2014-15 £
Net Council Tax Base (Band D Equivalent)	50,075.92	50,566.20
Total Net Expenditure	255,868,495	255,131,000
Less:		
Revenue Support Grant (RSG)	154,721,749	150,943,439
NNDR Distribution	43,154,109	43,919,218
Council Tax Reduction Scheme Grant	1,138,395	0
Amount collected from Council Tax	56,854,242	60,268,343

The council tax base for Bridgend for 2014-15 is 50,566.20, which gives a band D council tax of £1,191.87, as detailed in the following table:

Bridgend County Borough Council Tax	
=	<u>Amount Collected from Council Tax</u>
	Council Tax Base
=	<u>60,268,343</u>
	50,566.20
=	£1,191.87 (Band D)

The council tax bill received also includes charges in respect of the Community Council and Police & Crime Commissioner for South Wales 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	2013-14 £	2014-15 £	Increase/ - Decrease
County Borough Council Tax	1,135.36	1,191.87	4.98%
Average Community Council	30.19	31.12	3.08%
Police & Crime Commissioner	181.28	190.34	5%
Average Band D Council Tax	1,346.83	1,413.33	4.94%

Band D Council Tax Charges by Community Council Area 2014-15

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	1,191.87	31.37	190.34	1,413.58	Llangynwyd Middle Community Council	1,191.87	34.71	190.34	1,416.92
Bridgend Town Council	1,191.87	38.71	190.34	1,420.92	Maesteg Town Council	1,191.87	52.00	190.34	1,434.21
Cefn Cribbwr Community Council	1,191.87	36.12	190.34	1,418.33	Merthyr Mawr Community Council	1,191.87	13.71	190.34	1,395.92
Coity Higher Community Council	1,191.87	18.06	190.34	1,400.27	Newcastle Higher Community Council	1,191.87	25.40	190.34	1,407.61
Cornelly Community Council	1,191.87	26.86	190.34	1,409.07	Ogmore Vale Community Council	1,191.87	22.66	190.34	1,404.87
Coychurch Higher Community Council	1,191.87	30.41	190.34	1,412.62	Pencoed Town Council	1,191.87	40.59	190.34	1,422.80
Coychurch Lower Community Council	1,191.87	18.38	190.34	1,400.59	Porthcawl Town Council	1,191.87	29.04	190.34	1,411.25
Garw Valley Community Council	1,191.87	30.05	190.34	1,412.26	Pyle Community Council	1,191.87	22.36	190.34	1,404.57
Laleston Community Council	1,191.87	21.43	190.34	1,403.64	St Bride's Minor Community Council	1,191.87	20.05	190.34	1,402.26
Llangynwyd Lower Community Council	1,191.87	42.20	190.34	1,424.41	Ynysawdre Community Council	1,191.87	25.48	190.34	1,407.69

Summary Statement

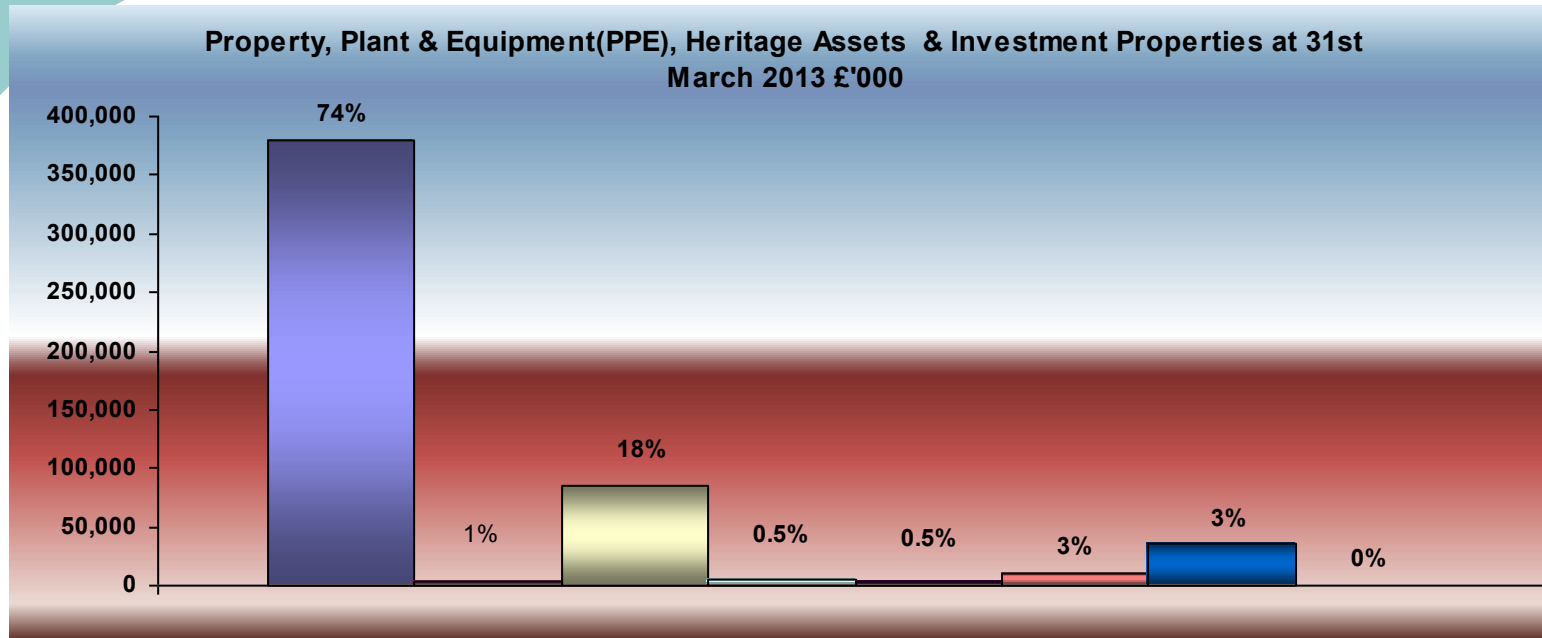
A summary of the Authority's Net Revenue budget for 2014-15 is given below:

Cost of Services	2014/15		
	Expenditure	Income	Adj Net Spending
	£'000	£'000	£'000
Childrens	58,968	(18,239)	40,729
Schools	102,670	(17,842)	84,828
Adult Social Care	55,026	(14,666)	40,360
Healthy Living	9,136	(2,621)	6,515
Communities	46,878	(24,009)	22,869
Resources*	27,935	(11,894)	16,041
Benefit Payments to Claimants	49,699	(49,914)	(215)
Legal & Regulatory Services*	6,706	(715)	5,991
Departmental Expenditure	357,018	(139,900)	217,118
Capital Financing Charge	11,035	(520)	10,515
Council Tax Reduction Scheme & Pensioner Discount	13,825		13,825
Repairs and Maintenance	1,150		1,150
Other budgets including Fire Service Precept	6,837	(1,344)	5,493
Levies & Contributions	7,030		7,030
Total Net Expenditure Budget	396,895	(141,764)	255,131
Financed From:			
Revenue Support Grant & Non Domestic Rates [from Welsh Government]			(194,863)
Council Tax			(60,268)
Total Financing			(255,131)
AVERAGE BAND D COUNCIL TAX- BCBC			£1,191.87

* Budget restated following transfer of Procurement services from Resources to Legal & Regulatory Services.

Local Authority Asset Management

The long term assets (excluding Long Term Debtors) owned by the Authority on the 31st March 2013 was £552.34m



	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	379,309	3,414	85,507	4,537	3,421	9,953	36,148	51

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 2014-15 has been set at £32.06m.

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. In year valuations are also undertaken to ensure that any changes to assets values as a result of impairment loss or enhancement (additional expenditure which adds value to the asset) is reflected in the asset values carried.


Capital Programme 2014-15 to 2017-18

Service Planned Expenditure	Gross Budget Forecast				
	2014-15	2015-16	2016-17	2017-18	Total to 2018
	£'000	£'000	£'000	£'000	£'000
Children's	12,470	9,675	15,040	7,690	44,875
Communities - Street Scene	4,912	1,250	450	450	7,062
Communities- Regeneration & Development	9,748	3,031	2,990	2,450	18,219
Resources— Property	3,930	1,600	1,100	1,100	7,730
Resources—ICT	1,000	96	50	50	1,196
TOTAL CAPITAL PROGRAMME	32,060	15,652	19,630	11,740	79,082

Funding	Funding				
	2014-15	2015-16	2016-17	2017-18	Total to 2018
	£'000	£'000	£'000	£'000	£'000
General Capital Funding - Supported Borrowing	3,932	3,932	3,932	3,932	15,728
General Capital Grant	2,392	2,392	2,392	2,392	9,568
Unsupported Borrowing	2,050	1,300	0	0	3,350
Capital Receipts	12,005	2,002	3,913	2,726	20,646
Local Gov't Borrowing Initiative (Highways Infrastructure)	2,680	0	0	0	2,680
External Grants & Contributions	9,001	6,026	9,393	2,690	27,110
TOTAL CAPITAL PROGRAMME	32,060	15,652	19,630	11,740	79,082



Divisional Heads	Corporate Director-Children - Deborah McMillan	Children's Directorate
Safeguarding & Family Support: - Colin Turner		
Strategy Partnerships & Commissioning:- Vacant post		

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, family support, early years, the youth offending service and support for partnerships and multi-agency working. Our 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.

We have high aspirations for all our children and young people.

Our vision is that they should all:

- 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. We want our young people to succeed, whatever their circumstances, and we recognise that this is most likely to happen where they – and their parents and carers - are actively engaged in ensuring this happens.

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 action and support and meeting the needs of the most disadvantaged and vulnerable children and young people. Including schools, the Directorate accounts for 49% of the Council's net budget and employs a significant number of staff, including over 1,234 teachers and around 1,024 school support staff.

FOREWORD: Children (Cont)

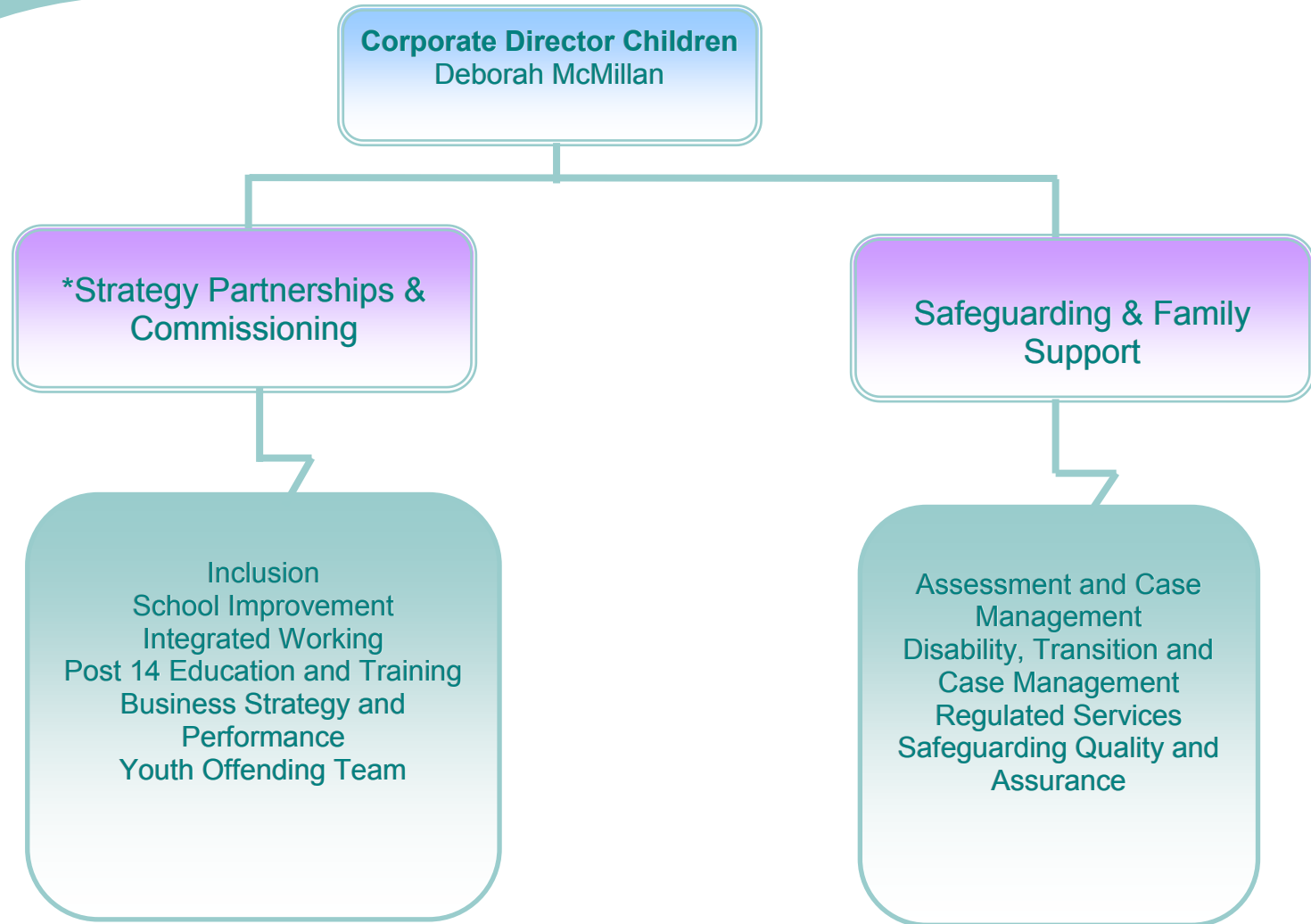
MAIN CHALLENGES FACING THE DIRECTORATE IN 2014-2015

Some of the main challenges in 2014-2015 for schools and the services within the Directorate are:

- transformation of childrens services to drive a whole system approach;
- working in partnership with the Central South Consortium, commissioning the right support for schools to raise pupil attainment, improve literacy and numeracy and reduce the impact of poverty;
- improving access and inclusion to deliver better outcomes for children and young people;
- progressing our school modernisation programme;

- further developing our commissioning strategy and embed a culture of multi-agency working, ensuring that our early intervention and prevention services are targeted at the right families;
 - narrowing the gap between our most and least effective services and delivering good value for money;
 - developing more collaborative arrangements, both within Bridgend and with local authorities.
- ... and achieving all this in a context of Unprecedented cuts to the Childrens services budgets

STRUCTURE



* Strategic Partnership & Commissioning includes 'Learning' areas of service functions

REVENUE BUDGET Children	2013-14 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Learning			
<u>Inclusion Budget</u>			
LEA Special Needs	822	-	822
Schools Special Needs	2,922	(144)	2,778
Inter-Authority Recoupment	1,313	(1,361)	(48)
Total Inclusion Budget	5,057	(1,505)	3,552
<u>Foundation</u>			
Early Years	3,727	(3,063)	664
WAG BSF/SEG/WEG	2,002	(1,525)	477
Total Foundation Budget	5,729	(4,588)	1,141
<u>Youth Service</u>			
Youth Service	1,322	(286)	1,036
Total Youth Budget	1,322	(286)	1,036
<u>Transition</u>			
Grants	102	(77)	25
On-Track	111	-	111
Total Transition	213	(77)	136
<u>Post-14</u>			
14-19 Learning	820	(820)	-
Total Post-14	820	(820)	-

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
642	-	642
2,766	(144)	2,622
1,514	(1,012)	502
4,922	(1,156)	3,766
3,711	(3,063)	648
2,001	(1,525)	476
5,712	(4,588)	1,124
939	(211)	728
939	(211)	728
102	(77)	25
106	-	106
208	(77)	131
819	(819)	-
819	(819)	-

REVENUE BUDGET	2013-14 (Revised Estimate)		
Children	Expenditure	Income	Net
	£'000	£'000	£'000
Learning (cont)			
<u>Statutory Advice & Psychology</u>			
Educational Psychology Service	479	(5)	474
Looked After Children	93		93
Total Statutory Advice & Psychology Budget	572	(5)	567
<u>Emotional Health & Behaviour</u>			
Pru/Behaviour Support Service	1,331	(56)	1,275
Education Otherwise	360	(59)	301
Total Emotional Health & Behaviour Budget	1,691	(115)	1,576
School Improvement	980	(125)	855
<u>School Music Service</u>	667	(598)	69
Total Learning	17,051	(8,119)	8,932
Strategic Partnership & Comm			
<u>ISB(Individual Schools Budget)</u>	101,904	(16,280)	85,624*
<u>Strategic Planning & Resources</u>			
Capital Programme/Asset Mgmt	584	-	584

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
425	(21)	404
102	-	102
527	(21)	506
1,131	(56)	1,075
387	(87)	300
1,518	(143)	1,375
804	-	804
660	(625)	35
16,109	(7640)	8,469
102,670	(17,842)	84,828
707	-	707

* Net of £57k budget realignment from Children's to Schools (ISB)

REVENUE BUDGET	2013-14 (Revised Estimate)			2014-15			
	Children	Expenditure	Income	Net	Expenditure	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000
Strategic Partnership & Resources (cont)							
Planning of School Places		3,077	(1,686)	1,391	2,691	(17)	2,674
Revenue Contributions to Capital		655	-	655	630	-	630
Community Focused Schools		43	(20)	23	43	(39)	4
Total Strategic Planning & Resources		3,775	(1,706)	2,069	4,071	(56)	4,015
Business Strategy & Support							
Management Support Services		896	-	896	579	-	579
Total Business Strategy & Support		896	-	896	579	-	579
Support for Children & Learners							
Admissions to Schools		1	-	1	1	-	1
Home to School/College Transport		5,318	(20)	5,298	4,930	(20)	4,910
Pupil Support		422	(107)	315	406	(117)	289
Support for Students		51	-	51	48	-	48
Assembly Learning Grants		1	(1)	-	1	(1)	-
Education Welfare Service		259	-	259	256	-	256
Catering Services		5,156	(4,181)	975	5,181	(4,321)	860
Total Support for Children & Learners		11,208	(4,309)	6,899	10,823	(4,459)	6,364
CYP Partnerships		2,367	(2,269)	98	2,216	(2,216)	-
Total Comm & Partnerships		2,367	(2,269)	98	2,216	(2,216)	-

REVENUE BUDGET Children	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Strategic Management</u>						
Staff Costs	621	(463)	158	593	(518)	75
Statutory/ Regulatory Duties	1	-	1	1	-	1
Dismissal/Retirement Costs	982	-	982	982	-	982
Insurance	352	(5)	347	352	(5)	347
Other Support Service Costs	299	(3)	296	217	(5)	212
Strategic Management	488	-	488	317	-	317
Total Strategic Management	2,743	(471)	2,272	2,462	(528)	1,934
Total Strategic Partnerships & Comm	123,477	(25,035)	98,442	122,821	(25,101)	97,720
<u>Safeguarding & Family Support</u>						
Children Looked After	11,937	(953)	10,984	12,163	(954)	11,209
Family Support Services	2,489	(1,199)	1,290	2,492	(1,167)	1,325
Youth Justice	1,745	(1,172)	573	1,717	(1,206)	511
Other Child & Family Services	853	(13)	840	849	(13)	836
Commissioning & Social Work	4,340	(49)	4,291	4,211	-	4,211
Administration	1,425	-	1,425	1,252	-	1,252
Total Safeguarding & Family Support	22,789	(3,386)	19,403	22,684	(3,340)	19,344
Contingent Provision	64	-	64	24	-	24
TOTAL CHILDREN'S	163,381	(36,540)	126,841	161,638	(36,081)	125,557

DETAILED CAPITAL BUDGET 2014-15

Children's Directorate	BUDGET:					FUNDED BY:			
	Gross Budget 2014-15	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	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	319	105	-	-	424	424	-	-	424
Mynydd Cynffig Primary School Extension	400	-	600	2,600	3,600	2,200	1,400		3,600
Y Dderwen Comprehensive School	1,014	-	-		1,014	1,014			1,014
Coety/ Parc Derwen Primary School	5,200	2,080	420	-	7,700		3,900	3,800	7,700
Garw Valley South Primary Provision	800	5,400	3,600	200	10,000	4,177	5,823		10,000
Tondu Primary School Temporary Accom.	680	-	-	-	680	520		160	680
Additional Learning Needs	3,482	-	-	-	3,482	2,018	1,464		3,482
Pencoed Primary School	-	750	5,200	2,150	8,100	3,550	4,550		8,100
Gateways to the valleys Primary Provision	400	1,340	5,220	1,740	8,700	4,280	4,420		8,700
Ysgol Y Ferch O'r Sger	175	-	-	-	175	175			175
Héronsbridge Special School	-	-	-	1,000	1,000	700	300		1,000
TOTAL CAPITAL PROGRAMME	12,470	9,675	15,040	7,690	44,875	19,058	21,857	3,960	44,875





Divisional Heads:	Corporate Director - Wellbeing - Sue Cooper	Wellbeing Directorate
Head of Adult Social Care, Vacant		
Interim Head of Healthy Living, - Vacant		

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 Corporate Priorities of “Helping vulnerable and older people to stay independent” and “Encouraging healthy lifestyles to reduce health inequalities”.

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 AB-MU 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.

The Remodelling of Adult Social Care continues to make progress and is modernising our services so that they are fit for the 21st 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.

FOREWORD: Wellbeing Directorate (Cont)

The key Improvement Objectives for 2014-15 are:

Working together to help vulnerable people to stay independent

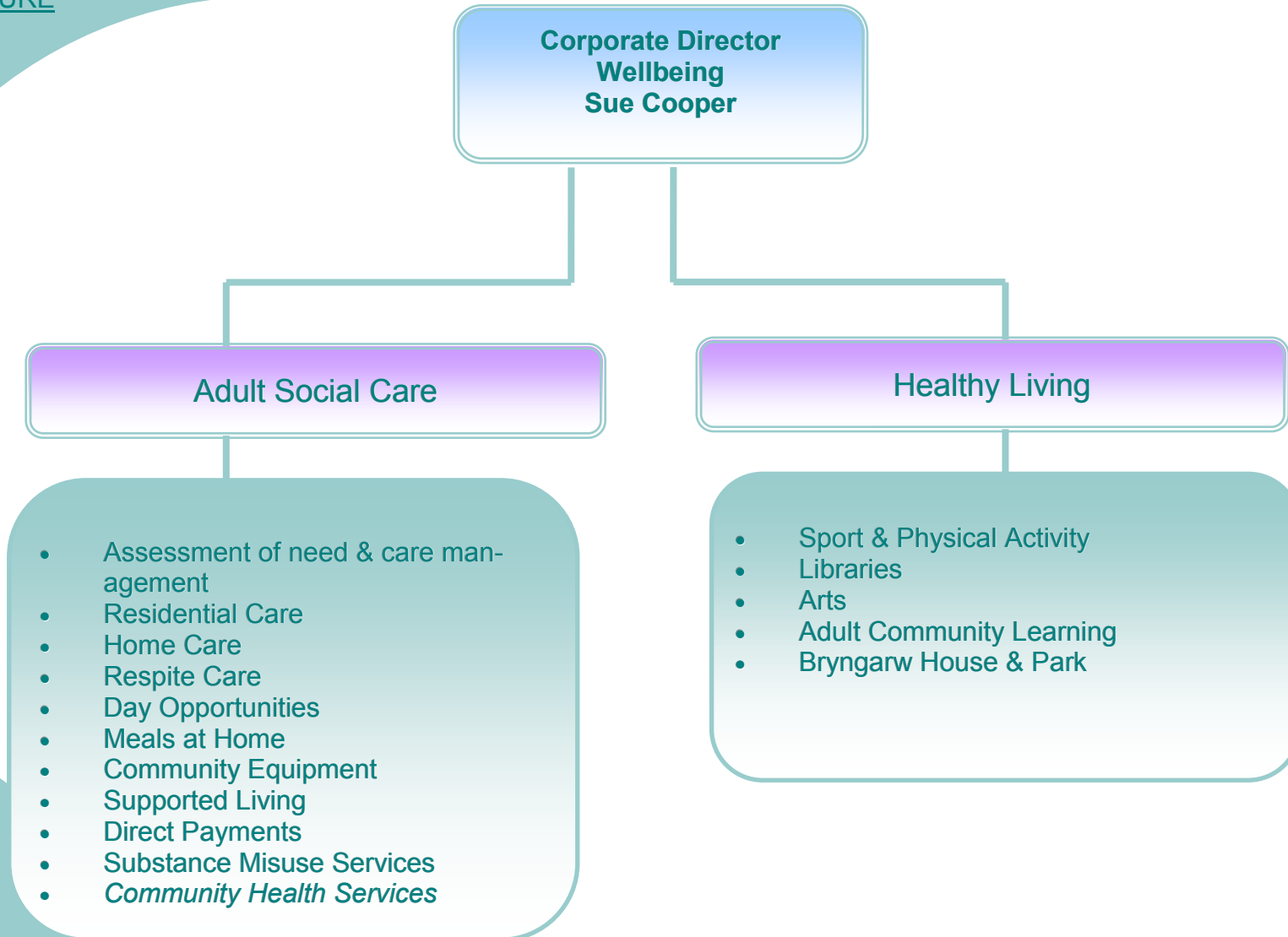
- Work with ABMU Health Board to continue to develop the Integrated Referral Management Centre, bringing District Nursing into these arrangements
- Take early action to help people remain independent
- Further develop collaboration across the region to ensure available resources are used to the best effect and there are no unnecessary duplications in services for service users
- Develop a more effective and proportionate response to an individual's need by only assessing people when their circumstances are such that they need it, thereby ensuring that they receive the most appropriate level of information, support or care through the development of an assessment framework underpinning the Social Services and Wellbeing (Wales) Bill.

To improve physical and emotional wellbeing by promoting and supporting active lifestyles, participation and learning

- Work with partners to encourage adults and children to be more active more often throughout life
- Continue to implement revised library provision across the county borough
- Implement a targeted programme of health and wellbeing improvements

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 2016-17 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	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000
-						
<u>Adult Social Care</u>						
<u>Older People</u>						
Residential Care	13,799	(5,538)	8,261	14,035	(5,506)	8,529
Supported & Other Accommodation	233	(61)	172	233	(61)	172
Direct Payments	135	(10)	125	155	(10)	145
Home Care	9,250	(1,437)	7,813	9,664	(1,745)	7,919
Day Opportunities	382	(10)	372	296	(16)	280
Meals	359	(235)	124	379	(357)	22
Other Services	80	-	80	52	-	52
Assessment & Care Management	1,976	(80)	1,896	2,230	(77)	2,153
Strategy for Older People	45	-	45	45	-	45
Health Social Care & Wellbeing	146	(86)	60	149	(59)	90
Total Older People	26,405	(7,457)	18,948	27,238	(7,831)	19,407
<u>Physical Disability/Sensory Loss</u>						
Residential Care	663	(153)	510	681	(133)	548
Direct Payments	437	(9)	428	479	(9)	470
Home Care	663	(13)	650	754	(13)	741
Day Opportunities	145	-	145	151	-	151
Equipment & Adaptations	859	(12)	847	859	(12)	847
Other Services	256	(33)	223	258	(33)	225
Assessment & Care Management	1,235	(22)	1,213	1,000	-	1,000
Total Physical Disability/Sensory Loss	4,258	(242)	4,016	4,182	(200)	3,982

REVENUE BUDGET Wellbeing	2013-14 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
<u>Learning Disabilities</u>			
Residential Care	3,629	(963)	2,666
Shared Lives Scheme	801	(293)	508
Direct Payments	1,495	(60)	1,435
Supported Living	5,862	(1,760)	4,102
Day Opportunities	4,251	(684)	3,567
Other Services	108	-	108
Assessment & Care Management	682	(140)	542
Total Learning Disabilities	16,828	(3,900)	12,928
<u>Mental Health Needs</u>			
Residential Care	1,706	(701)	1,005
Glyn Cynffig	485	(309)	176
Direct Payments	49	(3)	46
Home Care	21	-	21
Day Opportunities	625	(297)	328
Other Services	134	(105)	29
Assessment & Care Management	980	(362)	618
Total Mental Health Needs	4,000	(1,777)	2,223

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
3,217	(1,162)	2,055
811	(293)	518
1,414	(15)	1,399
6,192	(1,987)	4,205
4,183	(464)	3,719
108	-	108
628	(87)	541
16,553	(4,008)	12,545
1,972	(673)	1,299
540	(409)	131
53	(3)	50
21	-	21
498	(297)	201
129	(105)	24
1,025	(345)	680
4,238	(1,832)	2,406

REVENUE BUDGET	2013-14 (Revised Estimate)			2014-15			
	Wellbeing	Expenditure	Income	Net	Expenditure	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000
<u>Other Adult Services</u>							
Substance Misuse & Other Adult Services	1,271	(1,127)	144	397	(248)	149	
Total Other Adult Services	1,271	(1,127)	144	397	(248)	149	
<u>Management & Central Services</u>							
Adult Services Management	1,055	(45)	1,010	1,101	(98)	1,003	
Central Services/administration/ Other support	1,707	(109)	1,598	693	(70)	623	
Training	621	(380)	241	624	(379)	245	
Total Adult Services Mgmt & Admin	3,383	(534)	2,849	2,418	(547)	1,871	
TOTAL : Adult Social Care	56,145	(15,037)	41,108	55,026	(14,666)	40,360	
<u>Healthy Living</u>							
<u>Adult Learning</u>							
Adult Education	459	(360)	99	290	(189)	101	
Community Education	80	(51)	29	57	(34)	23	
Total Adult Learning	539	(411)	128	347	(223)	124	

REVENUE BUDGET Wellbeing	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Culture & Heritage</u>						
Arts & Entertainments	1,386	(576)	810	1,406	(579)	827
Total Culture & Heritage	1,386	(576)	810	1,406	(579)	827
<u>Library Service</u>						
Library Service	1,869	(141)	1,728	1,879	(150)	1,729
Council Information Points	72	(69)	3	65	(65)	-
ICT Facilities	64	(28)	36	63	(17)	46
Total Library Service	2,005	(238)	1,767	2,007	(232)	1,775
<u>Miscellaneous Services</u>						
Bryngarw & Beach Water	1,134	(763)	371	1,082	(694)	388
Total Miscellaneous Services	1,134	(763)	371	1,082	(694)	388

REVENUE BUDGET	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
Recreation & Sport						
Sports Centres & Swimming Pools	3,411	(460)	2,951	3,129	(460)	2,669
Community Centres	354	(52)	302	233	(26)	207
Active Young Peoples Services	509	(378)	131	514	(380)	134
Play & Other Services	104	(25)	79	106	(27)	79
Total Recreation & Sport	4,378	(915)	3,463	3,982	(893)	3,089
Healthy Living						
Healthy Living General	331	-	331	312	-	312
Total Healthy Living	9,773	(2,903)	6,870	9,136	(2,621)	6,515
TOTAL CORPORATE WELLBEING	65,918	(17,940)	47,978	64,162	(17,287)	46,875



Divisional Heads	Corporate Director - Communities - Mark Shephard	Communities Directorate
Head of Street Scene - Vacant		
Head of Regeneration and Development - Satwant Pryce		

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

Main Challenges facing the Directorate in 2014-15

The 2014-15 budget has been prepared against a background of further significant cuts in funding for public services, with the Directorate facing a cash reduction of 3.7% 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 2014-15 including:-

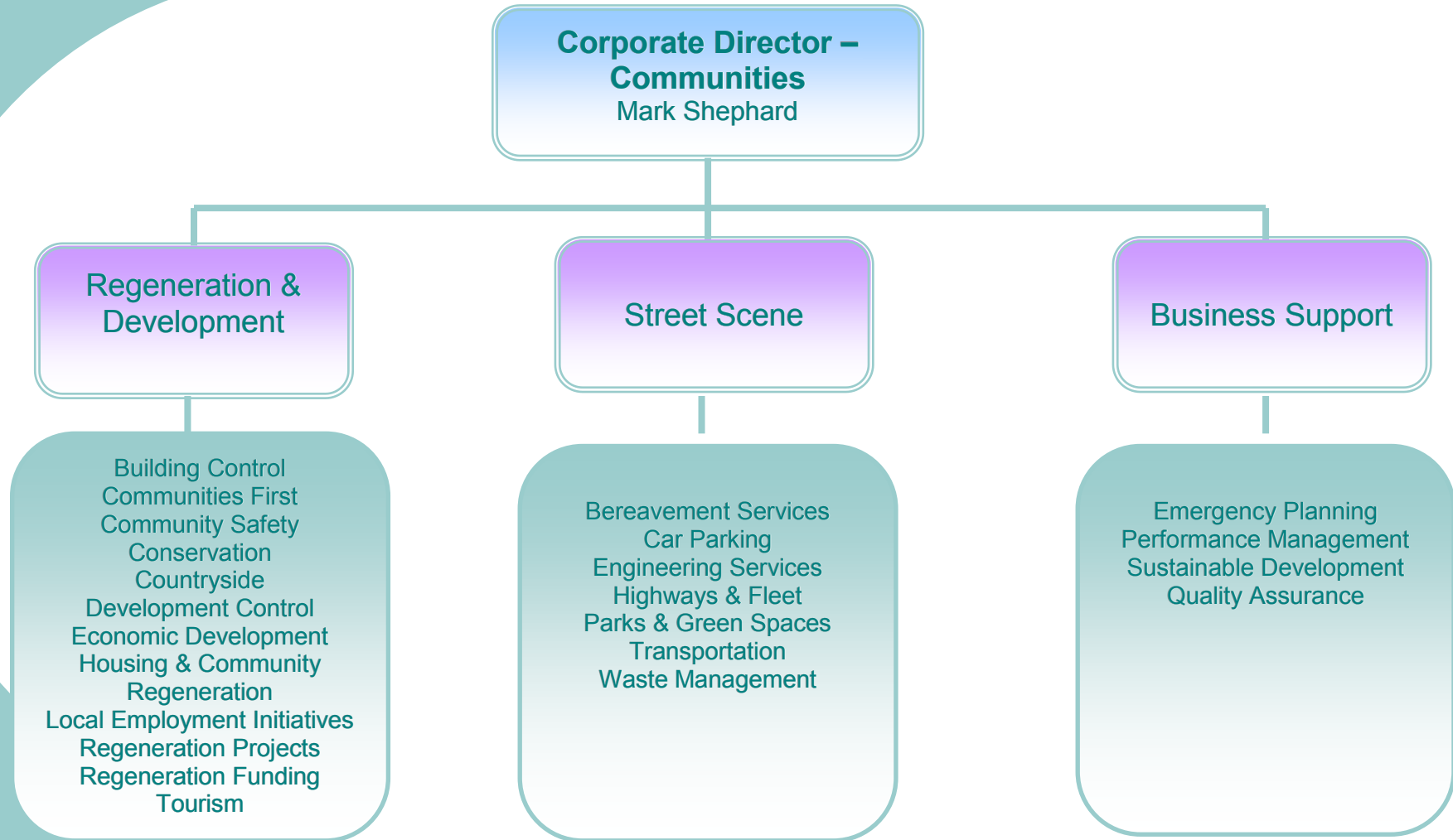
- Delivering the third phase of a programmed highway improvements plan totalling around £3m funded by the Welsh Government’s ‘Local Government Borrowing Initiative’ and the Council.
- Managing the reduction in income for services such as car parking and planning applications resulting from the economic downturn.

FOREWORD: Communities Directorate (Cont)

Main Challenges facing the Directorate in 2014-15

- Continuing to work towards meeting the WG target of recycling 70% of all municipal waste by 2024-25.
- Continue to implement a very successful events programme to attract people to our Town Centres to support their future vitality and viability.
- Reviewing our contractual agreement around waste disposal at the MREC site in Neath Port Talbot and working towards a solution that makes significant financial savings but also continues to ensure we meet relevant Welsh Government targets.

STRUCTURE



REVENUE BUDGET	2013-14 (Revised Estimate)		
Communities	Expenditure	Income	Net
	£'000	£'000	£'000
Regeneration & Development			
Development			
Development Control	633	(687)	(54)
Development Planning	534	(59)	475
Development Technical Support	23	(18)	5
Building Control	313	(285)	28
Total Development	1,503	(1,049)	454
Housing & Community Regeneration			
Housing Options & Homelessness	1,163	(338)	825
Housing Strategy & Solutions	283	-	283
Supporting People	2,547	(2,384)	163
Communities First	1,803	(1,771)	32
Communities Safety	284	(185)	99
Sustainable Renewal	226	(62)	164
Total Housing & Community Regen	6,305	(4,740)	1,566
Regeneration & Development			
Regen Projects & Built Env	609	(70)	539
Countryside & Tourism	804	(206)	598

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
444	(537)	(93)
461	(59)	402
237	(18)	219
273	(235)	38
1,415	(849)	566
1,018	(305)	713
241	-	241
2,547	(2,384)	163
1,743	(1,732)	11
284	(185)	99
225	(82)	143
6,058	(4,688)	1,370
588	(70)	518
688	(190)	498

REVENUE BUDGET Communities	2013-14 (Revised Estimate)		
	Expenditure	Income	Net
	£'000	£'000	£'000
Regeneration & Develop'mt (cont)			
Regeneration Funding	213	(53)	160
Economic Development	440	(120)	320
Local Enterprise & Rural Dev	1,364	(1,090)	274
Regeneration & Develop Mgmt	134	-	134
Regeneration Management	107	-	107
Total Regeneration	3,671	(1,539)	2,132
Total Regeneration & Develop'mt	11,480	(7,328)	4,152
Street Scene			
<u>Streetworks</u>			
Sewerage Services	261	(18)	243
Enforcement	154	(120)	34
Other Cleaning	1,563	(248)	1,315
Waste Disposal	5,446	-	5,446
Waste Collection	5,322	(3,708)	1,614
Bereavement Services	528	(393)	135
Streetworks Management	98	-	98
Total Streetworks	13,373	(4,488)	8,885

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
261	(53)	208
432	(121)	311
959	(733)	226
131	-	131
111	-	111
3,170	(1,167)	2,003
10,643	(6,704)	3,939
269	(18)	251
157	(115)	42
1,416	(249)	1,167
4,708	-	4,708
5,317	(3,931)	1,386
531	(393)	138
96	-	96
12,494	(4,706)	7,788

REVENUE BUDGET Communities	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Highways & Fleet</u>						
Highways Maintenance	2,901	(531)	2,370	2,871	(281)	2,590
Street Lighting	1,531	-	1,531	1,748	-	1,748
Highways Management	72	(10)	62	69	(10)	59
Rights of Way	330	(65)	265	327	(65)	262
Network Management	393	(228)	165	392	(228)	164
Highways Services (DSO)	4,049	(1,721)	2,328	4,019	(1,872)	2,147
Fleet Services	3,268	(3,350)	(82)	3,298	(3,350)	(52)
Total Highways & Fleet	12,544	(5,905)	6,639	12,724	(5,806)	6,918
<u>Transportation & Engineering</u>						
Public Transport Co-ordination	4,101	(3,072)	1,029	4,089	(3,072)	1,017
Traffic Management & Road Safety	527	(211)	316	508	(185)	323
Policy & Development	431	(391)	40	393	(391)	2
Client & Business	1,355	(1,888)	(533)	1,308	(1,592)	(284)
Engineering Services	863	(925)	(62)	805	(925)	(120)
Total Transportation & Engineering	7,277	(6,487)	790	7,103	(6,165)	938

REVENUE BUDGET Communities	2013-14 (Revised Estimate)			2014-15		
	Expenditure	Income	Net	Expenditure	Income	Net
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Parks & Open Spaces</u>						
Parks & Playing Fields	781	(93)	688	789	(93)	696
Ground Maintenance Operation	2,040	(535)	1,505	2,062	(535)	1,527
Community Parks & Open Spaces	91	-	91	96	-	96
Total Parks & Open Spaces	2,912	(628)	2,284	2,947	(628)	2,319
<u>Street Scene Mgmt & Admin</u>						
Streetscene Support	244	-	244	240	-	240
Total Street Scene Mgmt & Admin	244	-	244	240	-	240
Total Street Scene	36,349	(17,507)	18,841	35,508	(17,305)	18,203
<u>Communities Business Unit</u>						
Resilience (Emergency Planning)	90	-	90	91	-	91
Business Unit	676	(9)	667	636	-	636
Total Directorate Support	766	(9)	757	727	-	727
TOTAL COMMUNITIES	48,595	(24,844)	23,751	46,878	(24,009)	22,869


DETAILED CAPITAL BUDGET 2014-15

* 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 2014-15	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Total 4 years	BCBC Funding	WG Funding	* Other	Prudential Borrowing	Total Funding
	£'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
Local Gov't Borrowing initiative (Highways Infrastructure)	2,280	-	-	-	2,280				2,280	2,280
Local Gov't Borrowing initiative (Street Lighting)	400	-	-	-	400				400	400
Parks Pavilion	950	-	-	-	950				950	950
Highways Street Infrastructure	600	800	-	-	1,400				1,400	1,400
Residents Parking Bridgend Town Centre	152	-	-	-	152	152				152
Street Scene Minor Works	80	-	-	-	80	80				80
<u>Regeneration & Development</u>										
Special Regeneration Funding	153	540	540	-	1,233	1,233				1,233
Bridgend Townscape Heritage Initiative	385	-	-	-	385	262		123		385
Porthcawl Townscape Heritage Initiative	50	-	-	-	50	50				50
Sub Total	5,500	1,790	990	450	8,730	3,577	0	123	5,030	8,730

DETAILED CAPITAL BUDGET 2014-15 (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 2014-15	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Total 4 years	BCBC General Capital Funding	WG Funding	* Other	Prudential Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sub-Total B/fwd	5,500	1,790	990	450	8,730	3,577	0	123	5,030	8,730
<u>Regeneration & Development (Cont.)</u>										
Bridgend Town Centre	823	-	-	-	823		248	575		823
South East Wales Local Inv Fund	100	-	-	-	100	100				100
Porthcawl Infrastructure	5,106	-	-	-	5,106	5,106				5,106
Porthcawl Coastal Defence	169	5	-	-	174	174				174
Commercial Improvement Areas	110	-	-	-	110	110				110
Environment Programme	30	-	-	-	30	30				30
Rural Development Plan	101	-	-	-	101	101				101
Green Shoots	11	-	-	-	11	11				11
Community Economic Development	260	36	-	-	296			296		296
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
Total	14,660	4,281	3,440	2,900	25,281	19,009	248	994	5,030	25,281

Assistant Chief Executive Legal & Regulatory Services
- 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 challenges for the department particularly due to the need to provide new models of provision to deliver high quality services with decreasing resources. 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 and improve service delivery and probity within the Authority;
- To build upon innovative service delivery models that meet the changing needs of the Authority;
- To provide significant efficiency savings;
- To integrate new service responsibilities within the Department

STRUCTURE

**Assistant Chief Executive Legal &
Regulatory Services**

– Andrew Jolley

Legal & Regulatory Services

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

REVENUE BUDGET	2013-14		
	Expenditure	Income	Net
	£'000	£'000	£'000
Legal & Regulatory Services			
Legal Services	2,453	(230)	2,223
Democratic Services	1,562	-	1,562
Regulatory Services	2,383	(454)	1,929
Scrutiny *	145	-	145
Procurement **	328	(1)	327
Area of Service Total	6,871	(685)	6,186

2014-15		
Expenditure	Income	Net
£'000	£'000	£'000
2,428	(259)	2,169
1,701	-	1,701
2,274	(455)	1,819
303	(1)	302
6,706	(715)	5,991

* The Scrutiny budget has been incorporated into the Democratic Services Budget for 2014-15

** 2013-14 & 2014-15 Budget restated to include the transfer of Procurement services from Resources to Legal & Regulatory Services.

Corporate Director Resources -Ness Young	Head of Head of Technology, Property and Customer Service' -David Sutherland– <i>post to be deleted</i>
Finance and ICT Head of Service– vacant pending appointment	Head of Human Resources & Organisational Development - Sarah Kingsbury
Head of Finance & Performance - Janet Smith— <i>post to be deleted</i>	

FOREWORD

A characteristic of high performing authorities is a strong corporate centre which promotes good governance and supports service delivery. In February 2014 Council approved an amendment to the JNC officer structure in the Resources Directorate, reducing the number of Heads of Service from 3 to 2 posts and creating a new hybrid Finance and ICT Head of Service post. This revised structure will continue to provide adequate capacity and support directorates through periods of significant change and ensure the resilience and future proofing of its ICT systems.

The main challenges facing the Directorate include:

- Supporting Directorates through a time of significant change;
- Delivering the priorities identified in the directorate business plan.
- Continuous review of the Council's Corporate Plan and Medium Term Financial Strategy
- Delivering the ICT Strategy

- Support the “Making Best Use of Resources” projects in Bridgend Change Programme for the coming year ,
- Implement the Asset Management Plan (AMP) 2014-15 actions, including energy and carbon reduction measures ,
- Develop a management competency framework and organisational development plan ,
- Further develop mechanisms to enhance customer feedback ,
- Continue to work with partners to mitigate the impacts of UK Government Welfare Reforms ,
- Making better use of Council's administrative assets through the maximising space and technology project,
- Scheduling, administering and supporting the JE appeal process,
- Further developing the workforce plan, and particularly the learning and development plans in conjunction with the directorates,
- Encouraging our customers to use “internet based services”.

FOREWORD: (Cont)

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.

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.

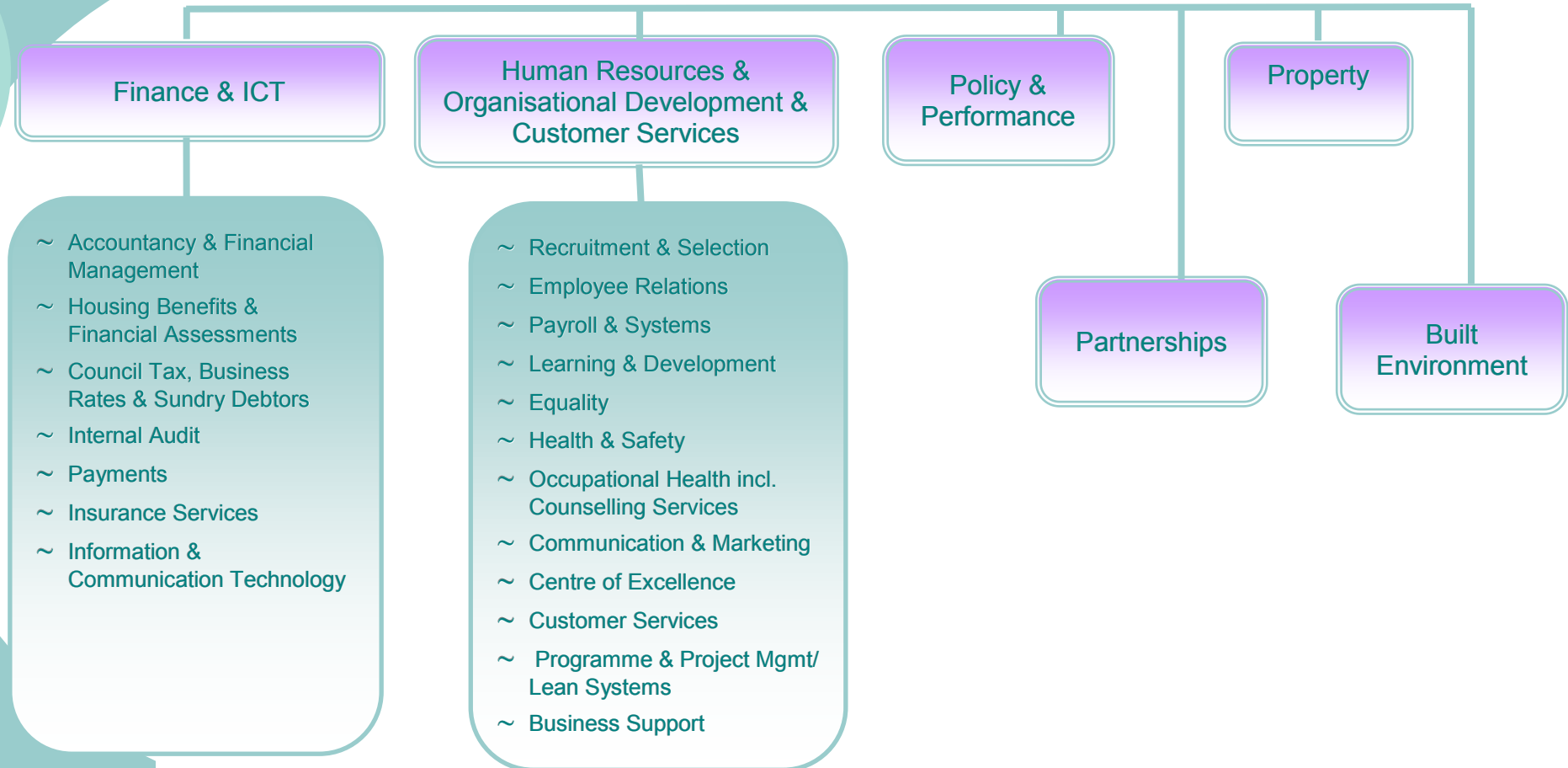
Human Resources, Organisational Development and Customer Services

The service unit provides professional advice and guidance on a Corporate basis on all HR [including Occ Health]/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.

Other services provided include: Policy & Performance, Partnerships (working with Local Service Boards to deliver the Single Integrated Partnership Plan) and services which are key to managing and maintaining the Council's property assets.

**Corporate Director –
Resources**
Ness Young

STRUCTURE



REVENUE BUDGET	2013-14			2014-15		
	(Revised Estimate)			Expenditure	Income	Net
	Corporate Functions	Expenditure	Income			
	£'000	£'000	£'000	£'000	£'000	£'000
Elections	171	-	171	154	-	154
Finance & ICT						
Financial Services	2,087	(207)	1,880	2,000	(222)	1,778
Business Rates & Sundry Debtors	899	(659)	240	889	(659)	230
Benefits Payments to Claimants*	45,983	(46,127)	(144)	49,699	(49,914)	(215)
Financial Assessments & Benefits Administration	1,633	(1,159)	474	1,569	(869)	700
Exchequer Services & Insurance	2,024	(1,267)	757	2,033	(1,268)	765
Bank Charges, Audit Fees & Cont to Vol Orgs	848	-	848	813	(3)	810
Internal Audit	442	(19)	423	422	(19)	403
Partnerships	246	-	246	244	-	244
ICT	4,649	(497)	4,152	4,709	(734)	3,975
Finance & ICT Total	58,811	(49,935)	8,876	62,378	(53,688)	8,690

REVENUE BUDGET	2013-14			2014-15		
	(Revised Estimate)			Expenditure	Income	Net
	Expenditure	Income	Net			
Corporate Functions	£'000	£'000	£'000	£'000	£'000	£'000
Human Resources & Organisational Development						
HR & Organisational Development	2,833	(434)	2,399	2,720	(416)	2,304
Communications, Marketing & Engagement	385	-	385	327	-	327
Centre of Excellence	225	-	225	225	-	225
Customer Services	1,252	(93)	1,159	1,207	(103)	1,104
Human Resources & Organisational Development Total	4,695	(527)	4,168	4,479	(519)	3,960
Property						
Building Services	8,388	(5,590)	2,798	8,307	(5,740)	2,567
Property Services	1,760	(1,760)	-	1,719	(1,861)	(142)
Property Total	10,148	(7,350)	2,798	10,026	7,601	2,425
Policy & Performance/CEO Unit	668	-	668	597	-	597
TOTAL : CORPORATE FUNCTIONS	74,493	(57,812)	16,681	77,634	(61,808)	15,826

* 2013-14 (£302k) & 2014-15 (£327K) Budget restated to include the transfer of Procurement services from Resources to Legal & Regulatory Services.

DETAILED CAPITAL BUDGET 2014-15

ICT & Property	BUDGET:				FUNDED BY:			
	Gross Budget 2014-15	Gross Budget 2015-16	Gross Budget 2016-17	Gross Budget 2017-18	Total 4 years	BCBC General Capital Funding	Prudential Borrowing	Total Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Property</u>								
Minor Works	1,600	1,600	1,100	1,100	5,400	4,400	1,000	5,400
Relocation of Depot Facilities	1,680	-	-	-	1,680	1,680		1,680
Bridgend Market	550	-	-	-	550	550		550
Design & Supervision– Old Schemes	100	-	-	-	100	100		100
<u>ICT & Customer Contact</u>								
Maximising Space & Technology	500				500	500		500
Bridgend Change Management	200				200	200		200
Investment in ICT (Information Communication Technology)	250	46	-	-	296	296		296
<u>Other</u>								
Community Projects	50	50	50	50	200	200		200
TOTAL CAPITAL PROGRAMME	4,930	1,696	1,150	1,150	8,926	7,926	1,000	8,926

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.

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 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.

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.

LAC – Looked After Children

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.

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.

WG - Welsh Government

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