

Corporate Plan 2013 - 2017



Bridgend County Borough Council
Working together to improve lives

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1 FOREWORD

Welcome to our Corporate Plan which sets out our vision for the county borough together with a clear set of priorities for the next four years. There are challenging times ahead. The economic position and UK Government reforms mean that we will have less to spend while having to deal with increasing demand for services and the consequences of the UK Government's welfare reforms. In these difficult times, the Council will continue to provide a wide range of services to the people of the county borough (from here on, 'the borough') with a particular focus on a few priority areas where we will seek to make the greatest improvements.

Our priorities are inspired by our vision to work together to improve lives within the borough. We can only achieve the necessary results if the third sector, families, communities, and you, our citizens, support us and work together with us. After close public consultation and extensive statistical data analysis, we have concluded that we need to focus our efforts on the local economy and the health and education of our citizens, as well as on making the borough a great place in which to live, learn, work, and play.

We will develop our town centres, business premises and transport and communications networks to encourage a stronger and more prosperous local economy. We will develop educational opportunities, so that our children and young people can achieve results of which they can be proud and realise their highest aspirations. We will strive to help children and their families to tackle problems early. We will do everything within our means to help vulnerable and older people become or remain independent and we will take all the measures we can to tackle health issues.

The priorities we have set are challenging particularly in the context of a weak economy and public spending constraints. However, we are determined to improve lives within the borough and we are confident that by working together with local people, businesses and the third sector we can achieve our goals and deliver the commitments that we have made in this Corporate Plan.



Councillor Mel Nott
Leader of the Council



Darren Mepham
Chief Executive

2 INTRODUCTION

Despite the challenging economic and financial circumstances, over the last three years we have achieved tangible improvements in the services we provide as shown in our Annual Report in 2011-12, available at www.bridgend.gov.uk. This Corporate Plan sets out how the Council plans to work with others over the next four years to improve lives in the borough. It presents the Council's top six priorities for improvement and the key actions that we will take to support them. We expect the financial environment to become increasingly challenging in the next few years and it is therefore very important that we make best use of the resources available to us by focusing on a very clear set of priorities and statutory services. This plan is therefore supported by a Medium Term Financial Strategy, which is available at www.bridgend.gov.uk

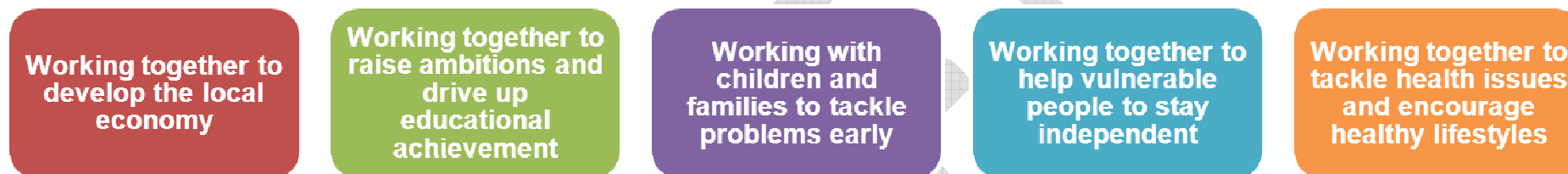
The key outcomes we want to achieve

By 2017 we are seeking to ensure that:

- **People in Bridgend County Borough are healthier.**
This would mean that people and their families are empowered and informed to live healthy and independent lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.
- **People in Bridgend County Borough benefit from a stronger and more prosperous economy.**
This would mean that people are increasingly active in the local economy and support local businesses and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.
- **People in Bridgend County Borough are engaged and empowered to achieve their own potential.**
This would mean that people are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work and that there are equal opportunities so people are supported and equally valued.
- **Bridgend County Borough is a great place to live, work and visit.**
This would mean that people take pride in the county, their communities, the heritage and natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.

Our Improvement Priorities for 2013-17

We have identified the following five improvement priorities for the next four years, improvements we believe matter most to people in the borough.



To help achieve these planned improvements and minimise the impact of reduced funding on services we have identified a sixth improvement priority, that is:

Working together to make the best use of our resources

These six priorities are our improvement objectives under the Local Government (Wales) Measure 2009. The main part of this Corporate Plan sets out why each of these priorities is important, what we will do to achieve them, and what success will look like.

Factors that have influenced this plan

The following challenges have influenced our choice of priorities and how we will work to deliver them. More detail is set out against each of the priorities in the main part of this plan.

Economic trend

For many of the key statistics, the economy in the borough is performing in a similar way to Wales as a whole and it is around, or slightly above, the Welsh average in terms of employment and income. In spite of the national economic situation, the number of people in work in the borough has risen by nearly 3000 since 2009. Nevertheless, we are still concerned that 1 in 4 children in the borough live in 'low income' households and the number of children living in workless households in the borough is above the Welsh average. The proportion of the population claiming Job Seekers Allowance for longer than 6 months is going down but is still much higher than in 2008. A continuing UK and global economic downturn could have a long-term impact on our local economy, which will make it increasingly difficult for individuals and families to avoid hardship and poverty. This will have a prolonged impact on the local support services needed by individuals and communities.

Population changes

Our population is changing and it is predicted that it will continue to change. The population of the borough is growing at a faster rate than the Welsh average and is projected to rise from its current level of just over 139,000 to over 152,000 by 2033. People are living longer and it is predicted that the borough will continue to see increases in the proportion of older people at the same time as the number of people of working age falls. Both the Council and the NHS will need to make changes to ensure that services can meet the challenges brought about by a growing and ageing population.

Health challenges

There are health issues currently affecting our population. We know that some aspects of citizens' lifestyles have a big impact on their long-term health and wellbeing. Access to sufficient and nutritious food is important. The Welsh Health Survey highlights high rates of obesity, under-18 pregnancies and alcohol-related deaths in the borough. The survey indicates that 46% of adults in the borough are drinking alcohol at levels above the published guidelines. The number of people taking regular exercise in the borough is, however, increasing and is above the Welsh average.

In addition to the significant burden that poor lifestyles and poor health represents for affected individuals, there are many wider negative impacts for families, communities and for the local economy. For example, an individual who is misusing alcohol may consequently experience a number of ill-health problems. Treatment of these problems will be provided by the Health Service. The Council and other partners, however, will be involved in dealing with the wider potential impacts of this misuse. These could include domestic abuse and the break-up of the family, the loss of the individual's job and poor re-employment prospects, which creates financial hardship for the family and leads to distress for the wider community. Alcohol misuse can also affect the likelihood of developing serious conditions later on in life, such as dementia. Dealing with all of these problems has a significant financial cost when resources and budgets are already under pressure.

Many health indicators relate to the borough as a whole, but when we look in more detail, at a lower geographic level, we can see quite significant variations between different areas. In broad terms, communities in the north of the borough have higher levels of benefit take-up, unemployment and ill health while areas in the west have a higher proportion of people over the age of 65.

If action is not taken, these health issues, health inequalities and all the wider impacts will persist and their harmful effects may become more extensive. Citizens will need to take greater responsibility for keeping fit and healthy and for their general wellbeing. The Council will help people to do this for themselves but will provide additional support for those who are in greater need.

Educational achievement

We know that poor educational achievement has a negative impact on the emotional wellbeing of young people. Equally, poor self-esteem prevents young people achieving their potential. Nationally and locally, children from disadvantaged backgrounds tend to do less well at school than children from families who are better off. Communities can experience on-going economic deprivation if young people are unable to sustain a livelihood.

We need to improve levels of educational achievement, particularly at Key Stage 2 (by the time pupils complete their primary education) and Key Stage 4 (at the end of their statutory secondary education), and in English/Welsh and Maths. Our schools have been working hard to make sure that all children achieve their full potential and we will need to continue to identify children at risk of under-achieving and take appropriate actions to support them.

Attendance at school is very important for children to achieve their full potential. Our school attendance rate has risen annually, but we want to improve it even further.

National priorities and statutory duties

The Programme for Government is the overarching policy of the Welsh Government. It sets out national priorities and the Welsh Government's proposals for action, which local authorities will have an important role in delivering.

Of particular current concern is the UK Government's introduction of significant welfare reforms over the next four years. There is still great uncertainty about the implications of the changes for citizens and the impact on our provision of services to people potentially affected by the reforms.

We also have a statutory duty under the Local Government (Wales) Measure 2009 to ensure that our priorities for improvement make a clear contribution to at least one of the following principles:

- making progress toward the Council's strategic objectives (i.e. our six improvement priorities);
- improving the quality of services;
- improving the availability of services;
- improving fairness by reducing inequality in accessing or benefiting from services, or improving the wellbeing of citizens and communities;
- exercising functions in ways that contribute to the area's sustainable development;
- improving the efficiency of services and functions; and
- innovation and change that contribute to any of the above objectives.

Existing services

The Council provides a wide range of services, including:

- Adults' social care (this includes services for older people, people with disabilities and people with mental health conditions).
- Joint health and social care services, provided together with ABMU Health Board, to make provision more seamless and cost effective.
- Services to promote and support sports and physical activity.

- Services to support children, young people and their families (this includes safeguarding services, fostering and adoption, youth offending and children with disabilities).
- Education (including special needs services).
- Meals at home.
- Public protection, environmental health and trading standards (for example, pollution control, food safety services, consumer advice, animal welfare services and pest control).
- Housing strategy and homelessness services.
- Planning and building control (for example, dealing with planning applications and planning enforcement, land use and ensuring certain building works comply with building regulations for health and safety, access and facilities, environmental factors etc.).
- Waste collection and disposal (this includes recycling).
- Housing benefit and council tax administration.
- Leisure (including arts, libraries and adult community learning services).
- Registration of births, deaths and marriages.
- Transport and highways (this includes street care and cleaning and parking).
- Communications and citizen engagement.

All these services are important, but not all are included in our top six priorities - some we have a statutory duty to provide; others we provide because they contribute to the overall outcomes we want to achieve for our citizens. All our activities are supported by our corporate services (Finance, Human Resources, ICT, Property, Customer Services and Legal Services).

Equalities, sustainable development and Welsh language

Equality and sustainability are the guiding principles that underpin everything we do. To enable us to develop fair and sustainable policies and services we continually seek to understand how our population is made up by a range of factors, including gender, age, ethnicity, religion, working or retired and sufferers of long-term illness. We are committed to promoting equality and fairness in all our roles as a community leader, service provider and employer. Our Strategic Equality Plan 2012-16 and its action plan set out our strategic equality objectives and actions to deliver each of the objectives.

Sustainable development means enhancing the economic, social and environmental wellbeing of citizens and communities so that not only the current generation, but also future generations achieve a better quality of life. Further, that is done in ways that promote equal rights and opportunities for all and respect both the natural and cultural environment.

We continue to ensure that sustainable development and equality policies are embedded in all aspects of our work and are integrated into our service delivery arrangements.

The Council has adopted the principle that, in the conduct of public business, it will treat the English and Welsh languages on the basis of equality. The Council's current Welsh Language Scheme runs from 2012 to 2015. It gives effect to this principle and was approved by the Welsh Language Board in March 2012. The scheme outlines how we will develop the Council's services in this period so that they fulfil our obligations to the Welsh-speaking population, in accordance with local and national ambitions.

Citizens' views

We always strive to design and deliver services that meet people's needs. To do this we seek to interact with citizens throughout the year using a range of tools to find out about their needs and their experiences of our services. We engage with people through our website (www.bridgend.gov.uk), by email (talktous@bridgend.gov.uk), via our 24 hour customer service helpline (01656 643643) and by using surveys, focus groups and social media (www.twitter.com/BridgendCBC). We also carry out special consultations to seek out citizens' views about specific policy proposals and to get feedback on the quality and importance of services.

In addition to formal consultations, some services continuously receive feedback using questionnaires, surveys and group discussions. For example, there are homecare questionnaires, the 'Having a Say' group and Parents' Forum for people with learning disabilities and their families and visits by elected members to our children's and adults' residential and day settings to examine the quality of care, largely through service user feedback. There are also Year 6 – 9 surveys to inform the planning of healthy living services to children and young people.

We have undertaken extensive consultation on the content of this Corporate Plan, seeking views from local people, businesses and partners using the press, email, our website and focus groups. The information we gathered through the consultation has helped us to refine our priorities for improvement and our actions in support of this Corporate Plan. Full information on the feedback received and how it was used to influence and inform the final development of this plan will be published separately.

The key, general points of feedback and our responses are:

- Almost all those who provided views supported the importance of the priorities, with the need to improve the local economy, job opportunities and skills being considered the most important.
- In response to concerns about how achievable the priorities and supporting activities are, we reviewed each priority to ensure our aims and planned actions are realistic and affordable.
- We received suggestions on improvements and additional areas for inclusion. A significant number of these areas related to on-going services that we provide. In response, we have included more information in the section dealing with Existing Services and also information on progress and relevant achievements so far, under each priority.
- Useful suggestions were received on how individuals and communities can contribute to the achievement of the priorities. In particular, it was recommended that we give examples of these within the plan. We have, therefore, added a section containing some suggestions for each priority.
- Concerns were expressed that the details on the planned achievements and commitments to deliver the priorities were inadequate. As specific information is contained within our lower-level plans, we have strengthened our clarification of the levels of detail that can be found in these underpinning business and service plans in the section on Effective Business Planning.
- The measures of success were generally supported, but we have taken action to simply and clarify the measures further.
- To give a longer-term picture of progress, we have included a table showing the baseline data for the measures of success and performance already achieved, where relevant.

How we will deliver this plan

A strong financial strategy that helps us to deliver more for less

The Council is operating in a very challenging financial environment. Our funding comes from two key sources – Welsh Government grants and income raised locally (for example, Council tax and fees and charges). Over recent years, the Council has seen real-term cuts to its funding from the Welsh Government and, at the same time, the economic climate has resulted in a reduction in the level of income we have been able to raise locally. Our financial position is not likely to improve over the next four years as further funding cuts are expected from the UK Government. We anticipate that we will have to make savings of around £24 million over the period of this plan. We have already made £9.3 million savings over the last three years and each year it becomes increasingly difficult to reduce our costs without affecting the services we provide.

With less money, delivering our vision of improving the lives for all our citizens will not be easy. Aligned to this Corporate Plan is our Medium Term Financial Strategy 2013-17, which sets out how we will use our resources to support our improvement priorities. It also contains details of our capital investment plans up to 2017.

We want people to be confident that the Council is efficient and that we are committed to obtaining value for money and public value from all our activities. We are determined to get the most out of our resources and that means continually striving to improve efficiency and productivity. Our improvement priority entitled 'Working together to make the best use of our resources' provides further details about how we are going to achieve our savings.

Effective business planning

This Corporate Plan is our highest level of plan. It provides information on the outcomes we wish to achieve and the main actions that we will take to do this. Supporting this plan are annual directorate business plans and service delivery plans, which contain further detail, actions, milestones and measures.

Our Corporate Plan and the directorate business plans are public documents and are subject to scrutiny by formal Council committees as well as external regulatory and inspection bodies, such as the Wales Audit Office, the Care and Social Services Inspectorate Wales and Estyn. In addition, our performance against a number of indicators is reported to the Welsh Government.

The types and level of information that you can expect to see in a directorate business or service plan are:

- brief descriptions of the services provided by the directorate and the main areas of activity;
- key progress and achievements in the previous year;
- the conditions surrounding the provision of the services, such as the main difficulties that affect the provision of services and anticipated changes or developments that could either have a positive or negative impact on the service;
- potential risks associated with the services and the actions that are, or will be, taken to manage and reduce those risks;
- an outline of the resources, such as staff numbers and finance, of the directorate and its services; and
- the commitments detailed in the Corporate Plan that are to be achieved or progressed by the directorate during 2013-14 and underneath these, the actions that will be taken, the partners that we will work with to complete these actions and what we will use to measure and judge progress and success.

Annual directorate business plans are available at www.bridgend.gov.uk . Hardcopies are available on request.

Working with partners

The Council works in partnership with a range of public sector, private sector and third sector organisations locally, regionally and nationally to tackle some of the most complex issues facing citizens and communities, such as health issues and crime and disorder. We already have many good examples of joint delivery of care for people with a physical disability or sensory impairment, provision of leisure facilities and improving the performance of our schools. We will continue to look for new opportunities to collaborate with other public sector, private or third sector partners, where we can see that working with partners will improve value for money or service quality or access.

Our Local Service Board (LSB), which comprises partners within the borough, has published its Single Integrated Partnership Plan entitled 'Bridgend County Together'. 'Bridgend County Together' sets out actions required to deliver four key outcomes which the LSB wants to achieve for the county borough – outcomes which are the same as those we have identified earlier in this plan. This Corporate Plan is aligned to 'Bridgend County Together', which will ensure that the Council is able to deliver on the commitments we have made to our partners.

Over the next four years we will continue to work closely with other organisations, including:

- Abertawe Bro Morgannwg University Local Health Board;
- Bridgend Association of Voluntary Organisations;
- Bridgend Business Forum, which provides local businesses with the opportunity to come together and act as a collective voice, responding to local issues and developments that affect business and commerce;
- Bridgend College;
- Bridgend Equality Forum (the overall aim of the forum is to promote equality in the borough by assisting in the process of airing and resolving equality-related issues, and helping to build strong and positive relationships between people from different backgrounds);
- Bridgend schools;
- Bridgend Tourism Association;
- Bridgend Youth Council;

- City and County of Swansea Council;
- community groups;
- Environment Agency Wales;
- HALO/GLL and commercial partners;
- Neath Port Talbot County Borough Council;
- Other local authorities;
- service user and carer representation groups;
- South Wales Fire & Rescue Service;
- South Wales Police;
- town and community Councils;
- Vale of Glamorgan Council;
- Valleys to Coast and other registered social landlords;
- Wales Probation Trust; and
- Welsh Government.

The citizens of the borough are also key partners in the delivery of this plan. Against each of the six priorities, we have set out some suggested actions that people can take that will make a positive contribution.

You can make a real difference by volunteering to provide a service to the community, while at the same time doing something enjoyable. In addition, you can build your confidence, meet new people, enjoy new challenges and gain new skills, which can also help you in your working life.

Bridgend Association of Voluntary Organisations (BAVO) is the umbrella organisation supporting voluntary organisations in the borough. BAVO provides a county-wide Volunteer Centre offering a one-stop resource of information, advice and guidance on all aspects of volunteering for all ages and abilities.

With over 300 registered voluntary organisations and with a range of volunteering opportunities, BAVO can match your skills and interests with a vacancy that best suits you. BAVO offer one-to-one informal interviews at their main office in Maesteg and in a range of outreach venues throughout the borough. Further information is available via BAVO's website www.bavo.org.uk or by calling 01656 810400.

Volunteering Wales has also launched its new website for volunteers to find volunteering opportunities in your local area. www.volunteering-wales.net has been designed to give potential volunteers a clear and easy navigation and quick listings of the volunteering opportunities available in your area.

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PRIORITY ONE – WORKING TOGETHER TO DEVELOP THE LOCAL ECONOMY



Why is this important?

Like the rest of Wales, the economy in the borough has suffered during the current economic downturn. This has had a significant impact on both businesses and individuals.

In 2011-12, despite our employment rate reaching 70% (sixth highest across the 22 Welsh local authorities), the proportion of children living in households where nobody works rose above the Welsh average.

We need to change the way in which we develop our local economy and regenerate Bridgend, Maesteg and Porthcawl town centres and our most deprived areas. This will include encouraging inward investment and developing infrastructure. We need skilled workers to attract businesses that bring in skilled jobs to the area, so we will work with Bridgend College and local businesses to address the current skills shortage across the borough.

How have we done so far?

We have already contributed to this priority by:

- implementing regeneration works in Pencoed, including the new park and ride facility;
- obtaining regeneration funding of £2.5 million for Maesteg, £9.3 million for Bridgend and £3.5 million for the Porthcawl harbour;
- creating 260 new jobs through the Local Investment Fund;
- helping local businesses work together through the Business Forum;
- completing the first year of the 3-year highway improvement programme; and
- completing the Bridgend section of the Wales Coastal Path.

What do we want to achieve by 31 March 2017?

We want town centres, business premises and transport and communication networks that cater for the needs of residents, businesses and visitors, ensuring access to employment opportunities that are varied and secure in the long-term.

We will:

- continue to implement key regeneration projects and programmes to enhance and develop our economy ;
- ensure that the borough can compete on a regional level for jobs, attracting further investment from new and existing businesses and supporting entrepreneurs;
- work with public transport providers and communities to improve transport links;
- implement Rights of Way, cycleways and community routes, to provide alternatives to vehicle and public transport;
- undertake highway works to improve the overall highway network and safety; and
- continue to attract tourists to the area to sustain the economy.

How can you get involved?

You can help by:

- shopping locally to support our local economy;
- (for business owners) having a local supply chain, providing opportunities for young people through apprenticeships, and identifying and informing learning/education organisations about the skills needed in the future; and
- helping us to keep our street clean by not dropping gum and litter (every year, it costs £45,000 to remove gum from our street paving and £1.7 million to clean up our streets and highways).

How will we know if we are collectively succeeding?

We will know we are succeeding when:

- the total revenue coming into the borough from tourism grows;
- the number of visitors to the borough increases;
- our employment and youth employment rates improve relative to the national average;
- the proportion of our population, aged 16-18, reported as Not being in Education, Employment or Training (NEET) falls;
- the percentage of children living in households where nobody works falls;
- the number of children living in low-income households (60% or less of the median income) reduces;
- the length and number of community routes increases;
- the percentage of overall roads in a poor condition reduces;
- Gross Value Added (GVA) per head rises. (GVA is a measure of the size of the economy of an area);and
- Gross Disposable Household Income (GDHI) per head increases. (GDHI measures the level of disposable income available to households).

Our commitments for 2013-14

We will continue to regenerate our town centres, actively look for new funding opportunities and encouraging new investments to help boost our local economy, provide extra employment opportunities and attract more visitors to the borough.

We will:

- complete the European-funded regeneration project in Maesteg town centre;
- work towards the completion of current regeneration works in Bridgend and Porthcawl town centres;
- complete feasibility work for the mixed development of Bridgend town centre;
- prioritise under-utilised sites for development in the Llynfi Valley;
- commence construction of the new Porthcawl highway, to release sites for development;
- commence the development of the Ewenny Road site in Maesteg;
- attract external funding to implement regeneration projects;
- use the Local Investment Fund to support business investment and job creation;
- continue the Green Shoots projects to support micro-business investment in rural areas;
- actively bid for funding to assist existing firms to develop and help local entrepreneurs to set up new businesses;
- improve pedestrian and vehicle links to main rail and bus interchanges;
- produce a Destination Management Plan that identifies the roles and actions of stakeholders in managing specific tourist destinations and promote major events;
- continue to engage people on the 'Employment Routes' scheme to help them get jobs;
- deliver the second year of the three-year highway improvement programme;
- implement and monitor a Civil Parking Enforcement scheme;
- prioritise and deliver rights of way awaiting determination and improve the rights of way network, and
- develop Bryngarw House and Park as a place where people can learn and develop new skills and visitors can enjoy a quality health experience.

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3 PRIORITY TWO – WORKING TOGETHER TO RAISE AMBITIONS AND DRIVE UP EDUCATIONAL ACHIEVEMENT



Why is this important?

We want all our children and young people to be ambitious. The Council is responsible for most schools in Bridgend. A good education provides young people with the best springboard for future prosperity and wellbeing. Education helps prepare young people for all aspects of their lives, including gaining skills for employment, looking after their families and contributing to their communities.

In Bridgend, our schools deliver educational results that, on the whole, are average for Wales and the performance of Welsh schools is generally weak when compared with other parts of the UK and other developed nations. Only about a half of learners leave school with good GCSEs – the other half don't. If we want our children and young people to be successful, we must do better. We need schools, parents and pupils to be ambitious and believe our young people can do well – because they can! All learners can achieve success through their education, especially if their communities share that ambition and belief.

Children who suffer more deprivation or who are in poverty, do not usually do as well in school as others. We must try to help these children and strive to reduce the gap, so that all learners do well. That will help prepare them better for all aspects of their lives, including gaining skills for employment and looking after their families and contributing to their communities.

How have we done so far?

We have already contributed to this priority as follows:

- pupil achievements by most measures are about average for Wales as a whole, despite above average deprivation in the borough area;
- nearly all schools have received positive Estyn inspections in recent years;
- significant investment in new or improved school buildings has taken place, including Maesteg School; Brackla Primary; Caerau Primary; Litchard Primary; Oldcastle Primary; Penyfai Primary; YGG Llangynwyd; Bryntirion Comprehensive; Coleg Cymunedol y Dderwen and Archbishop McGrath;
- there have been improvements in provision in mainstream schools for learners with additional learning needs;
- in collaboration with partners, we have made good progress in reducing the number of 16 year olds Not in Employment, Education or Training (NEET). Young people who are either in this situation or at risk of being in this situation are now allocated a personal advisor to provide support and also identify other projects and schemes that can help them;
- the number of courses offered by our schools and other education/learning providers for students aged 16+ has been significantly increased;
- we are offering improved opportunities for job-related learning;
- our Youth Service continues to encourage young people to engage with volunteering opportunities, enabling them to gain experience in the working environment.

What do we want to achieve by 31 March 2017?

We want to ensure that by working in partnership with schools, colleges and local training providers, our children and young people achieve their ambitions through improvements to their educational results, by gaining qualifications and undertaking training.

By 2017, we want every school to be improving at a much faster rate so that:

- at least two thirds of young people achieve a minimum of 5 GCSEs Grade A*-C or equivalent, including English/Welsh and mathematics, at the end of their statutory secondary education;
- nearly all pupils are functionally literate and numerate (the basic level of skills needed to get by in life) by the time they complete their primary education;
- all young people are following a clear and progressive path of learning in education, training or work-based learning after the age of 16;
- the gap in literacy and numeracy between those who receive free school meals and those who do not is reduced and school attendance improves;
- learners make at least the expected progress between each key stage while they are at school; and
- the successes of all young people are recognised in a comprehensive and inclusive record of achievement.

We will work together in partnership with schools, colleges, parents/carers and local providers of education and training to:

- take a series of actions that will help children and young people improve their reading, writing and number skills, so they are properly equipped for further learning and the world of work;
- continue to develop education and training for those over the age of 16, so they have equal access to a wide range of general and on-the-job learning opportunities;
- continue to invest in providing education for the very young, building on the success of the Flying Start Initiative and extending it to new areas of the borough;
- ensure that all young people have access to effective personal support and they get high quality advice and impartial information about the learning opportunities open to them;
- continue to reduce class sizes and the pupil-to-teacher ratios in primary schools; and
- improve opportunities and provision for life-long learning, particularly for the long-term unemployed and those with low or no educational qualifications, skills or training.

How can you get involved?

You can help by:

- getting involved in your children's learning, for example, by talking to teachers and helping your children with their homework;
- ensuring your children attend school regularly, as absence makes a difference to how well children learn and gain qualifications;
- taking advantage of adult learning opportunities that may help you and your family;
- encouraging children and young people to aim high and work hard – there is no reason why every child should not be able to succeed; and
- volunteering to help children learn at your local school, or you could support after school and youth clubs.

How will we know if we are collectively succeeding?

We will know we are succeeding when:

- most of our children can read, write and count to a level of skill needed to get by in life, by the time they complete their primary education;
- our children achieve the level of qualification expected of them at GCSE;
- our children who have left school either further their education, find employment or undertake some form of training;
- when our children leave education or any form of training, they do so with an approved qualification that will help give them a good start in life; and
- children who receive free school meals have as much success throughout their education as those who do not receive free school meals.

Our commitments for 2013-14

We want to secure a big change in the rate of improvement, so that by September 2014:

- at least 60% of young people achieve a minimum of 5 GCSEs Grade A*-C or equivalent including English/Welsh and mathematics at the end of statutory secondary education;
- most children are functionally literate and numerate at the end of their primary education;
- Adult Community Learning in the borough is strengthened by working better with partners and ensuring more people can access local learning opportunities, particularly around literacy, numeracy and IT skills; and
- we have established the role of libraries within a learning network, creating more opportunities for people to take new steps into learning skills and increasing self-confidence.

We will especially work in partnership with schools to:

- raise aspirations among all young people and their families;
- ensure that all young people feel included and that their wellbeing and sense of self-worth is promoted;
- reduce class sizes and pupil-to-teacher ratios in our primary schools;
- ensure that head teachers, school staff and school governing bodies act more effectively to improve their schools' performance;
- support schools to meet pupils' additional learning needs;
- ensure that we support more able children and young people who, overall, are currently under-achieving; and
- offer 14-19 year olds the right type of qualification for them, for example, school-based or job-related.

4 PRIORITY THREE – WORKING WITH CHILDREN AND FAMILIES TO TACKLE PROBLEMS EARLY



Why is this important?

Many problems faced by children and families can be sorted out if they are recognised and addressed early enough. Once the difficulties become more complex and severe, they are far more difficult and costly to resolve.

The rates of looked after children and children on the child protection register in the borough are higher than the Welsh average and our numbers are increasing. This makes it more challenging to keep all children safe.

It is vitally important for a child to be lovingly supported from his or her first days and during the early years if he or she is to have a happy and fulfilling life. For this reason we will be supporting the roll out of the Flying Start programme across more areas in the borough and working more closely with health services in Multi-Agency Community teams.

How have we done so far?

We have already contributed to this priority as follows:

- we have established a Multi-Agency Community team in the west locality of the borough, to help families;
- we have put additional staff in place to engage with families and help parents to get more involved with their children's education;
- we have established Just @sk+, a multi-agency support and information service that helps young people with issues such as homelessness;
- we have put in place parenting programmes to help parents manage their children's difficult behaviour;
- Flying Start continues to deliver a full range of services in the areas of Afon Y Felin, Bettws and Caerau and has expanded to include Wild Mill. Further extensive expansions are planned building on the success in these areas; and
- we have continued our activities to reduce the supply/sale of products such as tobacco and alcohol to under-age young people and, consequently, reduce the poor impact that the use of such products can have on their behaviour and health.

What do we want to achieve by 31 March 2017?

We want children, young people and families to know how and where to get help so that problems are tackled early and addressed before they reach crisis point.

We will:

- bring services together to support local communities;
- work with parents and carers to ensure that children thrive;
- ensure staff are well informed to promote work and training for parents and can signpost to relevant agencies; and
- work with service users, carers, families and all partners to enable people to access or retain housing to meet their needs.

How can you get involved?

Families can help by:

- ensuring, as far as they are able, that the basic needs of all family members are being met;
- seeking help at an early stage if there are basic needs that are not being met or there are unresolved family problems; and
- being ready to find answers to problems with the help of family support workers or more specialist services.

How will we know if we are collectively succeeding?

We will know we are succeeding when:

- we make a positive difference to the lives of:
 - children and young people being referred to Social Services;
 - our looked after children;
 - any child in need;
 - children recorded on the Child Protection Register;
- substance and alcohol misuse falls;
- young people leaving care are able to get the help and on-going support they need;
- families benefit from working with the Multi-Agency Community teams;
- the percentage of children living in households where nobody works reduces; and
- worklessness reduces and skills in families increase.

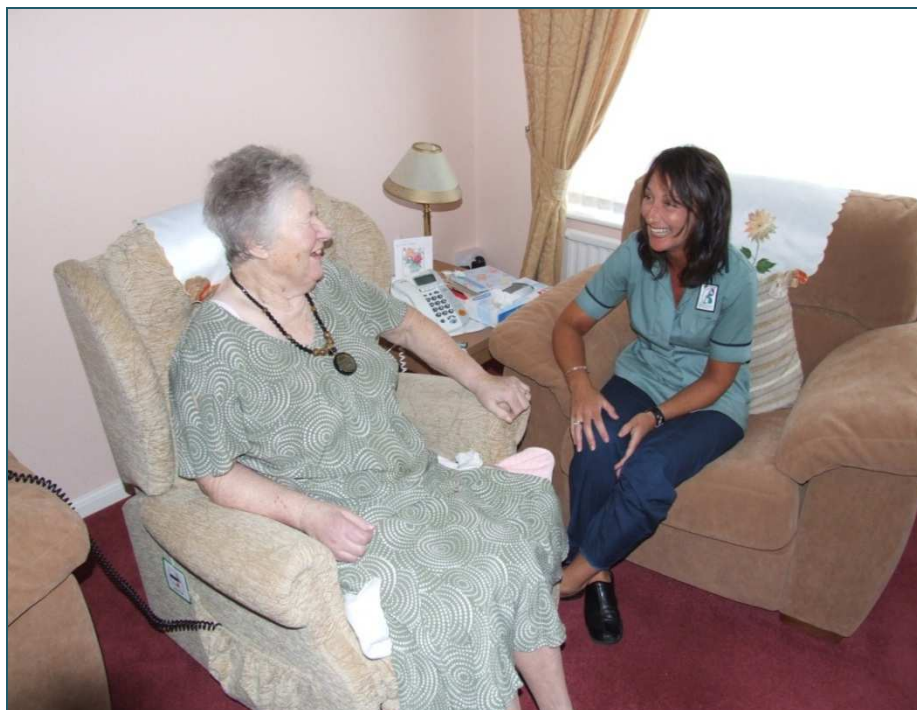
Our commitments for 2013-14

We want to achieve more positive changes for more children and families.

We will:

- improve the way we and other agencies help families to address the root causes of their problems;
- put more money towards employing family support workers and train them to help families make decisions that are right for them;
- put systems in place that mean families need only tell their stories once;
- join up the different services so that everyone knows what support is being given and is working to the same ends;
- support the extension of the Flying Start programme to benefit as many families as possible;
- provide parenting support for those who ask for help;
- establish a Multi-Agency Community Team in each of the 3 localities within the borough, so that support is closer to those who need it;
- work with partner agencies on sharing information, making best use of available funding and communicating effectively;
- reduce the average number of days to deliver a Disabled Facilities Grant for children; and
- continue our implementation of the Children and Young People's Emotional Wellbeing Strategy.

5 PRIORITY FOUR – WORKING TOGETHER TO HELP VULNERABLE PEOPLE TO STAY INDEPENDENT



Why is this important?

For the purpose of this plan, vulnerable people are defined as those individuals at risk of losing their independence without additional advice or support.

Our population is getting older. The number of people aged 75 and older is growing by more than 4% a year. There are also increased numbers of young people with complex health conditions living into adulthood. It is good that people are living longer and surviving difficult illnesses, but this also brings increased challenges – for example, the Alzheimer’s Society reports that by the age of 85, one in three people will have dementia.

The 2011 census tells us that 6.4% of our citizens aged between 16 and 64, experience long-term health problems or disability that limits their day to day activities a lot. This is compared to the average rate of 5.3% for Wales. The Welsh Health Survey 2011 found out that 14% of adults in the borough reported being treated for a mental health illness against a Wales average of 11%.

We need to be better able to respond to the needs of vulnerable individuals and to meet the increased costs that arise as a result of the growing need for support.

How have we done so far?

Together with partners, we have already contributed to this priority as follows:

- we have steadily increased the number of Telecare installations in the homes of vulnerable people, helping them to manage the risks that may be present;
- we have increased the number of Extra Care housing units. These units combine the advantages of high quality, self-contained accommodation, with the provision of flexible care and support services;
- we opened a 6-bed residential unit that provides a short period of 'enabling' support to people who have had a stay in hospital, so that they can look after themselves when they return to their own home;
- the Homecare Service established a short-term enabling scheme to support people with dementia to remain in their own homes;
- in partnership with Public Health Wales, we are implementing a programme to develop falls services;
- together with ABMU Health Board, we have established integrated health and social care community teams. This joined-up approach to the delivery of support and local services has supported increasing numbers of citizens in their homes and helped avoid the necessity for a hospital stay;
- we are making progress with the development of a single point of access for people requiring community support, with the aim of ensuring that people will receive a more co-ordinated and effective response;
- we are completing the development of a Learning Disability strategy. This will underpin our support to people at different stages of their lives with an aim of maximising their independence; and
- together with ABMU Health Board, we have produced a Carers' Information and Consultation Strategy.

What do we want to achieve by 31 March 2017?

We want to enable vulnerable people to live independently.

We will:

- work with service users, carers and all partners to enable people to live independently;

- help our partners in the third sector to develop and expand their services to help people to stay physically and mentally healthy;
- provide support to carers to enable them to continue in their caring role;
- work with partners to develop a range of accommodation options and support for vulnerable and older people who need help to achieve or sustain independence;
- work with partners across the Western Bay region of Bridgend, Neath Port Talbot and Swansea and with the ABMU Health Board, to enable better outcomes for older people and people with learning disabilities and mental health conditions. At the same time, avoid duplication, reduce costs and improve the quality of the information and advice for citizens; and
- focus on improving health outcomes for older people and their carers by working with partners to develop services that enable older people to live healthy, independent and engaged lives.

How can you get involved?

You can help by:

- giving us your views on the type of support and services you feel will be of benefit and on any changes to priorities and services that we propose; and
- volunteering, as volunteers play a vital role in helping to care for relatives, friends and neighbours.

How will we know if we are collectively succeeding?

We will know we are succeeding when:

- the proportion of older people aged 65+ who live independently increases;
- the numbers of inappropriate admissions to hospital and residential care are reduced (that is, where care can be provided in a more appropriate setting);
- more carers say that they are supported and their needs are met;
- there is increased involvement of service users and carers in the planning of services and the implementation of a quality assurance framework to measure how successful this is;
- the costs of care (taking account of the effects of inflation) per person aged over 65 reduce; and

- the number of people who have been discharged home with short-term packages of care increases.

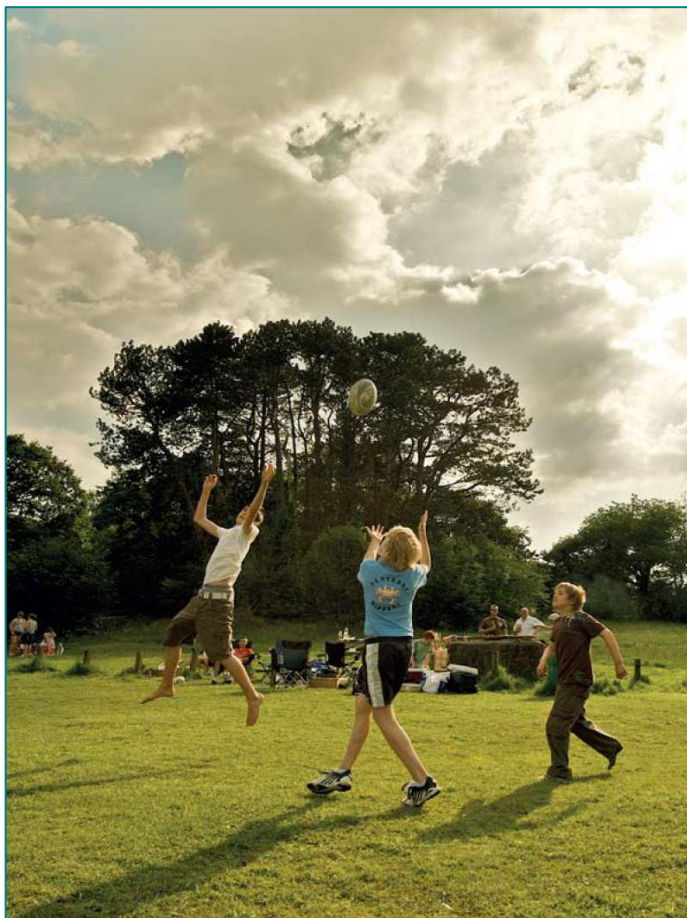
Our commitments for 2013-14

We want to ensure effective care and support is provided to people at a time when their circumstances are such that they need it.

We will:

- work with ABMU Health Board to progress the development of the Integrated Referral Management Centre, bringing District Nursing Services into these arrangements;
- take early action to help people to remain independent;
- develop our collaborative work 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;
- continue to improve the timescales for delivering the Disabled Facilities Grant;
- identify and prioritise service provision required to deliver a range of supported housing options ; and
- review our purchasing arrangements for care packages to ensure that they meet the individual needs of vulnerable people.

6 PRIORITY FIVE – WORKING TOGETHER TO TACKLE HEALTH ISSUES AND ENCOURAGE HEALTHY LIFESTYLES



Why is this important?

National statistics show that parts of the County Borough are among the least healthy in Wales. There are large variations in healthy life expectancy, that is, the number of years a person can expect 'full health'. Male healthy life expectancy varies by almost 20 years and female life expectancy by just over 20 years between the best and worst-scoring wards in the borough.

Smoking is the largest single cause of preventable ill- health and death and the Welsh Government has identified it as the main cause of health inequalities in Wales. Almost a quarter of people in the borough smoke: nearly 50% more smoke in the north than in the south. A quarter of the borough's population is overweight and around a third of adults report drinking over the recommended levels at least once a week.

Health problems as well as deprivations, financial difficulties and substance misuse can have a negative effect on a person's mental health and emotional wellbeing. We must take action to tackle these health issues and support our citizens to help themselves to improve their physical and mental wellbeing through education and healthy life choices.

How have we done so far?

Together with partners, we have already contributed to this priority as follows:

- we are providing home and community support services and a range of specialist services to over 3,000 adults every day, so that they can live more independent lives, improve their quality of life or prevent their becoming more serious;
- we have established targeted health improvement programmes to encourage people to stop smoking, discourage alcohol misuse, lose weight and develop healthier eating and exercise habits;
- financial support has been distributed through the Community Chest programme to clubs and organisations to develop more opportunities for people to participate in sport and physical activity;
- we have entered a 15-year partnership with HALO Leisure Ltd. to run our leisure centres and swimming pools, with the overall aim of increasing attendances and encouraging healthy living;
- we ran the 'Active Schools' initiative, achieving increased participation in physical activities in our schools both within and outside normal school times;
- we improved the facilities in Bridgend Recreation Centre, Brackla Sports Centre, Garw Valley Leisure Centre to encourage greater usage of our leisure and library facilities; and
- we celebrated our Olympians and Paralympians, past and present, through the 'Following the Flame' exhibition and established programmes in our Arts and Sports and Physical activity services to inspire the next generation of athletes.

What do we want to achieve by 31 March 2017?

We want to see a healthier population.

We will:

- focus on improving health outcomes for children, young people and their families by further enhancing links with Public Health Wales and running appropriate programmes to help people live more healthily;
- introduce a network of healthy living brokers in the new Communities First Clusters;

- continue to embed healthy eating messages in early years settings, such as schools, youth organisations, leisure services and community groups;
- ensure a co-ordinated response addressing priority issues such as teenage conception rates, childhood obesity, alcohol and substance misuse, and mental wellbeing;
- work towards reducing smoking and alcohol consumption, especially among young people;
- develop services and opportunities that encourage and promote life-long physical activity, working in partnership with HALO/GLL;
- develop and implement programmes targeted at the borough's least healthy areas;
- promote low-cost and accessible activities such as walking and cycling and provide opportunities for group/social activities; and

How can you get involved?

You can help by:

- taking steps to do more exercise by attending your local leisure facility or joining a local club or group;
- joining your local library and using the resources and facilities it provides;
- committing to giving up smoking and eating more healthily; and
- enrolling on an adult community course to learn something new and meet new people.

How will we know if we are collectively succeeding?

We will know we are succeeding when:

- Health indicators for citizens in the borough improve, including:
 - the percentage of the population who smoke reduces;
 - the percentage of the population who are overweight or obese reduces;
 - the percentage of adults who binge drink on at least one day per week reduces;
 - teenage conception rates reduce;
 - the rate of low birth weight babies reduces;

- the percentage of adults achieving the recommended levels of physical activity increases;
- the gap in Healthy Life Expectancy between the borough's most and least deprived communities narrows;
- the percentage of children and young people who are members of the library service increases; and
- training opportunities and those entering work increase.

Our commitments for 2013-14

We want to make good progress in encouraging more people across the borough to live healthily.

We want to see increased participation in physical activity across all population groups.

We will:

- improve healthy living programmes in leisure facilities, schools and communities to encourage participation in physical activity;
- work with public health and other partners to further develop targeted projects to help people tackle health issues and live healthy lifestyles, including:
 - Community Weight Management Programme;
 - reduction of harmful drinking; and
 - reduction of smoking;
- enhance the role of libraries in helping citizens to improve their emotional and physical wellbeing by providing more joined up services in one place.

7 PRIORITY SIX - WORKING TOGETHER TO MAKE THE BEST USE OF OUR RESOURCES



Why is this important?

The outlook for public finances is bleak. Since 2011-12, the Council has seen the revenue funding it receives from national government cut by 9.2% in real terms. At the same time there has been a fall in income from fees, charges, investments and reduced land values, as a result of the weak economy. This trend looks set to continue over the next four years.

These are challenging times. We estimate that to deliver our ambitious improvement agenda within the resources available, we need to find £24 million of on-going revenue savings over this period. We will, therefore, need to change the way we do things to make our resources go further.

We want to minimise the impact of reduced funding on the services that we provide to citizens. We are, therefore, committed to finding at least half of the £24 million from working together within the Council and with our partners, to make the best use of our physical, human, financial and technological resources.

How have we done so far?

The Council has made £9.3 million of on-going revenue savings over the last three years, for example by reducing management and administration costs, renegotiating service contracts and partnership working. Each year it gets harder to make new efficiency savings, but we will continue to strive to improve the way we work so that we get the best value for money and public value from all our activities.

What do we want to achieve by 31 March 2017?

We want people in the borough to be confident that the Council is fair, ambitious, customer-focused and efficient.

We will:

- implement the Council's Medium Term Financial Strategy;
- implement the recommendations of a Strategic Change Management Programme and deliver the savings required;
- further streamline our administrative processes;
- continue to improve the value for money we derive from contract and commissioning arrangements;
- optimise our opportunities for generating income;
- make better use of our office accommodation and other assets (such as industrial units);
- collaborate with partner organisations where there are service quality or cost benefits;
- rationalise our ICT systems to deliver efficiency savings;
- ensure our financial, human, physical and technological resources are supporting our corporate improvement priorities;
- improve the way we communicate and engage with citizens;
- work with our partners on the Local Service Board to deliver our shared priorities for the borough; and
- make it easier for citizens to access Council services.

How can you get involved?

You can help by:

- telling us if you feel confident that the Council is fair, ambitious, customer-focused and efficient. Share with us what you think we are doing right, so that we can spread good practice. If you have concerns, tell us what they are, so we can consider how we may do better;
- telling us your experiences of accessing council services, so that we know if we are succeeding in making it easier for our citizens and can take action if we are not; and
- telling if you have witnessed what you consider to be wasteful practices, so that we can examine what we are doing and determine if improvements can be made.

How will we know we are succeeding?

We will know we are succeeding when:

- planned savings are achieved;
- there is positive feedback from citizens regarding communication, engagement, access to services and value for money;
- our spend on current contracts and commissioning is reduced;
- the use and value of our available office space is maximised;
- our current spend on ICT systems is reduced; and
- our resource strategies clearly support the delivery of the corporate improvement priorities and the Medium Term Financial Strategy.

Our commitments for 2013-14

We want to make £3.7 million savings in 2013-14 and to prepare for further savings in future years while driving improvements in priority areas.

We will:

- deliver the savings proposals identified in the 2013-14 budget;
- establish a Strategic Change Management Programme;
- review fees, charges and surplus assets and make recommendations to optimise income;
- deliver the actions for the Council set out in the Single Integrated Partnership Plan '*Bridgend County Together*';
- take actions to further reduce sickness absence levels ;expand social media and develop a communication and citizen engagement strategy;
- reduce energy costs and CO2 emissions from our estate;
- implement a customer services strategy;
- establish a shared public protection service with other councils; and
- review procurement practices and develop joint working opportunities with other public sector bodies.

8 REPORTING ON PROGRESS

We will measure our success using the indicators we have identified in Appendix A of this plan and set targets wherever appropriate and possible.

Throughout the year we will monitor progress against the action we have stated we will take and against these indicators, and inform you of the key progress using different means of communication. At the end of the year we will publish an annual report to tell you how we have performed regarding the priorities and commitments in this Corporate Plan and to ask for your feedback on the progress we have made.

9 YOUR COMMENTS AND THE ANNUAL REVIEW

We continue to welcome your comments on this plan. To ensure our improvement priorities and the measures we are taking reflect local aspirations, are affordable and compliment national priorities, we will review and update this plan annually. This is also required by the Local Government (Wales) Measure 2009. Your feedback will be considered during the annual review. You can email your feedback to improvement@bridgend.gov.uk, or post it to Corporate Improvement Team, Bridgend County Borough Council, Ravens Court, Brewery Lane, Bridgend, CF31 4AP.

GLOSSARY

ABMU (HB)	Abertawe Bro Morgannwg University (Health Board).
CF	Connecting Families – a multi-agency service that aims to work more effectively with those families that have the most long-term and complex difficulties and who draw on a wide range of services.
Communities First	This is a community-focused programme that aims to lessen persistent poverty by supporting the most disadvantaged people in the most deprived areas of Wales.
Core Subject Indicator	The 'Core Subject Indicator' is the percentage of pupils achieving the expected attainment level in English or Welsh first language, mathematics and science.
Disabled Facilities Grant	Such grants can help towards the costs of adapting a home so that the occupant can continue to live there.
Estyn	Estyn is Her Majesty's Inspectorate for Education and Training in Wales.
Flying Start	Flying Start is the Welsh Government's targeted Early Years programme for families with children under 4 years of age that live in some of the most deprived areas of Wales.
GCSE	General Certificate of Secondary Education.
GDHI	Gross Disposable Household Income.
GVA	Gross Value Added.
Halo/HALO and GLL	Social enterprises that also operates a number of leisure centres on behalf of councils.
Health inequalities	This refers to differences in the health of different groups of people.
ICT	Information Communications Technology.
IFSS	Intensive Family Support Service.
Just@sk+	A service that provides advice, practical assistance, information and personal support to young people
Key Stage 1(KS1)	School years known as Year 1 and Year 2.
Key Stage 2 (KS2)	School years known as Year 3, Year 4, Year 5 and Year 6.
Key Stage 3 (KS3)	School years known as Year 7, Year 8 and Year 9.

Key Stage 4 (KS4)	The two years of school education, which incorporate GCSEs and other exams, known as Year 10 and Year 11.
Local Investment Fund	This is £1.2M of funding from the European Union, used to deliver financial assistance to businesses in the borough.
Local Government (Wales) Measure 2009	A Measure is a Welsh law that guides service improvement and strategic planning by local authorities.
Median income	Median income is, therefore, the middle level of income in a list moving from lowest income to highest income.
NEET	Not in education, employment or training.
NVQ	National Vocational Qualification.
Overview and Scrutiny	The purpose of the Council's Overview & Scrutiny arrangements is to ensure appropriate examination of the services and issues that affect the lives of people in the borough.
Revenue (expenditure)	Includes all spending on the day to day running costs of services, such as staff salaries, maintenance of buildings, equipment, general supplies and services.
Safeguarding	This refers to the approach to protect people from being abused or neglected.
Strategy	A plan, designed to bring about a desired future position/outcome.
Telecare	Telecare links sensors via a community alarm unit in the home to a central monitoring centre.
Third sector	The range of organisations that includes voluntary and community organisations.
Universal Credit	A new welfare benefit in the United Kingdom. It will be launched in 2013 and will replace a number of existing allowances and tax credits including job seekers allowance and child tax credits.
Housing Benefit Welfare Reform	The UK Government's Welfare Reform Act 2012 introduces significant changes to the welfare system. It abolishes Council Tax Benefit (CTB) and Community Care Grants and Crisis Loans. It introduces two new welfare benefit payments - Universal Credit (see separate explanation) and the Personal Independence Payment, which will replace Disability Living Allowance.

APPENDIX A: SUCCESS INDICATORS

(Please note: Targets for 2013-14, where appropriate, are being finalised. We will add these targets when the plan is published.)

PRIORITY ONE – WORKING TOGETHER TO DEVELOP THE LOCAL ECONOMY			
Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
Percentage of working age population that is in employment	69.6% (year ending 30 Sept 2012) , Labour Force Survey, ONS)	increase	increase
Percentage of 16-24 year olds in employment	51.6%(year ending 30 Sept 2012) , Labour Force Survey, ONS)	increase	increase
Gross Value Added (GVA) per head	£15,440, (2010 ONS)	increase	increase
Gross Disposable Household Income (GDHI) per head	£13,769 (2010, ONS)	increase	increase
Year 11 Leavers for Schools in the Authority known to be not in education, employment or training	4.4% (Careers Wales 2011)	4%	reduce
Percentage of all children under 16 who are living in working age households with no one in employment	20.4% (2011 Annual Population Survey)	reduce	reduce
The percentage of children living in households below 60% median income	23.1% (2009)	reduce	reduce
The percentage of: principal (A) roads non-principal (B) roads and non-principal (C) roads in overall poor condition	(A) 7.10% (B) 9.00% (C) 13.00%	(A) 6.8% (B) 7.8% (C) 14.5%	increase
The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	97.94%	98%	increase
The percentage of total length of rights of way which are easy to use by members of the public	88%	89%	increase

The number of people claiming Job Seekers Allowance	4.4%(Jan 2013	reduce	reduce
The number of visitors to town centres (annual footfall in Bridgend and Porthcawl)	Bridgend 5,197,383 Porthcawl 2,650,733 (Local survey 2012)	increase	increase
Total annual expenditure by tourists	£268.8m (2011, BCBC)	increase	increase
The number of vacant premises in town centres.	Bridgend 66 Maesteg 17 Porthcawl 12 (2012 Town Centre Health Check)	reduce	reduce
The number of active businesses	3625	increase	increase

PRIORITY TWO – WORKING TOGETHER TO RAISE AMBITIONS AND DRIVE UP EDUCATIONAL ACHIEVEMENT

Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	44.6%	49%	60%
The percentage of pupil attendance in primary schools	93.3%	94.6%	increase
The percentage of pupil attendance in secondary schools	91.3%	92.4%	increase
The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	0.58%	0.7%	increase

The percentage of all pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification	5.88%	10%	reduce
The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	77.10%	80%	increase
The size of the gap in educational attainments between pupils entitled to free school meals and those who are not	28%	26%	reduce
Year 11 Leavers for Schools in the Authority known to be not in education, employment or training	4.4% Careers Wales 2011	reduce	reduce
The percentage of students completing Key Stage 4 and remaining in education, training or work-based learning.	91.4 pupil destination survey Careers Wales	increase	increase
The percentage of working age population with NVQ Level 3 or equivalent	50.3% NOMIS (2010-11 figure)	Increase	increase
PRIORITY THREE – WORKING WITH CHILDREN AND FAMILIES TO TACKLE PROBLEMS EARLY			
Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
The number of families benefiting from intensive family support provided by Connecting Families (CF) and Intensive Family Support Services (IFSS) that adopt a 'team around the families' approach.	71	50	increase
Looked after children as a percentage of children aged 0-17	1.1% (31/03/12)	reduce	reduce
The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	100.00%	95%	increase
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable non-emergency accommodation at the age of 19	94.12%	95%	increase

The percentage of children looked after on 31 March who have had three or more placements during the year	7.83%	<10%	reduce
The number of children referred to Social Services with concerns about neglect or abuse	391	400	reduced
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	29.41%	45%	increase
The number of children benefiting from the Flying start programme	752	794 (minimum number capped by WG)	increase
The number of first-time entrants into the Youth Justice System	44 (Oct 2011 – Sept 2012)	reduce	reduce
PRIORITY FOUR – WORKING TOGETHER TO HELP VULNERABLE PEOPLE TO STAY INDEPENDENT			
Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
The rate of: a) older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	85.88	>85	increase
The rate of: b) older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	20.45	<20.5	reduce
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.78	<3	reduce
The percentage of adult protection referrals completed where the risk has been managed	86.60%	86%	increase
The percentage of Telecare clients who said that the service made it easier for them to manage in their own home	93%	95%	increase
The numbers of recipients of Community Integrated Intermediate Service that have been provided with an alternative to a hospital placement	750	800	increase
The average number of calendar days taken to deliver a Disabled Facilities Grant	251 days	279 days	reduce

The percentage of adults reported being treated for any mental illness	14% (10-11 data)	reduce	reduce
Average cost per client for home care	£10,586.0 (‘measuring up’2011-12)	reduce	reduce
Unit cost of residential care placements for adults age 65+	£24,500 (‘measuring up’ 2011-12)	reduce	reduce
The number of carers that say they are supported and their needs are met	new measure	new measure	develop baseline
PRIORITY FIVE – WORKING TOGETHER TO TACKLE HEALTH ISSUES AND ENCOURAGE HEALTHY LIFESTYLES			
Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
The percentage of the population who smoke	23 (2010-11 Welsh Health Survey)	reduce	reduce
The percentage of adults who are overweight or obese	59 (2010-11 Welsh Health Survey)	reduce	reduce
The percentage of adults who report being physically active on five or more days in the past week	30 (2010-11 Welsh Health Survey)	increase	increase
The percentage of adults who reported binge drinking on at least one day in the past week	30 (2010-11 Welsh Health Survey)	reduce	reduce
Under-18 conception rate	42.5 (2010 Stats Wales)	reduce	reduce
Variation (in years) in healthy life expectancy across our wards a) Male b) Female	Male: 19.4 Female: 20.8	reduce	reduce
The number of visits to Public Libraries during the year, per 1,000 population,	4243	4600	increase
The percentage of children and young people who are members of the library service	new	identify baseline	increase

The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9519.54	9200	increase
The percentage of all births registering a low birth weight	7.4 (2010 Stats Wales)	reduce	reduce
PRIORITY SIX - WORKING TOGETHER TO MAKE THE BEST USE OF OUR RESOURCES			
Indicator	2011-12 Actual	2012-13 Target	2013-14 Target
The value of planned budget reductions achieved	£7,386k	£4,796k	£3,706k
The percentage of citizens surveyed who found the Council was good or very good at telling them about the services it provides and council related news.	N/A	survey results currently being analysed	increase
The percentage of citizens surveyed who feel that they can influence decisions affecting their local area	39.1%	increase	increase
The percentage of citizens surveyed who said that their individual access requirements are met when contacting the Council	41.8%	increase	increase
The total savings achieved through Value Wales Collaborative Procurement Programme	N/A	£58,013.61 (Dec 12 actual)	increase
Square meters of usable office accommodation per employee	10.89m2	reduction to range of targets for completed projects in line with office accommodation strategy	reduction to targets for completed projects in line with office accommodation strategy
The value of budget reduction proposals for ICT systems achieved	N/A	N/A	£50k 2014-15 £200k 2016-17