

# **Improvement Objectives**

**2011-13**

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## Introduction

Last year the council published its [Corporate Plan 2010-13](#). The plan sets out our vision to become the authority that delivers the best local services in Wales. The plan gives strategic direction to the work of the authority to achieve this vision.

The plan identifies 11 improvement objectives for 2010-13 that reflect our priorities and provide a focus for us to work in partnership with others to deliver improved services to our communities. As a council, we are required by law to set or reconfirm our objectives each year to ensure that our improvement objectives remain relevant, that the best arrangements for delivering them are in place, and that we understand their impact on citizens. Against this background, the improvement objectives listed in the Corporate Plan have been reviewed and are now more tightly defined. The previous improvement objective dealing with equalities and human rights has been mainstreamed and now underpins the revised improvement objectives.

### The revised improvement objectives for 2011-13 are:

1. To build safe and inclusive communities supported by an effective physical infrastructure
2. To develop and support sustainable and affordable housing solutions for those who are homeless or in need
3. To implement better integrated health and social care services to support independence, choice, empowerment, dignity and respect
4. To work in collaboration with partners to combat poverty and provide children with the best start in life
5. To help all children and young people to achieve higher standards of attainment by accessing high quality learning opportunities
6. To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning
7. To support our disadvantaged communities by promoting economic growth, physical renewal and sustainability
8. To manage and promote the natural and historical environment
9. To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets

The changes reflect the results of a comprehensive review of the improvement objectives documented in our Corporate Plan 2010-13. We have considered many factors while conducting the review, with a focus on the following:

- Our citizens' priorities
- National priorities

- Financial constraints

### Citizens' Priorities

The council is determined to deliver citizen-centred services that reflect the needs of the local community and is committed to engaging them about these arrangements. In the past year, the council has engaged with the public in different ways to gain a better understanding of their needs and priorities. The main methods adopted include:

- An ongoing dialogue with the public through meetings and fora and by talking directly with service users, many of which have been done through the council's strategic partnerships and regeneration projects
- Through formal consultation activities, using the council's Citizens' Panel; focus groups; and public events
- Through the council's website

The council has also consulted on its key strategies and plans, including:

- The Children and Young People's Plan 2011-14
- The Adult Social Care Commissioning Plan
- Health Social Care and Wellbeing Strategy 2011-2014
- Sport and Physical Activity Strategy
- Community Cohesion Strategy
- The Local Development Plan

Consultation activity focused on specific themes or services that are important to people, such as

- Community Safety
- Customer Service
- Use of CCTV
- Community Strategy Outcome Measures
- Library Review
- Kerbside Recycling

The council has conducted strategic and customer satisfaction surveys and will continue to consult and engage the public in service design and delivery, encouraging participation. The council's scrutiny committees, (e.g. the Homelessness Research and Evaluation Panel) and the Cabinet Equalities Committee are also facilitating ways of engagement with service users to gain their perspective.

Some consultation and engagement activities have been undertaken by the council's services or strategic partners or jointly with our partners. Priorities identified by our citizens through these activities have been considered within the process through which the council's improvement objectives are reviewed and amended. For example, the council's Citizens' Panel survey (October 2010) revealed that 79.5 per cent of respondents considered "inclusive communities" to be an important factor in measuring whether or not the health and wellbeing of the population in Bridgend County Borough is improving, but

only 49.1 per cent of the Citizens' Panel respondents (January 2010 Survey) were satisfied with our highways. Our amended objective (1) "To build safe and inclusive communities supported by an effective physical infrastructure" reflects what our citizens consider important to them and acknowledges their concern about the County Borough's highways.

Another example is the objective to improve our support for those who are homeless or in need. Our current focus is on homeless people or those in need in general, but the council's consultation on priorities for our Children and Young People's Plan revealed that young people feel they are sometimes not given the help they need when seeking housing advice and support. The process of asking for housing support can be complicated and can put people off, so the revised improvement objective (2) recognises the needs of differing groups of service users.

### **National and regional priorities**

During the review process, consideration has also been given to national and regional priorities. Since the Corporate Plan was developed, the council has subsequently entered into the Outcome Agreement with the Welsh Government which is built around the 10 national strategic themes but also reflects local priorities. Wherever appropriate, the planned actions to achieve each of the outcomes are aligned with the revised improvement objectives.

There are also three national priorities for children and young people:

- Literacy
- Numeracy
- Reducing the impact of poverty and disadvantage on educational attainment

Consideration was given to these priorities when reviewing the improvement objectives that focus on children and young people in Bridgend County Borough (objectives 4 and 5).

### **Financial constraints**

In common with other public service bodies, the council has experienced one of the most difficult budgets for many years as a result of the reductions in public sector spending required by the UK Government. We have to deliver revenue budget savings of £17.4m by 2014 and respond to a reduction in capital spending estimated at up to 40 per cent over the three years. Delivering these reductions will present challenges. We need to change the way we deliver services and doing so will involve more partnership working. This also means that we will need to make hard decisions by focusing available resources on areas that matter most to people.

Other important factors were also considered during the review, including:

## Changing demographics

Recent data indicate that by 2015, the number of people aged 75 and over will have increased by nearly 17 per cent and by 2030 an overall increase of 85 per cent is anticipated. We will need to deal with an ever-increasing ageing population and improve services for older people. We need to develop alternative flexible models of service to meet future needs including preventative models of assistance and support, more effective support for people with dementia, increased use of respite/short breaks, extra-care supported housing and short term interventions such as reablement.

## Regulators' Feedback

In his Annual Improvement Report, the Auditor General for Wales recommended that the council "review existing improvement objectives to ensure that they are legitimate, affordable and in line with the priorities set out in the budget for 2011-12". Against the background of budget constraints further consideration has been given to the council's policies, budget performance, short-to-medium term priorities and key risks. Our revised improvement objectives accommodate the suggestions made by the Auditor General.

## Key partners with whom the council is going to work to deliver these improvement objectives

The council will continue to collaborate with its local, regional and national partners to improve services and respond more effectively to the local population's needs. Among them are

- South Wales Police
- Abertaw Bro Morgannwg University Health Board
- Bridgend Association of Voluntary Organisations
- Wales Probation Trust
- Environment Agency
- South Wales Fire Service
- Other local authorities in the region
- The Welsh Government
- Valleys to Coast
- Bridgend College
- Local town and community councils
- Bridgend Youth Council
- Bridgend Equality Forum

## Key plans that underpin the development of these improvement objectives and will help deliver outcomes

- The Community Strategy
- The Health, Social Care and Wellbeing Strategy
- The Unitary Development Plan

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- The Children & Young People's Plan
- The Crime & Disorder Plan
- The Regeneration Strategy
- The Citizen Engagement Strategy (draft near completion)
- The Community Cohesion Strategy (draft near completion)
- The council's Directorate Business Plans which detail the actions that are being taken to achieve the improvement objectives.

### Measuring success

Three categories of measures have been identified to enable the council to measure its success in delivering these improvement objectives. They are:

- National Strategic indicators
- Public Accountability Measures
- Outcome Agreement Measures

Progress will be monitored by the council's quarterly business review and scrutiny committees.

### Contact Us

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## Summary of BCBC Improvement Objectives 2010 – 13

<b>BCBC Improvement Objectives 2010-13</b>	<b>Revised BCBC Improvement Objectives 2011-13</b>
1. To build safe and inclusive communities	1. To build safe and inclusive communities supported by an effective physical infrastructure
2. To develop sustainable housing solutions for those who are homeless or in need of affordable housing, and to improve private sector housing conditions	2. To develop and support sustainable and affordable housing solutions for those who are homeless or in need
3. To support vulnerable adults to live independently in their communities, promoting choice, empowerment, dignity and respect	3. To implement better integrated health and social care services to support independence, choice, empowerment, dignity and respect
4. To provide services that meet the different needs of children and young people living in the borough	4. To work in collaboration with partners to combat poverty and provide children with the best start in life
5. To develop learning communities that help children and young people achieve better outcomes	
6. To secure greater educational inclusion, so that all young people, including the disadvantaged and vulnerable and those with additional learning needs, benefit from earlier intervention and more effective local support	5. To help all children and young people to achieve higher standards of attainment through accessing high quality learning opportunities
7. To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning	6. To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning
8. To support our disadvantaged communities by promoting economic growth and sustainability	7. To support our disadvantaged communities by promoting economic growth, physical renewal and sustainability
9. To continue to promote Bridgend County Borough and its green spaces as a great place to live and enjoy	8. To manage and promote the natural and historical environment
10. To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets	9. To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets
11. To ensure that the authority's moral and statutory duties in respect of equalities and human rights legislation are met <sup>1</sup>	

## Improvement Objectives and Actions 2011 – 13

### Strategic Theme 1: Strong Communities

#### What do we want?

**We want people in Bridgend County Borough to live in safe, vibrant, inclusive and sustainable communities**

#### What are we going to do to achieve this?

**To build safe and inclusive communities supported by an effective physical infrastructure**

We will:

- Increase community engagement and cohesion through
  - producing and publishing a community cohesion strategy
  - continue supporting and developing Community First Partnerships
  - implementing the council's Citizen Engagement Strategy
- Work with South Wales Police and other responsible authorities under the Licensing Act to introduce a bespoke "traffic light scheme" for local licensed premises by 31 March 2012
- Further develop the designated public place orders in our town centres in consultation with South Wales Police
- Strengthen food hygiene enforcement and education
- Reduce first time entrants into the criminal justice system
- Implement the council's Equality Scheme and Welsh Language Scheme
- Develop and publish a strategic equality plan in compliance with the public sector equality duties under the Equality Act 2010
- Deliver an effective car parking strategy that encompasses car parking enforcement and staff/public parking
- Deliver an effective ground and pavilion maintenance regime
- Continue to maintain highway infrastructure and improve road safety
- Continue to deliver year on year improvements in recycling to ensure we hit Welsh Government performance targets
- Progress local authority requirements under the Flood & Water Management Act & Flood Risk Regulations 2009

**To develop and support sustainable and affordable housing solutions for those who are homeless or in need**

We will

- Work with partners to provide housing options to meet a range of housing needs

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- Improve the supply, range and quality of temporary and supported accommodation
- Work in collaboration with partners to develop a service to advise / support young people aged 16 to 21, in particular those leaving care and those at risk, to live independently
- Develop an enhanced housing options service with an emphasis on the prevention of homelessness

**To implement better integrated health and social care services to support independence, choice, empowerment, dignity and respect**

We will

- Re-model adult social care to establish new models of assistance and support through
  - the development of Telecare, extra care and specialist dementia services
  - a new model of service delivery for residential and home care
- Continue to improve the transition arrangements for young people with complex needs moving into adulthood
- Establish with Abertawe Bro Morgannwg University Health Board a framework of integrated locality networks within Bridgend County Borough under a new Bridgend Care partnership
- In partnership with the Health Board, align the Community Integrated Intermediate Service (CIIS) with services for physical and sensory impairment as part of the wider programme of integration and remodelling
- Work with partners in the health and third sectors, to implement a targeted programme of health and wellbeing promotions
- Review and where necessary reconfigure the Supporting People programme to ensure compliance with Welsh Government requirements and respond to existing and emerging social needs

**How will we know we are succeeding?**

Measure	10/11 actual (est)	11/12 target	12/13 target
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	46.44%	48.00%	52.00%
The percentage of municipal waste collected by local authorities sent to landfill	28.40%	26.00%	24.00%
The percentage of adults aged 60 or over who hold a concessionary bus pass	86.7%	88.0%	89.0%
The percentage of highways and relevant land inspected of a high or acceptable	97.7%	98.0%	98.0%

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Measure	10/11 actual (est)	11/12 target	12/13 target
standard of cleanliness			
The percentage of reported fly tipping incidents cleared within five working days	98.77%	98.00%	98.00%
Percentage of principal (A) and non-principal/classified (B) & (C) roads that are in overall poor condition	(A) 6.1% (B) 7.4% (C)13.3%	(A) 7.0% (B) 8.0% (C)14.5%	(A) 6.8% (B) 7.8% (C)14.5% <sup>2</sup>
The percentage of food establishments which are "broadly compliant" with food hygiene standards	72%	70% <sup>3</sup>	70%
Percentage of Welsh Government biodegradable municipal waste allowance sent to landfill	37.44%	45.00%	45.00%
Percentage of households using kerbside recycling facilities	n/a	3% increase	3% increase
Percentage of municipal waste received at household waste amenity sites that is prepared for reuse and/or recycled, composted or treated biologically in another way	55%	66%	67%
Percentage of households who agree the authority's recycling arrangements work well	(Awaiting survey report)	3% increase	3% increase
The percentage of all potentially homeless households for whom homelessness was prevented for at least six months	34.1%	45.0%	55.0%
The average number of calendar days taken to deliver a Disabled Facilities Grant	414	365	358
The percentage of private sector dwellings that had been vacant for more than six months at 1 April that were returned to occupation during the year through direct action by the local authority	11.11%	12.00%	13.00%
The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	38%	10%	7% <sup>4</sup>
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.40	<3.00	<3.00
The rate of: a) older people supported in the community	85.88	>86.00	>86.00

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Measure	10/11 actual (est)	11/12 target	12/13 target
per 1,000 population aged 65 or over at 31 March; b) older people whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	21.53	<21.00	<20.50
The percentage of adult clients who are supported in the community during the year	n/a	89.0%	89.5%
The percentage of adult clients with a care plan at 31 <sup>st</sup> March whose care plans should have been reviewed that were reviewed during the year	75.5%	>75.0%	>78.0%
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	86%	90%	92%
The percentage of adult protection referrals completed where the risk has been managed	84.64%	85.00%	85.00%
Percentage take-up of Extra Care	n/a	70%	85%
Percentage of carers of adults who were offered an assessment or review in their own right	tbc	87%	90%
Number of total (rolling total) Telecare installations	762	720	750
Percentage of Telecare clients who felt that the service made it easier for them to manage in their own home	94%	93%	95%
Number of citizens supported by Community Integrated Intermediate Service per annum	1065	680	700
The numbers of recipients of Community Integrated Intermediate Service that have received interventions that have provided an alternative to a hospital placement	768	750	800
Number of individual citizens accessing the equipment demonstration & training facility per annum	n/a	250	350
Percentage of GP referrals requiring reduced packages of care (or patients who felt better) as a result of the GP Referral programme and healthy living interventions	42%	5% increase year on year	5% increase year on year

## **Strategic Theme 2:** Young Voices

### **What do we want?**

**We want children and young people in Bridgend County Borough to live in a safe and healthy environment where they learn, achieve and enjoy**

### **What are we going to do to achieve this?**

**To work in collaboration with partners to combat poverty and provide children with the best start in life**

We will

- Develop an integrated approach to service delivery by bringing services for children and young people closer to local communities
- Improve outcomes for the most vulnerable children and young people by transforming our services for looked-after children and families with high level of needs
- Support families in helping them to meet the social, emotional and learning needs of their children
- Develop and start implementing a Child Poverty Strategy by 31 March 2012
- Work towards the prevention of the supply of alcohol and other age restricted goods to minors
- Roll out Flying Start to more areas in line with national policy

**To help all children and young people to achieve higher standards of attainment through accessing high quality learning opportunities**

We will

- Implement the School Effectiveness Framework and the associated national strategies for literacy and numeracy
- Reduce the impact of disadvantage on educational attainment by implementing the strategy for Education Inclusion
- Ensure the range of post 14 learning opportunities supports young people in making the transition from education into training or employment
- Create community focused schools that are fit for purpose and valued by their communities
- Give better support and information to young people, to help them in making important choices and decisions

## How will we know we are succeeding?

Measure	10/11 actual (est)	11/12 target	12/13 target
The percentage of first placements of looked after children during the year that began with a care plan in place	87.1%	93.0%	95.0%
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	13%	<15%	<13%
The percentage of children looked after on 31 March who have had three or more placements during the year	10.4%	<10.0%	<10.0%
The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	77.9%	72.0%	75.0%
The percentage of reviews carried out in accordance with the statutory timetable a) Children in Need b) Child Protection Register c) Looked After Children	n/a	a) 60% b) 99% c) 97%	a) 70% b) 99% c) 98%
The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	62%	70%	78%
The percentage of young carers known to Social Services who were assessed	100%	85%	85%
The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	196	152	160
The percentage of: a) young people formerly looked after with whom the authority is in contact at the age of 19;	88.9%	92.0%	95.0%
b) young people formerly looked after with whom the authority is in contact, who are known to be in suitable, nonemergency accommodation at the age of 19;	87.5%	90.0%	95.0%
c) of young people formerly looked after with whom the	37.5%	40.0%	45.0%

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Measure	10/11 actual (est)	11/12 target	12/13 target
authority is in contact, who are known to be engaged in education, training or employment at the age of 19			
Number of families benefiting from "team around the family" approach.	n/a	10	15
Percentage of families accessing "team around the family" support who say that they have benefitted from the service.	n/a	Establish baseline	10% increase
Number of new multi-agency teams providing services to respond to the needs of families.	0	1	2
Reduced number of children referred to social services with concerns about neglect or abuse.	446	420	400
The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	1.0%	0.8%	0.7%
The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification.	7.1%	14.0% <sup>5</sup>	10.0%
The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	78%	79%	80%
The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	60%	62%	64%
The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	371	375	380
The percentage of final statements of special education need issued within 26 weeks: a) Including exceptions; and	20.0%	41.7%	41.7%

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Measure	10/11 actual (est)	11/12 target	12/13 target
b) Excluding exceptions	100%	100%	100%
Percentage of pupil attendance in primary schools	93%	93.2%	93.4%
Percentage of pupil attendance in secondary schools	90.9%	91.3%	91.4%
The number of level 3 courses offered to post-16 students through each local curriculum	30	35	40
The number of centres offering the Welsh Baccalaureate Qualification to 14 – 19 year old learners at:			
i) Foundation Level;	3	7	9
ii) Intermediate Level;	4	8	10
iii) Advanced Level;	8	9	10
The percentage of students aged 16 leaving education and training without a recognised qualification	n/a (exam results not available until Aug 2011)	Less than 1.5%	Less than 1.5%
The number of centres making impartial information about the range of learning pathways available to 14-19 year old learners via a Virtual Learning Environment.	3	6	9
The percentage of students completing Key Stage 4 and remaining in education, training or work-based learning to reach at least:	n/a (students yet to complete Stage 4 )	87.5%	88.0%
The number of centres offering the opportunity to accredit learners' key skills (communication, application of number and ICT).	4	6	9
The number of centres offering learners the opportunity to achieve an accredited work related qualification.	6	8	10
The number of young people accessing skills centre-based provision.	15	25	40

## Strategic Theme 3: Healthy Living

### What do we want?

**We want people in Bridgend County Borough to enjoy healthy lifestyles and receive first class, responsive services when they need it to remain independent and well**

### What are we going to do to achieve this?

**To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning**

We will

- Implement the Sport and Active Living Strategy – Better Health, Successful Sport and the Creating an Active Bridgend Strategy to encourage more adults to be more active more often throughout life
- Establish sustainable new models of service delivery for sport and recreation services through a partnership approach to improvement
- Increase levels of physical activity among young people under 16 years of age as part of the “Creating an Active Bridgend” Plan to support children and young people to live active lives and become active adults
- Increase opportunities to participate in outdoor activity as part of the agreed Sport and Active Living Strategy – Better health, Successful Sport
- Improve support for children and young people’s emotional wellbeing

### How will we know we are succeeding?

Measure	10/11 actual (est)	11/12 target	12/13 target
The number of visits to public libraries during the year, per 1,000 population	4630	4600	4600
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8974	8500	8600
Percentage of year 9 pupils that are physically active on five or more days a week (STRATA Survey)*	n/a	47%	Bi-annual
Gender gap (year 9 pupils) in sport and physical activity participation on five or more days a week (STRATA Survey)*	n/a	12%	Bi-annual
Number of children and young people who consider themselves healthy or unhealthy as an indicator of vitality	(Survey planned for Oct	75%	Bi-annual

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Measure	10/11 actual (est)	11/12 target	12/13 target
(STRATA Survey) *	2011)		
Number of participants using improved walking routes and participating in community based exercise programmes	350	300	500
Private sector employers as Health Challenge Business Partners	46	48	50
Number of people participating in Garw Valley Obesity Project	145	80	90
Number of people participating in Pulmonary Rehabilitation Project	45	50*	50*
Number of GP referrals to the national exercise referral scheme	1456	1200**	1200**

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\* Or maximum number of pulmonary rehabilitation patients in the system in the year

\*\* Target set by Welsh Government

## Strategic Theme 4: New Opportunities

### What do we want?

**We want Bridgend County Borough to be a place where people can realise their potential and ambitions**

### What are we going to do to achieve this?

**To support our disadvantaged communities by promoting economic growth, physical renewal and sustainability**

We will

- Complete the development of Phase 1 of Porthcawl Regeneration Programme (Porthcawl Harbour)
- Deliver Local Investment Fund (£1.2M) and Community Enterprise grants (c£2m)
- Continue to work with Bridgend College and universities to develop skills strategy
- Have a firm and robust planning policy basis to support the development of sustainable community
- Implement Pencoed regeneration strategy ,
  - complete Pencoed Park and Ride Scheme to enhance access, to reduce the use of level crossing, and to help attract people and businesses to the town centre
- Deliver the Masterplan for Bridgend town centre by
  - completing Public Realm schemes on site - Cheapside, Merthyr Mawr and Elder Street by March 2013
- Make preparations for the development of Ewenny Road, Maesteg Industrial Estate
- Deliver a programme of social, economic & physical improvements in partnership with public, private and third sectors, including the Western Valley Regeneration projects
- Develop and implement a child poverty strategy

### How will we know we are succeeding?

Measure	10/11 actual (est)	11/12 target	12/13 target
The percentage of applications for development determined within eight week target (There is a government target of 80% This target is static to reflect the anticipated increase in applications)	82%	82%	82%
The percentage of major applications	83%	83%	83%

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Measure	10/11 actual (est)	11/12 target	12/13 target
where negotiations and / or pre-application advice has taken place to improve the quality of the scheme (There is a government target of 80% This target is static to reflect the anticipated increase in applications)			
Square metres of improved public realm (three completed schemes)	n/a	n/a	7,825sq m
Deliver visitor events in Bridgend town centre	4	3 per annum	3 per annum
Number of projects implemented through the Ogmore Valley VARP that have been identified as meeting local needs, developed in partnership with, or by the local community .	1	2	n/a
Number of projects implemented through the Garw Valley VARP That have been identified as meeting local needs, developed in partnership with, or by the local community.	3	2	n/a
Number of projects implemented through the Llynfi Valley VARP that have been identified as meeting local needs, developed in partnership with, or by the local community	4	2	n/a
Number of new projects developed and delivered	n/a	n/a	4

## Strategic Theme 5 & 6: Proud Past & Green Spaces

### What do we want?

**We want Bridgend County Borough's natural and built environment to be enjoyed by visitors and local communities**

### What are we going to do to achieve this?

**To manage and promote the natural and historical environment**

We will

- Prioritise improvements to physical access to public rights of way in line with the Public Rights of Way improvement plan
- Develop cycleways and community routes
- Improve parks, playing fields and green spaces
- Deliver biodiversity by working with Countryside Council for Wales & Environment Agency to
  - raise awareness of green infrastructure principles; and
  - ensure the concept is adopted across a range of council services
- Develop and implement a built heritage strategy that will
  - increase public awareness, knowledge and enjoyment of the historic environment
  - protect and enhance the county borough's built heritage and historic landscapes
  - raise standards in design quality across the county borough
- Improve energy efficiency and reduce emissions in all main operational activities

### How will we know we are succeeding?

Measure	10/11 actual (est)	11/12 target	12/13 target
The percentage change in carbon dioxide emissions in the non domestic public building stock	2.24%	1.00%	1.00%
Percentage of total length of rights of way which are easy to use by members of the public	89%	87%	89%
Coastal path in place along whole Bridgend coast	80%	90%	100%
Number of Townscape Heritage Initiative Programme Bridgend/Maesteg historic buildings restored	8	11	2
Number of Townscape Heritage Initiative Programme Bridgend/Maesteg vacant (or	6	3	0

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Measure	10/11 actual (est)	11/12 target	12/13 target
partly vacant) buildings brought back into use			
Number of conservation skills training workshops held	0	4	4
Amount of private sector funding levered	£20,000	£110,000	£20,000
Number of businesses supported with Townscape Heritage Initiative funding	8	13	3
Number of property owners who rate service / support provided as good / excellent (in relation to number of buildings restored that year)	6	7	1 (no. reduced because of the final year of the project)

## Corporate Governance

### What do we want?

**We want services in Bridgend County Borough to be delivered in a Fair, Ambitious, Customer-focussed and Efficient (FACE) way**

### What are we going to do to achieve this?

**To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets**

We will

- Implement Job Evaluation according to the project plan
- Develop a Medium Term Financial Strategy by March 2012
- Develop a workforce plan by September 2011
- Undertake a programme of service reviews
- Deliver the customer services strategy
- Provide lean, sustainable, fit for purpose office accommodation
- Implement the ICT Strategy 2009 – 2012 to support the technology enabled transformation of service by means of a flexible and efficient infrastructure
- Pursue joint legal services
- Implement the commissioning strategy and develop best commissioning practice
- Pursue new collaborative arrangements for service commissioning and/or service delivery, where improved outcomes for citizens and value for money can be obtained

### How will we know we are succeeding?

Measure	10/11 actual (est)	11/12 target	12/13 target
Time taken to process housing benefit and council tax benefit new claims and change events	8.8 days	8.0 days	7.0 days
Customer enquiries resolved at the first point of contact (single telephone number)	n/a	set baseline	5% increase on baseline target
Written enquiries received by the Customer Service Centre will be responded to within five working days	99.7%	85.0%	90.0%
Voice and data network availability	100.00%	99.99%	99.99%
Storage area network (core computing) availability	100.00%	99.90%	99.90%

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<b>Measure</b>	<b>10/11 actual (est)</b>	<b>11/12 target</b>	<b>12/13 target</b>
Core applications (as defined in the ICT Strategy), central printers and multi function devices and network connected devices availability	99.95%	99.90%	99.90%
Reduction of legal services costs	£13k	£15k	£22k
Number of jointly procured training events between partners	21	10	10

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<sup>1</sup> The previous improvement objective dealing with equalities and human rights has been mainstreamed and now underpins the revised improvement objectives

<sup>2</sup> The capital Road Maintenance Grant from Welsh Government has been withdrawn this year and there is no expectation that it will be reinstated in 12/13. In addition, the revenue budget is not increasing so when inflation is taken into account it is actually reducing in real terms. In these circumstances we will be doing well if we maintain the condition. The available budget will be targeted on A and B roads.

<sup>3</sup> This performance indicator assesses the food establishments' level of compliance with statutory obligations for three profile areas from the Food Law Code of Practice (hygiene, structure and confidence in management). The target is set at 70% for 2011-12 based on the monthly monitoring figures that fluctuate between the high 60% and low 70%.

<sup>4</sup> These targets are calculated using data from the Joint Housing Land Availability study. We expect a high actual indicator figure for 2010/11 because a number of large affordable housing schemes were delivered in the year by housing associations. With the decrease in Social Housing Grant over the next few years we are expecting there to be fewer affordable housing schemes delivered in the future and have therefore set lower targets.

<sup>5</sup> The number is very small. One child can make a significant difference to our year on year performance.