

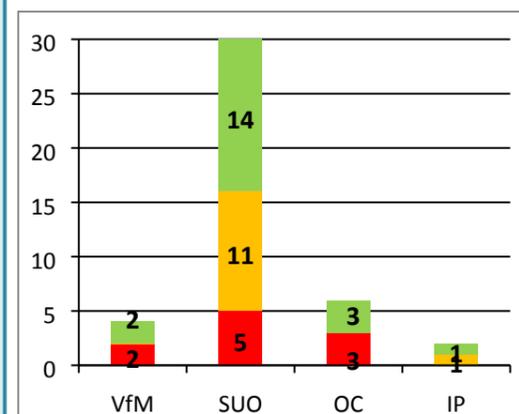
## Education and Family Support Directorate Performance

The Directorate reports against 13 commitments and at quarter four, nine are reporting as green and two are amber and two are red. Of the 42 indicators included in this report, 20 are reporting as green, 12 are at amber and 10 are showing as red. There are detailed explanations in the body of the report, and plans are in place in all areas.

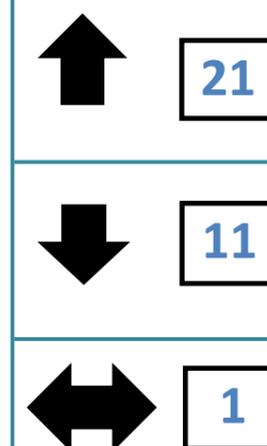
Commitments 2016-2017	RAG – current progress against commitment			
Year end 2016-2017 Directorate Commitments to delivering Corporate priorities	Total	Red	Amber	Green
Priority One – Supporting a successful economy	7	0	1	6
Priority Two – Helping people to be more self reliant	2	0	1	1
Priority Three – Smarter use of resources (2 cancelled)	4	2	0	2

## All Indicators (incl. Finance and sickness performance indicators (PIs))

### Performance vs Target

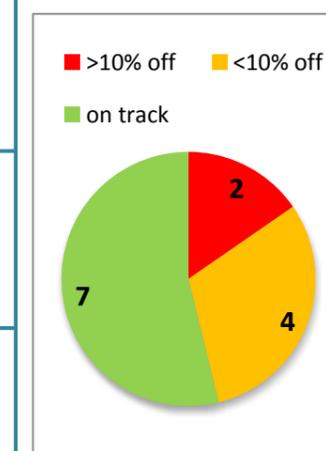


### Trend vs Year End 2015-2016

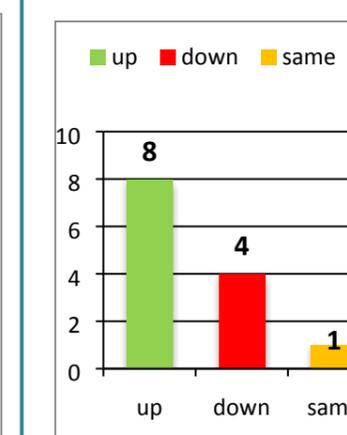


## National Indicators

### Performance vs Target



### Trend vs Year End 2015-2016



## Finance

### Revenue Budget

- The net revenue budget for the Directorate for 2016-2017 is **£108.238m**
- The current year and the actual outturn was £107,653, resulting in an under spend of £585k.

### Capital Budget

- The total capital expenditure to year end for the Directorate for 2016-2017 is £ 4.791m with slippage requested of £4k.

### Efficiency Savings

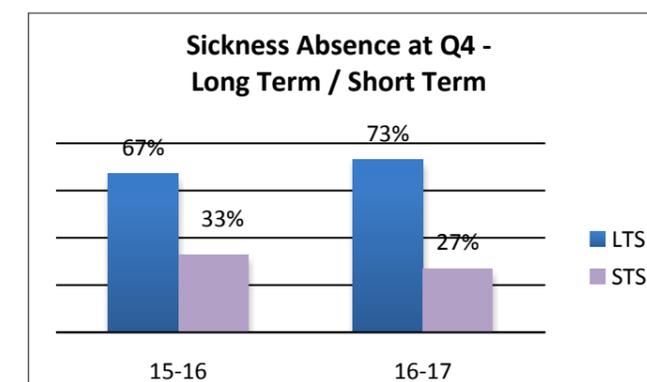
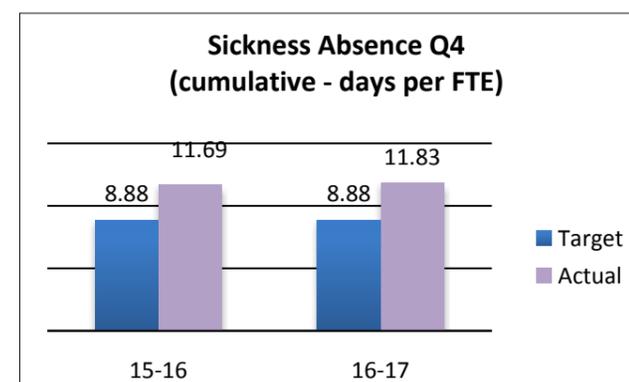
Savings (£000)	2015-2016 Outstanding	2016-2017 year end	%
Savings Target		976	
Achieved		504	52%
Variance	<b>337</b>	472	48%

## Human Resources

### Staff Number (FTE)

2015-2016	2016-2017
527.57	536.86

### Sickness



**Implications of Financial Reductions on Service Performance and other Key Issues/challenges**

**High Corporate Risks**

<b>Residual Risk</b>	<b>Improvement Priority</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>
Supporting vulnerable children, young people and their families	2, 3	5	4	20
Educational provision	1,2 and 3	4	4	16
Educational attainment	1,2	3	4	12
School modernisation	1,2 and 3	3	4	12

KEY:

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	<b>NSI:</b> National Strategic Indicator (no longer statutory)
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	<b>PAM:</b> Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	<b>CP:</b> Corporate Plan Indicator

## EDUCATION AND FAMILY SUPPORT SERVICES

### Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.2</a>	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses	<b>AMBER</b>	<p>There is corporate momentum to provide apprenticeships through the school modernisation programme.</p> <p>A future commitment to 'design and build' type contracts for Band B of the school modernisation programme may have an impact on the opportunity/ability of the Built Environment service to offer apprenticeships directly in future.</p> <p>Contractors are meeting their obligations in respect of apprentices for Band A of the 21<sup>st</sup> Century Schools Programme.</p>	<p>The apprenticeship element of 21<sup>st</sup> century schools is fully compliant. We have been in discussions with Welsh Government with respect to launching a Junior Apprenticeship programme in Bridgend.</p> <p>The programme will offer the following pathways:</p> <ul style="list-style-type: none"> <li>• Landscape Construction / Garden Design</li> <li>• Hair and Beauty</li> <li>• Public Services</li> <li>• Creative Arts</li> <li>• Hospitality / Leisure</li> </ul> <p>The apprenticeships levy within the Welsh Government and European capital funding structure for apprenticeships and trainees has caused some confusion this year, particularly with regards to construction apprenticeships. This has been acknowledged during liaison with Welsh Government and more clarity is now expected in the course of 2017-2018.</p>
<a href="#">P1.1.5</a>	Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups	<b>GREEN</b>	<p>Our Narrowing the Gap and Vulnerable Groups strategies are in place and embedded in operational practice.</p> <p>There has been significant improvement in the narrowing of the gap in educational attainments between key stage 4 pupils entitled to free school meals (eFSM) and those who are not (nFSM) (measured by Level 2 Inclusive Threshold) between vulnerable groups over the last few years. However, in the 2015-2016 Academic Year there was a dip in our performance and it was slightly worse than the Wales average.</p>	<p>The performance indicator to reduce the gap between the performance of eFSM and nFSM pupils is 30.1% for the 2016-2017 Academic Year (2017-2018 Financial Year).</p> <p>The Central South Consortium collects performance data at pupil level for all schools in relation to the statutory Level 2 Inclusive Threshold. The most recent data drop in April 2017 indicates that the difference in performance between eFSM and nFSM pupils in the Level 2 Inclusive Threshold is currently at a difference of 25.16%, which meets the performance indicator.</p>

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.6</a>	Continue to work with schools develop a range of options for young people who are more able and talented than their peers	<b>GREEN</b>	<p>The work around More Able and Talented (MAT) is now complete and become part of our on-going operational practice. The national definition has been adopted and pathways are in place across schools to support those identified as MAT.</p> <p>We have set aspirational target for GCSE and although we are below our target we are performing better than the Wales average.</p> <p>For A level there is still some progress needed as the actual has dropped from 2015-2016. There are, however, strategies in place including the use of ALPs data and through the Seren network to ensure those identified as MAT are fully supported to achieve their potential.</p>	<p>Target for A*- A at GCSE for the 2016-2017 Academic Year is 20%.</p> <p>The ALPs data will continue to be critically examined with schools each September/October. An active Seren programme is being planned for the 2017-2018 Academic Year. There is an issue with the increasing number of unconditional offers from a range of universities, which reduces the pressure on the brightest students to achieve the top grades. Schools and the local authority will work together to analyse the UCAS (Universities and Colleges Admissions Service) Gold package data and see how this impacts on student destinations.</p>
<a href="#">P1.1.7</a>	Co-ordinate and implement the Youth Engagement and Progression Framework (YEPF) to reduce the number of young people not in education, employment or training (NEET)	<b>GREEN</b>	<p>This is now part of our core strategy and there has been good implementation of the Youth Guarantee. There has been a four-year decrease, year-on-year in those young people who leave education without ongoing education, employment or training in Bridgend. This demonstrates the success of the approach that the local authority has taken.</p> <p>In Q4, the Careers Wales Destination Survey data was published. Bridgend's performance improved significantly from 3.2% to 1.5%. This result is better than the all-Wales performance, which reduced from 2.8% to 2%. As a consequence, our national ranking has significantly improved to being the 6<sup>th</sup> best performing local authority in Wales from a position of 17<sup>th</sup> for the previous Academic Year.</p>	<p>The LA and schools will continue to work closely around the VAP (Vulnerability Assessment Profile) and the identification of vulnerable learners and ensure that lead worker and summer support programmes are in place to support successful transition. The progression routes and transition support for looked after children (LAC) and learners with additional learning needs (ALN) are under review. The routes to apprenticeships are being strengthened. Additional ESF explain ESF funded support from Careers Wales is now available at key stage 4.</p>
<a href="#">P1.1.8</a>	Work to ensure that children and young people who reach age 16 are in further education, training or employment until at least age 24 in line with the Youth Guarantee	<b>GREEN</b>	<p>The Youth Guarantee is now fully embedded into our local strategy and operational practice as per national government's agenda.</p>	<p>Efforts will continue aimed at improving the quality of impartial careers advice and guidance so that young people make good decisions and thereby sustain places in education, training or employment to age 24. ESF-funded lead workers in the FE (further education) college will support and help retain vulnerable learners aged 16-24. The Youth Guarantee offer will continue to be improved in the light of the post-16 review across BCBC.</p>
<a href="#">P1.1.9</a>	Work with all 'Pathways to Success' schools to maximise opportunities for learners to develop and improve	<b>GREEN</b>	<p>There has been significant progress at Bridgend's only Pathway to Success School (ie Coleg Cymunedol Y Dderwen). The most recent GCSE and A level results for the school have identified positive improvement on the previous years and are the best results ever for the school.</p> <p>Welsh Government has recently announced that School's Challenge Cymru, the framework within which 'Pathways to Success' schools exist, will not progress beyond 2016-2017.</p>	<p>The school was monitored by Estyn in March 2017. Estyn recognised strong progress in two recommendations and satisfactory progress in four recommendations. Estyn recommends that the school should sustain the level of progress being made and continues to address the recommendations where further progress is required. Estyn will undertake their summer term monitoring visit on 20 – 22 June 2017. Although the 'Pathways to Success' project funding has ceased, the school has received a portion of additional funds to maintain a level of targeted support.</p>

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.10</a>	Deliver the Strategic Review into the rationalisation of curriculum and schools estates	<b>GREEN</b>	<p>There has been good progress in delivering all four workstreams in the review.</p> <p>1. <b>Band B (School Modernisation)</b> - the focus will be the local authority's statutory duty to meet the need for pupil places across Bridgend. Therefore, the local authority has identified for Welsh Government the broad schemes required to fulfil this requirement. This will now be progressed separately outside of the review and in line with Welsh Government requirements.</p> <p>2. <b>Leadership and Collaboration</b> - the Central South Consortium (CSC) has been delivering the approach that all schools within the consortium should take as trailblazer federations. Much of the work of this workstream has been duplicated in the CSC strategy. The workstream is closing with a final report and the CSC's direction at a consortium level will be utilised.</p> <p>3. <b>Curriculum and Workforce</b> - the CSC has also been running a parallel strategy in respect of the Donaldson Report. This workstream is closing with a final report and, moving forward, the CSC will address the requirements around the curriculum across BCBC schools.</p> <p>4. <b>Post -16</b> - this workstream is highly complicated and cross-cutting. Work is ongoing.</p>	The review has concluded its work in relation to workstreams 2 and 3. Workstream 1 will progress as business as usual under the governance of the School Modernisation Strategic Board. Workstream 4 will progress to a set of concepts to be discussed by Cabinet in September 2017. Following Cabinet's deliberations, it is anticipated the concepts will be delivered into options, which will be taken forward for consultation.

## Performance Indicators

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Service user outcomes (O)</b>								
<a href="#">DCH2.1.4</a> <a href="#">CP</a> <a href="#">Priority 1</a>	Size of the gap in educational attainments between key stage 4 pupils entitled to free school meals (eFSM) and those who are not (nFSM) (measured by Level 2 inclusive indicator) <i>Lower preferred</i>	24%	23.8%	32.5%	↓ 27.2%	31.2%	n/a	<p><b>Annual Target</b> - The target applicable for the 2015-2016 Academic Year (2016-2017 Financial Year) has been set to reflect our continued drive to improve the performance of FSM pupils.</p> <p><b>Annual Performance</b> - The attainment of eFSM pupils dropped in 2015-2016. The trend over the last three Academic Years is still one of improvement but with fluctuation. This is in contrast to the national trend, which has improved at a steady consistent rate. It also contrasts to the performance of nFSM pupils, which has improved consistently over time in line with the national trend. The performance of nFSM pupils at key stage 4 is a strength.</p> <p>Achieving consistent improvement in the attainment of eFSM pupils is an area for improvement.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DCH2.3.1</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of Year 11 leavers from schools in the local authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics. <i>Lower preferred</i>	3.5%	3.4%	1.5%	↑ 3.2%	2	6	<b>Annual Target</b> - The target for the 2016-2017 Financial Year (this will be the 2016 survey) has been set in recognition of the initiatives that are in progress and the aim to maintain the trend of continuous improvement.  <b>Annual Performance</b> – The 2016 Survey results evidence a significant improvement with the percentage of NEETs in year 11 down to 1.5%, from 3.2% in the 2015 Survey. As a result the BCBC ranking across Wales improved from 17 <sup>th</sup> to 6 <sup>th</sup> .
<a href="#">DEFS3</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i> <b>New indicator</b>	No target set	98.6%	98.3%	↑ 97.6%	n/a	n/a	<b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set to reflect the aim of continuing the progression in performance achieved in previous years.  <b>Annual Performance</b> -The percentage of pupils at A level achieving the Level 3 threshold increased this year from 97.6% to 98.3% in Bridgend. This figure remains better than the Welsh average which rose this year from 97.0% to 98.0%. There will be continued monitoring of sixth form performance and through annual reviews with each headteacher and other senior staff. There are proposals submitted to the regional consortium to establish school to school support groups in STEM (Science, Technology, Engineering and Mathematics) subjects to help drive improvement in these subjects
<a href="#">DEFS4</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of pupils achieving 3 A-A* grades at A level. <i>Higher preferred</i> <b>New indicator</b>	7.9%	7.5%	6.1%	↑ 5.3%	6.7%	n/a	<b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set in acknowledgement of the post-16 strategic activity and also past performance levels.  <b>Annual Performance:</b> The percentage of pupils at A level achieving 3 A*-A grades at A level increased this year from 5.3% to 6.1% .This figure remains below the Welsh average, which dropped this year from 7.9% to 6.7%. We use ALPs data to focus annual discussions with schools on the performance of the brightest students with targets of A* or A. The Seren network has now been established and is designed to support the achievements of the most able students in sixth forms.
<a href="#">DEFS12</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The average wider points score for learners aged 17 <i>Higher preferred</i> <b>New indicator</b>	No target set	810	806	↑ 777	823	n/a	<b>Annual Target</b> - The target for 2016-2017 (2015-2016 Academic Year) has been set at 10 points above the all-Wales average for the preceding year, to reflect our ambition to perform better than the all-Wales level. Also, it acknowledges our performance in 2014-2015 (2013-2014 Academic Year).  <b>Annual Performance</b> - Increased this year from 776.5 to 806.2.This figure remains below the Welsh average, which increased this year from 799.7 to 823.2. This PI is discussed with headteachers and other senior managers in schools on an annual basis as part of the annual review of sixth form provision and performance. Schools are challenged over their performance both through analysis of core data sets and value-

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
								added data. Areas such as STEM and the Welsh Baccalaureate a,e, or are planned to be, supported by school-to-school support networks.
<a href="#">EDU002i</a> <a href="#">NSI/PAM</a> <a href="#">Priority 1</a>	The percentage of: i) 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 <i>Lower preferred</i>	0.1%	0.1%	0.1%	↔ 0.1%	0.2%	8	<b>Annual Target</b> - Target for 2015-2016 Academic Year (2016-2017 Financial Year) has been set at the level of performance in the 2013-2014 and 2014-2015 Academic Years, acknowledging the ongoing activity in this area.  <b>Annual Performance</b> - In the 2014-2015 Academic Year, seven key stage 4 pupils (out of a cohort of 1617) did not achieve an approved external qualification and , of these, one pupil opted to leave school and not continue any form of education or training. By comparison, in the 2015-2016 Academic Year, four key stage 4 pupils (out of a cohort of 1529) did not achieve an approved external qualification. Once again, one pupil opted to leave school and not continue any form of education or training.  The directorate proactively identified Year 10 (and younger) pupils at risk of achieving no qualifications. Schools also identify pupils at risk of leaving education with no qualifications,at an early stage. The information gathered is used to formulate targeted and tailored action plans for each of the identified pupils.
<a href="#">EDU002ii</a> <a href="#">NSI</a> <a href="#">Priority 1</a>	The percentage of: ii) 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 <i>Lower preferred</i>	1.1%	0%	0%	↑ 0%	0.5%	1	<b>Annual Target</b> - Target for 2016-2017 Financial Year has been set in the expectation that we will maintain full performance.  <b>Annual Performance</b> - No pupils in local authority care left compulsory education, training or work based learning without an approved external qualification.
<a href="#">EDU003</a> <a href="#">NSI/PAM</a> <a href="#">Other</a>	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator(CSI), as determined by Teacher Assessment <i>Higher preferred</i>	85%	88.4%	87.9%	↑ 87.6%	88.1%	17	<b>Annual Target</b> - The target for the 2015-2016 academic year is the aggregation of the individual school targets agreed with CSC challenge advisers.  <b>Annual Performance</b> -At the expected level of attainment (level 4+) there was an increase in performance compared to 2014-2015 Academic Year in three subjects (English, mathematics and science) and a decrease in one (Welsh). The overall core subject indicator (CSI) result in 2015-2016 improved by 0.3% points. This is 0.5% points below the target and places Bridgend in rank 17 position when compared to other local authorities in Wales. Over thee years, the trend is one of improvement in all subjects but Bridgend's rate of improvement is lower than All-Wales. The three-year average ranking of the CSI places Bridgend 14.6, which is slightly above modelled expectations. The schools that improved at the slowest rate (or did not improve) at this indicator in the 2015-2016 year have been identified and are receiving additional support and

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
								monitoring.
<a href="#">EDU004</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator as determined by Teacher Assessment <i>Higher preferred</i>	78.9%	87.2%	87.4%	↑ 84.3%	85.9%	8	<p><b>Annual Target</b> - The target for the 2015-2016 Academic Year (2016-2017 Financial Year) is an aggregation of the individual school targets agreed with challenge advisers. The CSI at key stage 3 illustrates the proportion of children achieving the expected level (level 5+) in all three core subjects. The core subjects are English/Welsh, mathematics and science.</p> <p>Annual Performance - The core subject indicator (CSI) at KS3 illustrates the proportion of children achieving the expected level (Level 5+) in all three core subjects. The core subjects are English/Welsh, mathematics and science.</p> <p>The percentage of children achieving the KS2 CSI rose in 2015-2016 Academic Year (2016-2017 Financial Year) from 84.3% to 87.4% and exceeded our target. There was an improvement in all subjects compared to the previous year. Bridgend's result, once again, exceeded the Wales Average performance for this indicator (85.9%) and we have risen in the rankings from 11th to 8th.</p> <p>The three year average ranking of the CSI places Bridgend 11.6 which indicates strong relative performance over time.</p>
<a href="#">EDU006ii</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3(KS3) <i>Higher preferred</i>	6.5%	5.3%	5.2%	↓ 6.7%	17.9%	17	<p><b>Annual Target</b> - Target for 2015 – 16 Academic Year (2016-2017 Financial Year) has been set in acknowledgement of the fact that we are not able to influence the two parts of this PI in any individual year (ie the number of key stage 3 pupils at YGGL (these are the only pupils who will be assessed in Welsh as a first language) and the overall number of key stage 3 pupils in maintained schools in the borough.</p> <p><b>Annual Performance</b> - This indicator is intended to monitor the take-up of Welsh-medium education. It measures the number of pupils assessed in the subject of Welsh as a first language at end of key stage 3/Year9, against the total cohort of end key stage 3 pupils. In Bridgend, only those pupils attending YGG Llangynwyd (YGGL) are assessed in the subject of Welsh as a first language. The result for this PI will continue to fluctuate annually.</p> <p>The percentage of pupils receiving a teacher assessment in Welsh (first language) at the end of key stage 3 reduced from 6.7% in the 2014-2015 Academic Year to 5.2% in the 2015-2016 Academic Year. The cohort of end of key stage 3 pupils in Welsh-medium education (at YGGL) in the county reduced from 110 in the 2014-2015 Academic Year to 77 in the 2015-2016 Academic Year. In the same period, the overall total pupil cohort at end of key stage 3 in the county reduced from 1,636 to 1,475.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">EDU011</a> <a href="#">NSI/PAM</a> <a href="#">Other</a>	Average point score for pupils aged 15, at the preceding 31 August, in schools maintained by the local authority <i>Higher preferred</i>	515	550	566.2	↑ 527.6	529.3	5	<p><b>Annual Target</b> - The target for the 2016-2017 Financial Year (2015-2016 Academic Year) has been set at a level that acknowledges ongoing activity to improve performance, which has enabled us to exceed our targets in the last two years. Also, historically, our performance has been lower than the overall CSC performance. The target for 2016-2017 reflects our aim to match the CSC performance for the first time.</p> <p><b>Annual Performance</b> - Performance in the 2015-2016 Academic Year (2016-2017 financial year) improved considerably, especially against the Welsh Average. The BCBC result rose from 527.6 to 566.2, whereas the Welsh Average dropped in this period to 529.3. As a consequence, the Bridgend ranking in Wales has improved from 13th to 5<sup>th</sup>.</p>
<a href="#">EDU015a</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of final statements of special education need issued within 26 weeks: (a) Including exceptions; <i>Higher preferred</i>	100%	90%	62.7%	↓ 81.7%	68.1%	10	<p><b>Annual Target</b> - Part (a) of this PI includes all new cases, even those that are exceptions to the 26-week requirement. The target for 2016 of 90% remains challenging, given that, each year, broadly 75% of our new cases have a justified exception to the 26-week requirement.</p> <p><b>Annual Performance</b> - This is a calendar year PI. The figures evidence that the service continues to strive to issue exception cases within the 26-weeks where this is still possible. However, the target of 90% of all statements issued within 26 weeks has not been achieved, which is due to the fact that 75% (44 of the 59) new cases had a complexity that attracted an exception to the 26-week requirement.</p>
<a href="#">EDU015b</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	↑ 100%	94.5%	1	<p><b>Annual Target</b> - Part (b) of EDU015 - excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified.</p> <p><b>Annual Performance</b> – 100% performance has been maintained.</p>
<a href="#">EDU016a</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	95.8%	95.7%	95.3%	↑ 95.1%	94.9%	6	<p><b>Annual Target</b> – The target for the 2015-2016 Academic Year (2016-2017 Financial Year) is set above the BCBC and CSC 2014-2015 results, reflecting the ongoing activity and drive to improve attendance.</p> <p><b>Annual Performance</b> - Primary school attendance in the 2015-2016 Academic Year (2016-2017 financial year) has improved from 95.1% to 95.3%, and remains above the Welsh average, which has remained static at 94.9%. As a consequence the Bridgend ranking has improved from 7th to 6th across Wales.</p>
<a href="#">EDU016b</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	94.9%	95.1%	94.5%	↑ 94.3%	94.2%	6	<p><b>Annual Target</b> - Target for the 2015-2016 Academic Year (2016-2017 Financial Year) is set above the 2014-2015 BCBC and CSC results, reflecting the ongoing activity and drive to improve attendance.</p> <p><b>Annual Performance</b> - BCBC has maintained its ranking of 6th across all Welsh local authorities in this indicator. Percentage attendance continues to improve year on year, including 0.2% in the last year (from 94.3% to 94.5%). Attendance continues to be a main focus across all areas in BCBC. Closer working</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
								between the early intervention services and schools has been key. Scrutinising data, supporting and challenging schools and families will continue to be a priority.
<a href="#">EDU017</a> <a href="#">CP</a> <a href="#">NSI</a> <a href="#">Priority 1</a>	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 <i>Higher preferred</i>	65%	61.1%	61.7%	↑ 59.7%	60.3%	9	<b>Annual Target</b> - Target for 2015/2016 AY (2016-2017 Financial Year) is set in recognition of the activities and strategies in motion, to maintain the trend of continuous improvement and to exceed the Wales average.  <i>Annual Performance</i> - Bridgend's performance increased to 61.7% from 59.7% in the previous year. This was above the Welsh average, which was 60.3%. Bridgend's ranking remains unchanged at 9th across Wales in this indicator.
<a href="#">SCC024</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March. <i>Higher preferred</i>	100%	100%	Cancelled	n/a	n/a	n/a	This indicator was replaced by SCC0024a and SCC0024b (below) following discussions held as part of the Corporate Performance Assessment process in Q2.
<a href="#">SCC024a</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan (PEP) within 20 school days of entering care or joining a new school in the year ending 31 March (In County Children Only). <i>Higher preferred</i> <i>New indicator</i>	87.3%	100%	87.8%	n/a	n/a	n/a	<b>Annual Target</b> - Target set at 100% as all looked after children should have an agreed Personal Education Plan within 20 school days of entering care or joining a new school.  <b>Annual Performance</b> - Performance has improved marginally compared to last year. For any relevant pupil, the LAC Education team initiates the PEP but it is school staff and social workers that complete the PEP.  Recently, the LAC Education Team has recruited a full-time administrator. A key duty of this post will be to monitor the progress of PEPs to completion within the 20 days, liaising with all appropriate parties.
<a href="#">SCC024b</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March (Out of County Children Only). <i>Higher preferred</i> <i>New indicator</i>	91.3%	90%	81.8%	n/a	n/a	n/a	<b>Annual Target</b> - Target was set at 100% before the PI was split into part a (in-county LAC) and b (out-of-county LAC). An appropriate target for part b was determined to be 90% taking account of the greater challenges in the processes and also last-year's performance.  <b>Annual Performance</b> PEPs are initiated by the LAC Education team but completed by schools staff and social workers. Slightly more challenges arise in communications and tracking for those cases that are out of county. Recently, the LAC Education Team has appointed a full-time administrator. A key responsibility of the role will be to monitor PEPs to completion within the 20 days, in liaison with all appropriate parties.
<a href="#">SCC037</a> <a href="#">CP</a> <a href="#">Priority 1</a>	Average external qualifications point score for 16 year old Looked After Children(LAC) in any local authority							<b>Annual Target</b> - The 2015-2016 target has been set in recognition of the what we already know about the core children in the cohort and their likely achievements. It is

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
	maintained learning setting <i>Higher preferred</i>	217	217	216.3	↓ 283.85	269	8	<p>also in recognition of the very small numbers are involved and that the children in the cohort each year are different, with different complexities etc.. Some may have been looked after for some time beforehand, been in stable placements and been benefiting from LACE support. Others may become LAC just at the point of being 15 and never previously had the benefit of LACE support.</p> <p><b>Annual Performance</b> - As of the 2015-2016 Academic Year (2016-2017 Financial Year), this data ceased to be collected and published at a national level by Welsh Government. As a result, comparisons against other LAs and all- Wales averages are no longer possible.</p> <p>The LACE Team continues to offer support to LAC, schools and carers in order that the children are able to achieve their full potential.</p> <p>Performance was slightly below the target.</p> <p>As outlined in our target setting comments, the LAC population is a small cohort; its composition varies each year and the amount of time that any individual pupil may have been looked after and the amount of LACE support received may also vary.</p>
<a href="#">DEFS1</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of Looked After Children in schools meeting their Individual Education Plan targets from interventions or educational support packages <i>Higher preferred</i> <b>New indicator</b>	n/a	Establish baseline	Indicator Cancelled No data	n/a	n/a	n/a	<p>This was a new PI for 2016-2017 with the intent being that this would be a baseline year. Difficulties with data collection have become apparent in this course of the year and, at the same time, the directorate has determined that this indicator will not provide an adequate assessment of the impact of interventions for this cohort.</p> <p>A new PI is being specified for 2017-2018 (2016-2017 Academic Year) that will measure actual outcomes in comparison to pupil targets.</p>
<a href="#">DEFS2</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils achieving 5 + A-A* at GCSE <i>Higher preferred</i> <b>New indicator</b>	17.5%	17.7%	16.2%	↓ 17.2%	n/a	n/a	<p><b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set with the aim of continuing the progression in our performance, which has seen a year-on-year increase.</p> <p><b>Annual Performance</b> – Our performance dropped this year from 17.2% to 16.2%. However, this figure remains better than the Welsh average which also dropped this year from 16.6% to 15.9%. This area is covered by the LA Annex (contract) with CSC and its challenge advisers will continue to provide support to schools.</p>
<a href="#">DEFS5</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils, at end of Foundation Phase, achieving Outcome 6+ in teacher assessments for LLC-E and LLC-W (Language Literacy and ommunication in English and Welsh) <i>Higher preferred</i> <b>New indicator</b>	n/a	38.9%	37.7%	↓ 38.7%	n/a	n/a	<p><b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance but also what we know about the cohort for the year.</p> <p><b>Annual Performance</b>- The expected outcome at foundation phase is L5+. At the higher level, outcome level 6, there has been an equal decline in performance for both Language, Literacy and Communication – English (LLC-E) and Language, Literacy and Communication – Welsh (LLC-W). The all-Wales result also declined in LLC-W but improved in LLC-E (all-Wales results for LLC-E and LLC-W in combination are not</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
								available.). Raising attainment at the at outcome level 6 is an area for improvement.
<a href="#">DEFS6</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils assessed at end of key stage 2 achieving Level 5+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> <i>New indicator</i>	n/a	33%	33.1%	↑ 30.6%	n/a	n/a	<b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance.  <b>Annual Performance</b> - At end key stage 2, the expected level of attainment is outcome level 4+; therefore, outcome 5+ is a higher than expected level of attainment.  At this higher level, there was an improvement in the 2015-2016 Academic Year (2016-2017 Financial Year) in 3 subjects (English, maths, science) and a decline in 1 (Welsh). However, Bridgend is below the all-Wales average in all 4 subjects and, also, the trajectory of improvement is better at the all-Wales level in all 4 subjects.  Raising attainment in all subject areas at key stage 2 is an area for improvement, but particularly at outcome level 5+.
<a href="#">DEFS7</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils assessed at end of key stage 3 achieving Level 6+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> <i>New indicator</i>	n/a	45%	46%	↑ 40.9%	n/a	n/a	<b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance.  <b>Annual Performance</b> - At end key stage 3, the expected level of attainment is outcome level 5+; therefore, outcome 6+ is a higher than expected level of attainment.  At this higher level, there was an improvement in all of the core subjects of English, Welsh, maths and science. Further, the level of Bridgend's improvement in 2015-2016 was greater than the all-Wales level of improvement . However, Bridgend is still below the all-Wales average in all subjects, with the exception of science.  Raising attainment in all core subjects at the higher than expected level is an area for improvement.
<a href="#">DEFS8</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of learners in KS4 and Post-16 with an active Learning Pathway Plan <i>Higher preferred</i> <i>New indicator</i>	n/a	100%	98%	n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Financial Year is the baseline year.  <b>Annual Performance</b> - All schools provide a Learning Pathway Plan although the actual format of this is not consistent. In some cases there is a single set of documentation in others there are a number of different documents relating to different aspects of the plan. Only a small number of schools use the Careers Wales on-line version of this document. In a number of schools this function is being incorporated into the revised Welsh Baccalaureate, which was introduced to Year 10 and 12 in September 2015. Several schools build the relevant material into their student planners. This will continue to be raised with schools as part of the annual post -16 review

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
								process.
<a href="#">DEFS9</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of Year 11 pupils who have applied and received an offer of a place Post-16 learning place by the end of the Spring Term <i>Higher preferred</i> <b>New indicator</b>	n/a	98%	97.3% projected	n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Financial Year is the baseline year  <b>Annual Performance</b> - For this PI, the report will refer to the percentage of current Year 11 in Academic Year 2016-2017 and their updated position will be reported under DEFS10 in the next planning cycle. However, the projected outcome is currently 97.3%.
<a href="#">DEFS10</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of Year 11 pupils who have applied for and received an offer of a Post-16 learning place by the end of the Summer Term <i>Higher preferred</i> <b>New indicator</b>	n/a	baseline year		n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Academic Year is the baseline year. Various actions contribute to this PI: 1. the construction of a comprehensive post-16 offer across all providers that enables progression routes for all Year 11 learners; 2. improving the quality of impartial careers advice and guidance for young people across BCBC; 3. working with schools in applying the VAP (Vulnerability Assessment Profile) in order to identify and support those vulnerable learners who are at risk of not making a successful transition to post-16 and providing additional support to help them make that transition; and 4. providing a summer term and holiday support programme to help vulnerable learners successfully complete their transition to post-16.  The Summer Term ends each year in July. The Annual Performance for the 2016-2017 Academic Year will be reported in Q2 2017-18.
<a href="#">DEFS11</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of schools meeting the Learning & Skills Measure at Key Stage 4 and Post 16 <i>Higher preferred</i> <b>New indicator</b>	100%	100%	100%	↑ 100%	n/a	n/a	<b>Annual Target</b> - Target set at 100% for the 2015-2016 Academic Year (2016-2017 Financial Year) ( as all schools are expected to meet the Learning and Skills Measure at key stage 4 and post-16.  <b>Annual Performance</b> - All schools met the Learning and Skills Measure at key stage 4 and Post-16 in the 2015-2016 Academic Year.
<a href="#">DEFS13</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of NEETS aged 16 to 18 <i>Lower preferred</i> <b>New indicator</b>	n/a	4%	1.8%	↑ 2.2	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 is set at 4% to acknowledge our previous year's performance but to reflect our aim to align our performance more closely with the Welsh average.  <b>Annual Performance</b> – Bridgend's percentage of NEETS aged 16 to 18 reduced to 1.8%, which was well below the target of 4%.
<a href="#">DEFS14</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of objectives in the LA Statement of Action in respect of the Coleg Cymunedol Y Dderwen (CCYD) Post Inspection Action Plan (PIAP) that have been completed <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	<b>Annual Target</b> - All objectives in the CCYD post-inspection action plan (PIAP) must be completed, and by July 2016.  <b>Annual Performance</b> – The authority's Statement of Action for CCYD was accepted by ESYTN in April 2016. Ongoing monitoring is on a monthly basis through the Accelerated

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
	New indicator							Improvement Board.
<b>Organisational Capacity (C)</b>								
<a href="#">DEFS15 Local Priority 1</a>	The number of Welsh Medium primary schools unable to meet the demand for nursery or reception places. <i>Lower preferred</i> New indicator	n/a	1	0	↑ 0	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 reflects the known demand pressures at Ysgol Gynradd Bro Ogwr.  <b>Annual Performance</b> - In the 2015-2016 nursery and receptions admissions rounds (including late applications), for pupils who were admitted from September 2016, no Welsh Medium primary schools were unable to meet demand for nursery and reception places.
<a href="#">DEFS16 Local Priority 1</a>	The number of English Medium primary schools unable to meet in-catchment demand for nursery or reception places <i>Lower preferred.</i> New indicator	n/a	2	4	↓ 2	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 has been set to reflect the on-going increase in in-catchment demand for places at some of our primary schools.  <b>Annual Performance</b> -In the 2015-2016 nursery and receptions admissions rounds (including late applications), for pupils who were be admitted from September 2016, four English-medium primary schools were unable to meet in-catchment demand for nursery or reception places. Actions are being taken forward as part of the Strategic Review workstream relating to Band B of the School Modernisation Programme.

## Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.7</a>	Work with partners to ensure early identification of children and families in need of support	AMBER	<p>The developments of Early Help arrangements have been completed. Relevant Early Help staff have migrated to the new joint 'front door' arrangements and are co-located with the Safeguarding Assessment Team.</p> <p>The system of proportionate assessment is now fully embedded across both Early Help and statutory service areas. The IFSS (Intensive Family Support Service) requirements of the Social Services and Well-being Act (relating to Preventative Services) continue to be provided.</p>	There have been further developments in the joint arrangements of the front door and an additional screener is currently being recruited to sit within the intake and assessment team and screener referrals for early help . There have been some delays to full integration as this is dependant on the MASH arrangements being fully in place and this responsibility is being progressed by our colleagues in the Social Services and Wellbeing Directorate.

<b>P2.3.1</b>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	<b>GREEN</b>	<p>The programme of BCBC-led awareness-raising sessions for young carers in our schools has been completed. These have been very successful. Young carers are supported by guidance and schools have developed a positive approach to the implementation of support arrangements for young carers. This activity will now be supported further by a programme delivered through the Third Sector.</p> <p>The Young Carer's Co-ordinator has undertaken 51 Young Carer Assessments this year. All assessments were for children of statutory school age and all were issued with Young Carer ID cards.</p>	Activity is ongoing to attend schools as part of a rolling programme to increase awareness. In addition, information, advice and assistance for young carers will be embedded in the joint front door arrangements with Safeguarding.
---------------	---	--------------	---	---

## Performance Indicators

PI Ref No, PI Type, (former NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Internal Processes (P)</b>								
<a href="#">DCH3.2.2.1</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The number of JAFF assessments completed. <i>Higher preferred</i>	350	700	674	↓ 681	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has been set to reflect the current approach.</p> <p><b>Annual Performance:</b> The total number of JAFF assessments completed is slightly below the target set of 700. However, performance remains significantly higher than 2014-2015 and preceding years.</p> <p>2016-2017 performance is supported by changes that have been made to the Early Help process. Namely, better decision making at the front door to direct those referrals that do not require an immediate multi-agency approach to the agency best suited to support the family. In addition, changes to the process and requirement for a Team Around the Family (TAF) approach now allow allocation to a hub for a full JAFF assessment only where there is need for more than two agencies to support the family.</p> <p>Of those JAFF assessments that have led to a TAF approach. 80% have closed with successful outcomes.</p>
<a href="#">DEFS19</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of young carers who, following assessment, are issued with 'young carer' ID cards. <i>Higher preferred</i> <b>New indicator</b>	new	90%	100%	n/a	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has been set at 90% to acknowledge that the issue of an ID card is not compulsory, not all young carers who complete assessments will wish to be issued with an ID card and not all of our schools are as yet in the same position in terms of implementing response approaches.</p> <p><b>Annual Performance</b> – The Young Carer's Coordinator has undertaken 47 young carer's assessments this year. All assessments are of children of statutory school age, therefore ID cards have been issued to all, which has led to exceeding the set target.</p>
<b>Service User Outcomes</b>								

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DCH.OA5.5</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of children in the Flying Start areas reached, exceeding or within one age band of their development milestones at age 3 years <i>Higher preferred</i>	82%	82%	67%	↓ 68%	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has remained at 82 due to the very late expansion into the Garth area (March 2016); therefore, the additional number of children entering the programme will not have benefited from the service until their entry to the programme and its intervention.</p> <p><b>Annual Performance</b> – A total of 236 children were assessed between the age of 35 and 37 months. Of these, 82 children were at or above their developmental norm and 76 children within one age band, collectively representing 67% of all those children assessed.</p> <p>It should be noted that only 236 children out of a possible 261 were assessed by health between 35 and 37 months of age and, therefore, the overall percentage of children reported as having reached, exceeded or within one age band of their developmental norm is not truly reflective of the age range at which the SOGS should be carried out.</p> <p>Additionally, six children were assessed below 35 months of age and 11 children were assessed at above 37 months of age. It is not possible to report the outcomes of these 17 children due to the timing of the assessment.</p>
<a href="#">DEFS24</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of eligible children who have been in receipt of interventions under the Flying Start programmes since birth, who reach or exceed their academic milestones at the end of the Foundation Phase <i>Higher preferred</i> <i>New indicator</i>	n/a	n/a	Data to be available in Q1 17-18	n/a	n/a	n/a	<p><b>Annual Target</b> - There is no target for 2016-2017, as this is primarily a new indicator for 2017-2018; 2016-2017 will be a monitoring year only.</p> <p><b>Annual Performance</b> - Data is still being compiled and will be available during Q1 2017-18)</p>
<a href="#">DEFS25</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of eligible children who have been in receipt of interventions under the Flying Start programmes since birth, who reach or exceed their academic milestones at the end of Key Stage 2 <i>Higher preferred</i> <i>New indicator</i>	n/a	n/a	89%	n/a	n/a	n/a	<p><b>Annual Target</b> - There is no target for 2016-2017, as this is primarily a new indicator for 2017-2018; 2016-2017 will be a monitoring year only</p> <p><b>Annual Performance</b> - The cohort of children that completed their key stage 2 tests in the 2015-2016 Academic Year (2016-2017 financial year) were born between September 2004 and August 2005. This is the first Flying Start cohort to have reached the end of key stage 2.</p> <p>There were 46 children who had lived in a Flying Start area since birth and had attended a Flying Start catchment school (Afon-y Felin/Corneli, Betws and Caerau Primary Schools), throughout their foundation phase and key stage 2. Of these, 41 achieved the expected outcome at end key stage 2.</p> <p>Of the 1493 children who did not attend one of the three Flying Start catchment primary schools, 89% achieved the expected outcome at the end of key stage 2. Therefore, there was an equal performance across the two groups.</p>

### Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2016-2017 budget	RED	<p>Against a savings target of £976k, £472K was not achieved - £450k of the shortfall related to Learner Transport and £22k related to the Built Environment service.</p> <p>With regard to Learner Transport, £1.6m had been removed from the overall Learner Transport budget without any significant reductions in demand. Even though a policy change had been approved and was implemented in September 2016, the desired savings associated with the policy changes could not be achieved due to the new Learner Travel Statutory Provision and Operation Guidance and the requirement that the authority reassessed all its safe routes to school.</p> <p>However, the shortfall was more than off-set by an in-year underspend, provisionally determined as £585K. The main areas of underspend were in relation to recoupment and Catering Services.</p>	<p>Corporate commitment to deliver on the safe route assessment should lead to savings for 2017-2018 onwards.</p> <p>The EDFS budget for 2017-2018 has been realigned in recognition of historic Learner Transport savings.</p> <p>The review of the Built Environment Service is currently still in progress.</p>
<a href="#">P3.1.2</a>	Identify and take forward at least three new income generation initiatives.	Cancelled	It was intended for income generation to be a development opportunity for the Council's Built Environment Service to support its financial viability. A full review of the service has since been commissioned from external consultants and this has prompted a possible change of delivery model. Income generation is now no longer relevant with the direction of travel of the service.	The review of Built Environment is drawing to its conclusion and the development of a corporate landlord model is in progress.
<a href="#">P3.2.2</a>	Move most common internal processes to automatic to reduce transaction costs and streamline processes	Cancelled	<p>This Commitment was to be achieved in the Education and Family Support Directorate through development and implementation of the online admissions system. However, the directorate also has responsibility for the H&amp;S function that planned to deliver a corporate online accident reporting system.</p> <p>All aspects within the control of the directorate have been actioned. However, early development activity on the online admissions system was halted as it is now planned that the digital transformation project will include online admissions as one of the deliverables. Additionally, the development of the functional specification for the online accident reporting system is complete; the development of the technical specification is awaiting action by ICT.</p>	<p>The online admissions system will be delivered in line with the corporate agenda for digital transformation.</p> <p>Liaison with ICT add to glossary continues in respect of the development of the technical specification for the online accident reporting system.</p>
<a href="#">P3.3.1</a>	Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme	GREEN	<p>The following projects are on track to deliver schemes by the end of 2019 (end of band A):-</p> <ol style="list-style-type: none"> <li>1. Pencoed Primary School</li> <li>2. Brynmenyn Primary School</li> <li>3. Garw Valley South (New Bettws and YG Cwm Garw primary schools)</li> </ol> <p>All project actions due to be completed in 2016-2017 have been delivered with the exception that there is currently a slight delay with awarding the contract for the construction of Pencoed Primary School. However, at present, this is not impacting on the delivery of the overall programme within the planned timescales.</p>	Progress remains unchanged. Currently in the process of entering into the contract for the construction of Pencoed Primary School. All Band A projects remain on track for delivery by the end of 2019.
<a href="#">P3.3.5</a>	Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint and achieve 3% carbon reduction.	RED	In 2016-2017, Bridgend's reported carbon reduction for 2015-2016 exceeded the Welsh Government target for the fifth year in a row and by a significant margin. This performance has a beneficial impact on the council's energy bills and also reduces the council's carbon tax payments. However, during 2016-2017, the operational ability of the Built Environment service to sustain delivery of the CRC (Carbon Reduction Commitment) has been adversely impacted by long-term vacancies in the Energy Team. Therefore, the four specific activities linked to this commitment are overdue and it is this situation that generates the red traffic light status for this commitment.	Completion of the review of the Built Environment service, which will deliver an agreed future structure for the service.

<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	<b>GREEN</b>	<p>There has been good progress in the directorate in taking forward activities linked to this commitment.</p> <p>The directorate has developed robust data to inform sickness across all core services. There is also work to further develop the Directorate's workforce planning strategy in line with the corporate agenda. The option of developing the Built Environment service to allow it to become a viable income generating service is no longer possible in these timescales, as the direction of travel of the service is dependent on the on-going review, which has yet to be delivered.</p>	A standard agenda item will be placed on SMT and extended SMT meetings .
------------------------	--	--------------	--	--

## CORPORATE DIRECTOR

### Performance Indicators

#### Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance at year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCH6.1.1iv</a> <a href="#">Priority 3</a>	Value of planned budget reductions achieved (E&FS)	976	472	48%			504	52%	Comment on front page

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Value for Money (V)</b>								
<a href="#">DEFS17</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of curriculum and school estate strategic review objectives met <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	75%	n/a	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 reflects the intent for all objectives to be met.</p> <p><b>Annual Performance</b> - Three workstreams of the strategic review have now closed i.e., i. Curriculum/workforce; ii. Leadership and collaboration; and iii. School Modernisation (Band B).</p> <p>The Post-16 workstream is highly complicated and cross-cutting. Work is still on-going to ensure that the developed concepts for post-16 are fit for purpose and are supported by our stakeholders and partners, in particular Bridgend College. This workstream will report at the end of the summer term 2016-2017.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
<a href="#">DEFSCAM037</a> <a href="#">PAM</a> <a href="#">Priority 3</a>	The percentage change in the average Display Energy Certificate(DEC) score within LA public buildings over 1000m <sup>2</sup> <i>Higher preferred</i>	0%	0%	4.0%	4.5% ↓	3	9	<p><b>Annual Target</b> - The aim is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m<sup>2</sup>, to demonstrate that the authority is improving the energy efficiency of its building stock. However, actual target figures are linked to DEFS18 - average DEC score - where there is a flat performance expectation in respect of that PI. This is due to the changing profile of the public buildings estate.</p> <p><b>Annual Performance</b> - The changing profile of the local authority's estate means that the same buildings may not be included in the average DEC score figures year on year. Effort is made in the Asset Management Plan to target the local authority's least efficient buildings but this may not always be possible. Nevertheless, we have achieved a reduction in the average DEC score for three consecutive years.</p>
<a href="#">DEFS18</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Average Display Energy Certificate (DEC) energy performance operational rating for LA public buildings over 1000m <sup>2</sup> <i>Lower preferred</i>	96.61	96.61	86.94	90.57 ↑	n/a	n/a	<p><b>Annual Target</b> - The target is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m<sup>2</sup>, to demonstrate that the authority is improving the energy efficiency of its building stock. Actual targets figures are linked to PAM CAM037, and Welsh Government expectations.</p> <p><b>Annual Performance</b> - The DEC outcome figures are based on the estate and with a changing profile this does not necessarily mean a reduction in the target data. Effort is always made to ensure the asset management plan targets the least efficient buildings but this is not always possible. Nevertheless, we have been able to reduce the overall DEC score for the 4th consecutive year.</p>
<a href="#">DEFS20</a> Local <a href="#">Priority3</a>	The number of new income generating initiatives in place and with income generated <i>Higher preferred</i>	n/a	2	n/a	n/a	n/a	n/a	<p><b>Annual Indicator</b> Cancelled This PI is not longer relevant due to the cancellation of the associated activities.</p>
<b>Service user outcomes (O)</b>								
<a href="#">DRE6.11.1</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Percentage change in carbon dioxide emissions in the non-domestic public building stock <i>Higher preferred</i>	3% Reduc.	3% Reduc.	12.79% Reduc.	8.28% Reduc. ↑	n/a	n/a	<p><b>Annual Target:</b> - The target is for reduction on the previous year and is a regulatory requirement. The target is for building stock only - it does not include street lighting.</p> <p><b>Annual Performance</b> – Data is reported to Welsh Government in arrears so the data reported in the 2016-2017 Financial Year is the data for 2015-2016.</p> <p>The CRC has exceeded the Welsh Government target for the 5th year in a row. This has shown a substantial saving on energy bills for the authority along with a reduction in its carbon tax payments.</p> <p>Note: these figures do not include the unmetered supplies (street lighting) for the consistency of reporting.</p>
<b>Organisational Capacity (C)</b>								
<a href="#">CHR002iv</a> <a href="#">PAM</a> <a href="#">Priority 3</a>	The number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>				↓			<p><b>Annual Target</b> - Sickness targets for all directorates for 2016-2017 are to remain unchanged from previous years.</p> <p><b>Annual performance</b> – Sickness in the directorate has risen by 1.2% in 2016-2017 in comparison to last year and the directorate has missed its target of 8.88 days per full-time equivalent (FTE) by 33%.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
		8.88	8.88	11.83	11.69%	n/a	n/a	In 2015-2016, 11.69 days per FTE were lost to sickness and this rose to 11.83 in 2016-2017. The directorate undertakes detailed interrogation and analysis of raw sickness data on a quarterly basis. The outcomes of this are provided to group managers, for consideration and determination of appropriate actions. Additionally, this is supported by Senior Management Team overview.
<a href="#">DCH5.6.2</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The number of working days lost to industrial injury <i>Lower preferred</i>	0.57	0.34	0.33	↑ 0.43	n/a	n/a	<b>Annual Target</b> - 2016-2017 target set at Corporate Health and Safety Steering Group - maintained at same level as previous year. <b>Annual Performance</b> - The number of working days lost per FTE due to industrial injury in the directorate (excluding schools) reduced in 2016-2017 compared to the previous year.
<a href="#">DEFS23</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The number of industrial injury incidents <i>Lower preferred</i>	10	12	5	↑ 18	n/a	n/a	<b>Annual Target</b> - 2016-2017 target set at Corporate Steering Health and Safety Steering Group - maintained at same level as previous year. <b>Annual Performance</b> - The number of industrial injury incidences in the directorate (excluding schools) that resulted in an absence reduced considerably in 2016-2017 compared to the previous year.
<a href="#">DEFS22</a> <a href="#">Local</a> <a href="#">Priority 3</a>	School Modernisation Programme expenditure met	£7.112m	£3.573m	£3,112,930m	£6,907,428 Trend not appropriate between years	n/a	n/a	<b>Annual Target</b> -The original target for 2016-2017 was £7.510m, forming part of the total 2014-2019 Band A School Modernisation Plan spend of £46m, which was approved, in principle, by Welsh Government in 2011.  The 21st Century Schools funding matrix has now been revised and approved by Welsh Government to reflect the projected spend on individual projects for the Financial Year 2016-2017. Consequently, the target has been revised to £3,572,793.  <b>Annual Performance</b> - The key aspect here is to ensure that we spend all of the Welsh Government allocation, which we have done. A final spend of £3,112,930 was achieved on the Programme, of this, all of the Welsh Government allocation for 2016-2017 was spent (£2,700,000). The additional expenditure was funded by BCBC Capital. The unspent BCBC allocation will be rolled forward to 2017-2018.
<b>Internal Processes (P)</b>								
<a href="#">DEFS21</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i> New indicator	n/a	100%	Indicator cancelled	n/a	n/a	n/a	<b>This PI is not longer relevant due to the cancellation of the associated activity</b>  <b>Annual Target</b> -The intent is for all accidents and incidents to be reported via the online system. (Three incidents in Q1 resulted in an absence from work, compared to seven in the same period previous year. Last year's data has not been adjusted to reflect the current structure of the directorate).

## Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-2017 was £108.238 million and the actual outturn was £107.653 million, following draw down of £2.54 million from earmarked reserves, resulting in an under spend of £585,000. The most significant variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget £'000	Outturn £'000	Variance Over/(under) budget £'000	% Variance
Built Environment Service	997	1,010	13	1.3%
Inter Authority Recoupment	126	(519)	(645)	-511.9%
Early Years	606	541	(65)	-10.7%
Behaviour Support Service	1,442	1,359	(83)	-5.8%
School Improvement	966	800	(166)	-17.2%
Strategic Planning and Resources	4,126	4,013	(113)	-2.7%
Home to School/College Transport	3,860	4,986	1,126	29.2%
Catering Services	775	494	(281)	-36.3%
Integrated Working	1,022	856	(166)	-16.2%

### Built Environment Service

- Whilst the overall position for the Built Environment service is a small overspend of £13k, there are underlying variances across the areas of service.
- There was an over spend of £185k on the DLO. Charge-out rates were amended in year in line with CIPFA guidance. The result was a reduced charge out rate following the removal of ineligible costs. Close monitoring will be required in 2017-2018 on productivity rates to ensure a break even position is achieved going forward. The over spend has been offset by over-recovery of income against the income target in Architects (£81k), due to higher workload and productivity, and Quantity Surveyors (£34k), along with staff vacancy management in Mechanical and Electrical Engineers (£26k) and the Energy Department (£64k).

### Inter Authority Recoupment

- There is an under spend of £645k for out-of-county education placements, due to a combination of a reduction in the number of placements (28 at March 2016 to 24 at March 2017) as pupils are brought back in-County to be educated (£588k) and additional income from pupils from other local authorities (£57k) being placed in Bridgend's schools. £445k of this budget has been transferred to the Home to School Transport budget in 2017-2-18 to mitigate pressures on that budget.

### Early Years

- There is an under spend of £65k on Early Years due to a combination of vacant posts, an unforeseen increase in grant income and reduced spend on Nursery Development Grants in preparation for 2017-18 MTFs budget reductions.

### Behaviour Support Service

- The net under spend of £83k is a combination of clawbacks from schools arising from an increase in the number of pupils educated other than at school, along with vacant posts at The Bridge Alternative Provision (£116k). This is offset by increased costs on 1:1 ancillary support due to difficulties in recruitment of permanent staff (£32k), and consequent use of agency staff at a higher cost to the Council.

### School Improvement

- The under spend of £166k mainly relates to the delay in appointments to the Development Team (£124k) which supports the strategic review of schools, and has been used to mitigate other over spends within the Directorate. These posts have now been filled. There is a budget reduction of £68k against the Development Team in the MTFs for 2017-18 as an alternative funding source has been identified to enable the budget to be reduced without impacting on service delivery. The balance of the under spend is due to additional grant income.

### Strategic Planning and Resources

- The under spend of £113k has primarily arisen as a result of later than expected construction of the 21st Century Schools Programme, and the consequent need to borrow as part of the Local Government Borrowing Initiative (LGBI). The revenue funding will be used to repay the cost of borrowing once the schemes progress.
- On 28 March 2017, Cabinet resolved to abandon the proposal to relocate Mynydd Cynffig Primary School to the Cynffig Comprehensive School site. Consequently, the cost of design and other works associated with the scheme were recharged to the directorate revenue budget under this area of service. These amounted to £327k. This was, however, offset by funding from the Corporate Contingency.

#### Home to School / College Transport

- There is an over spend on the Home to School/College Transport budget of £1.126 million, of which £337k relates to over spends carried forward from 2015-2016. The 2015-2016 MTFs savings were not fully achieved partly due to the limited rationalisation of contracts because of increases in the number of pupils eligible for transport, which is outside of the control of the local authority and difficult to predict with accuracy. In addition, budget reductions in respect of changes to the Learner Travel Policy were not fully realised as the agreed change to the policy by Cabinet was not able to be implemented until September 2016 and this did not bring the same level of savings as were originally identified. The over spend has been partly mitigated by a contribution of £100k from the MTFs Budget Reduction Contingency Reserve.
- Further efficiencies to Special Education Needs (SEN) and Looked After Children (LAC) transport have been pursued but have been impacted by some increased demand for individual transport due to the needs of individual children and the duty of the Local Authority to ensure that they are transported in line with our statutory responsibilities and our current Learner Travel policy.
- Additional MTFs proposals for 2016-2017 of £450k have added to these pressures. Budget re-alignments have taken place as part of the 2017-18 budget setting process to mitigate the shortfalls in this area of service with the majority coming from the Inter Authority Recoupment under spend identified above.
- The Council has set aside one-off funding in an earmarked reserve to undertake work on safe routes to schools.

#### Catering Services

- The under spend of £281k has arisen partly as a result of strict vacancy management (£116k). This prudent approach was adopted as labour costs can be affected by disruption to trading days during the winter months, which did not materialise as adverse weather conditions were not experienced. In addition, the service also achieved £139k more than their targeted income. This is primarily due to higher demand for secondary school meals than was anticipated when the budgets were set at the start of the Financial Year.
- These under spends will contribute to the 2017-2018 MTFs target for catering of £79k.

#### Integrated Working

- Integrated Working has under spent by £166k. This is primarily due to staff vacancy management of £125k, with the balance due to an under spend on Volunteer Drivers Support – the service was temporarily ceased in February 2017 pending a review.

#### Schools' Delegated Budgets

- School balances reduced from £2.154 million at the end of 2015-2016 to £866k at the end of 2016-2017 (a reduction of £1.288 million), representing 0.93% of the funding available. Total deficit budgets equate to £1.225 million and total surplus budgets equate to £2.090 million.
- Out of a total of 59 schools there are 18 schools (13 primary, 4 secondary and 1 special) with deficit budgets and 6 schools (4 primary, 1 secondary, 1 special) with balances in excess of the statutory limits (£50k primary, £100k secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed by the Corporate Director - Education and Family Support, in line with the agreed 'Guidance and procedures on managing surplus school balances'.

### **Additional Financial Information – Budget Reduction Monitoring Variances 2015-2016**

Ref.	Budget Reduction Proposal	Original 2015-2016 £000	Amount of saving achieved 2016-2017 £000	Mitigating Actions to prevent further budget overspend in 2017-18, including alternative budget reduction proposal
CH3	Retender Learner Transport contracts	400	363	Re-alignment of budgets within the directorate to prevent further overspend, in particular the Development Team budget for which an alternative funding source has been identified.
CH4	Rationalise Special Education Needs transport	100	0	
CH9	School transport route efficiencies	200	0	

### **Additional Financial Information – Budget Reduction Monitoring Variances 2016-2017**

Ref.	Budget Reduction Proposal	Original 2016-2017 £000	Amount of saving achieved £000	Comments
CH3	Retender Learner Transport contracts	100	0	Underspends in other service areas within the Directorate have been used to cover shortfall. Outturn for 2016-2017 shows an underspend for the Directorate as a whole.
CH4	Rationalise Special Education Needs transport	150	0	
CH9	School transport route efficiencies	200	0	
RES40	Change Out of Hours Service provided by Built Environment	22	0	

### Additional Financial Information – Capital Monitoring Variances

Main Scheme	Revised P12 Budget 2016/17 £'000	Total Expenditure to P12 2016/17 £'000	Over/ (Under) budget £'000	Slippage Requested £'000	Comments
Pencoed Artificial Pitch	12	13	1		Small overspend
Flying Start Provision	18	14	- 4	4	
CCYD Hub	73	76	3		Small overspend funded by revenue

### Additional Sickness Information by Service Area

Unit	FTE 31.03.2017	QTR4 2015/16			QTR4 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Built Environment	54.00	118.50	16	1.94	311.00	20	5.76	16.75	13.13	8.88
Business Strategy and Performance	25.49	59.17	12	2.27	116.00	8	4.55	7.96	8.36	
Catering	112.59	292.51	151	2.47	362.60	168	3.22	9.91	10.03	
Inclusion Service	149.90	636.36	136	4.26	702.03	121	4.68	12.83	12.63	
Integrated Working	145.41	417.74	62	3.14	454.35	50	3.12	11.73	12.26	
School Improvement	19.93	141.60	8	8.38	20.00	2	1.00	3.89	8.38	
School Modernisation	5.00	0.00	0	0.00	1.00	1	0.20	0.20	0.00	
Western Bay Youth Justice and Early Intervention Services	22.54	19.39	9	0.90	90.59	11	4.02	16.13	12.93	
<b>Education &amp; Transformation (excl. Schools)</b>	<b>536.86</b>	<b>1685.28</b>	<b>394</b>	<b>3.19</b>	<b>2063.57</b>	<b>383</b>	<b>3.84</b>	<b>11.83</b>	<b>11.69</b>	

### Additional Sickness Information by Absence Reason

Number of FTE days lost by absence reason - Q4
Education and Family Support

Absence Reason	Number of FTE days lost	% of total days lost
Cancer	39.86	1.93%
Chest and respiratory	98.00	4.75%
Eye/Ear/Throat/Nose/Mouth/Dental	48.04	2.33%
Genito-urinary / Gynaecological / Pregnancy	0.27	0.01%
Heart / Blood Pressure / Circulation	1.76	0.09%
Infections	178.12	8.63%
Injury	0.00	0.00%
MSD including back and neck	347.57	16.84%
Neurological	42.02	2.04%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	32.57	1.58%
Return to Work Form Not Received	9.14	0.44%
Stomach / Liver / Kidney / Digestion	309.81	15.01%
Stress / Anxiety / Depression / Mental Health	685.41	33.21%
Tests / Treatment / Operation	270.99	13.13%
<b>TOTALS</b>	<b>2063.57</b>	<b>100%</b>

## GLOSSARY

ALN	Additional learning needs
ALPs	A student-focused system designed to support schools and colleges at Key Stage 4 and 5 in ensuring their students make the best possible progress. The system provides analytical reports, enabling school leadership teams to identify areas of strength and weakness.
CCYD	Coleg Cymunedol Y Dderwen
CRC	Carbon reduction commitment
CSC	Central South Consortium
CPA	Corporate performance assessment
DEC	Display Energy Certificate
Donaldson Report	The Donaldson Report (also known as ‘Successful Futures’) was published in February 2015. The review of assessment and curriculum in Wales was commissioned by the Welsh Government. The report offers a wide and thorough analysis of education in Wales and makes far reaching and fundamental recommendations.
eFSM	Pupils entitled to free school meals
ESF	European Social Fund
FTE	Full-time equivalent
JAFF	Joint Assessment Family Framework
LAC	Looked after children
LACE	Looked after children education
Level 2 Inclusive Threshold	A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A*-C, including English or Welsh first language and mathematics.
MAT	More able and talented
NEET	Not in education, employment or training
nFSM	Pupils not entitled to free school meals
PEP	Personal education plan
PI	Performance indicator
PIAP	Post-inspection action plan
RAG	Red - Amber – Green
Seren network	Seren is a network of regional hubs designed to support Wales’ brightest sixth formers achieve their academic potential and gain access to leading universities
SMT	Senior management team
STEM	Science, technology, engineering and mathematics

TAF	Team around the family
UCAS	Universities and Colleges Admissions Service
VAP	Vulnerability assessment profile
YEPP	Youth Engagement and Progression Framework
Youth Guarantee	The Youth Guarantee was rolled-out across Wales in September 2015. It is a proactive and positive offer that will help to ensure that all young people have access to a suitable place in education and learning at age 16