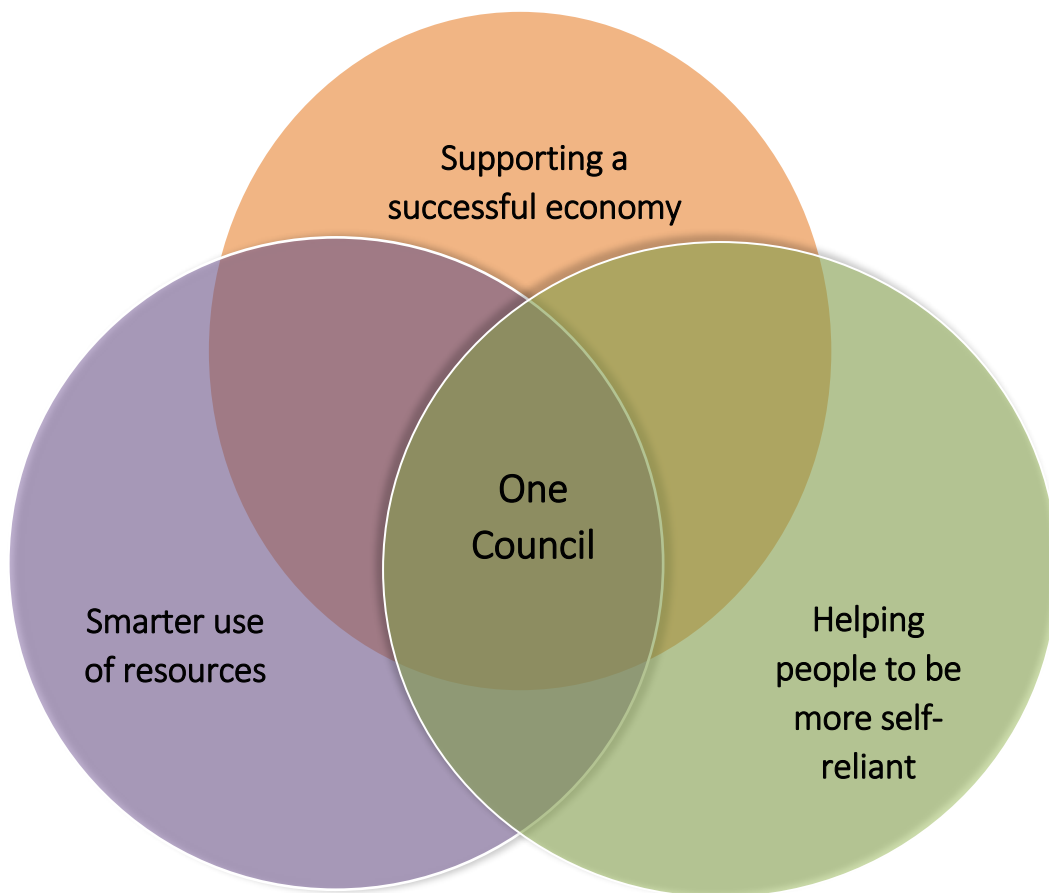


# Annual Report 2017 - 2018



**Bridgend County Borough Council**  
**Working Together to Improve Lives**

# Contents

Page

Introduction	3
A snapshot of Bridgend County	5
How do we compare?	6
Well-being Objective 1 – Supporting a successful economy	8
Well-being Objective 2 – Helping people to be more self-reliant	19
Well-being Objective 3 – Smarter use of resources	28
Financial Performance	37
What did our Regulators say about us?	39
Shifting practice and Culture	40
Important themes that underpin our work	41
Well-being of Future Generations Act	44

## Introduction

Welcome to Bridgend County Borough Council’s annual report for 2017-18. This report summarises what we achieved in 2017-18 in carrying out our well-being objectives that are set out in our Corporate Plan 2016-20, reviewed for 2017-18. We hope you find this report informative, helpful and enlightening in what we as a Council have done and what our Regulators think.

**“One council  
working together  
to improve lives”**

### Our three well-being objectives are:

Supporting a successful economy	Helping people to become more self-reliant	Smarter use of resources
A successful, sustainable and inclusive economy that will be supported by a skilful, ambitious workforce.	Individuals and families that will be more independent and less reliant on traditional Council services.	A Council that has lean, robust processes and a skilful workforce. A supported third/community sector with the opportunity to take on services that meet citizens’ needs.

Like all parts of the public sector across the UK, we are increasingly expected to deliver essential services as funding continues to decrease. We are confronted with significant challenges such as meeting the needs of a growing number of older residents, new legislation as well as challenges such as Brexit and how we may best embrace new technology in the way we deliver services. We all know that the Council is a ‘people business’ and that the need to make savings translates in the long term to there being fewer staff here to do the work and provide services. Simply reducing our headcount won’t work in continuing to deliver services effectively, which is why we have a number of transformation programmes in place to change how we operate.

Our Corporate Plan 2016-20, reviewed for 2017-18 sets out the changes the Council is making and what its focus will be over the next four years. We review our Corporate Plan and our well-being objectives each year, to ensure we stay focused on what we want to achieve for our citizens. We check our performance regularly to see how successful we are in achieving what we set out to do.

Our Annual report looks back at what we did in 2017-18 to improve people’s lives in the county borough and how we worked towards meeting our three well-being objectives. These objectives are long term. They are intended to help us to not only make progress now but also to consider the longer term impact of our decisions and actions and how they will affect people living in Bridgend in the future.

As in previous years we experienced a reduction in our resources and last year we had to find savings of nearly £6m. (that’s on top of savings made in previous years and our current estimate of needing to find a further £35m or so over the next three years). As part of our budget consultation process we once again asked citizens to help us determine which areas we should reduce resources on and those areas we should continue to focus on.

Despite the challenges we continue to face, we achieved most of what we had planned to do. We took forward 37 out of 38 commitments that we made (the exception being that we decided to keep Ravenscourt and have actually been able to accommodate staff from a number of other services such as Police and

Health and locate them alongside our own staff who work together on safeguarding vulnerable children and adults).

We met 29 or just over 78% of our commitments in full, narrowly missed achieving another 6 commitments, with only 2 commitments not being progressed by as much as we would have liked.

The variations in the economy are often down to national or international variables that are out of the Council's control. Nevertheless, we were able to see impact from our work locally. We brought in over £21m external funding for regeneration in our main town centres (on top of £16m that we attracted in the previous year). The council employed 31 apprentices – more than doubling the target that we had set ourselves and our latest provisional GCSE results released in August 2018 showed an improvement with 70.6% of pupils gaining five or more grades at A\* - C, compared with 67.4% the previous year, bucking an overall national fall. Some of the impact of this work is long term but during 2017-18 we saw the number of businesses grow from 4,541 to 4,600, saw the percentage of working age population that is in employment increase and a reduction in the percentage of children living in households where no one is working.

We delivered some good outcomes relating to our well-being objective to help people to be self-reliant. We were able to divert 973 people from mainstream services (such as hospital stays for instance) and help them to remain independent for as long as possible, far more than our target of 200. Six months after completing our reablement programmes 7 out of 10 participants were able to reduce the amount of care and support they needed and 97% of people who care for an adult were offered an assessment or review of their needs.

We continued to make smarter use of our resources. During the year staff trialled and helped develop our new website and 'My Account' facility prior to its public launch in April 2018. These developments enable our citizens to access services online, making it quicker and easier to submit information. We launched our Instagram account during the year and also saw a 93.9% increase compared with last year in the number of interactions on our Corporate Facebook and Twitter accounts.

You can read about the improvements we made and also what we achieved in more detail by each well-being objective in this report. This report also includes links to more detailed reports and data for those who are interested in finding out more information.

Despite diminishing resources and an ever greater demand on our services, we are proud of what we have achieved, and we remain committed to continuing to innovate and transform the authority, working with our partners and local communities to do so. We do this so that we can provide those services that are important to our citizens in the most effective way, with the aim of improving lives for all those who reside in Bridgend County Borough. Please take a look and let us know what you think. We welcome comments on how we have done and how we can further improve our services for those we serve.



A handwritten signature in black ink that reads "Huw David".

*Cllr Huw David – Leader of the Council*



A handwritten signature in black ink that reads "Darren Mepham".

*Darren Mepham – Chief Executive*

# A snapshot of Bridgend County

## In Numbers



Population	144,300
Area	98.5 square miles
Households	63,624
Average House Price	£149,212 (UK HPI: June 2018)
Businesses	4,600
People in Employment	71.3% (Welsh average 72.7%)
Average resident salary	£26,624 (Welsh average £26,306)

Primary schools	43	Councillors	54
Secondary schools	8	Constituency AMs	2
Special Schools	2	Regional AMs	4
Church Schools	6	MPs	2
Wards	39	Council Staff (Full time equivalent)	4,400

## Our Services include:

Schools, Social care, safeguarding our most vulnerable adults and children; planning and building control, maintaining highways and public transport, refuse and recycling, street cleaning and safety, parks, play areas, environmental health, including food hygiene and health and safety, collecting revenues and administering benefits, elections, leisure, arts and libraries, supporting business and tourism, special events and festivals.

## Our 63,624 households recycled 68.5% of their household waste in 2017-18



- ✓ residents recycled 31% more plastics and metals compared to 2016-17
- ✓ 36% more paper and 35% more food waste was recycled compared to 2016-17

## Customer Contact

Our Customer Contact Centre handled 143,728 calls and had 14,511 “Talktous” emails

- ✓ There were 27,897 visits to the Customer Contact Centre
- ✓ We had over 4,500 social media posts
- ✓ Social media posts were seen more than 9.5 million times



## How do we compare?

For 2017-18 data released as at 1<sup>st</sup> October 2018, shows that we are able to measure just 18 of the 26 Public Accountability Measures and compare ourselves with the rest of Local Authorities in Wales. As just under 70% of indicators have been reported on, with waste and social care data yet to be released, a full picture of our performance at a national level cannot be fully compared.

Below is a summary of our performance on the data that has been released to date, but consideration needs to be given that our overall performance compared with other local authorities is likely to change as the full set of data is published towards the end of 2018.

### In summary:

- 39% of indicators were in the top two quartiles, compared with 36% of comparable indicators last year, a marginal improvement on performance.
- We were above the Wales average for 8 (44%) indicators, a marginal improvement on performance in 2016-17, when 6 (43%) of comparable indicators were above the Wales average.
- Performance in 22% of indicators were in the bottom quartile in Wales, though this is an improvement on last year when 28% of comparable indicators were in the bottom quartile.
- We met 16 (62%) of our own performance targets, an improvement on the 14 (50%) in 2016-17.

### We were among the best in Wales for:

- School attendance - We ranked 5th in Wales for primary school attendance and 7th in Wales for secondary school attendance.
- Homelessness - We ranked 9th in Wales for preventing those threatened with homelessness from becoming homeless.
- Sport and leisure facilities - We ranked 6th for the most visits to our sports and leisure facilities per 1000 population.

### The majority (12) of our indicators came in the middle two quartiles, including:

- ⦿ Fly-tipping incidents – where 96% of highways inspected were of a high or acceptable standard of cleanliness. We were also marginally above the Wales average of 95.8%.
- ⦿ Planning – with 88.2% of planning applications determined within the required time period, marginally below the Wales average of 88.6%.

- ⦿ Sickness – The number of working days lost per full time equivalent (FTE) local authority employee at 10.85 days per FTE was virtually in line with performance in 2016-17 and marginally below the Wales average of 10.4%.

## We did not compare so favourably for our:

- ✘ Roads - Our A, B and C roads were ranked 17th, 10th and 13th respectively.  
We are working to improve on this by providing additional investment for highway works, including £500k for school highways works, with a total investment of £6.204m over the next three years from 2018-19 onwards.
- ✘ Disabled Facilities Grants (DFG) - We ranked 20th for the average number of days taken to deliver DFG's. We are working to improve on this by undertaking a business process review aligning the strategic and operational activity of the DFG process. This end to end review will establish areas of opportunity to streamline, improve and identify any areas of delay with regards the number of days taken to deliver DFG's. We will also engage with other local authorities to learn from them and develop best practice approaches to DFG's.
- ✘ Libraries - We ranked 18th for the number of visits to public libraries per 1000 population.  
Awen, our cultural trust partners have since invested in equipment to more accurately reflect visits than the method previously applied as a sample survey, which has not been a true record of performance in relation to overall attendances. This indicator is being replaced in 2018-19 with a new data driven indicator on Welsh Library Standards, which should more accurately reflect our performance against a more holistic range of measures including reflecting the quality of services being delivered. Bridgend should have a more accurate record of visits to libraries in subsequent years whilst recognising the challenge for Awen to deliver services with reduced levels of investment by Council.

Each year, the Welsh Government publishes a range of national performance indicators that enable citizens to compare how their local authority performed in comparison with the other 21 Welsh local authorities across a whole range of services.

You can see more detail about how  
Councils across Wales compare  
BY CLICKING ON

**mylocalcouncil**

<http://www.myllocalcouncil.info/>

# Well-being Objective 1

## Supporting a Successful Economy

We want to have a strong economy: that way local people will have more opportunities to secure a job, develop a career and improve their family income and circumstances. Lower levels of poverty can also boost health and well-being and create more resilient communities that need fewer services. We also believe that the best way of improving the life chances and resilience of young people is through education.

In 2017-18, we committed to continue to improve our town centres and work with businesses to generate wealth, provide jobs, attract investment, work towards a low-carbon economy, improve skills and encourage visitors.

### How did we do in 2017-18 to fulfil our well-being objectives and achieve outcomes whilst supporting a successful economy?

Well-being Objective 1.1: To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough



We continued to work with the Cardiff Capital Regional Skills and Employment Board to ensure skills and employment provision are responsive to the needs of local businesses and communities and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs. We worked with a range of stakeholders, including Bridgend Employers

Liaison Partnership (BELP), Department of Work and Pensions (DWP) and contractors, to develop apprenticeship opportunities. One of our actions to further develop local skills, was to include Community Benefits (including apprenticeships) as part of the contract requirements within the 21st Century Schools Modernisation programme; one apprenticeship was required for every £1m of contract value. Working with Y Prentis Shares Apprenticeship Scheme and Bridgend College, we were able to agree an apprenticeship offer in the new school build in Betws; Kier worked with Coastal Housing through BELP to offer opportunities to local young people. As a Council we took on 31 apprentices throughout 2017-18 at a range of levels; our trainee accountant position proved particularly popular with 66 applications for the one post.

We celebrated the success of past and present council apprentices at a special event to mark National Apprenticeship Week in March 2018. Thirty current apprentices, and 17 former apprentices who have gone on to secure permanent jobs at the council, all came together to discuss their experiences. The council – which is the county borough's biggest employer – currently employs 24



apprentices across a wide range of departments, including Business Administration, Learning and Development, Civil and Structural Engineering, and IT, as well as six apprentices at Heronsbridge School. All of the apprentices are gaining experience, earning a wage and working towards a nationally recognised qualification. Our apprenticeship programme has been in place since 2013. As a council we want to improve the life chances of the children we look after. We recognised that we could do more to improve their prospects for future employment. As a result, we developed a work placement programme tailored to meet the skills and interests of our looked after children who were in Year 11.

**We worked with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work, or are in or at risk of poverty, to improve their job opportunities.** There remains a mismatch between the subjects that learners choose and those occupations within the regional economy that offer the greatest opportunities for employment, earnings career development. To address this issue, LSKiP (Learning, Skills and Innovation Partnership for South East Wales) produced its annual plan which was shared with senior curriculum managers to ensure that the subjects and training on offer to learners for 2018 will help to redress the balance. A new web site includes a link to Careers Wales, where there are regional highlights of the skills and job opportunities, to encourage young people to select subjects relevant to employment prospects and the needs of the local economy. Partnership working between Adult Community Learning, Communities First, DWP and local employers helped us to improve the job opportunities of individuals and families. We provided a range of employment and pre-employment opportunities which resulted in 332 people accessing employability and pre-employment provision with 180 people gaining employment directly. Many more accessed Digital Inclusion and Skills sessions.

Our Bridges into Work 2 programme continued to work with people aged 25 years plus who are the furthest away from the labour market and often have no experience in job searching and low confidence. The project supported participants to improve their employment prospects. Once they completed any training/qualifications they may need, they completed a volunteering or work experience placement to help build their confidence, gain experience or try out a job. Finally, they were supported to source, apply and be interviewed for a job. We worked with 201 people throughout the year, exceeding our target of 134. Bridges into Work is one of the top performing Welsh European Funding Office (WEFO) projects and Bridgend is the top performing local authority of those delivering it. This demonstrates that the project is needed and relevant to our community and has, for some individuals, been a life-changing experience.



**We worked with partners and communities to develop a tackling poverty strategy and better target our anti-poverty efforts to areas where there is an increasing proportion of workless households with children.** During the year, we worked with Welsh Government on a project to align various grants that help people with issues such as workless households, and to aid early intervention and build resilience in individuals and communities. The new Flexible Funding project aims to enable local authorities to work differently, giving more scope to design services for the most vulnerable people in society. It will support and promote joint planning, commissioning and more effective use of funding. Bridgend is a pathfinder project and with our partners, will be testing the single grant. To do this, we set up a central poverty grants team who, working with our delivery teams, reviewed and developed our tackling poverty strategy.

**We made a commitment to work with schools to close the gap between pupils entitled to free school meals and those who are not, and also to improve outcomes for other vulnerable children such as looked after children and young carers.** It is recognised that the gap in performance between vulnerable groups and their more advantaged peers puts them at increased risk of exclusion, poor attendance, behavioural problems as well as socio-emotional issues. This can result in these children leaving education without the skills or qualifications needed to become independent adults. To help prevent this happening, we developed a Vulnerable Groups Strategy that sets out different approaches to support vulnerable groups of learners. 'Vulnerable Groups' is a wide ranging term that can include pupils who are eligible for free schools meals, Looked after children, on the Child Protection register, identified as a child in need, those for whom English is an additional language, those with additional learning needs, young carers, those excluded from school and young offenders (this list is not exhaustive). During 2017-18 we appointed an EHE (Electively Home Educated) and Vulnerable Groups Co-ordinator to improve the running and delivery of an integrated Vulnerable Groups service. Alongside this work, the Central South Consortium an organisation who work in partnership for the delivery of Education services on behalf of Bridgend and four other neighbouring local authorities developed and implemented the 'narrowing the gap' strategy to support pupils eligible for free school meals (eFSM) in our schools. This strategic approach has led to an improving trend in vulnerable learners' attainment.

## Attendance matters



<b>Primary School</b>	<b>95.2%</b>	<b>Ranked 5<sup>th</sup> in Wales</b>
<b>Secondary School</b>	<b>94.4%</b>	<b>Ranked 7<sup>th</sup> in Wales</b>

The attainment of eFSM pupils in the Foundation Phase improved and the gap in performance between them and non Free School Meals (non FSM) pupils continued to reduce. Whilst this is a strength, it remains an area for development because their attainment is still lower than non FSM. At Key Stages 2 and 3, eFSM pupils' attainment also continued to improve but it remained lower than that of non FSM. We will monitor this closely. At Key Stage 4 pupils' attainment (5 GCSEs at grade A\*- C or equivalent) across Wales dropped. Despite the drop, the gap in performance in Bridgend reduced by 3.4% points in Bridgend whereas the all-Wales gap increased. Bridgend's result places us above the all-Wales average for this year.



We were the first local authority in Wales to run the Get on Track programme last year. Run by the Dame Kelly Holmes Trust, it is a flagship programme that uses world-class athletes as role models to help transform the lives of young people facing disadvantage and inspires them to make more positive life choices. This was the third programme run in Bridgend and it provided mentoring support to 15 vulnerable young people including looked after children which gave them new skills to help them towards employment.

In 2019-20, a new law will be in place to reform education for children and young people with additional learning needs (ALN). In readiness for the new law, we set up a project board to look at transitional planning between education settings, out of education and into social care and adult life.

The Board comprises representatives from the local authority, schools, further education (FE) establishments, Youth Offending Service, Early Help, Careers Wales and Safeguarding, as well as parent representatives. A "map and gap" analysis of vulnerable learners in Post-16 provision that focused on what was working well right through to what the gaps in provision are was undertaken. Based on these findings a transition protocol for children and young people from 0-25 years is being developed. Another innovation was to secure funds for supported internships leading to the employment of young people with ALN. These internships are designed to develop an individual's skills, and for employers to consider this group of potential workers. Discussions continued with Bridgend College with regard to engagement with the national supported internship project. However, overall progress for this activity is not at the pace expected and has been complicated by the fact that there is a national scheme running alongside a local agenda.

**We continued to progress the Good To Great Strategy for young people who are more able and talented (MAT) than their peers, helping them to reach their full potential.**



Working closely with the Central South Consortium (CSC) we challenged and supported schools to improve their support for MAT pupils. In the 2016-2017 academic year (2017-2018 PI year), the percentage of Bridgend learners achieving 3 A-A\* grades at A level showed a good increase of 3.3% points, (slightly lower than the 3.8% point increase in the all-Wales average). The Seren Network, which aims to

support the development of MAT pupils to get into universities such as Oxford and Cambridge, might have been a factor in improving performance and, given that the launch in Bridgend was one year behind other authorities, we are looking to improve and to see further positive impact in the future.

**We undertook and completed our review into the curriculum and schools estates for primary, secondary and Post-16 education.** We remain committed to providing first class learning environments in the right number and right size of schools in the best places to serve our communities. We undertook this review to ensure that we could achieve the best value for money whilst making our schools efficient and sustainable. We undertook a feasibility study on a range of proposals which will be the subject of public consultation. Consultation on 6 proposals ranging from the retention of sixth form in all schools, a mix of sixth form school mergers to a full tertiary model will start in the latter part of the 2018-19 financial year. It is anticipated that alongside an online consultation and survey, interactive workshops will be held with key stakeholders, including parents and students to ensure a strong representation from those most affected by any change in provision.

**GCSE RESULTS 2018**

**94.7%** of all pupils achieved 5 or more GCSE passes compared with **92.8%** last year

**70.6%** of pupils gained five or more grades at A\* - C, compared with **67.4%** last year

## Well-being Objective 1.2: To create conditions for growth and enterprise

**We continued to develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, to increase employment and business opportunities and develop a bustling Waterside of cultural and sporting activities.** The Porthcawl water sports Hub at Rest Bay was approved by our Development Control Committee and when completed in summer 2019, the water sports centre and café will provide new high-quality facilities near the award-winning blue flag beach while establishing an iconic, contemporary attraction capable of supporting and developing sports and leisure activities in the area. Plans were also approved to refurbish the harbour kiosk during 2018, alongside the new facilities planned at Porthcawl Marina.



After lengthy efforts over the years to progress redevelopment of Salt Lake, we acquired the leasehold for £3.3m to break a development impasse and enable new regeneration work to benefit the town of Porthcawl. Salt Lake is currently the largest waterfront development site in the country and is likely to be of great interest from developers. Any future scheme will be dependent on complementing current projects and being of benefit to town and visitors alike. Regular project meetings continue to take place to determine the way forward in bringing development to the site.



Porthcawl's iconic Jennings Building was officially opened in September 2017. Built in 1832, the Grade II listed building had been vacant for 10 years before being redeveloped by ABA Holdings. With its picturesque location next to Porthcawl Marina, the redeveloped Jennings Building now contains three food and drink businesses on the ground floor – a coffee shop, a pizzeria and a 5,000 square foot kitchen bar and restaurant complete with a full height atrium providing jobs for local people and a welcome visitor attraction. The Jennings building forms an important part of ongoing plans to grow

tourism, create business opportunities and regenerate the waterfront area and beyond in Porthcawl and joins the new marina, the new town beach sea defences, the restoration of important local buildings through the townscape heritage initiative and the community driven plans for a maritime centre. Improvements to walking, cycling and transport routes were undertaken with a 4.5km cycle route, enhancing the coastal path from Rest Bay to Newton and linking the beach and the town centre. All three of our beaches at Rest Bay, Trecco Bay and Coney Beach all retained their coveted

### Tourism Spend



Blue Flag awards, with the Senior Golf Open held at Royal Porthcawl being a resounding success attracting thousands of visitors to the County borough.

**We contributed to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.**

In February 2017, Bridgend together with 9 other councils signed up to the Cardiff Capital Region City Deal and we approved the City Deal business Plan in March 2018. The City Deal is key to bringing investment and economic control such as the biggest single business premises development undertaken by BCBC into Bridgend. Work to establish collaborative arrangements (e.g. on a metro central development) is well underway and work on key themes (such as a regional housing investment fund, a digital strategy which includes regional Wi-Fi and open data and a regional skills programme, including greater access to apprenticeships, schools engagement and a skills investment fund) is progressing. Up until March 2018, the partnership has invested £26.66m in a compound semi-conductor facility. This investment is supporting the creation of a centre of excellence for compound semi-conductors and it is anticipated that it could generate 4,000 to 5,000 jobs across the region.

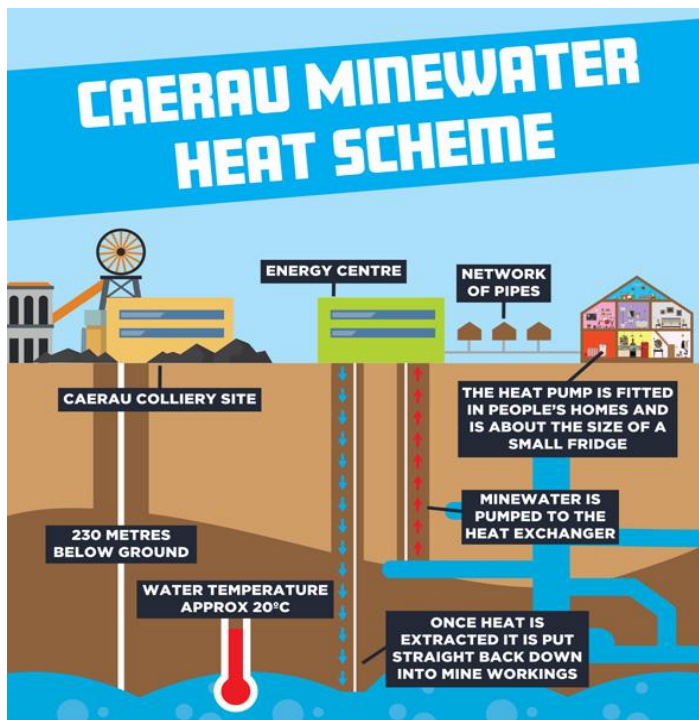
**We supported the Bridgend Business Forum to deliver its development plan and its programme of events for 2017-2018.**

The Bridgend Business Forum has grown over the last 9 years to 800 members. The forum provides an opportunity to meet new customers and suppliers, learn new skills, share best practice, and keep up to date with the political, legislative and economic factors that could affect their business. Importantly the Bridgend Business Forum offers a collective voice for local businesses of all sizes and sectors in the county borough. During the year a range of events were hosted that helped local companies to grow and flourish. All the ticketed events held during the year such as the Annual Business Awards and the Annual breakfast event were all sold out, showing that the forum is strongly supported and relevant to the local business community. The number of VAT/PAYE registered businesses in the borough, grew to 4,600 compared with 4,540 in 2016-17. Going forward and based on research conducted in consultation with its members, an executive group is being established to strengthen the capacity of the forum with a view to it playing a greater role in regional structures such as City Deal. The strategy will develop over the next 2-3 years.

#### **Bridgend Business Award Winners 2017.**



We continued to progress the development of low carbon heat schemes in the Llynfi Valley and Bridgend Town and developed a feasibility study for the innovative Caerau Heat Scheme to draw on a natural underground heat source to heat homes.



If progressed, the Caerau mine-water project will be the first ever large scale mine-water energy scheme to be created in the UK. The scheme involves using water that has filled Caerau's old underground mine workings as a geo-thermal source of energy. Test drilling took place during the year and early indications are encouraging as the volume and temperature of the water make the scheme possible. The next phase is to scope out the scheme. We received a £6.5m grant towards a £9m scheme and work continues to identify other funding opportunities to successfully close the funding gap on the scheme to allow it to progress.

It is envisaged that one hundred and fifty homes could be linked up to the scheme to begin with, with the potential for hundreds more to join the network in the future. Construction work will

only commence, once all of the £9m has been secured. We also involved the local community in informing them about this proposed innovative project, which included holding workshops with around 200 pupils from six local primary schools.

The outline business case for the Bridgend Town Heat Network project was completed and three options were considered. The preferred option is for a gas combined heat and power unit being installed within Bridgend Life Centre and serving that building as well as the Bridgend Bowls Hall, the Civic Offices and the new Sunnyside Development being built by Linc Cymru. A full business case will now be developed to ensure that the market can deliver the project in line with costings. Funding for the complete scheme is being actively sought.

**Well-being Objective 1.3: To create successful town centres**

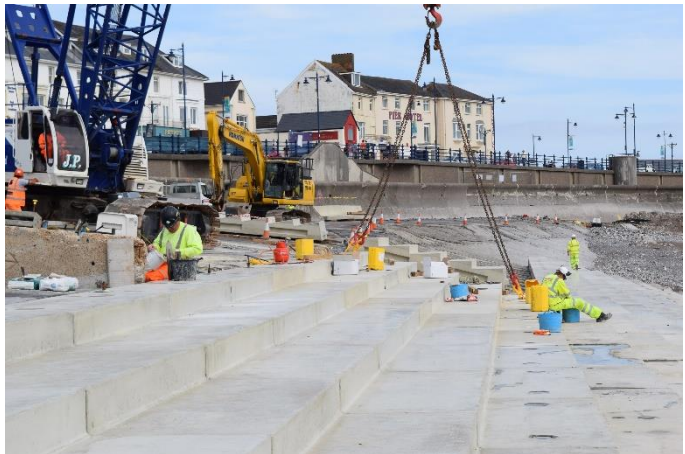
We continued to invest in our town centres to enhance existing facilities and provide new facilities, including schemes in Porthcawl Harbourside, Maesteg and Bridgend. Another significant step was taken during 2017-18 towards the £5.5m redevelopment of Maesteg Town Hall in partnership with Awen Cultural Trust. The Heritage Lottery fund awarded almost £100,000 to the project so that a range of important preparation work could be completed in readiness for the next crucial funding application which will be submitted in 2019. Work during the year identified the need for significant repairs and restoration to be undertaken to secure the future of the building. Proposals for enhancing the first floor auditorium and creating a modern and flexible library space within the existing market hall have been developed further. Other aspects of the design, such as an extension to provide new access, circulation and commercial facilities (café, bar) and a modern studio to increase commercial opportunities are being financially assessed.

Investment in Bridgend Town Centre continued during 2017-18 with the demolition of 11 Nolton Street. Coastal Housing Group in partnership with ourselves, will invest £1.8m in a development which will include 10 new affordable housing units and 310 m<sup>2</sup> of commercial floor space. Further progress was made during the year on a potential £7m scheme to replace both Wyndham and Cambrian House Buildings, starting in 2020. The scheme is in the early stages of development in partnership with Coastal Housing, and if it comes to fruition, it will revitalise the area with new community and commercial facilities, a pocket park and new homes. Work continued to make Bridgend town centre even more bike friendly. Using funding from the Welsh Government's Local Transport Fund Programme, improvements were made along Brewery Lane and Angel Street to make them more suitable for cyclists. Further informal consultation on the de-pedestrianisation of Bridgend town centre continued with £60,000 allocated to carry out detailed design work on how the scheme may look.



The landmark Rhiw Gateway development was fully completed during 2017-18. The development comprises a modern multi-storey 242 space car park, 28 affordable apartments with dedicated parking and a health club on the ground floor. The £10m project has been funded with around £5.7m from Welsh Government, along with contributions from us, Coastal Housing Group and a Social Housing Grant. The scheme has helped us to generate economic growth by encouraging people to live within the heart of the town, increase shopper numbers, help support the night time economy and inspire businesses to be more innovative.

We began upgrading the famous 'tarmac beach' in Porthcawl, with a £2.2m contribution from Welsh Government towards the £3m scheme. In line with the sustainable development principle, work was agreed during 2017-18 to remove the 30 year old tarmac beach and to put in place a more visually pleasing and stronger sea defence. Drop-in sessions were held in February, at the beginning of the 12 month project, to keep residents and visitors up to date on the scheme. The sand coloured pre cast concrete terraces have been designed to minimise the force of the waves whilst protecting the Esplanade, businesses and some 260 homes for years to come. The new stepped design will minimise coastal erosion, whilst creating a visually pleasing sea defence for local residents and visitors to enjoy.



During 2017-18 we began lobbying the UK government to enable us to carry out a design scheme proposal to replace the railway level crossing in Pencoed with a re-modelled road bridge. This would allow currently unusable land on the western side of the railway line to be brought forward for development with demonstrable economic benefits. We will continue to monitor and progress this during 2018-19 and beyond.

**This Well-being Objective contributes to the following Well-being Goals**



**MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 1 – SUPPORTING A SUCCESSFUL ECONOMY**

Please note: for all our outcome measures some of the indicators are measuring long-term outcomes we want to achieve for our citizens and our services will contribute to them. The long-term outcome indicators are not suitable for specific targets, hence “increase” or “decrease”. Data for these take time to collect and we therefore use the latest data available for reporting. Please also note that some data for 2017-18 is provisional, yet to be validated.

The trend arrow refers to the improvement trend. An improvement trend will indicate an upward arrow.

Key:	↑ = increased or maximum performance	↓ = performance declined	↔ = performance stayed the same
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**Aim - Help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of participants we expect to work with under Bridges to Work ( <i>Higher preferred</i> )	253	134	201	↓	n/a
The number of apprenticeships and traineeships (a) created by external contractors as part of the 21st Century schools programme and other BCBC led projects; and (b) taken up by people who live in Bridgend. ( <i>Higher preferred</i> )	(a) 4	(a) 4	(a) 6	↑	n/a
	(b) 3	(b) 2	(b) 2	↓	n/a
The number of apprenticeships available across the organisation. ( <i>Higher preferred</i> )	8	15	31	↑	n/a
The rate (%) of apprenticeships taken by looked after children. ( <i>Higher preferred</i> )	New Indicator for 17-18	To set baseline	0	n/a	n/a
The percentage of children living in households where no one is working (Lower preferred)	19.4%	Not suitable for target setting	14.9%	↑	13.9%

Comment: The figure (14.9) is most recent data available, which was released on 13/12/17. It is the data for 2016. The data for 2017 calendar year is not available until November 2018.



**Education Measures - (Figures for educational achievement relate to the previous academic year and actual results have been included where indicated)**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics ( <i>Lower preferred</i> )	1.5%	2.8%	1.7%	↓	1.6%
The percentage of schools meeting Learning & Skills Measure at Key Stage 4 & Post 16 ( <i>Higher preferred</i> )	100%	100%	100%	↔	n/a
The average wider GCE points score for learners aged 17 ( <i>Higher preferred</i> )	806	820	695	↓	731
Comment: This decline in the average wider points score reflects a number of changes in Level 3 provision across Wales namely the introduction of new A level specifications, the introduction of the revised advanced Welsh Bac and associated grading and changing entry patterns among students. The 2017 result is a new benchmark point.					
The percentage of pupils at A level achieving Level 3 threshold ( <i>Higher preferred</i> )	98.3%	99%	98.1%	↓	97.1%
Comment: Marginal drop but above the Wales average.					
The percentage of pupils achieving 3 A*-A grades at A level ( <i>Higher preferred</i> )	6.1%	10%	9.4%	↑	10.5%
Comment: Target missed but improved performance.					
Percentage of year 11 pupils at the start of the academic year, 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> )	61.7%	63.2%	53%	↓	54.6%
Comment: Bridgend and the Wales average dropped due to the national changes in qualification specifications, and performance is not comparable with previous years.					
The size of the gap in educational attainments between pupils 15+ entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) ( <i>Lower preferred</i> )	32.5%	30.1%	29.1%	↑	32.4%

\*Static target reflects our knowledge of that year's cohort.

## Aim - Create conditions for growth and enterprise

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of VAT/PAYE registered businesses in the borough ( <i>Higher preferred</i> )	4,540	4,541	4,600	↑	n/a
The percentage of working age population that is in employment ( <i>Higher preferred</i> )	69.6%	69.7%	71.3%	↑	72.7%

## Aim - Create successful town centres

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Total annual expenditure by tourists ( <i>Higher preferred</i> )	£313.02m	£319.28m	£344.23m	↑	n/a
The number of visitors to town centres (footfall for Bridgend, Porthcawl) ( <i>Higher preferred</i> )	Bridgend 7,971,331	Bridgend 6,000,000	Bridgend 8,520,143	↑	n/a
	Porthcawl 5,055,306	Porthcawl 4,300,000	Porthcawl 4,747,203	↓	
The number of vacant premises in town centres ( <i>Lower preferred</i> )	Bridgend 67	Bridgend 55	Bridgend 66	↑	n/a
	Maesteg 9	Maesteg 19	Maesteg 9	↔	
	Porthcawl- 10	Porthcawl 17	Porthcawl 10	↔	
Comment: There is a national trend of increasing vacant premises in town centres so maintaining the current level of vacancies in our towns is a significant achievement.					
The number of residential units in Bridgend town centre, that have been: (a) Consented ( <i>Higher preferred</i> )	(a) 17	(a) 30	(a) 14	↓	n/a
Comment: Target not reached due to the fact that the majority of the town centre lies within a C2 flood zone. Developments such as residential accommodation, even at high level, are not supported.					
(b) completed ( <i>Higher preferred</i> )	(b) 28	(b) 14	(b) 0	↓	n/a
Comment: Several schemes are currently in the process of being completed none have reached the stage where beneficial occupation can take place.					
Financial value of externally funded town centre regeneration projects underway/in development ( <i>Higher preferred</i> )	£31.54m	£16m	£21.25m	n/a	n/a

## Well-being Objective 2

### Helping people to be more self-reliant

In April 2016 the Social Services and Well-being (Wales) Act came into force. The Act aims to improve the well-being of people who need care and support, and their carers. This, combined with the Well-being of Future Generations (Wales) Act (2015), promotes the principles of the sustainable development of a range of preventative services, available within the community and aimed at promoting resilience and reducing the need for formal, planned support. We work to support the citizens of Bridgend today whilst making sure that when we make decisions we take into account the impact they could have on people living their lives in Wales in the future.

We continued to change the way we deliver services and support to people in Bridgend. We continued to provide good information, advice and assistance to our residents so that they were better equipped to manage situations themselves and the Council services could concentrate on those in greatest need. We remain committed to helping the most vulnerable in our communities and dedicated to working with the third sector and the not-for-profit and private sectors to support communities to develop their own approaches to local issues and meet people's needs within those communities.

### How did we do in 2017-18 to fulfil our Well-being objectives and achieve outcomes whilst helping people to be more self-reliant?

Well-being Objective 2.1: To give people more choice and control over what support they receive by providing early access to advice and information

We continued to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through our local community coordinators. One of our key aims was to improve the way we provided information, advice and assistance (IAA) to the public, and we also wanted to increase the support available to people by increasing community based support that will support people without them having to come into statutory social services.

Our Website is now linked to the DEWIS Cymru website giving citizens easier access to information about social care and well-being organisations that can provide the support they need. We worked to ensure that all our services can work together to provide vulnerable children with seamless support. To that end, high level information around Early Help services was populated in the DEWIS website, along with information about the community based

AGEING WELL  
in Bridgend



and voluntary services available as part of the wider Early Help offer to children, young people and families.

Work continued during 17-18 year to develop a MASH (Multi-Agency Safeguarding Hub) which encompasses workers from Children's Social Care, Education, South Wales Police, Housing, Substance Misuse Services, Probation, Early Help, Wales Community Rehabilitation Company and Health services. We focused our efforts on aligning business and operating processes, addressing ICT issues, putting in place information sharing protocols and agreeing location of staff. MASH was launched in April 2018 and is located at Ravens Court in Bridgend. This service model enables us to work together more effectively for vulnerable children, young people and adults

The Common Access Point (CAP) for Social Services continued to deliver advice, information and assistance as an integral part of their contact with people requesting help. To further improve its accessibility, we are working to widen the platform options for people with visual impairments. 89% of adults who received advice and assistance from the IAA did not contact the service again for 6 months.



Local Community Coordinators continued to provide a service in the 3 valley areas of the borough helping people to develop their strengths, well-being and resilience by making connections with local networks and resources. During 2017-18 they received 116 referrals. One aspect of their work has seen support for people moving from managed care to more

local and community based support, a cost effective approach which released £216k of social work time to support other demands.

**We continued to involve service users, carers and communities in the development and commissioning of services.** We looked at co-production models of care, continued with the Remodelling Residential Care project and the development of the Carers Strategy. A full day's workshop was run with carers, those they care for, and care providers. Three further Focus Groups were also held where targeted work was undertaken with each of these groups.

In order to minimise anxieties in relation to the transfer of existing residents over to the new extra care schemes, a series of consultation events was held throughout the year with affected residents, families and front line staff. As a result the service was able to manage all questions and any anxieties on an ongoing basis. By providing information and reassurance, and identifying and dealing with any potential problems, we prevented them from escalating.

In September 2017, we surveyed 430 children and young people and 1292 adults about what they thought about the support and services that they were receiving from us on social care. These were surveys developed by the Welsh Government and their responses will feed into future developments. A number of people also shared with us their own personal story of how the change in approach by social care professionals has given them more control of their care and improved their own well-being. As a result we have been able to build up a library of digital stories and case studies which we are able to use to support learning and reflective practice.



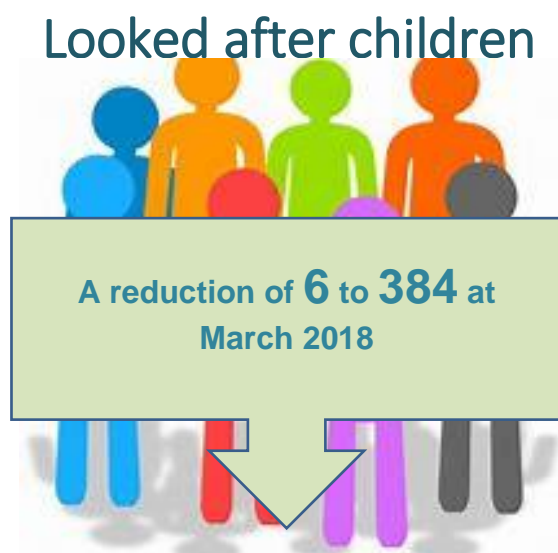
## Well-being Objective 2.2: To reduce demand by investing in targeted early help and intervention programmes

**We implemented a new model 52-week residential service model for disabled children and young people which saw a new residential unit, Harwood House, open at Heronsbridge School.** Before the new facility was created, any children who needed extensive support had to be placed in expensive out of county provision. This now enables children and young people with complex needs to receive all-year-round support from dedicated support workers within their local community and provides the stability and continuity so vitally important in a young person's life. This innovative service not only promotes the child's well-being by ensuring that there is long term continuity of care, it also supports the families by enabling their on-going involvement in their child's life. It is also a more effective use of Council funds as it removes the need to move children out of county to find specialist support, which can be costly.

**We continued to work on establishing a new model of residential provision for looked after children and young people.** As part of the Children's Residential Remodelling Project, a joint work stream was convened involving colleagues from Housing and Supporting People, to develop a new model of accommodation services, including a 'move-on' supported living option which can be accessed by care leavers and will enable a step-down towards independent living. This will include the creation of a medium term intensive support unit and a placement and assessment hub with its own therapeutic staff. When remodelled, the hub at Newbridge House will be open to children and young people aged 11-17 and will consist of four short term/assessment beds and two emergency only beds. To further improve how the range of services can work together to keep children safely out of care, an independent review of the pathway between Early Help and children's Social Care services took place.

**We worked closely with staff and service users to finalise a new model of transition service to help disabled children move smoothly into adulthood.** The service is available to 78 young people aged between 14 -25 years old with a wide range of support needs. Building such a service has proved challenging, however, the principles on which it is based and the services it will be delivering have been agreed and the team to deliver these is currently being developed. It is envisioned that the current trial Transition Project will continue throughout 2018 – 19 before being reviewed and, if it proves successful, rolled out.

**We worked with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation.** We commissioned a new early intervention service, called "Early Doors" which enabled private sector landlords whose tenants are receiving support from our services to more easily contact the support provider at an early stage when their tenants begin to fall into difficulties in paying their rent. The service aims to provide wrap around intensive support to the tenant offering advice, assistance and support, with the aim of preventing a possible eviction.



We further agreed to support young people leaving care by making them exempt from paying council tax until they are 25 years old. Research has shown that that care leavers are particularly vulnerable to council tax debt. When a young person leaves care and moves into independent accommodation, they begin to manage their own budget fully for the first time, often without the support of family or previous financial education or experience to help them navigate this. What can start out for many care leavers as falling slightly behind can very quickly escalate to a court summons and enforcement action being taken. The move is intended to provide a helping hand as they learn to become more self-reliant and capable of living independently.

A service providing interim supported temporary accommodation was also commissioned. It offers accommodation to homelessness people including those who have substance misuse issues that they wish to overcome. We also worked to address the adverse effects of the autumn and winter weather conditions on rough sleepers and homeless people. The direct access floor space project began at the Kerrigan (Gwalia) in November and accommodated 16 people during the winter snow.

**We increased the engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which**

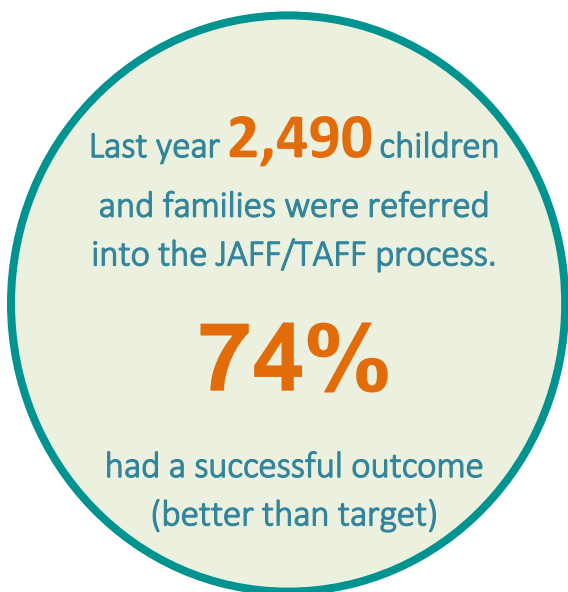
**aim to ensure early identification of needs and delivery of support for children and families.** Each year, we have seen a substantial increase in the number of families being referred into the JAFF/TAF processes. During 2017-18, we focused on working with other agencies to improve the effectiveness of services. The introduction of the MASH, along with robust step-up/step-down arrangement which targets support at the level needed, strengthened partnership arrangements, and has provided seamless support and aided our response to Child Protection concerns.

There is a growing recognition of the importance and influence of Adverse Childhood Experiences (ACEs) and their impact on people’s well-being. An ACE pilot scheme was implemented in partnership with South Wales Police.

The pilot saw an increase in the number of families accessing support at an early stage whereas, previously they would not have been able to do so. Based on this pilot, ACEs are now embedded in the Well-being Plan for Bridgend.

**We ensured that all services available work better together to provide vulnerable children with seamless support, when needed, and prevent them from becoming looked after.**

We completed a review of the Connecting Families service and funding was secured to broaden its remit. A new Rapid Response Team service was introduced in recognition that there are occasions when children and families require support in an immediate fashion in order to prevent issues escalating. For up to six weeks intensive support of three to four visits a week is provided, including early mornings, evenings and at weekends. The main aim is to prevent children becoming looked after or to enable them to return home to family following a period in care. The service worked with 68 families since the service began in August 2017.



Susan Cooper, Cllr Phil White and Social Services Staff mark National Safeguarding Week

We marked National Safeguarding Week with the message that 'Safeguarding is everyone's business'. Across the Council, we have identified individuals who are known as Corporate Safeguarding Champions. Also, in line with our 'One Council' approach, a safeguarding e-learning module became mandatory for all BCBC staff.

**Well-being Objective 2.3: To support carers in maintaining their roles**



**We worked with partners and schools to support carers by providing the right information, advice and assistance.** During 2017-18, 164 carers and other stakeholders attended visioning events, and follow up workshops, to develop our shared vision of how services for carers should look. Over the year, Bridgend Carers Centre provided support to over 1516 carers and completed 201 Adult Carers Assessments and 48 Young Carers

Assessments. During Carers week 2018, we held carers information events at Prince of Wales Hospital, Civic offices and Bridgend Life Centre where we spoke to 104 people.

We commissioned Action for Children to work in schools supporting young carers by ensuring that staff are aware of their responsibilities to young carers and their support needs. Events included whole-school assemblies, 1:1 sessions with young carers and Personal and Social Education (PSE) sessions to raise awareness of young carers with young people. Action for Children worked in 10 primary schools and 7 secondary schools; 2700 pupils participated in school assemblies and 150 pupils participated in young carers' PSE lessons. To further support inclusion and involvement, Young Carers Champions were identified in 2 colleges, and a further 4 secondary schools now have young carers groups in operation. A termly e-newsletter is being issued to all schools in the county borough to both raise awareness and to support continued awareness. 15 young carers were also given support to develop their creative skills and as a result they were able to put together an exhibition showing aspects of their lives, the challenges they have faced and their aspirations for a better future.



**We worked on recruiting and retaining carers across the range of fostering services.** In 2017-18 we continued to actively campaign for more carers. We also worked to better understand the profile of the current foster carer population and this informed us where, what and how we should recruit foster carers in the future. A new campaign "Bridge the Gap" was launched as part of Fostering Fortnight which raised awareness of the need for more foster carers and demonstrated how local foster carers are changing lives for the better. By the end of the year there were 110 approved foster households providing 245 placements.

## Well-being Objective 2.4: To support the third sector, town and community councils and community groups to meet local needs

**We worked with partners and the third sector to identify the best way of providing services within local communities.** Work was undertaken with third sector partners to co-produce a development plan called 'Building Resilient Communities'. The plan provides a platform where the third sector and community groups can develop a shared agenda and work programme in partnership with us. Some 106 organisations responded to a survey, to aid the development of the plan and 24 organisations participated in focus groups. We also ran regular joint working groups with a third sector stakeholder group, all of which contributed to the progression of the third sector project.

A consistent barrier to connecting vulnerable people to community based opportunities is transportation. We worked with Bridgend Community Transport to develop improved support for local people in the Ogmore, Llynfi and Garw valleys. This helps to create better local community co-ordination and promotes broader community development approaches. The scheme will meet domestic needs and support access to facilities that support health and well-being.



Building on our success in Maesteg, we saw Porthcawl, Kenfig Hill, Pyle, Cefn Cribwr and Cornelly become the latest areas to be recognised as Dementia-Friendly Communities in a project developed in partnership with ABMU Health Board, BAVO

and the Alzheimer's Society. The project, which is designed to establish a network of communities where people who are living with dementia can experience respect, understanding and support, was embraced by local town and community councils with over 1,500 people from local businesses, shops, churches, schools and voluntary organisations signing up to the Dementia Friendly scheme.

**We continued to work so as to enable community groups and the third sector to have more of a voice and control over community assets.** Whilst Halo, as a social enterprise, and Awen, as a charitable trust, continue to manage a number of council assets effectively, we continued to work with communities to transfer community assets. There were 83 community organisations who contacted us in respect of 72 different assets. The majority of enquiries received to date were from sports clubs and associations wanting to self-manage their pavilions and playing fields. Five of our town and community councils are currently progressing applications.

The successful transfer of assets has proven to be a complex process due to the capacity of the community organisations that have shown interest. We ensured that community organisations continued to receive on-going business support, with 36 community organisations, covering a total of 39 community asset transfer projects supported through the process from informal and formal expressions of interest and the development of sustainable business cases to finalising long-term leases. During 2017-18, one asset transfer was completed with a children's playground in Pyle being transferred to Pyle Community Council. A further six leases are in the process of being finalised.



This Well-being Objective contributes to the following Well-being Goals



## MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 2 – HELPING PEOPLE TO BE MORE SELF-RELIANT

**Aim - Give people more choice and control over what support they receive by providing early access to advice and information**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year ( <i>Higher preferred</i> )	<i>New indicator for 2017-18</i>	a) 30%	a) 63.67%	n/a	n/a
		b) 60%	b) 71.35%	n/a	n/a
The percentage of people who are satisfied with care and support they received (a) adults (b) children ( <i>Higher preferred</i> )	<i>New indicator for 2017-18</i>	a) 65%	a) 85.97%	n/a	Awaiting data
		b) 65%	b) 84.09%	n/a	Awaiting data
The percentage of adults who completed a period of reablement and six months later have: ( <i>Higher preferred</i> ) a) a reduced package of care and support or b) no package of care and support	a) 65.98%	a) 60%	a) 70.64%	↑	n/a
	b) 64.22%	b) 60%	b) 58.27%	↓	
Comment: Target Partially Met. As the demographics of our population changes, with advancing age comes frailty. The service is supporting more people with more than one medical condition.					
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible ( <i>Higher preferred</i> )	167	200	973	↑	n/a

**Aim - Reduce demand by investing in targeted early help and intervention programmes**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a legal responsibility	8.76%	14.07%	9.42%	↓	n/a

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
to provide suitable <i>accommodation</i> (Lower preferred)					
The percentage of care leavers who have experienced homelessness during the year (Lower preferred)	7.6%	<15%	13.79%	↓	n/a
The percentage of children supported to remain living within their family (Higher preferred)	75.6%	65%	61.64%	↓	n/a
Comment: Target Not Met, as a high number of care and support cases were closed or stepped down to Early Help, which was not anticipated when the target was originally set. Our Looked After Children population is safely reducing and this trend will have a positive impact on this outcome.					
The average length of time older people (aged 65 or over) are supported in residential care homes (Lower preferred)	899	1000 days	861.49	↑	n/a
The percentage of looked after children on 31 March who have had three or more placements during the year (Lower preferred)	13.08	12%	10.68%	↑	n/a
The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year (Higher preferred)	97.4%	80%	95%	↓	n/a
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age 17 (Higher preferred)	100%	100%	100%	↔	n/a
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (Higher preferred)	New indicator for 2017-18	60%	74%	n/a	n/a

### Aim - Support carers in maintaining their roles

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The percentage of people who feel they are able to live more independently as a result of receiving an adaptation in their home (Higher preferred)	New indicator for 2017-18	75%	87.7%	n/a	n/a
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (Higher preferred)	90.02%	96.0%	97.46%	↑	n/a
The percentage of identified young carers with an up-to-date care and support plan in place (Higher preferred)	New indicator for 2017-18	90%	94.83%	n/a	n/a

**Aim - Support the third sector, town and community councils and community groups to meet local needs**

Measure and preferred outcome	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of community groups using packages of support to manage transferred assets ( <i>Higher preferred</i> )	8	6	13	↑	n/a
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year ( <i>Higher preferred</i> )	365	175	379	↑	n/a
The number of Council owned assets transferred to the community for running ( <i>Higher preferred</i> )	0	5	1	↑	n/a
Target not met. However, six leases are in the process of being finalised					

## Well-being Objective 3

### Smarter use of resources

Over the period 2017-18 to 2020-21, the Council is expected to make recurrent budget reductions of some £35.5 million. For 2017-18, our target budget reduction was £5.852m and as in previous years, we continue to be committed to finding at least 50% of these reductions for the year by making smarter use of resources, and minimising any impact on reducing services. As austerity continues, it becomes harder each year to make further budget reductions, but this year we continued to seek ways of working to save us money, primarily by making smarter use of our spending, our people and our buildings, making the most of the assets we retain.

**How did we do in 2017-18 to fulfil our well-being objectives and achieve outcomes whilst making smarter use of council resources?**

**Well-being Objective 3.1: To achieve the budget reductions identified in the Medium Term Financial Strategy**

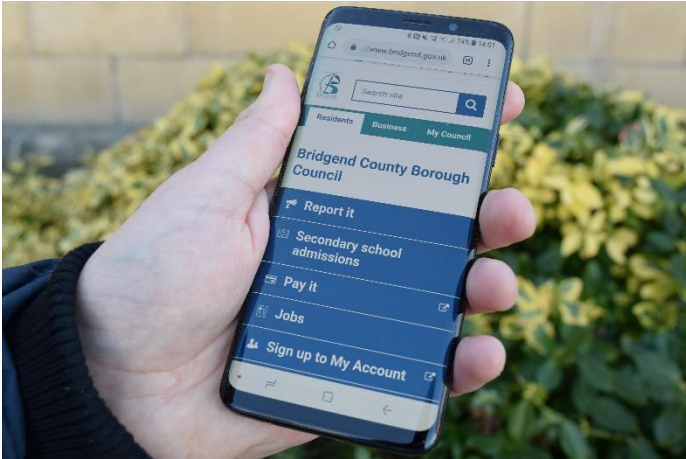
**We planned to implement the planned budget reductions of £5.852m identified in the 2017-18 budget** through smarter use of resources rather than by cutting the quality or level of services. We proposed to do this, through efficiency measures such as school transport route efficiencies, efficiencies in school delegated budgets, review of the healthy living partnership contract (HALO), income generation from other public sector bodies, development of online services and ongoing staffing restructures. Budget reductions totalling £4.012m (68.6%) were achieved with the remainder achieved through alternative savings, the maximisation of grant and other income and ongoing strict vacancy management.

During 2016-17 we put in place a new model for the delivery of cultural services, the Awen Cultural Trust. This partnership arrangement continued to deliver savings in its second year of operation, saving us £100,000 during 2017-18. Our partnership arrangement with HALO also continued to deliver savings, with some £308,000 achieved. We were also able to reduce our budget for the treatment of the borough's domestic food waste by anaerobic digestion through working collaboratively and procuring jointly with the City and County of Swansea which resulted in £100,000 of savings.

We had proposed to make £60,000 savings against Learner Transport and school transport efficiencies, however, these have not been achieved due to an increase in eligible pupils and the ongoing consultation on safe route efficiencies. We continued negotiations with Neath Port Talbot Council to review the arrangements for the provision of new operator arrangements for the Materials Recovery and Energy Centre (MREC) we use: as a result, the £200,000 planned savings were not realised. Negotiations will continue during 2018-19. It has taken us longer than planned to remodel our Children's Respite and Residential Care, which has resulted in us not achieving the £414,000 planned savings for the year, though we plan to achieve further savings in 2018-19 with further remodelling work. The delay in putting Council Tax and some benefits online and to collaborate

with others led to us not achieving £150,000 savings for the year, though the website has since been launched and savings are now being achieved.

## Well-being Objective 3.2: To improve the efficiency of and access to services by redesigning our systems and processes



**We intended to increase the number of citizens using our new online system to manage their council tax and housing benefit accounts to deliver financial savings, and launch our new online citizen portal in conjunction with our new responsive website. We had hoped to complete and launch the website in 2017-18, but creating a new modern website which is easy for all to use has been a huge operation. We knew from consulting with the public that smartphones are the preferred device for accessing online content, so it was**

vital to invest time in developing a website that is responsive to mobile phones, as well as tablets and PCs. It was important for all members of the public to be able to use it so accessibility and inclusivity were at the heart of the development. The new website and 'My Account' was trialled by staff in March 2018 and launched to the public in April 2018. The new website includes a suite of online forms to make it quicker and easier for residents to submit information. It offers an online citizen portal, 'My Account', where citizens can register, log in, view and pay their council tax, set up a direct debit and apply for discounts and exemptions. Citizens can also register their housing benefit account, as well as make a new claim and notify us of any changes to their circumstances. More services will gradually become available on 'My Account', including school admissions and environmental reporting where citizens will be able to report issues such as potholes, litter, dog fouling and street lighting failures.

**We continued on automating our most common internal processes to reduce transaction costs and streamline processes.** We increased the proportion of feeder files used for invoice payments. The year-end figure of feeder invoices as a percentage of manual invoices was 74.18% which exceeded the target for the financial year. We further developed the self-service functions within the HR system, the performance management module was built, the system was tested and work will continue into 2018-19. We continued to populate the electronic library with updated job descriptions and staff structures, enabling managers to more efficiently access information. This work will continue as staffing reviews are undertaken. We reviewed the application process to renew a blue badge to make it easier for applicants and worked with the Department for Transport in exploring opportunities to digitise the blue badge application process, with work to further develop this being carried out in 2018-19. We started to work on developing an online housing information/advice self-service facility. Progress was made during the year, but due to the lead in time required to develop and implement such a facility, this work will continue into 2018-19. When launched, it will improve the way customers apply for and receive advice and assistance on their housing needs in a more timely way.

During 2018-19 we will also be looking to improve the internal processes which support the Citizens' Panel such as mailing and analysis of paper copies of surveys. If we can achieve this we will have a more effective system for analysing paper surveys which can be rolled out for all consultations and will allow us to report on results more efficiently.

**We said we would deliver the schools commercialisation project to optimise the use of collective resources available to support schools.** During 2017-18. A new "Services to Schools" prospectus was developed and circulated to Head Teachers and take up of services monitored.

**Well-being Objective 3.3: To make the most of our physical assets, including school buildings**

**We continued with our long term well-being objective to provide new and improved schools by delivering the schools' modernisation programme.** Several multi-million-pound school modernisation projects continued in 2017-18. The new Betws Primary school was the first to open its doors in January 2018 and is located next door to the current school. The current school will be demolished and a new Ysgol Gynradd Gymraeg Cwm Garw school will be built on that site. The century old Brynmenyn Primary school was also relocated less than a mile from its existing site, next to the Coleg Cymunedol Y Dderwen in Tondud. In contrast to the old school, the new two storey school is surrounded by sports pitches and open spaces. The next phase of development saw £5.3m invested in 2017-18 in the new Pencoed Primary school. With a total investment of £10.8m, the school will feature a 70-place nursery and facilities for children with special educational needs. The new school will also cater for up to 510 pupils aged between four and eleven and will include sports and leisure facilities that can be shared with the wider community. The new schools will provide the best educational environment possible while continuing to look after the well-being of pupils.



**Capital Investment in schools during 2017-18**

<b>£6.7m</b>	Brynmenyn Primary
<b>£4.6m</b>	Garw Valley South Primary
<b>£5.3m</b>	Pencoed Primary

We have ambitious long-term proposals to invest up to £70m on the next phase of our school modernisation programme focusing on the period 2019-24. We have submitted proposals to Welsh Government for their consideration prioritising five specific areas based on criteria such as population growth, projected pupil numbers, possible housing developments and maintenance backlogs. We are considering a new special needs school for our most vulnerable pupils, and, in areas of growing demand, increasing the number of places available at Welsh-medium schools.

**We had intended to rationalise further the Council's administrative estate to ensure the Council operated from one core office by March 2018** but, following a review of the office accommodation strategy, we decided to retain Raven's Court. The decision was made to locate the MASH at Raven's Court, bringing staff from adult and children's social care, South Wales Police, education, housing, substance misuse, probation, health, early help services and the Wales Community Rehabilitation Company together to provide effective safeguarding services for children, young people and adults.

**We developed an approach to the commercialisation of Council assets by generating income and selling assets.** During the year £452,375 of capital receipts was generated by the sale of assets and £25,000 income was generated from council property. We also completed the sale of the extra care sites at Tondu and Maesteg. The capital receipts generated were less than we had planned to achieve. This was partially due to delays in completing the sales of Brynmenyn Primary School and land at Penyfai due to technical, planning and legal issues. We did, however, secure bids for the sale of Brynmenyn and we exchanged contracts for the sale of the land at Penyfai as well as for Pencoed Primary School. These will be progressed during 2018-19.

**We continued to market the part of the Waterton site that is due to be vacated for housing development under the Parc Afon Ewenni scheme.** During 2017-18, we demolished buildings on the Parc Afon Ewenni site and held discussions with the adjoining landowner on the marketing and future development opportunities available. These discussions are ongoing and a review is being undertaken of the land to be retained and the land to be released for future development. Careful consideration is being given to ensure that capital receipts are maximised for any land to be released for development, whilst also ensuring ongoing operational use of the retained land.

**We implemented energy and carbon reduction measures and promoted good practice in all our public buildings to help them reduce their carbon footprint.** We installed SMART and AMR metering across our corporate buildings. We undertook a successful Low Carbon Schools project at seven schools, which identified simple nil cost measures that pupils and staff could take that reduced carbon emissions. This resulted in estimated annual savings of £41,914, reducing carbon reduction financial commitment (CRC) by £2,912. Interaction with schools is continuing and a new programme has been developed to fund and deliver a raft of Carbon/Energy reduction schemes through the 2018-19 – partly funded by the additional capital identified and agreed during in the 2018-19 budget. Renewal of Display Energy Certificates (DECs) for sites over 1000m<sup>2</sup> (European Directive on the Energy Performance of Buildings) was also brought in on schedule. We exceeded our 3% target set by Welsh Government, achieving a 6.46% percentage reduction in carbon emissions compared with the previous year.



**We reviewed our capital expenditure to ensure alignment with corporate objectives.** We reviewed capital bids assessed them against our corporate priorities and against a proposed funding framework. These bids were discussed with Cabinet and built into the Medium Term Financial Strategy for 2018-19 onwards.

## Well-being Objective 3.4: To develop the culture and skills required to meet the needs of a changing organisation

**We supported managers to lead staff through organisational change** by continuing to develop and roll out toolkits, face to face training and e-learning. This has included people management skills training and fully funded accredited leadership and management programmes accessed through the Welsh Government Apprenticeship Programme. Work continued during the year to monitor and manage absence and there was improved compliance with the absence management policy, when compared to the previous year. A new occupational health provider was commissioned and the Employee Assistance Programme was made available to staff. This confidential 24/7 service provides a range of counselling support and advice on a wide range of matters as well as personal issues and health concerns.

There have been a number of restructures during the year and, as we strive to make smarter use of our limited resources and look at more efficient and innovative ways of delivering services, further restructuring is inevitable. During the year the 'People Too' review was completed and the Corporate Landlord team was created to manage our physical assets more efficiently. In addition, discussions were held with other local authorities on the feasibility of collaborative service models. These discussions will continue during 2018 -19.

**We provided the learning and development opportunities for staff to meet future service needs.** During the year 179 managers received training to improve their management skills which included absence management. Meanwhile training provision has continued to meet skills gaps in specific areas, with 99 staff accessing Excel training and 51 undertaking Equality Impact Assessment training. Meanwhile over 2,800 staff completed e-learning modules to improve knowledge and understanding in key areas, including a range of safeguarding and health and safety modules. Those staff who have wished to improve their Welsh language skills have been able to do so, with 81 staff accessing a variety of programmes. In relation to the 5 year Skills strategy, the pilot skills assessment was completed and it will contribute to the development of a service specific Welsh language training plan in Customer Services.

**We improved our understanding of citizens' views by developing and promoting mechanisms that increased responses to consultations.** New for 2017-18 was the introduction of a digital promotional campaign package for the budget consultation via Wales Online including advertising and mobile overlays to target our local residents. This campaign replaced the previous radio campaign. This new campaign directly resulted in 41% of the 15,129 views to the budget consultation webpage, closely followed by paid Facebook advertising, which also targeted local residents. There was also a 23% increase in online respondents to the consultation and a decrease of 41% completing paper surveys which supports the success of the digital activities and works towards encouraging more electronic engagement generally. The high profile nature of the budget consultation also enabled us to reach new audiences and recruit under-represented groups to the Citizens' Panel, such as under-represented wards. Our budget consultation activity which specifically targeted younger people (as an under represented group) was successful. In summary we had a 157% increase in responses from younger people (118 survey completions) compared to the year before.





During the year we used the digital sessions as an opportunity to increase panel representation and to raise the profile of other key consultations e.g. public conveniences and subsidised buses.

Overall we saw a 93.9% increase in the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter); this was dominated by us bringing in a new waste contract. Although implementation of the contract proved problematic for some residents, our recycling rates soared and we now have one of the best recycling rates in the UK. We thank residents for their comments, patience and perseverance and trust residents are pleased that Bridgend is leading the way in sustainability. A full account of the consultations we undertook in 2017-18 is set out towards the end of this report.

During 2017-18 we made some links with partners to improve the 'easy read' versions of our survey with the aim of increasing the number and quality of responses from people who require these more accessible versions. We will be looking at developing this further in readiness for the budget consultation later in 2018-19. The new General Data Protection Rules (GDPR) changed the way we are able to obtain, hold and use personal data. We used this as an opportunity to cleanse our database of over 2000 people who had told us they wanted to be kept up to date with key consultations. Although it is anticipated this will initially reduce the overall numbers, it should help to increase the response rates in the longer term. In the spring 2018 Citizens' Panel survey, we included questions about the panel itself and our consultation and engagement methods. This information will help us to shape future activities for the panel, as well as other consultation exercises in the future.

We also ramped up our presence on social media by launching an Instagram account. Adding to our existing Twitter, YouTube and Facebook accounts, which already have more than 20,000 followers, we are now able to communicate with new groups of residents online. In all, we posted over 4,500 items on social media. Social media posts were also seen more than 9.5 million times. We are expecting to engage with more young people and visitors to the borough by using this popular social media app to capture, edit and share photos and videos in a visual way on latest council news, developments and events. We also made our corporate social media presence fully bilingual, so that we can engage fully with followers in both English and Welsh.



**Well-being Objective 3.5: To make the most of our spend on goods and services**

**During the year, we reviewed procurement processes and procedures to ensure that best value was achieved through e-procurement and where possible, we utilised national and regional procurement arrangements.** We reviewed how we procure goods, works and services in a timely way, following our contract procedural rules. Last year we introduced the concept of category management. This means that goods, works and services with similar characteristics, from

similar supply chains, are grouped together and treated as a category when being procured. This approach has proved very successful enabling us to actively develop good working relationships both internally and externally.

We continued to utilise national and regional arrangements for common and repetitive spend. This reduced cost and resource which allowed us to concentrate on strategic projects and achieve optimum value for money. Working strategically, to get more for less, meant working closely with the third sector and supporting community groups and volunteering. Our procurement approach has changed over the last few years and, in the future, we will look at innovation and co-production to achieve greater efficiencies. To provide further efficiencies, e-tendering was rolled out to key stakeholders to encourage the use of electronic tendering. E-procurement is becoming more embedded in the council as the preferred way of ordering and paying for goods, works and services, creating a more efficient centralised payment process.

**We monitored the corporate contracts register to ensure compliance and opportunities to aggregate spend.** The council’s corporate contracts register was fully established during the year, which enabled us to monitor and review spend more easily whilst ensuring compliance. We are also able to use it to identify potential collaborative opportunities. The register enables us to track contracts that are expiring, which informs our overall work plan, and plan more effectively for the renewal and establishment of new contracts. In 2017-18, 100% of our tenders were EU threshold compliant with the Public Contract Regulations 2015.

**This well-being objective contributes to the following Well-being Goals**



### MEASURING PROGRESS AGAINST WELL-BEING OBJECTIVE 3 – SMARTER USE OF RESOURCES

**Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy**

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Percentage of budget reductions achieved <i>(Higher preferred)</i>	75%	100%	69%	↓	n/a
Comment: Target missed due to shortfalls in savings across directorates. Trend is not appropriate for this measure.					

**Aim -To improve the efficiency of and access to services by redesigning our systems and processes**

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Percentage of Council Tax customers accessing on line service through 'My Account' <i>(Higher preferred)</i>	0%	50%	0%	↔	n/a
Comment: Target not met due to delays in launching systems to Public.					

**Aim - To make the most of our physical assets, including school buildings**

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
Ratio of staff to desk in Civic Office <i>(Lower preferred)</i>	1:1	3:2	1:1	↔	n/a
Comment: Target not met as strategy reviewed and Ravens Court retained to include multi partner location of the MASH.					
Realisation of capital receipts target <i>(Higher preferred)</i>	£5.625m	£1.5m	£452,375	n/a	n/a
Comment: Target not met due to delays in completing the sale of land at Brynmenyn Primary school and land at Penyfai as a result of technical, planning and legal issues.					
Percentage change in carbon dioxide emissions in the non-domestic public building stock <i>(Higher preferred)</i>	12.79%	3%*	6.46%	↓	n/a
Income generated from the Council's non-operational property portfolio <i>(Higher preferred)</i>	<i>New indicator for 2017-18</i>	£25k	£25k	n/a	n/a

\* Static target set by Welsh Government.

**Aim - Develop the culture and skills required to meet the needs of a changing organisation**

Measure	Actual 2016-17	Target 2017-18	Actual 2017-18	Trend	Wales Average 2017-18
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence <i>(Lower preferred)</i>	10.65	8.5	10.85	↓	10.4
Comment: Target missed. Performance marginally below the Wales average.					
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) <i>(Higher preferred)</i>	11.3%	10.5%	93.9%	↑	n/a
Percentage of employees completing e-learning modules <i>(Higher preferred)</i>	59.1%	45%	50.2%	↓	n/a
The number of managers receiving training to improve their people management skills (including absence management) <i>(Higher preferred)</i>	231	200	179	↓	n/a
Comment: Target missed, however previous year the target was exceeded and so less managers required training this year.					

**Aim - To make the most of our spend on goods and services**

<b>Measure</b>	<b>Actual 2016-17</b>	<b>Target 2017-18</b>	<b>Actual 2017-18</b>	<b>Trend</b>	<b>Wales Average 2017-18</b>
Percentage of tenders above EU threshold compliant with the Public Contract Regulations 2015 ( <i>Higher preferred</i> )	100%	100%	100%	↔	n/a

## Financial Performance

Our financial environment is becoming increasingly challenging. We need to make unprecedented savings in the future that can only be achieved by changing the way we work and changing the way services are delivered. Last year, the gross amount we spent on delivering services to our citizens and investing in our landscape and infrastructure totalled around £470 million. The total amount that we had available to spend was made up from three main sources listed below.

### Revenue Expenditure

Our revenue expenditure represents day to day costs such as salaries, equipment, supplies and services. Our **net** revenue expenditure in 2017-18 after allowing for appropriation to earmarked reserve, additional income from council tax and an underspend on general contingencies (as reported to Cabinet in June 2018) was **£257.707 million**, which resulted in an underspend of £387,000 which was transferred to the Council Fund. The table below shows the expenditure and proportion of spend per well-being objective in 2017-18 and spend on other core services and statutory functions:

Spend	Revised Budget £Million	Actual Outturn £Million	Actual Over/ (Under) Spend £Million
Well-being objective 1: Supporting a successful economy	48.5	48.9	0.4
Well-being objective 2: Helping people to be more self-reliant	50.1	50.4	0.3
Well-being objective 3: Smarter use of resources	1.0	1.0	0.0
Other Spend : Core services and statutory functions	158.5	157.4	-1.1
<b>TOTAL</b>	<b>258.1</b>	<b>257.7</b>	<b>-0.4</b>

### Capital Expenditure

This represents our spending on schools and infrastructure such as roads, bridges and buildings. These assets will benefit the community over long periods of time and the expenditure is largely financed by borrowing and capital grants. Our capital expenditure in 2017-18 was **£36.584 million**, where the main projects carried out during the year included:

- £ 6,721,000 - Brynmenyn Primary School;
- £ 1,993,000 - Disabled Facility grants & Private Sector Housing;
- £ 4,599,000 - Garw Valley South Primary Provision;
- £ 5,315,000 - Pencoed Primary School;
- £ 2,285,000 - Cardiff Capital Region City Deal
- £ 950,000 - Porthcawl Town Beach Sea Defences.

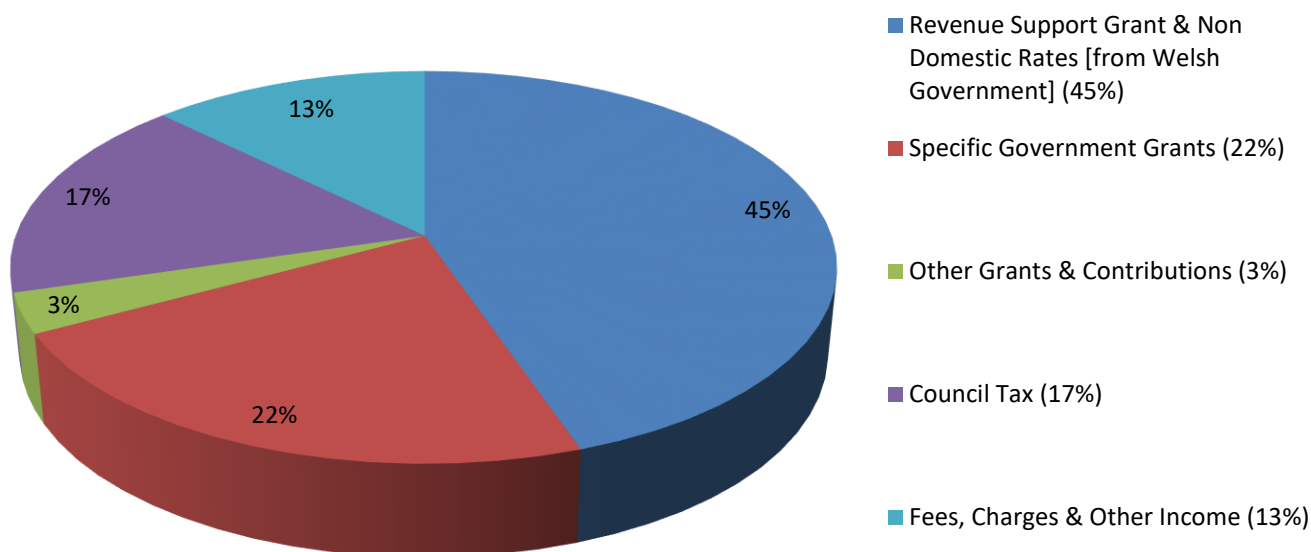
### Grants

We also received specific government grants, in addition to the core Revenue Support Grant and Non-domestic Rate (NDR) allocations and Housing Benefit Subsidy, totalling **£45.754 million** during 2017-18, which we are able to use in addition to our own Revenue budgets. The main grants received during 2017-18 included:

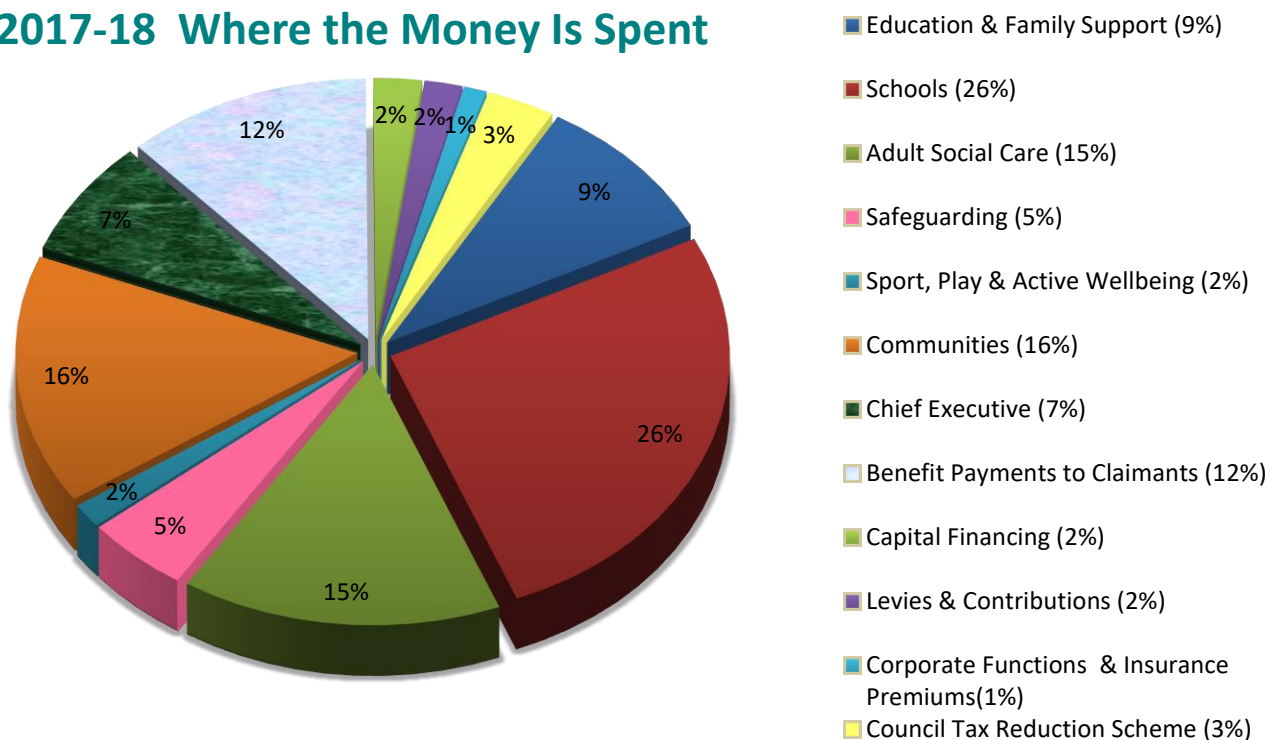
- £6,442,623 - Post-16 grant
- £5,816,385 - Supporting People grant
- £2,650,381 - Single Revenue grant
- £5,150,073 - Education Improvement grant
- £4,301,182 - Pupil Development grant
- £3,300,783 - Flying Start grant
- £1,690,220 - Families First grant

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

### 2017-18 Where The Money Comes From



### 2017-18 Where the Money Is Spent



# What Did Our Regulators Say about Us?

## Wales Audit Office

The Auditor General for Wales (the Auditor General) audited the Council's Improvement Plan for 2017-18, and certified that the Council had discharged its duties under section 15(6) to (9) of the Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. The Auditor General certified that the Council is meeting its statutory requirements in relation to continuous improvement. The Wales Audit Office also undertook the following individual projects under themes below for the Council during 2016-17 which were reported on in 2017-18.

### Good governance when determining service changes

The Auditor General found that “the Council has clear priorities that shape its decisions on significant service change and it seeks to learn and improve its arrangements, but there is scope to improve the accessibility of some information”.

The Auditor General made three proposals for improvement regarding the availability and accessibility of information relating to decision-making on significant service change, the embedding of sustainable development principles and monitoring the impact of changes to services.

### Savings planning

The Auditor General found that – “whilst the Council has a sound financial planning framework, underdeveloped savings plans may not fully support future financial resilience”. He proposed that we strengthen financial planning arrangements by ensuring that savings proposals are fully developed, clearly identified over the period of the Medium Term Financial Plan and include realistic delivery timescales prior to inclusion in the annual budget.

### Our response

We published our Forward Work Programmes for Cabinet, Council and Scrutiny on our website. We also redesigned our website to improve availability and accessibility of information.

The Council revised its Corporate Report Template to include a paragraph relating to the implications of the Well-being of Future Generations Act, and developed a Well-being of Future Generations Assessment Form. The paragraph summarises any potential impacts identified during the completion of the Well-being of Future Generations Assessment form and ensures that the five ways of working and the seven Well-being Goals are considered as part of the decision making process.

### Our response

As part of the Medium Term Financial Strategy planning process, directorates are required to submit implementation plans with their budget proposals. This includes information on the amount of savings to be realised in each financial year, key milestones, including any consultation periods and cabinet reports, timeline of key stages and risks to achievement. These are then reviewed again prior to the start of the financial year, and any issues flagged. During the financial year, we monitor budget reductions against targets and report to Cabinet during the quarterly monitoring reports. Directors are tasked with identifying mitigating actions or seeking alternative reduction proposals to offset the shortfalls.

## Corporate Assessment follow up

The Auditor General was satisfied that “the Council had responded effectively to the issues raised in the Corporate Assessment and had either fully implemented their proposals for improvement or had made progress against them”.

## Estyn

### Inspection outcomes for 2016-17

Nine primary schools were inspected in 2016-17. Three schools were placed in an Estyn follow up category. All schools made strong progress with their recommendations for improvement. Two schools were inspected under the new pilot inspection arrangements. One school was judged as ‘Good’ for all five areas inspected: the other school was judged as ‘Good’ for 2 areas and ‘Adequate but needs improvement’ for the remaining three areas. The secondary school that was placed in the statutory category ‘special measures’ was removed from the category in a shorter time frame than expected.

## Care inspectorate Wales (CIW)

### Inspection of Children’s Services

CIW undertook an inspection of children’s services in Bridgend County Borough Council in January/February 2017. Inspectors looked closely at the quality of outcomes achieved for children in need of help, care and support and/ or protection. Inspectors found that the Authority had worked hard in the context of the Social Services and Well-being (Wales) Act (SSWBA) 2014, to reshape its services. The inspectors made 20 recommendations resulting in 45 individual actions. By the end of the year, 39 of those actions had been completed, 3 were on track and 3 were being addressed but delayed due to external circumstances.

## Shifting practice and culture

### Adult Social Care

In Social Services there has been a focus on shifting the culture to one which supports people’s independence rather than the more traditional dependency model of support. As a result we focused on developing the conversational skills of social workers, and social care staff in order to equip them to adopt a strengths based approach when working with adults and one that concentrates on outcomes that support independence rather than one that encourages dependency. Rather than rely on training alone, we aim to embed principles of outcome focused working within the workforce including staff guidance and a revised policy for supervision. The implementation of a quality assurance framework has assisted the service to support and inform the development of practice and has enabled reflection and more joined up learning. A programme of training has been devised with the aim of improving the confidence, consistency, and effectiveness of social work staff in outcomes led practice. Practitioners have engaged in shaping the direction of travel and have influenced the content of workshops, training events and the development of the Assuring Quality Framework. They have responded to the opportunities afforded by Action Learning and ‘the ‘Engaging Well’ workshops to present strong leadership of practice in their teams. This has improved confidence. One manager wrote: ‘Very positive feedback has been received from those



who attend' and 'Increased confidence has been noted'. There has also been some examples of inter-team learning through Action Learning, and the sharing of experiences and ideas.

The Assuring Quality Framework has a range of methods to evaluate practice through file reviews and discussions with practitioners. This approach allows us to develop learning through coaching activity and this in turn informs ongoing practice learning and development. Capturing the 'so what' stories is part of this and enables us to hear from the person and for practitioners to actively reflect. This framework was launched in July 2017 and ensures that practitioners are able to identify and evidence what is working well and what needs to change in order to respond and support people's well-being as outlined in the Social Services and Well-being Act. Primarily, it can help us to evidence not just how we deliver on our duties, but what can be changed and improved upon. Quarterly reports have been developed and a file review tool embedded into our IT system (WCCIS), making the use and reporting easier and the ability to concentrate on specific areas as required possible.

In this way, we are developing a learning organisation that identifies and informs further improvement activity and training, involving front line managers and practitioners, with a framework in place which supports both the reviewing activity and evidencing practice standards. . It also enables us to collect excellent narrative from the range of people we work with, around the achievement of what matters to them and how this supports their well-being.

## Important themes that underpin our work

### Performance Management Framework

Performance management is about taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be. We designed our Performance Management framework to help us continually plan, implement, review and revise our work so that we can successfully improve people's lives in the county borough. The framework sets out our systematic approach to performance management, and links service delivery to our vision and priorities. It identifies who is responsible and accountable for each stage of the Council's performance management process, from business planning, to service delivery, to performance review and to changes that may be necessary. You can see our Performance Management Framework [here: https://www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf](https://www.bridgend.gov.uk/media/2281/bcbc-performance-management-framework-2017-version.pdf)

### Scrutinising our performance

Overview and scrutiny committees are a valuable part of the transparent and democratic process. Their role is to hold executive and cabinet members to account over decisions that are made. They make reports and recommendations which advise the cabinet and the council on its policies, budget and service delivery. They support the work of the council as a whole in the improvement of public services. In Bridgend, our overview and scrutiny structure consists of a centralised committee structure with a Corporate Overview and Scrutiny Committee and three Subject Overview and Scrutiny Committees. We use a range of scrutiny methods:

- **Pre-decision:** Committees may be consulted by the Cabinet on future decisions and policies and how they have been made.

- **Performance monitoring:** Overview and Scrutiny Committees monitor the performance of Cabinet, committees and council officers.
- **Call-in:** Overview and Scrutiny Committees can ‘call-in’ a decision which has been made by the Cabinet or an officer but not yet implemented, which enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision.
- **In-depth reviews:** The Committees may carry out in-depth reviews into particular areas using Research and Evaluation Panels
- **Community involvement:** In line with the principles of sustainable development, the Overview and Scrutiny Committees encourage the involvement of the public and other stakeholders in scrutiny so residents can have a greater say in council matters. This is done by providing evidence to a committee, suggesting an item for scrutiny by completing a request form, or by speaking at a committee as a representative. Further information on how to get involved is available on our website.

## Risk management

With growing demands on services at a time of increasing pressure on finances, effective risk management remains an essential part of the framework for ensuring good corporate governance. The Corporate Risk Assessment sets out the main risks facing the council, the likely impact on our services and what we will do to manage the risk. Along with the Corporate Risk Assessment, there is a range of risk management procedures at directorate, project and service levels, and these are included in the appropriate business plans.

The Corporate Risk Assessment was reviewed by the Senior Management Team, was approved by Council on 1 March 2017 and was fully aligned with the Council’s Medium Term Financial Strategy and Corporate Plan. Since its review we have updated the Medium Term Financial Strategy, Waste, Educational Attainment, Local Government Reorganisation and Collaboration risk registers to reflect important changes.

## Equality and diversity

We are committed to promoting equality and valuing diversity through all of our services and dedicated to treating our residents, customers, employees and visitors with respect, while providing services which respond to people’s individual needs.

Our Strategic Equality Plan 2016-20; <https://www.bridgend.gov.uk/media/2108/strategic-equality-plan-2016-to-2020.docx> sets out how we will meet our equality objectives and make our services accessible and responsive to the diverse needs of those who live, work and visit the county borough. It outlines seven equality objectives, namely: Transportation, Fostering good relations and awareness raising, mental health, Leisure, Children, Data and our role as an employer. We ran 5 Equality Impact Assessment (EIA) training sessions for staff, with 46 delegates attending. The council performs equality impact assessments (EIAs) to understand whether changes or new policies, services and functions will impact different sectors of society in different ways. EIAs can help us to identify improvements to services, enable us to make better decisions and recognise how services can be more accessible. We publish our EIAs via our Council, Cabinet and committee meetings section of the website which is available here: <https://democratic.bridgend.gov.uk/ieDocHome.aspx?Categories=>

## Welsh language

We are committed to treating Welsh and English on an equal basis when carrying out our public business. Our five year strategy describes how we will aim to raise the profile of the Welsh language and culture with our residents and our employees. Read our strategy online at: <https://www.bridgend.gov.uk/media/2130/our-five-year-strategy.docx> or in hard copy at the Customer Contact Centre. Please see our page on the Welsh language here: <https://www.bridgend.gov.uk/my-council/equalities-and-engagement/welsh-language/> to find out how we are promoting the language and culture of Wales as well as complying with the Welsh Language Measure (2011). Our 2017-18 annual report annual report covers our compliance with the Welsh Language Standards and is available here: <https://www.bridgend.gov.uk/media/4062/welsh-language-standards-annual-report-1718-english.docx>. The compliance document which was issued by the Welsh Language Commissioner, details the 171 standards that we are required to comply with: we are currently compliant with 154. These cover the areas of service provision, policy making, operations, promotion and record keeping. For more information visit the compliance document section on the website, which can be found here: <https://www.bridgend.gov.uk/media/2126/bridgend-county-borough-council-compliance-notice.pdf>

## Biodiversity

To promote biodiversity across our organisation we have developed a Biodiversity and Ecosystems Resilience (BER) Forward Plan, 2018-2022, to ensure we comply with all duties.

## Consultations and Citizen Feedback

Throughout the year we carried out a range of consultations to find out your views and inform our decisions. We undertook online surveys, roadshows throughout the county borough, ran focus groups and invited comment through social media on topics including:

- Active Travel 2017
- Bridgend Public Services Board Draft Well-being Plan
- Childcare Sufficiency Assessment 2017
- Children's Residential Remodelling Project
- Citizens' Panel
- Provision for pupils with additional learning needs
- Public Space Protection Order Consultation
- Public Toilets
- Supported Bus Service Consultation



Further information can be found at <https://www.bridgend.gov.uk/my-council/equalities-and-engagement/consultations/>

# Well-being of Future Generations Act



The Well-being of Future Generations (Wales) Act 2015 created goals for public bodies to improve the economic, social, environmental and cultural well-being of Wales.

**The Act** introduces seven long-term well-being goals. It puts in place a sustainable development principle and defines 5 ways of working that public bodies, such as local authorities, will need to think about so as to show we have applied the sustainable development principle.

The diagram shows how the seven national goals and the five ways of working work together to deliver sustainable development. The Council is committed to the well-being goals and the principles of sustainable development, making sure that when we make decisions we take

into account the impact they could have on people living their lives in Wales in the future. To do this, we have embedded the principle of sustainable development across the council in our practices and procedures.

- We carried out training for all Cabinet and Scrutiny Members and Management Officers
- We appointed a Future Generations Champion Cabinet Member
- We have added a section entitled the “Well-being of Future Generations (Wales) Act 2015 implications” into our corporate report template to consider the implications of this legislation when making decisions.
- We revised our Risk Registers to ensure the long-term aspect is considered in analysing our risks and this may change the way we view the severity of our risks.
- We have embedded the sustainable development principle in our performance management framework. The five ways of working permeate all levels and stages of our plan-do-review-revise performance management cycle.
- We have embedded the sustainable development principle and five ways of working in our Code of Corporate Governance and Governance Framework.
- We ran a Well-being of Future Generations session for the Town and Community Council Forum.
- We worked with Bridgend Public Services Board to carry out the local well-being assessment and develop local well-being objectives
- We have embedded the sustainable development principle in our member training programme.

Further information can be found at <https://futuregenerations.wales/>

## Bridgend Public Service Board

The Act also made it a legal requirement for each local authority to create a public services board (PSB). Bridgend Public Services Board was created on 1 April 2016. Bridgend PSB collected data and information and asked local people about the strengths and challenges facing the area, both now and in the future. The information was used to develop the Bridgend Assessment of Well-being which was published in April 2017.

## Our well-being objectives for 2018-19

In our Corporate Plan 2018-22, we set out our well-being objectives or priorities, having taken into account long-term needs, shrinking resources, and increasing demand on services, whilst still delivering the things that citizens told us are most important.

These are:

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

These well-being objectives were reviewed against the requirements of the Well-being of Future Generations (Wales) Act 2015 and the Council decided that they were still pertinent and should remain our well-being objectives. We also embedded into the corporate plan how our well-being objectives link to the seven national well-being goals.

For full details on the actions we have in place to deliver each well-being objective, please visit the Corporate Improvement page on our website and view our Corporate Plan here:

<https://www.bridgend.gov.uk/media/3632/corporate-plan-2018-2022.pdf>



## Feedback

We welcome your comments on this annual report and your suggestions for improvement. You can give your feedback through



our website: [www.bridgend.gov.uk](http://www.bridgend.gov.uk)



on Instagram [www.instagram.com/BridgendCBC/](https://www.instagram.com/BridgendCBC/)



via Facebook [www.facebook.com/BridgendCBC](https://www.facebook.com/BridgendCBC)



on Twitter: @BridgendCBC



email to [talktous@bridgend.gov.uk](mailto:talktous@bridgend.gov.uk)



in writing to Corporate Performance Team, Bridgend County Borough Council,  
Civic Offices, Angel Street, Bridgend CF31 4WB

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