

Annual Report 2015-16



Bridgend County Borough Council
Working together to improve lives

Introduction

Welcome to Bridgend County Borough Council's annual report for 2015-16. This report is produced under the Local Government (Wales) Measure 2009, focussing on our six improvement priorities. We have summarised what we achieved in carrying our priorities, which are set out in our Corporate Plan and hope that you find it informative and helpful.

Our Corporate Plan for 2013-17 sets out our vision, which can be summed up as working together to improve people's lives. It also explains what steps we intend to take in order to realise this vision. We review our Corporate Plan and our commitments each year, and we check our performance regularly. This is the last year of our Corporate Plan 2013-17 as we have undertaken a full review of what our future improvement priorities should be going forward which takes into account our increasingly limited resources. This is reflected in our new Corporate Plan 2016-2020, which can be seen by clicking on the link. ([Corporate Plan 2016-20](#))

Our annual report presents what we did in 2015-16 to improve people's lives in the county borough. Last year, we again experienced a reduction in our resources, and had to find savings of £11.225 million for the year. To help us reach this target, we asked citizens where we should prioritise our spending, and we worked hard to take those views into account when determining what areas we should continue to focus on.

In gauging just how successful we have been, we use a range of measures to demonstrate how well we have delivered on our promises that are both qualitative and quantitative. Each year, the Welsh Government publishes a range of national performance indicators which enable citizens to compare how their local authority performed in comparison with the other 21 Welsh local authorities across a whole range of services. We are delighted to report that in 2015-16, we were the second most improved authority in Wales, improving on our performance last year of fifth most improved council. We improved performance across 70 per cent of the national indicators against a national average of 65 per cent, and 24 of the 40 indicators with comparable data were in the top-half (top two quarters) when measured against other local authorities, which is the joint best fifth in Wales. Our best performing categories were adult social services and education. In line with last year's report and thanks to ongoing support from parents, we are particularly pleased that pupil attendance at secondary schools improved, ranking us within the top six best performing authorities in Wales. For the second year, we are in the top three councils for reducing delays in the transfer of care, and are in the top five authorities for offering support in care homes for older people aged 65 or over.

In all, we made 58 promises and commitments, fully completed 44 of them, mostly achieved the planned improvement of 12 and mostly missed our planned improvements in two. We were unable to fulfil our promise on implementing a toolkit to improve the way we offer advice to 14-19 year olds as Welsh Government decided to take this initiative forward nationally. The other unfulfilled commitment related to the development of the Early Help database. However, we did implement all the actions set out in the strategy, and trained more staff within hubs to support families and meet their needs in improving their life chances and keeping them safe.

You can read about the improvements we made and what we achieved in more detail by each priority in this report.

Within the Corporate Plan, we also identified 76 indicators to measure how successful we were at delivering on what we said we would do. Of these, we were able to collect data for 75. We met or exceeded the target for 51 (68%) of our indicators, marginally missed achieving our target for 14 (19%) and didn't do as well as expected for 10 (13%) of our indicators. The one we were unable to collect data for related to national statistics where the information has yet to be published.

Details on all our indicators are included in the "Annual Report 2015-16: Success Indicators", which is published separately on the council's website, www.bridgend.gov.uk, and can be found within the council priorities and performance web page.

We are proud at what we have achieved despite diminishing resources, and we will continue to innovate and transform the authority, working with our partners and local communities so that we can provide services that are important to our citizens in the most effective way, with the aim of improving lives for all those who reside in Bridgend County Borough.

Feedback

We welcome your comments on this annual report and your suggestions for improvement. You can give your feedback through writing to our Corporate Improvement Team, Civic Offices, Angel Street, Bridgend, CF31 4WB, or through Twitter: @BridgendCBC, or email to Improvement@bridgend.gov.uk. You can also ring (01656) 643224.

This report is available in both Welsh and English. It is also available in another language or format on request.



Mel Nott Leader




Darren Mepham Chief Executive

Priority One - Working together to develop the local economy

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

In 2015-16 we planned to continue to regenerate our town centres, actively look for new funding opportunities and encourage new investments to help boost our local economy and create extra employment opportunities.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for our local economy

<p>We continued to implement key regeneration projects and programmes to enhance and develop our economy, and actively looked for new funding opportunities</p>	<p>We improved opportunities for both businesses and life-long learning to ensure that the county borough can compete on a regional level for jobs, attracting further investment from new and existing businesses and supporting entrepreneurs</p>	<p>We work with public transport providers and communities to improve transport links, especially public transport</p>
<p style="text-align: center;">Our Performance</p> <p>During the year we continued to implement a range of regeneration programmes in and around the County. In Bridgend town centre, we commenced the redevelopment of the new Rhiw multi-storey car park, to include 28 affordable apartments and a commercial unit suitable for retail purposes funded by Welsh Government. The redevelopment will create a community of people living within the heart of the town centre, boosting trade and helping to support the local economy. The car park is set to open in Autumn 2016 while work on the apartments and commercial unit is expected to be completed by the end of March 2017.</p> <p>We continued to work on a masterplan for the regeneration of Porthcawl. This is in the process of being updated, and will lead to a re-appraisal of the phasing plan, infrastructure work, marketing strategy and the partnership between BCBC and other landowners. The Town Heritage Initiative (THI) programme progressed well.</p> <p>A developer for the Jennings building was secured with the scheme obtaining planning and listed building consent. Plans include a theatre-styled kitchen restaurant complete with a full-height atrium, as well as further small café and food establishments with views overlooking the sea. Thirteen units will also be created on the first floor which will be suitable for both living and working. This will provide both jobs and create a visitor attraction for the area.</p>	<p style="text-align: center;">Our Performance</p> <p>We provided focused support for businesses and supported social enterprises to help them invest and create jobs. We did this by:</p> <p>Supporting new business start-ups: New business start-ups are supported in two ways. Firstly, there is the Enterprise Facilitation project, with the aim of helping to make the appropriate links between budding business people and members of a panel of volunteers willing to give time to the individual would-be business person. Secondly, a “kick-start” grant is available to support business start-ups. This is 50% funded by UK Steel Enterprise and 50% by the internal Special Regeneration Fund capital budget. It offers small grants (up to £1,000) to new starts and businesses in their first year of trading. In 2015-16, we provided £18,938 of the kick-start grant which helped 29 new businesses to start up.</p> <p>Supporting existing businesses to develop: The Special Regeneration Fund capital budget allows grants of up to £5,000 or 40% of the</p>	<p style="text-align: center;">Our Performance</p> <p>We made more than £1m worth of improvements around Bridgend during the year making it easier for people to go about their journeys in a more active way. We created a new shared route for pedestrians and cyclists along the A473 between Coychurch and Pencoed, giving walkers and cyclists a safe alternative to the busy dual carriageway. We extended the popular National Cycle Network Route 885, making it easier to cycle between Tondy and Bridgend town centre, with the route connecting up to Bridgend Bus Station.</p> 



area. *The Jennings (impression)*

Following completion of the £2.5m outdoor market project at Maesteg Town Hall, the scheme is now operating successfully. It was fully let on completion, with the majority of units being let to new businesses. It now also hosts a travelling market and a variety of other local events such as concerts and at Christmas a portable ice rink, benefitting the community as a whole.

We continued to negotiate with Welsh Government for the remediation of Maesteg Washery West. The feasibility and site investigation work is underway to utilise the £2.5 million loan fund, to bring forward Upper Llynfi Housing Sites. The site options are the former Llwynderw School site and the east and west lower plateau sites below Maesteg School.

Negotiations also continued during the year with adjoining landowners, to bring forward the Ewenny Road site in Maesteg, for a mixed use of housing, retail and employment schemes, comprising 115 new homes, food outlets, neighbourhood retail facilities and serviced employment sites, with the aim of enhancing the area and providing additional amenities.

We worked with rural communities and partners towards achieving self-sustaining rural communities, diversified rural enterprises and vibrant rural economies. We helped local people tap into funding from the European Agricultural Fund for Rural Development and the Welsh Government. Research was also commissioned on Community Asset Transfer which will help inform the council's strategy for the future in transferring assets to local communities, to benefit those living locally.

Discussions were also held with Heritage Lottery for a further THI, with the Pavillion being considered as part of future development to further regenerate the

eligible investment, whichever is least, to be made to small and medium sized businesses making capital investments and creating jobs. In 2015-16, we provided £104,834 of the Special Regeneration Fund to 35 businesses to grow and to create jobs.

Supporting the Bridgend Business Forum, including:

- Free events and networking opportunities, with exclusive member to member offers;
- Priority booking at paid events;
- Advertising opportunities via the Bridgend Forum website and via the business@bridgend magazine.

In 2015-16, we supported the Bridgend Forum with 29 events, including the high profile Bridgend Business Awards. These events attracted 2,052 delegates. The majority of those delegates were from Bridgend County Borough and the rest from other LAs in Wales and England. The Business Forum continues to grow in strength and number.

Other support measures:

- A local Business Directory is hosted on the Council's web site.
- Labour market data is produced and disseminated. This provides information on subjects such as employment, unemployment, occupations, qualifications, earnings and employment by sectors.
- Making businesses aware through monthly e-mail updates and a four-monthly magazine of matters that may be of interest to them as businesses.

To help our citizens gain skills and improve their employment prospects, we engaged with people and communities, gathering information to understand and determine future adult

We also created a new wide cycle path along Tondy Road, from Lewis Avenue and upgraded the crossing point by Brewery Lane to become more bike friendly. All these schemes benefitted local residents living near the routes wishing to access the services and facilities that are served by the new schemes.

There were some delays in the traffic management project for Porthcawl which was the subject of intensive consultation in regard of both residential and on street parking proposals for the area. Progress is, however, being made along the seafront to make it even more bike friendly, with a cycle and pedestrian route planned from Rest Bay to Trecco Bay.

We implemented a range of physical improvements to the public rights of way and cycle track network using Welsh Government Rights of Way Improvement Plan (RoWIP) and other grant funding. We replaced a footbridge near Bryngarw Country Park and upgraded the surface of a footpath from Park Slip Nature Reserve to Tondy. In addition works were carried out on 9 kilometres of promoted routes throughout the County Borough which included repairing and/or replacing 13 stiles, installing 5 new kissing gates, installing 9 way marker posts, constructing steps and replacing uprights/handrails on another footbridge.

We also organised and promoted the Love2Walk Festival which saw 280 people participate in 29 walks and the investigation of 12 applications for Definitive Map Modification Orders to either add new routes to the network or to upgrade existing routes to a higher status.

We prepared and submitted proposals in relation to three projects: Creation of a cultural hub at Maesteg Town Hall in partnership with Awen Trust; ongoing redevelopment in Bridgend Town Centre; and a Porthcawl Attractor Programme led by Visit Wales. All three projects involve European funding and decisions are still awaited as to the success of obtaining external grant funding and timescales involved to progress these further.

Outcomes

The number of vacant premises in town centres has reduced from 91 to 83.

Our employment rate (%) of young people aged 16 to 24 increased from 45.5 (March 2015) to 53.9 (March 2016), which is above the Welsh average of 52.1%.

Our employment rate (%) of working age population increased from 70.2 (March 2015) to 72.9 (March 2016), which is better than the Welsh average of 71.1%.

Data are not available for most of our population indicators for 2015-16. However, latest data suggests that we are heading in the right direction, although we still have a lot to do to get where we want to be:

The number of active businesses rose from 3,615 in 2013 to 3,815 in 2014

The latest available data suggests that the percentage of children living in households where nobody works fell from 20% (2013) to 17.3% (2014), but was higher than the Wales average of 16.5% (2013).

The latest available data shows that Gross Value Added per head rose to £16,256 (2014) from £15,593.

The latest available data shows that Gross Disposable Household Income (GDHI) per head in Bridgend County Borough decreased in 2014, following three increases, from £14,868 (2013) to £14,753 (2014), which was below the Welsh average of £15,302 (2014). (GDHI measures the level of disposable income available to households.)

community learning provision. Some targeted provision, for instance, the Gardening and Allotment Skills course, was delivered to residents at Kerrigan House as part of the supporting people project. We delivered the Employability and Personal Development Skills Course with a group from Mirus and Cartrefi Cymru (people with learning disabilities).

We also gathered information from members of the public on the type of course they would like to attend. In response, we delivered Pre-employment courses in Care and Office Administration, ICT and CV courses.

Outcomes

Our Kick-Start grant (£18,938) attracted £26,388 private sector funding and supported 29 new businesses to start up. In all, 31.5 jobs were created and 10.5 jobs safeguarded.

Our Special Regeneration Fund (£104,838) attracted £206,088 of private sector investment and supported 35 existing or new businesses. In all, 34.5 jobs were created and 158 jobs safeguarded.

The success rates for Adult Community Learning increased from 84% in 2014-15 to 93% against a target of 77%.

The proportion of our population of our young people in Year 11 reported as not being in education, employment or training (NEET) continued to fall, from 7.6% (2009) to 3.2% (2015).

Number of VAT/PAYE registered businesses in the Borough increased from 4090 in 2014-15 to 4400 in 2015-16.

The total expenditure by tourists increased from £306.6m (2014-15) to £313m (2015-16)

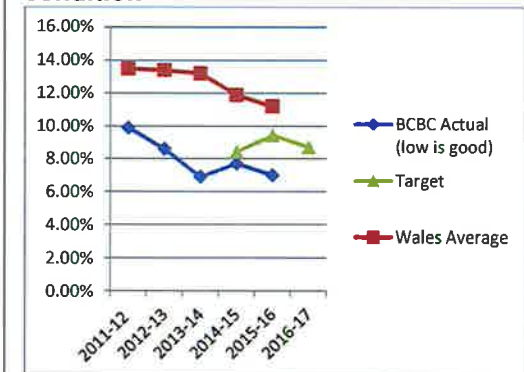


Outcomes

The percentage of principal (A) roads non-principal (B) roads and non-principal (C) roads in overall poor condition improved to 7.0% from 7.7% last year.

The percentage of total lengths of rights of way which are easy to use by members of the public decreased from 78.21% last year to 68.97%.

Percentage of highways in poor condition



Priority Two - Working together to raise ambitions and drive up educational achievement

We know a good education helps prepare children and young people for all aspects of their lives, including gaining skills for employment, looking after their families and contributing to their communities. We want to ensure that our children and young people achieve improvements to their educational results, gain qualifications and undertake training. In the past few years, we worked in partnership with schools, colleges and local training providers and helped our children and young people to achieve improvements to their educational results year on year, but we want every school to be improving at a much faster rate so that by 2017 at least two thirds of young people achieve a minimum of five GCSEs Grade A* - C or equivalent, including English/Welsh and mathematics. We also want to improve the outcomes at Key Stage 2 and 3 and at the foundation phase, and narrow the gap in literacy and numeracy between those who receive free schools and those who do not.

In 2015-16 we wanted to secure a big change in the rate of improvement so that, by September 2015, children would be functionally literate and numerate at the end of their primary education, and at least 60% of young people achieve the level of qualification expected of them at GCSE.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for our children and young people?

We worked with schools, the Central South Consortium and other partners to 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	We worked with schools to improve school attendance in both primary and secondary schools	We continued to improve the learning environment by modernising the school estate
<p style="text-align: center;">Our Performance</p> <p>We use performance information to better understand children's performance at school, both of individual children and groups of learners and see where we need to offer extra help at an earlier stage in their education to help them improve their skills.</p> <p>We trained our Inclusion Service staff to better understand and use performance information to design additional support for children and monitor its effectiveness. We improved the way we evaluate our overall performance, drawing on discussions with Estyn inspectors. We helped schools to develop their own ICT plans to improve the way they collect and analyse data on children's performance.</p> <p>Our revised 'Planning and Review in Partnership' (PRIP) forms provided better information to inform future planning of services at PRIP meetings in all schools and at authority level.</p> <p>All schools received updated training on ALN (Additional Learning Needs) provision mapping, which is used to monitor the resources and interventions for ALN (including MAT - More Able and Talented) pupils. We also supported</p>	<p style="text-align: center;">Our Performance</p> <p>Our Education Welfare Officers (EWOs) were integrated into the new local service centres making it easier for schools to access them for support in the use of fixed penalty notices for non-attendance in school.</p> <p>Each school has an Attendance Policy and the EWOs supported schools to review their policy to ensure they were in line with new Welsh Government guidance. Schools make requests to EWOs for a fixed penalty notice to be issued. We will continue to monitor the use and effectiveness of Fixed Penalty Notices to ensure they are effective in improving attendance at school.</p> <p>EWOs helped schools implement the BCBC Attendance strategy with information, guidance and training for staff on monitoring and improving school attendance. All staff with responsibility for attendance in schools received training on the use of the School Information Management System to improve the monitoring of attendance and making</p>	<p style="text-align: center;">Our Performance</p> <p>We want to provide schools that support the needs of all learners and their communities. In 2015-16 we completed the remodelling of the former Ogmores comprehensive school and relocated the Portfolio pupil referral unit (known as the Bridge alternative provision) and our Emotional Behavioural and Social Difficulties (EBSD) Specialist school, Ysgol Bryn Castell, to the same site creating a brand new specialist provision for our most vulnerable learners.</p>

schools by setting up a forum for primary teachers to focus on improving the performance of Looked After Children.

We worked with the Central South Consortium, who we commissioned along with four other local authorities, to improve schools' effectiveness. We monitored the Advisers reports on schools' performance which were found to have assessed schools' performance more accurately. We also monitored the services we commissioned from CSC. They showed that our schools' effectiveness improved in 2015-16. We held regular meetings with Advisers to ensure that we were fully apprised of developments in all schools and that links between schools and our Early Help services were effective.

We improved our performance analysis, increased the frequency of review and extended the age range of pupils assessed using the VAP (Vulnerability Assessment Profile) as part of the Youth Engagement and Progression Framework. We saw a reduction in the rate of young people who leave school and are not in education, employment or training (NEET) from 3.6% in 2014-15 to 3.2% in 2015-16. We are particularly encouraged that we have halved the number of young people who are NEET since 2012-13, when the figure stood at 6.4%.

We planned to improve the advice provided to 14-19 year olds to ensure they engage in the right type of qualification for them by using the WEST (Wales Essential Skills Toolkit). We were unable to do this as WEST was found to be used with varying success across the region so Welsh Government decided to take it forward at a national level.

The Library Service successfully transferred to Awen Cultural Trust in October. Under the Partnership Agreement, Awen Cultural Trust Libraries put in place a programme of activities to get more children and young people to enjoy reading. This included Bounce and Rhyme for babies, Storytimes, Junior Reading Groups, Film nights, Storywalks, Coding Clubs and the Penalty Kick for reluctant readers, as well as taking part in national initiatives such as the Summer Reading Challenge and ECALM (every child a library member). These initiatives resulted in improved attendance at children's events.

appropriate challenges to parents on attendance issues.

As a result, the percentage of attendance in our primary and secondary schools improved in 2015-16.



Outcomes

Attendance at both primary and secondary schools increased between 2014-15 and 2015-16.

Attendance in primary schools increased from 94.8% to 95.1%

Attendance increased in secondary schools from 93.9% to 94.3%.

Both were above the Wales average for 2014-15 but narrowly missed reaching the challenging targets set for 2015-16.



The new Coety Primary School at Parc Derwen opened for pupils in November 2015.

We currently have 5 other schemes underway to improve our schools as part of the Welsh Government 21st century schools modernisation programme. These are : 2 new schools in the Garw valley to replace Betws primary and YGG Cwm Garw, a new school to replace Brynmenyn primary, a replacement Pencoed Primary, a new single site for Mynydd Cynfig primary and a mezzanine addition to Heronsbridge special school,

We established the Safe, Dry, Warm Project this year to prioritise and monitor improvement works across all schools. In 2015-16, we undertook improvement works to 24 schools including roof replacements, dealing with dry rot issues, mechanical and electrical projects and the monitoring of radon with buildings in radon affected areas.

We also appointed a Fire Safety Officer to ensure that schools benefit from robust fire safety assessments in future.

Through 2015-16 we worked with schools to design a significant review of schools estates and some aspects of curriculum in response to changing pupil numbers and predicted requirements for post 16 education and training. This review will produce a sustainable strategy for the provision of education in Bridgend.

Outcomes

We secured improvement in all key stages:

The percentage of pupils at the end of the foundation phase achieving the expected outcome in teacher assessments improved from 85.1% to 88.8%, which is above the Welsh average, although we narrowly missed our target of 89.4%.

The percentage of pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment, increased from 86.20% in 2014-15 to 87.6% in 2015-16.

The percentage of pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics increased from 59.7% in 2014-15 to 61.1% in 2015-16 (provisional data), although we did not achieve our challenging target of 65%. This is a very good result. It continues the steadily improving trend and places Bridgend above the national average for the first time.

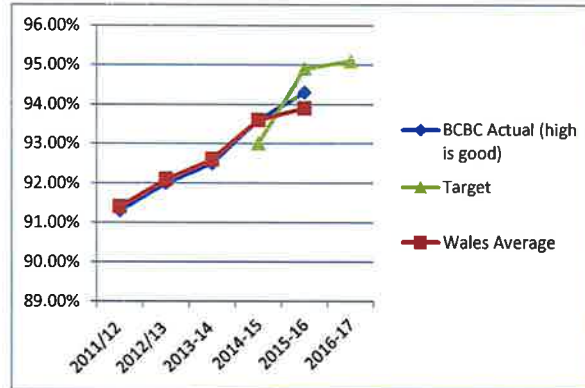
The attainment of pupils eligible for free school meals pupils in Bridgend significantly improved on the 2014-15 performance. The gap between their results and those of pupils not eligible for free school meals reduced from 36.3% to 27.2% but did not achieve the target of 24%.

We significantly improved the attainment of pupils eligible for free school meals on 201-15 performance. Their performance in Bridgend was ranked third in Wales and improved by 12.31% compared to other children who improved by 3.23%, both better improvements than across Wales as a whole in 2014-15.

The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics improved from 3.6% to 3.2%.

The percentage of all pupils that leave compulsory education, training or work based learning with an approved external qualification remained at 99.9% in 2015-16, higher than the Wales average in 2014-15.

Secondary School Attendance



Citizen Feedback

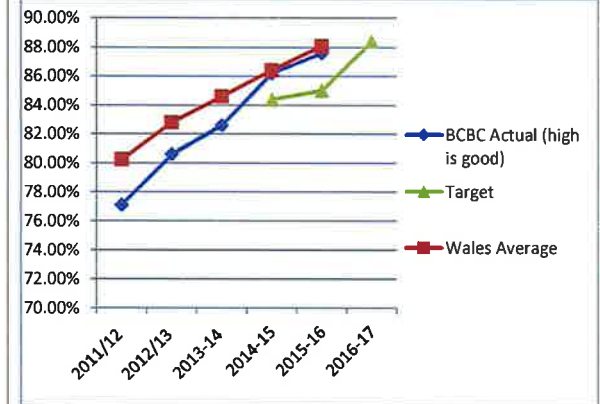
In our consultation 'Shaping Bridgend's Future' in 2015 respondents said that primary schools and secondary schools were the fourth and fifth most important areas of council expenditure that should be protected from budget cuts.

In the latest National Survey for Wales, published in June 2015, residents were asked to rate their satisfaction with their education system. Bridgend residents rated our education service highly, the fourth highest of all local authority areas in Wales.

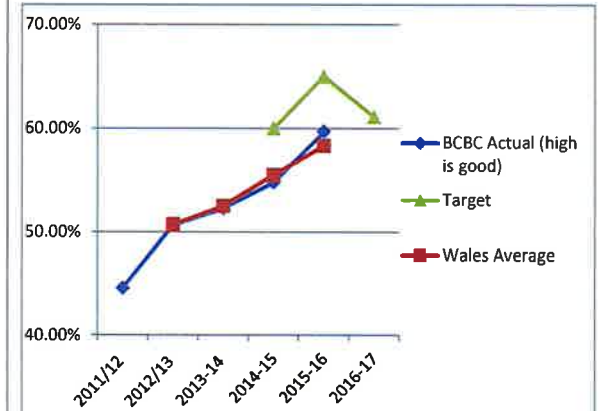
School children and all other stakeholders such as local residents are given the opportunity to have their say when we are building new schools and wherever possible their ideas and input are included in the schemes.

Outcomes

Key Stage Two Educational Attainment



5 or more GCSEs including English/Welsh and Maths



Priority Three - Working with children and families to tackle problems early

By providing early intervention and preventative support we should see improved outcomes for children and families, prevent their situations from becoming more complex and severe and reduce the risk of children being looked after by the local authority.

We have a duty of care to keep these children safe but this presents an increasing financial pressure. We need to make it easier for families to access the support they need and increase the effectiveness of family early intervention approaches to ensure families have more positive outcomes.

In 2015-16 we wanted to increase the effectiveness of early support and intervention to prevent issues from becoming complex, and reduce the risk of children becoming looked after.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for children and families?

<p>We brought services together via community hubs to help children, young people and families to tackle their problems at the earliest opportunity</p>	<p>We worked with families and partner agencies to ensure that families receive the help they need at the earliest opportunity to meet their needs</p>
<p style="text-align: center;">Our Performance</p> <p>We continued to develop our Multi-Agency Safeguarding Hub (MASH). It brings together different services to protect children at risk of harm. We worked with partners to put in place the basis of a new information system to support the MASH and integrate with our early help services so that all services can be accessed from one contact. By analysing the information collected, we will be able to identify emerging trends which will be used to develop future services.</p> <p>We have a county wide assessment team which receives contacts and referrals from members of the public and professionals concerned about safeguarding and child welfare matters. We worked with the team to agree on how to give out information, advice and assistance in line with the requirements of Social Services and Well Being (Wales) Act 2014, so that services are available to provide the right support at the right time.</p> <p>In April 2015, we re-structured our Integrated Working and Family Support Service. This included co-locating services such as our Family Support Workers, Family Engagement Officers, Education Welfare Service, Lead Workers and Counsellors into three local community based hubs. We also created a Central Hub offering specialist services such as, Health Wellbeing, Engagement and Progression services for young people Not in Education, Employment or Training (NEET) or at risk of becoming NEET, Connecting Families, Play Therapy and the Western Bay Intensive Family Support Service. The Early Years and Childcare Team, including Flying Start, also now sits within the Integrated Working and Family Support Service.</p>	<p style="text-align: center;">Our Performance</p> <p>The Early Help Strategy sets out how we will ensure that a child or young person's needs are met, improving their life chances and keeping them safe. In 2015/16, we implemented the actions set out in the strategy planned for the year. We reviewed the services on offer before we rolled them out across the new hubs to make sure they were effective. We trained more staff and put Child Social workers in the hubs to support them. The only activity we did not complete was the development of the Early Help database.</p>  <p>We re-launched the Joint Assessment Family Framework (JAFF) to provide a single access point for Early Help services. We used the JAFF to improve the way we worked with other agencies to help identify more families that were in need of support. This meant that we assessed more families more quickly. By putting in place tailored support at an earlier stage, we prevented families' circumstances from</p>

Flying Start, the Welsh Government programme to work with very young children and their families, expanded to operate in the Garth area of Maesteg, giving the children in the area a better start in life and making them ready for school.

Both the restructure and co-location of services increased the opportunity for better partnership working, sharing of information, raising awareness of service provision, ultimately improving service delivery for children, young people and families.

Outcomes

Family Support

213 families indicated an improvement in confidence, nurturing and resilience as a result of a coordinated package of support.

346 families reported improved family dynamics as a result of a coordinated package of support.

Health Wellbeing

36 children and young people receiving one to one play therapy and community counselling support completed their support programme, with improved emotional mental wellbeing.

239 Young people received help, advice and guidance in relation to substance misuse.

378 Young people received advice and guidance about sexual health.

129 families reported that they have made positive changes to their lifestyle and behaviours following early help support.

1,586 children and their families accessed Flying Start provision in 2015-16 compared to 1,428 last year.

deteriorating further and gave them the opportunity to address their issues and become resilient within their family surrounding and communities. We saw a 200% increase in the number of referrals and assessments undertaken.

Our Early Help service received 1912 requests for help, the majority of these being from Schools, Social Services and Health. Of these requests for help, 833 were allocated to Early Help hubs with 90% (751) following the JAFF process.

The number of requests for help that came in suggested that staff had faith in the new system and a greater understanding that early intervention is key to preventing issues from escalating to a position that is more problematic and costly to resolve.

Outcomes

Despite our efforts, the number of children referred to Social Services with concerns of neglect or abuse increased to 608, compared to 401 in 2014-15.

The number of children in need decreased to 772 as at 31 March 2016, compared to 884 for the previous year.

There were 176 children on the Child Protection Register, up from 125.


All our Looked After Children left school with a recognised qualification in 2015-16.

We also worked with service users, carers, families and all partners to enable people to access or retain housing to meet their needs. More information on our performance on housing can be seen in Section 4.

Priority Four - Working together to help vulnerable people to stay independent

We want to enable vulnerable people to live as independently as possible. By 'vulnerable people' we mean individuals at risk of losing their independence if they do not receive advice or support. We know that there are particular pressures on our services as the numbers of people living with dementia is growing as our population is getting older and more young people with complex health needs are reaching adulthood. To meet the significant challenges ahead in meeting their needs and those of shrinking budgets, we planned to focus on remodelling our services by working with partners in the third sector, families, carers and communities to create a supportive environment within local areas which prevent people's circumstances from deteriorating and leading to a loss of independence.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for our vulnerable citizens?

<p>We worked with service users, carers and partners, including the third sector, to develop services in a way which supports people to remain independent for longer and only access statutory services when absolutely necessary</p>	<p>We worked with all of our existing and potential partners to develop a range of accommodation options and support for vulnerable and older people who need help to achieve or sustain independence</p>
<div style="text-align: center; border: 1px solid black; background-color: #ADD8E6; padding: 5px; width: fit-content; margin: 0 auto;"> <p>Our Performance</p> </div> <p>In order to meet the requirements of Social Services and Well-being (Wales) Act 2014, we continued to remodel our social care. The Act places an emphasis on prevention and well-being of those who need care and support, or carers who need support. The service has been working with colleagues across the public and third sector to develop and improve the co-ordination of information, advice and assistance for vulnerable people and their carers. We held a well-attended workshop entitled 'Prevention and Wellbeing is everyone's business' to promote the work already undertaken. The workshop also aimed to identify and make links with other prevention and wellbeing activity already underway in local areas. Attendees included care providers, third sector, police, fire service, and representatives from the council, primary health care and public health.</p> <p>We continued to support the Bridgend Carers Centre to provide a wider and more accessible range of advice and information for carers and found funding for an officer to support carers in a hospital discharge setting aligned to the carers centre. An ID card scheme was created to help young carers in Bridgend County Borough receive the support and understanding they need. All local young carers aged from eight to 18 are eligible</p> 	<div style="text-align: center; border: 1px solid black; background-color: #ADD8E6; padding: 5px; width: fit-content; margin: 0 auto;"> <p>Our Performance</p> </div> <p>Where we can, we want to prevent people becoming homeless. To encourage private sector landlords to secure their properties as a long-term let and also as shared accommodation, of which there is a shortage in Bridgend, our Housing Solutions Team consulted on the development of a 'Landlord offer' including financial incentive and other support. Whilst take up initially has been slow, our Landlords Forum is continuing to work on this. To enable people to get accommodation in the private rented sector we used Welsh government funding for cash bonds, rent in advance, rent arrears, and shortfalls in rent and provided support to help them to maintain their tenancies and prevent them from becoming homeless.</p> <p>We increased the amount of 'floating' support provided from 59 to 492 units by setting up a drop in centre in Bridgend town centre that anyone can call in without a referral. This means that more people will be about to address their accommodation issues as they arise and prevent them from escalating.</p> <p>The new young person's accommodation service includes short term crisis and move-on accommodation for vulnerable homeless people including intensive accommodation for 5 young people who have not managed to maintain their accommodation and step down accommodation for 20 young people that allows them to have more independence with a little extra support so that they can move on successfully to living independently. The additional temporary supported accommodation can be an alternative to bed and breakfast accommodation, which is not always suitable for young people. An additional intervention worker has been appointed to help young people to avoid becoming homeless and needing social housing.</p> <p>By commissioning Calan Domestic Violence Service, we supported 160 people who had</p>

to receive the card The initiative will encourage more young carers to make themselves known so that they can be assessed to see what additional support they may be entitled to. Seventy cards were issued in 2015-16 and 100% of young carers known to BCBC had their needs assessed.

Whilst we want to support people to be independent and remain at home for as long as possible, it is inevitable that some people will need to be supported in a care home. Our officers worked with officers from City and County of Swansea, Neath Port Talbot and ABMU to develop a Regional Quality Framework (RQF) to improve the quality of care in care homes. This was piloted with 3 care homes in Bridgend and subsequently adjusted following feedback and when rolled out, will ensure that our citizens receive even better and continuously improving care.

We aimed to set up a new model for services for people with learning disabilities. This was delayed due to changes in ABMU where a new Mental Health and Learning Disability Service Delivery Unit was set up. Meanwhile, we developed assessment care management processes in line with the implementation of the Social Services and Wellbeing Act and the operating model.

Working with third sector partners, we set up a range of group activities for people with a learning disability around the county. They included two social groups, music and craft groups, a health and wellbeing group. We commissioned Barnardo's Atebion (Disability Support Service) to support families with a disabled child by offering advice, support and guidance on managing the effects of disability on the family. The service worked directly with families to develop coping mechanisms and building the individual family's confidence in caring for their disabled child. The support provided helped the families develop the ability to cope wherever possible, without the need to access costly specialist support services. Moreover, the support was individually tailored with a bespoke support plan developed in partnership with the family.

In 2015-16, we supported 259 families to manage the effect disability has on the family. 134 families demonstrated improvement in confidence, nurturing and resilience. 129 families indicated there had been a reduction in number and level of unmet family need. Communities First also established projects and activities in communities that focus on improving health, including physical activities and healthier cooking, training such as food hygiene and first aid and information and consultation sessions with Citizens Advice Bureau and housing support

been subjected to domestic abuse. This service includes crisis accommodation based support, help for victims stay or return home if safe to do so, as well as providing other advice and support.

Our community resource team provided a service to 1100 people at home or in the community throughout the year, an increase from 960 last year. By so doing, we helped people avoid being admitted to hospital, or supported them to be discharged from hospital earlier, enabling them to retain their independence. We developed this service to ensuring the service was both improved and consistent for all service users. Our community reablement service called Better@Home helps vulnerable people retain their dignity and stay as independent as possible in accommodation that best suits their needs in the short term. The service provides short term bridging care whilst service users wait for either the initiation of a reablement service or the restart of a current package of care. It also provides residentially based reablement with six beds available in Bryn y Cae for people who otherwise require a longer hospital stay prior to the commencement of a community service.

To provide better support and crisis prevention for people with mental health needs, we reviewed the Community Mental Health teams and continued to develop the Local Primary Mental Health support service which offers early intervention and prevention. The service developed some exciting initiatives to reduce the waiting list for therapy. These services are accessed via self-referral or 'drop in' with the intention of diverting individuals out of a statutory service. Between April and December 536 people attended specialist workshops at the 'drop in', for example, on Anxiety and Depression. To speed up referrals we established the Single Point of Access which takes all referrals from GPs and internal services, enabling service users to attend a 'drop in' clinic at ARC. Additional support was commissioned specifically for people with dementia. We enabled additional accommodation to be used that helped patients to move out of hospital more quickly and regain their independence. Online self-help guides proved to be an important source of early support with 2689 people accessing them across the Western Bay region.

We identified suitable land for the development of two Extracare schemes. These provide a range of quality, safe accommodation options with flexible care and support services which help to achieve and maintain people's independence. We agreed to dispose of these two sites at market value to a registered social landlord, Linc-Cymru Housing Association, to take forward the development of these schemes.

We continued to transform homecare services throughout the year. We worked with 13 external homecare service providers to ensure that people get the right package of support. The internal home care service in the future will support people with complex and a high level of support and more generic home care service will be provided by external providers. The number of people who received a service from Bridgeway (short term home care service for people with dementia) was 170 against a target of 134 and we will continue to work review support packages to ensure that support is provided appropriately, either

providers, offering support and guidance to those accessing these activities.

Outcomes

The number of identified carers has risen from 1421 during 2014-15 to 2102 in 2015-16.

2003 carers of adults were offered an assessment in their own right in 2015-16.

68% of carers when asked said that information and support are improving in Bridgend compared to 35% last year.

We also continued to support older people to remain independent through the use of Telecare. In all, 2,643 people used Telecare and there were new 289 Telecare installations in people's homes.

Rate of: a) older people (aged 65 and over) supported in the community per 1,000 population aged 65 or over at 31 March was 80.98 % up on 76.75%

There has been a steady decline of people over the age of 75 years admitted to hospital and the number of days spent in hospital has stayed below average.



In 2015-16 447 people (55.32%) were discharged from hospital or had an early hospital discharge following a short term enabling service and required no ongoing care. This is an increase from 432 in 2014-15.

With Care and Repair Services we helped 680 people, compared with 450 last year, to maintain their independence. Of these, 99.79% maintained their independence for six months or more up from 97.94% in 2014-15.

internally or externally.

Outcomes

We prevented 67.67 % of all potentially homeless households from homelessness for at least 6 months compared to 64.2% last year.

The number of units of supported accommodation available via a single point of access increased from 51 units last year to 151 this year, though we missed our stretching target of 172 units, as a number of units are still in the process of being commissioned or are yet to be commissioned.

Average number of calendar days taken to deliver a Disabled Facilities Grant increased to 321.51 days from 182.26 days but this reflects a new way of calculating the start date.

The number of people who have received a service from Bridgeway (short term home care service for people with dementia) was 170, against a target of 134.

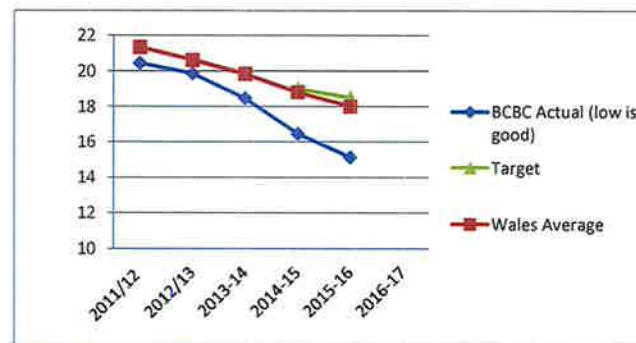
47 people with a learning disability live independently using assisted technology, up from 42 last year.

In 2015- 16 the Housing Solutions department successfully prevented the homelessness of 15 young persons aged 16-17 and successfully relieved the homelessness of 22 16-17 year olds.

In the same year, 58 under 25s were successfully prevented from becoming homeless and 31 under 25s had their homelessness successfully relieved.

In 2015/2016 86 families with dependent children had their homelessness successfully prevented whilst 30 households had their homelessness relieved.

Rate of older people supported in Care homes



Priority Five - Working together to tackle health issues and encourage healthy lifestyles

We want to see a healthier population. National statistics show that some areas of Bridgend County borough are amongst the least healthy in Wales. Over half of our population is overweight or obese, and less than a third exercise 5 days a week and around a quarter reports drinking more than the recommended levels of alcohol at least once a week.

In 2015-16 we wanted to encourage more people across the county borough to live healthily and become more active.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for our citizens?

We embedded healthy eating messages in early years settings, such as schools, youth organisations, leisure services and community groups;	We worked with partners to address priority issues such as mental wellbeing, childhood obesity, alcohol, smoking and substance misuse, especially among young people	We worked with a range of partners to develop services and opportunities that encourage and promote life-long physical activity, including making the best use of our Rights of Way, cycle ways, community routes and green spaces.
<p style="text-align: center;">Our Performance</p> <p>We monitored our schools every month to ensure they met the standards of the Healthy Eating in Schools Regulations 2013. These set out the type of food and drinks which can and can't be provided by schools. We have an award-winning school catering service that is fully compliant with the rigorous standards of the regulations.</p> <p>We continued to roll out and implement cashless catering system across our schools and half of all our primary schools are now cashless or have registered an interest in being so. We will continue to promote cashless catering in the coming year making it easier for both parents and pupils to pay for school meals.</p> <p>Through the Family Action Zone initiative we promoted nutrition, physical activity and family relationships for positive lifestyle change. The programme is run</p>	<p style="text-align: center;">Our Performance</p> <p>We promoted the Healthy Options Scheme with businesses across the county borough, to increase accessibility to healthy food as businesses offer healthy food options on menus. Last year we increased the number of businesses supporting the award from 1 to 5, against a target of 3 businesses. Our partner HALO who deliver our leisure services were the first business to support this initiative, offering healthy food options to those visiting the Bridgend Life Centre.</p> <p>In partnership with Halo Leisure, we continued to deliver the National Exercise Referral Scheme to help reduce obesity levels and encourage better weight management across the county borough. The scheme supported people with mental health, cancer, obesity and diabetes, stroke, back care, falls and pulmonary disease issues. ABMU provided additional support for certain conditions. In 2015-16, the programme received 1,871 referrals (against a target of 1,170), held 1,211 first consultations (against a target of 991) and supported 475 people to complete a 16 week programme (compared to a target of 395). The success of the programme has led to more referrals</p>	<p style="text-align: center;">Our Performance</p> <p>We worked with HALO Leisure and a range of community partners to develop services and opportunities that encourage and promote life-long physical activity particularly amongst underrepresented groups. These included:</p> <ul style="list-style-type: none"> • developing programmes such as Park Lives which provided free outdoor activities in park settings with a particular emphasis on families and removing cost as a barrier to participation in partnership with City and Council of Swansea and Neath Port Talbot; • delivering an accredited training programme for over thirty people to become Later Life physical activity instructors to support people in residential care settings to build strength and resilience and reduce falls due to frailty; and • supporting an initiative providing free access to veterans linked to the Armed Forces Community Covenant. 23 veterans benefited as a result of this initiative. <p>To reduce childhood obesity and promote physical activity, BCBC's Active Young People Department managed the national school sport programmes. They provide extracurricular activity programmes and promote increased physical activity on school sites or within a community club or organisations.</p> <p>100% of schools in Bridgend participated in the various programmes.</p>

in Partnership with our primary schools, Abertawe Bro Morgannwg University Health Board, Create Development and



Sports Wales. The programme aims to present a number of health messages to families with children aged between three and six through a variety of fun activities, including interactive games, story times, and healthy food making sessions. Activities focus on balance, agility and co-ordination as well as developing the children's social and personal skills encouraging children and their families to enjoy fun and healthy and active lifestyles together. During the year 18 programmes were delivered to 183 children from 144 families, predominantly in areas of disadvantage. The programme was recognised as excellent in Estyn inspections.

New links were also established during the year with our Flying Start programme.

with a waiting list of 523 individuals now waiting for support.

A report by Public Health Wales identified that people living in the Llynfi Valley have 20 years less healthy life expectancy compared to the rest of the Borough. We therefore supported partners in the Local Service Board (LSB) to further develop targeted projects to encourage better health with a focus on the Llynfi Valley. The projects covered weight and nutrition, dementia, substance misuse including smoking cessation, sexual health and domestic violence.

We worked with partners such as South Wales Police towards joint inspections of premises selling age restricted products such as tobacco and alcohol with a view to tackling nuisance behaviour related to alcohol consumption. During the year all inspections to premises selling age restricted products were provided with advice from Trading Standards. We also conducted 3 test purchasing operations resulting in 27 attempts for the sale of alcohol. Of the 27 attempts 3 sales of alcohol were made to our underage volunteers, one of which was dealt with by means of a fixed penalty notice (£80 fine) and two by means of departmental warnings. This all helps to tackle nuisance behaviour related to alcohol consumption amongst young people.

Working with partners, we achieved 100% of high risk inspections, which included advice and education to food businesses on matters such as the sale of age restricted products and food hygiene standards, as well as, Health and Safety inspection and enforcement. In addition to this, the number of broadly compliant (i.e. a Food Hygiene Rating of 3 or above) food businesses in the borough increased to 95%, an increase of 2% on the year before.

Through our Families First Health and Wellbeing Mobile and Peripatetic Service, we provided just under 900 young people aged 11-25 with information, advice and guidance within their own communities on

In all, primary school children made 12,061 visits to these activities. In secondary schools, 11,784 young people participated and there were 89,307 registrations for activities. This is a growth from 71,352 registrations the previous year and includes both Heronsbridge and Ysgol Bryn Castell special schools.

As a result, the numbers of children and young people identified as 'hooked on sport' has increased by 7% to 47% with positive results identified in some disadvantaged school catchment areas.

We supported community walking networks by coordinating the Love To Walk programme which aims to reduce social isolation and provide volunteering opportunities. There were 380 registered regular walkers although the actual number of walkers is believed to be higher. 30 walks were supported with 37% of them led by volunteers and 17 partner organisations.



During last year's 'Shaping Bridgend's Future' consultation with local residents one of the suggestions that came up was a new path around the edge of Newbridge Fields, we were delighted to undertake this work last year, opening up access to one of our local beauty spots, making it more accessible for wheelchair users with the path being particularly valuable to dog walkers and other park users during wet weather. The tarmac path that runs from the Bridgend Life Centre to the cricket pavilion has now been extended further so that it joins up with the lane that runs from Bowham Avenue to the fields.

We developed Active travel maps in line with WG guidance and



Flying Start supports eligible families in a number of local communities by giving them access to services including free quality childcare for two to three-year-olds, parenting support, an enhanced health visitor service and help with early language development. More than a quarter of pre-school children in the county borough are now able to access the Welsh Government funded programme, with centres supporting families in areas of Bettws, Blackmill, Brackla, Caerau, Cefn Glas, Cornelly, Lewistown, Maesteg, Sarn and Wildmill. Our Flying Start health visitors, who are part of the ABMU Health Visiting Service, were praised for giving excellent support to new mums and their babies as part of an assessment of the ABMU Health Board by Unicef UK. The team have been accredited with the Baby Friendly Initiative Award from Unicef UK in recognition of the way health visitors help parents to bond with their babies and make informed decisions on how best to feed them.

Outcomes

The number of families participating in the Family Active Zone initiative increased from 100 to 144.

issues that affect their general health and wellbeing. The support included advice on substance misuse, smoking, poor nutrition and unsafe sexual practices.

Parent information sessions were also provided on themes such as:

- Talking to your child about sex and relationships.
- Understanding contraception and sexual health.
- Substance misuse awareness.
- How to support smoking cessation / abstinence.

Throughout the year,

- 49 young people received one to one counselling
- 241 young people were helped with substance misuse
- 603 received sexual health advice.

Outcomes

The latest data (2015) showed a reduced rate of people who smoke, from 20% (in 2014) to 18%.

Percentage of the population who are overweight or obese increased from 58% (2014) to 59% (2015).

The latest data (2015) showed that the percentage of people who binge drink on at least one day per week decreased from 27% (in 2014) to 25%.

Number of businesses supporting the Healthy Options award was 5 for the year against a target of 3.

There were 6 successful intelligence led operations, including test purchases and enforcement visits.

350 children, young people and families accessing Families First reported an improvement in their emotional/mental wellbeing. Some 129 families reported increased resilience to their lifestyle behaviour, with 349 individuals having improved emotional well-being. 122 children, young people and families reported improved physical health and well-being.

supported walking and cycling initiatives that contributed to the implementation of the Active Travel (Wales) Act. As part of our duties under the Active Travel (Wales) Act 2013, we are also working on a map to show the future network of active travel routes that we would like to see developed over the next 15 years. The map is being developed with assistance from local schools that are taking part in the Sustrans Active Journeys project to find out their views and further consultation will also be held with the public in the autumn of 2017. Once published the maps will show where there are routes suitable for active travel use through the county borough. In addition the routes constructed during the year will increase the number of opportunities for people to walk and cycle.

Outcomes

We promoted new initiatives alongside our Partners including Halo Leisure, ParkRunUK, Bridgend Carers Centre and ABMU Health Board to support the health and wellbeing of our employees. Examples included the ongoing Care First service, advice on range of health and wellbeing issues, the "Winners Do Quit" anti-smoking campaign, taster sessions for new leisure activities, launch of a LGBT support group, Love2Walk staff walking challenge and the Cycle To Work scheme. We trialled the Nudged app for staff to use which offers online support, that combines tips on eating better, managing your mood, being more active and making better use of your time. Communications were conveyed to staff via a range of internal communication channels. In addition a health and wellbeing staff intranet page was established and we continued to provide the free confidential Wellbeing through Work Service to staff, to support staff in dealing with various issues including coping skills for managing stress, worry and low mood as well as support with health issues and managing conflict in the workplace.

The latest data (2015) showed that the percentage of people achieving the levels of physical activity remained at 29%.


The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor participated in physical activity increased from 9,528 to 9,634.

Participation in over 60s Free Swimming programme was the highest in Wales and a scheme for Armed Forces veterans was also supported.

Priority Six - Working together to make the best use of our resources

The Council, like other local authorities in the UK, has faced unprecedented financial challenges in recent year. Unfortunately, our difficult financial position is set to continue for a number of years to come. **In 2015-16 we needed to make £11.25 million of savings.** Budget cuts of this scale present the Council with a significant challenge that will require us to make many difficult decisions about what services can be maintained and what cannot. We want to minimise the impact of reduced funding on the services that we provide to our citizens. We are, therefore, committed to finding more of our savings from within the Council by both maximising the way that we use our resources and by exploring innovative and flexible ways of delivering services, including commissioning services where it is more beneficial to do so.

How did we do in 2015-16 to fulfil our commitments and achieve outcomes for our citizens?

We achieved the savings identified in the MTF5	We pursued the Council's transformation agenda by shaping Bridgend's future	We explored innovative and flexible ways of delivering services, including commissioning
<p style="text-align: center;">Our Performance</p> <p>In 2015-16, we planned to make budget reductions of £11.225m. Budget reductions of £9.316m were achieved with the remaining £1.909m achieved through alternative saving measures as well as putting a strict process in place for staff vacancy management. As such there is still a recurrent pressure on 2016-17 budgets which will need to be addressed by either implementing the outstanding proposals or identifying and delivering alternatives.</p> <p>We made significant savings across all areas, including £247,000 in management fees in relation to our ongoing partnership with HALO Leisure and £363,000 through rationalising and retendering travel contracts for pupils eligible for school transport and achieving school transport route efficiencies.</p>  <p>In spite of the need to make budget reductions we continued to try to improve services where possible, by exploring more</p>	<p style="text-align: center;">Our Performance</p> <p>In 2015-16, we developed the Council's vision for 2017-2020 – 'One Council working together to improve lives'. We re-defined our priorities through a comprehensive consultation with our citizens, and identified our transformation programme to help deliver them.</p> <p>Our three priorities for the period are:</p> <p>Supporting a successful economy - Our programmes to support the delivery of this priority include the Successful economy Programme – featuring the redevelopment of the Rhiw car park and creation of community living in the heart of the Bridgend town centre, regeneration of Porthcawl and Parc Afon Ewenni, Llynfi sites' reclamation, and the City Deal – development of proposals with councils in south east Wales .</p> <p>Helping people to be more self-reliant - Our programmes to support the delivery of this priority includes re-modelling adult social care; re-modelling children's services; and the third sector programme - improving third sector engagement; working in partnership with communities; Community Asset Transfers; and engagement with town and community councils.</p>	<p style="text-align: center;">Our Performance</p> <p>Procurement - We continued to deliver against the e-procurement strategy to increase efficiencies in relation to commissioning and the procurement of services. The contracts register for procurement was completed ready for rollout and this will be delivered through Welsh Government hosted facilities. Wider use of frameworks across the authority will be the main focus of the commissioning project for the future along with the use of purchasing cards.</p> <p>Cultural Services - We successfully established the Awen Cultural Trust in October 2015. Working in partnership, Awen manages the council's cultural facilities and services including theatres, libraries, community centres, Bryngarw Country House and park and delivers work-based projects for adults with disabilities. This work will develop further over the coming year.</p> <p>Regulatory Services - We successfully completed the Shared Regulatory Services collaboration project, with the service becoming fully operational across the three authorities of Cardiff, Bridgend County Borough and the Vale of Glamorgan in May 2015. The partnership is aimed at delivering more efficient, cost effective services, increasing the resilience of Trading Standards, Environmental Health and Licensing services across the region.</p>

innovative and cost effective ways of delivering services, increasing efficiency and productivity and eliminating waste and duplication. Where possible we also protected key services in education and social care, in line with our vision as a Council to improve lives.

Outcomes

We achieved £9,316m of the £11.225m target, through planned savings, though full savings were realised through holding vacancies.

Citizen Feedback

The public consultation on 'Shaping Bridgend's Future' on the Council's corporate priorities and proposed budget reductions to 2019-20 was undertaken over an eight week period from September 2015. The consultation received 1,819 responses from a combination of the responses survey, 15 engagement events held across the county borough, social media interactions and via the authority's Citizens' Panel.

During the budget consultation the care of older people, social services for children and services for disabled people were the top three services that respondents wanted to protect. In contrast, the three most popular services for reductions were art centres and theatres, planning and building control and sport and recreational services.

Smarter use of resources - Our programmes to support the delivery of this programme include the digital transformation programme that aims to improve access to services; rationalising the Council's estate – asset disposal; remodelling social care; community asset transfer; and the school modernisation programme.

Some of the programmes were already underway. Our **School Modernisation programme**, for instance, has been run for a few years. In 2015-16, we established the Additional Learning Needs (ALN) campus at Bryncethin, on the site of the former Ogmore comprehensive school, completed the construction of the new Coety Primary School on the Parc Derwen site, which was opened to pupils from November 2015; We have 5 other schemes on going to re-develop or re-locate schools where there is high demand for this. The programme is due to end in 2019.

Outcomes

We generated savings of £724,000 in 2015-16 through the transformation agenda. Significantly, our programmes put citizens at the core of what we do.

Our digital transformation programme will make our services available online by redesigning the way we operate. It will improve access to our services while reducing our operating costs.

Our School Modernisation Programme continues to invest in a sustainable education system for our children that enhances the learning environment and reduces the recurrent costs and carbon footprint of education buildings.

Out of Authority Placements for ALN Pupils - We established local provision for pupils with Autistic Spectrum Disorder at Ysgol Bryn Castell. This means that children and young people assessed as needing this specialist provision are now able to stay with their families rather than being placed outside of the county borough.

School Music Service - The service was fully restructured during the year, whilst maintaining the same level of service at no extra cost to pupils. The school music service remains in place, but is now fully self-sufficient.

Extra Care - We continued to remodel residential care for older people to an Extracare service model. We identified a Registered Social Landlord (RSL) to take forward the development of the scheme following a rigorous evaluation process. Two land options have been identified and the design and construction phase will start in January 2017 with completion in April 2018.


Local Community Coordinators - During the year we extended the number of Local Community Coordinators (LCC) from one to three, based in the Llynfi, Ogmore and Garw valleys. They provided support and assistance to around 60 people, who are vulnerable through disability, mental health issues, age, frailty or social isolation. They helped these individuals to build resilience and achieve the outcomes that are important to them, minimising the negative impact of overreliance on statutory services and maximising opportunities for individuals to take greater control of their lives.

Outcomes

The Regulatory Services Collaboration generated savings of £286,000 in 2015-16.

The restructure of the School Music Service resulted in £40,000 of subsidies being removed.

Priority Six - Working together to make the best use of our resources

We maximised the use of our assets and technology as planned	We developed a stronger organisation development function to increase the skills of employees and allow greater flexibility	We improved our communication with citizens to understand their needs and improve their access to our services
<p style="text-align: center;">Our Performance</p> <p>We continued to rationalise and maximise our use of ICT systems and software applications by bringing in house a finance package resulting in recurrent £200k savings per annum.</p> <p>We further rationalised the Council's operational estate to reduce accommodation costs by selling the Sunnyside and Glanogwr offices which generated over £1million in capital receipts and reduced annual running costs by circa £360k.</p> <p>We continued to pursue our asset disposal strategy by achieving £5.9m in capital receipts, just short of the £6m target. Receipts came from the sale of 26 properties including offices, schools a shop and redundant parcels of land. This will help to fund future capital projects such as the building of new schools.</p> <p>We were the first local authority in Wales to implement the national Welsh Community Care Information System (WCCIS). It is a social services and community health IT system that supports integrated working and the implementation of the Social Services and Wellbeing (Wales) Act 2014.</p> <p>We introduced a central compliance tracking system to enable property health and safety compliance requirements to be more effectively monitored in a co-ordinated manner. This will help to ensure that our buildings remain safe, dry and warm, benefitting occupiers, pupils and service users.</p>	<p style="text-align: center;">Our Performance</p> <p>The updated Learning and Development website was launched during the year with 34 corporate e-learning modules available, ranging from mandatory induction modules, to soft skills courses including Presentation Skills and Time Management.</p>  <p>There are also dedicated sections on the site for elected members as well as the Social Care Workforce Development team. Last year 6005 employees had licensed access to the site and 43% of employees undertook at least one e-learning module. Face to face training focussed on improving managers' skills in dealing with challenging</p>	<p style="text-align: center;">Our Performance</p> <p>During the year we held 15 public consultation exercises, including: Active travel 2015, Shaping Bridgend's Future, Measuring corporate priorities, Blue Badge parking, Waste and recycling review; Citizens' Panel (summer 2015, winter 2015). The waste consultation was the biggest consultation the council has undertaken to date.</p> <p>We also held four social media debates on waste and recycling review, measuring corporate priorities consultations and two debates on Shaping Bridgend's Future. Overall, posts made on the corporate Facebook and Twitter accounts during the Q&As were seen 81,780 times by social media users, and generated 739 responses. The increased reach has enabled a wider representation of engagement and helped us to significantly boost membership of the Citizen's panel (38% increase).</p> <p>We continued to improve our engagement with children and young people in service developments in 2015-16. This is captured in our Quality Assurance (QA) Framework 'Achieving Excellence in Bridgend Safeguarding and Family Support Service'. Our interactive document for capturing children's voices went live and a revised LAC handbook and foster carer review form was launched in March 2016.</p> <p>In common with the rest of Wales the rate of recorded crime in Bridgend County had declined over the last few years. However, we were in the lowest performing quarter of local authorities for perception of crime. We worked with our Local Service Board (LSB) partners and developed a project to better understand the reasons why residents in some areas of the county feel more unsafe and disengaged from their communities than others. The project included a survey of children and young people, which attracted 3000 responses, and interviews with forty community members. Information from the survey and interviews helped to identify the issues that mattered locally. A multi-agency</p>

The option appraisal to review the possible rationalisation and retention of a reduced depot on the Parc Afon Ewenni was delayed. Once the appraisal has been completed including the viability of retaining a reduced depot the remainder of the site will be marketed for sale. This will generate capital receipts, reduce running costs and bring forward housing land for development.

Outcomes

£5.9million capital receipts were achieved in rationalising our estate.

The total useable office accommodation per employee in our core offices linked to the maximising space project (m²) has decreased from 11.4m² to 8.79m².

situations that arise in people and absence management. There were a total of 343 training attendances and 92 per cent of managers attending the people management skills training felt that they had improved confidence and skills as a result of this training.

Outcomes

The percentage of employees completing e-learning modules was 43.07% against a target of 24%.

action group was established to address the issues identified, with progress being monitored by the Public Service Board.

During the year we developed a range of proposals to provide citizens with more self-service options for accessing Council services. We have now proceeded to the procurement phase of putting in place a means from which we will be able to offer services digitally 24/7. We are on track for first services go live in the second half of 2016-17.

Outcomes

There has been a percentage improvement in the range of responses to Citizens Panel surveys of 38% against a target of 5%

The percentage of citizens surveyed who said that their individual access requirements are met via the Customer Service Centre has increased to 61% from 60%.

Financial Performance (subject to validation)

Our financial environment is becoming increasingly challenging. We need to make unprecedented savings in the future that can only be achieved by changing the way we work and changing the way services are delivered. Last year, the amount we spent on delivering services to our citizens and investing in our landscape and infrastructure totalled around £420 million. The total amount that we have available to spend is made up from three main sources listed below.

Revenue Expenditure

Our revenue expenditure represents day to day costs such as salaries, equipment, supplies and services. Our net revenue expenditure in 2015-16 after allowing for appropriation to earmarked reserve, additional income from council tax and an underspend on general contingencies (as reported to Cabinet in July 2016) was **£252.05 million**, which resulted in an underspend of £154,000 which was transferred to the Council Fund. The table below shows the expenditure and proportion of spend per Improvement Priority in 2015-16:

Improvement Priority for 2015-16	Revised Budget 2015-16 (£'Million)	Actual Outturn 2015-16 (£'Million)	Actual Over/(Under) Spend 2015-16 (£'Million)
1.Working together to develop the local economy	7.9	6.8	1.1
2.Working together to raise ambitions and drive up educational achievement	103.6	103.5	0.1
3.Working with children and families to tackle problems early	21.1	21.1	0.0
4.Working together to help vulnerable people to stay independent	25.6	25.3	0.3
5.Working together to tackle health issues and encourage healthy lifestyles	18.0	17.3	0.7
6.Working together to make the best use of our resources / Other Business as Usual and Not Linked to Improvement Priorities	76.0	79.8	-3.8
TOTAL	252.2	253.8	-1.6

Capital Expenditure

This represents our spending on schools and infrastructure such as roads, bridges and buildings. These assets will benefit the community over long periods of time and the expenditure is largely financed by borrowing and capital grants.

Our capital expenditure in 2015-16 was **£26.05 million**, where the main projects carried out during the year included:

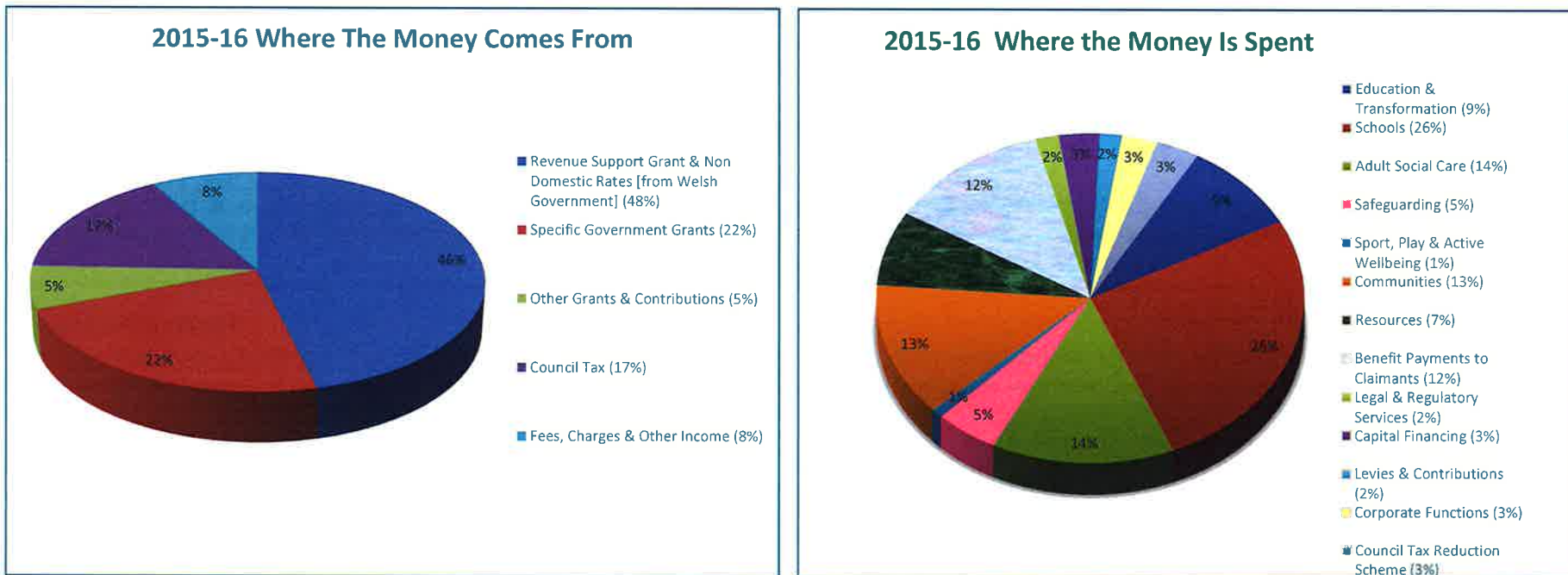
- £2,744,000 Community Care Information System (CCIS);
- £ 2,228,000 Disabled Facility grants & Private Sector Housing;
- £ 5,402,000 Coety / Parc Derwen primary school;
- £ 1,229,000 Celtic Court purchase and refurbishment;
- £ 2,750,000 Vibrant and Viable Places; and
- £ 1,581,000 Highways street infrastructure.

Grants

We also received specific government grants, in addition to the core Revenue Support Grant and Non-domestic Rate (NDR) allocations, totalling **£91.09 million** during 2015-16, which we are able to use in addition to our own Revenue and Capital expenditure. The main grants received during 2015-16 included:

- £6,639,000 Post-16 Grant;
- £5,816,000 Supporting People grant;
- £2,904,000 Sustainable Waste grant;
- £3,120,000 Flying Start grant; and
- £1,898,019 Families First grant.

The following charts summarise where the money came from and where the money is spent



What Did Our Regulators Say about Us?

In April 2015, the Wales Audit Office began an in-depth corporate assessment of the Council. The focus of the assessment was on the extent to which arrangements are helping to improve service performance and outcomes for citizens and considered our track record of performance and outcomes as well as examining the key arrangements necessary to underpin improvements in services and functions.

The report by the Auditor General published in January 2016 was positive and balanced, reflecting the Council's current position.

Overall conclusion

The overall conclusion was that "the Council is developing appropriate plans for the future and subject to aligning ICT and human resource functions with the transformation programme, is well placed to secure improvement".

Key positive findings

The report found that the Council was developing key strategic themes for the future in consultation with its citizens and other key stakeholders. Effective governance arrangements were in place to support improvement and drive change and the strength of our Medium-Term Financial Strategy was noted in helping to shape our transformation agenda.

Other positive findings included:

- Elected Members enjoyed a range of opportunities that equipped them with the skills they needed to discharge their roles effectively.
- There is a clear focus on performance management, which has enabled a drive in improvement in key service areas and measurable improvements were made in 2014-15.
- The strengths of the council's Performance Management Framework
- The Corporate Performance Assessment meetings which were an effective means of holding directorates to account for performance and facilitating cross directorate dialogue.
- Financial and asset management is handled well with suitable policies in place specifying clearly the responsibilities of Members, Officers and budget holders.
- The ICT and Human Resource service were found to be supporting the delivery of council operations.
- An effective system for managing corporate assets was in place and was on course to achieve its long-term goals, with significant progress made in rationalising its property portfolio since 2009.
- The council was collaborating across a wide range of activities and that some of those activities had resulted in identifiable improvements.

Proposed Areas for improvement

Given the wide range of services provided and the challenges facing the council, the Auditor General noted, it would be unusual if the auditors did not find things that could be improved. Eight proposals for improvement were made:

- Establishing a vision of the council for 2020 that will support a strategic approach to service delivery and guide service planning;
- Explain the reason for an improvement target and the scale of improvement expected (Annual Improvement Report 22 September 2015)
- Review measures of success to ensure they enable an evaluation of intended performance and that the expectation of performance is based upon that measure;
- Ensure performance rating reports clearly state whether the council has achieved what it intended.

- Develop both its ICT and its Human Resource services so that they can support the council's transformation agenda;
- Develop the Human Resource service and specifically workforce planning so that they support the council's transformation agenda and ensure workforce considerations are embedded in service business planning.
- Ensure that service business plans take into consideration future property requirements; and
- Develop measures to evaluate the success of key activities performed in collaboration with the Local Service Board.

The report findings also suggest a need to ensure clarity of communications with all members and staff particularly about potential new models of delivery and the impact on current ways of working. The Auditor General's report is available via this link: <http://www1.bridgend.gov.uk/media/326178/corporate-assessment-report-2015.pdf>

The authority has already started addressing the areas that the report said needed improving. The Wales Audit Office will "keep track of developments through progress updates".

Our Improvement Objectives for 2016 - 17

In 2016-17, we undertook a comprehensive review of the Council's improvement priorities, taking into account shrinking resources, increasing demand on services, whilst still delivering the things that citizens told us are most important. Three new improvement priorities came out of this review which are included in our Corporate Plan 2016-20.

These are:

- Supporting a successful economy
- Helping people to be self-reliant
- Smarter use of resources

For full details on the actions we have in place to deliver each Improvement Priority, please visit the Corporate Improvement page on our website and view our Corporate Plan: <http://www1.bridgend.gov.uk/media/341723/corporate-plan-2016-2020.pdf>