

WELL-BEING OBJECTIVE ONE – Supporting a successful sustainable economy

To help improve learner outcomes we will

Sustain the current good pupil performance at key stage 4

Raise standards of literacy in primary schools

Improve outcomes for post-16 learners in school sixth forms

NEW - Assess the impact of the Covid-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic

NEW - Support schools to provide safe learning environments for all learners and staff in schools

NEW - Identify the impact of blended learning and further its development and implementation

Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050.

To support growth and prosperity we will

As part of regeneration to support the growth and prosperity of the county borough two key developments are planned:

- Redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs.
- Complete on the sale of Salt Lake Development for food retail as part of an ambitious regeneration scheme in Porthcawl.

Create better town centres through improving property and the environment.

Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity.

REWORDED - Providing the right infrastructure and support for business to ~~thrive~~ **overcome the impact of the Covid-19 situation by:**

- Supporting business start ups
- Supporting resilience of businesses - (enterprise hubs)
- Developing procurement strategies to boost the foundational economy

REWORDED - Improving the visitor experience to boost tourism **in the wake of the Covid-19 crisis by:**

- Enhancing the natural environment through Valleys Regional Park
- Deliver the Porthcawl Resort Investment Focus (PRIF) programme

Measures

Priority area: Improve learner outcomes

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
Average capped 9 score for pupils in Year 11.	363.0		
Percentage of pupils, at end of foundation phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh).	85.1%		
Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment.	90.2%		
Percentage of pupils at A level achieving 3 A*-C grades.	55.6%		
Percentage of Year 1 learners taught through the medium of Welsh.	8.7%		

Priority area: Growth and prosperity

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
The number of participants in the Employability Bridgend programme going into employment.	200		
The number of vacant premises in town centres: a) Bridgend b) Maesteg c) Porthcawl d) Pencoed	a) 60 b) 10 c) 11 d) 6	No target	Targets are null & void due to Covid-19. This year will be about monitoring the situation & setting new targets in the wake of Covid-19 next year.
The number of visitors to town centres- footfall for a) Bridgend b) Porthcawl	a) 2.5m b) 7.3m	No target	
Financial value of externally funded town centre regeneration projects underway/in development	£13m		
The number of participants in the Employability Bridgend programme going into employment.	200		
DELETED - Number of start-up business.	462		Given Covid-19 the focus will shift more towards resilience and supporting existing businesses

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
DELETED - Total annual expenditure by tourists.	2% increase		Covid-19 and the impact on hospitality and tourism previous growth projects will need careful consideration for future years.

WELL-BEING OBJECTIVE 2 – Helping people and communities to be more healthy and resilient

To develop and enhance community support and services we will

REWORDED Expand a range of integrated community services to ~~7 days~~ over an extended day

Target the use of early intervention services to reduce demand on statutory services.

To build resilient communities we will

Continue the safe reduction of looked after children to ensure young people are supported to live with their families and where this is not possible alternative permanence options are achieved at the earliest opportunity.

~~**DELETED** Enable community groups and the third sector to have more voice and control over community assets, supporting sporting clubs and other organisations to transfer assets to the community.~~

NEW - Work in partnership with town and community councils and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services.

Work with households and partners to provide a range of accommodation options to prevent people from becoming homeless, and support vulnerable people to prevent homelessness and escalation into statutory services.

Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent.

To support better health and well-being we will

Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place.

REWORDED - Increase **Rebuild** participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities.

Measures

Priority Area: Developing and enhancing community support and services

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
Number of people aged 65+ referred to Community Resource Team.	Establish baseline		
Number of referrals to Community Resource Team on Saturday, Sunday and Monday.	Establish baseline		
Percentage of reablement packages completed that: a) Reduced the need for support b) Maintained the same level of support c) Mitigated the need for support	Establish baseline		

Priority Area: Building resilient communities

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
Number of council owned assets transferred to the community for running.	40	15	Target revised due to impact of Covid-19 on sports facilities who are at financial detriment and less able to progress CAT transfers this year.
Percentage of households threatened with homelessness successfully prevented from becoming homeless.	72%	52%	Due to Covid-19 the Housing team have focused on housing citizens who are/were threatened by homelessness in the immediate pandemic which has seen more citizens enter statutory provision hence the PI is reduced as options to prevent homelessness were limited due to the pandemic.
Percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation.	10%	32%	WG have changed conditions around homelessness "duty" which will see more people coming under the umbrella of statutory intervention. Therefore increasing the PI as more citizens come into the service.

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
Number of additional dwellings created as a result of bringing empty properties back into use.	7		
Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	6%	2%	Lost significant amount of time due to Covid-19, therefore reducing the target.
The number of children and young people looked after.	375		

Priority Area: Better health and well-being

Success Indicators	Original Target 2020-21	Any Revised changes	Rationale for target change
Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome.	73%	68%	There has been a marked drop in referrals during the Covid-19 pandemic period and the expected increase in coming months is anticipated to be far more complex in nature which require longer-term interventions
Percentage of individuals in managed care supported in the community.	Establish baseline		
Percentage of individuals in managed care supported in a care home setting.	Establish baseline		
Number of individuals engaged/supported in targeted programmes linked to leisure and cultural facilities and services.	Establish baseline		
Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part.	Establish baseline		

WELL-BEING OBJECTIVE 3 – Smarter use of resources

To transform the council's estate we will

REWORDED

Have fewer better buildings **by**:

- Disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained.
- **Using digital transformation of services during COVID19 to identify service re-modelling to reduce demand on office accommodation across the Councils estate.**

Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme

To support areas of corporate change we will

Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend.

Provide support to facilitate organisational and cultural change and develop, support and engage with our workforce to ensure that they are equipped to meet current and future challenges.

Implement the planned budget reductions identified in the MTFs, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.

Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools.

NEW - Identify opportunities for new ways of working and for service delivery

To support environmental sustainability we will

Invest £1.3 million to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions

Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the:

- Caerau Minewater Heat Scheme,
- Bridgend Heat Network

Continue to exceed the national recycling targets and increase opportunities for reuse of materials by :

- building a new community recycling centre with a reuse centre,
- recycling street scene waste,
- raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity

To support environmental sustainability we will

Maintain and enhance the natural resources and biodiversity of Bridgend County Borough.

Measures :

Priority Area: Transforming the councils' estate

Success Indicators	Original Target 2020-21	Any Revised changes	Rational for target change
Percentage surplus capacity in primary schools.	10%		
Percentage surplus capacity in secondary schools.	18%		
Realisation of capital receipts targets.	£600k		
Percentage of BCBC operational buildings achieve full statutory compliance.	100%		

Priority Area: Areas of corporate change

Success Indicators	Original Target 2020-21	Any Revised changes	Rational for target change
Percentage of staff participating in the staff survey.	44.5%		
Percentage of managers attending the Managers Induction programme who rated it excellent or good.	80%		
Percentage budget reductions achieved (Overall BCBC budget).	100%		
Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	100%	80%	Lost significant time due to Covid-19 to roll out to all schools.
Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	100%	80%	
NEW The percentage of staff working from home	Establish baseline		

Priority Area: Environmental sustainability

Success Indicators	Original Target 2020-21	Any Revised changes	Rational for target change
Annual gas consumption across the local authority - kWh	Establish baseline		
Annual electricity consumption across the local authority - kWh	Establish baseline		
Annual CO ₂ emissions related to gas consumption across the local authority - kWh	Establish baseline		
Annual CO ₂ emissions related to electricity consumption across the local authority - kWh	Establish baseline		
Kilograms of residual waste generated per person.	130kg	No target	Covid-19 impact makes increased outcome unpredictable.
Percentage of waste reused, recycled or composted a) reuse b) recycled c) composted	69% 4% 46% 21%	No target No target No target No target	Covid-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable.
Percentage of street cleansing waste prepared for recycling.	20%		
Undertake schemes to increase the County Borough's tree cover	3 schemes	1.5 schemes	We will have lost the best part of half the year so will need to halve the target.
Deliver community biodiversity schemes	3 schemes	1.5 schemes	
Undertake Local Nature Reserve Enhancement projects	4 projects	2 projects	