



One Council Working Together To Improve Lives
Corporate Plan 2018-2022 reviewed for 2019-2020

Introduction

Welcome to the Council's revised corporate plan for 2019-20.

The Council delivers, or enables, many hundreds of services across all the diverse communities within the county of Bridgend. This corporate plan in no way attempts to include every service that the Council delivers or will deliver in the coming years.

What it does do is set out our well-being objectives; the long-term outcomes that we want to achieve for the County and for the people we are privileged to serve. We want to contribute to a place where people love to live, work, study and do business, where people have the skills and qualifications they need to improve their life chances, enjoy good health and a sense of well-being and independence.

Public services, and local councils in particular, are part way through a sustained period of austerity and we are no exception. We have experienced year-on-year reductions in funding at a time of ongoing cost inflation, increased demand and need amongst parts of our community and new, and often unfunded, statutory responsibilities. Against this backdrop we have to be honest with our communities and partners in saying that the Council can no longer deliver all of the services it once did nor always to the same level or quality as in previous years. However, we remain committed to making best use of our resources, to supporting and protecting the most vulnerable in our communities and building an economically sound county that meets the needs of our citizens in the future.

In reviewing this plan for 2019-20, we have further developed our well-being objectives, aims and targets and introduced a raft of new indicators. To better focus on meeting our objectives, we have simplified our aims, removing those we regard as 'business as usual' and developed new measures that support and drive forward our sustainability principles.

Details of our progress can be found on our Annual Report. Our previous annual reports are available on www.bridgend.gov.uk.

We welcome your views on this plan. You can give your feedback through:



Our website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook at www.facebook.com/BridendCBC



Twitter: [@BridgendCBC](https://twitter.com/BridgendCBC)



Email to talktous@bridgend.gov.uk



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



Councillor Huw David
Leader of the Council



Mark Shephard
Interim Chief Executive

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Section 1: our Vision

“ One council working together to improve lives ”

Section 2: our Principles & Values

A number of key principles underpin how we work. They highlight the importance of working in partnership with our citizens, our communities and with other organisations to develop and deliver sustainable services. Together, we will identify and meet local need as best we can.

Within these principles, we have embedded the principle of Sustainable Development, aligned to the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015.

Sustainable Development Principles					
	Long term	Prevention	Integration	collaboration	Involvement
To support communities and people to create their own solutions and reduce dependency on the Council.					
To focus diminishing resources on communities and individuals with the greatest need.					
To use good information from service users and communities to inform its decisions.					
To encourage and develop capacity amongst the third sector to identify and respond to local needs.					
To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.					
To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.					
To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.					

Our values that represent what we stand for and shape how we work:

Fair - taking into account everyone's needs and situation

Ambitious - always trying to improve what we do and aiming for excellence

Citizen-focused - remembering that we are here to serve our local communities

Efficient - delivering services that are value for money

Section 3: a snapshot of Bridgend County

In Numbers



Population	144,300
Size	98.5 square miles
Households	61,484
Average House Price	£149,212 (UK HPI: June 2018)
Businesses	4,085
People in Employment	71.6% (June 2018)
Average resident salary	£26,624 (Welsh average £26,306)

Education

Infant	2
Junior	1
Primary schools	40
Secondary schools	8
Church Schools	6
Special Schools	2
Alternative Provision	1

Representation

Wards	39
Councillors	54
Constituency AMs	2
Regional AMs	4
MPs	2

Leisure and Well-being

Life Centres	5
Swimming Pools	5
Sports Centres	8
Library services	11

Social Care

Extra Care Homes	3
Reablement Unit	1
Resource Centre for people with complex needs	1

Homelessness

Homeless hostels	2
Domestic abuse refuges	2
Rough sleepers provision	1
Supported and temporary accommodation schemes	6

We develop, manage and maintain **280 hectares** of open spaces, including children's play areas, sports pitches, commons, highway verges, landscapes and horticultural features.



Total Council Income (2019-20)



Council Tax	£79.002m
Non-Domestic Rates	£46.452m
Revenue Support Grant (Welsh Government)	£145.354m
Other funding	£149.262m
Total Gross Income	£420.070m

We have **4,400** full-time equivalent staff providing services that include:

Social care, safeguarding our most vulnerable adults and children; education, planning and building control, housing support, maintaining highways and public transport, refuse and recycling, street cleaning and safety, parks, environmental and natural resources protection, play areas, food hygiene, licensing, health and safety inspectors, collecting revenues and administering benefits, elections, sports, arts and libraries, supporting business and tourism, special events and festivals.

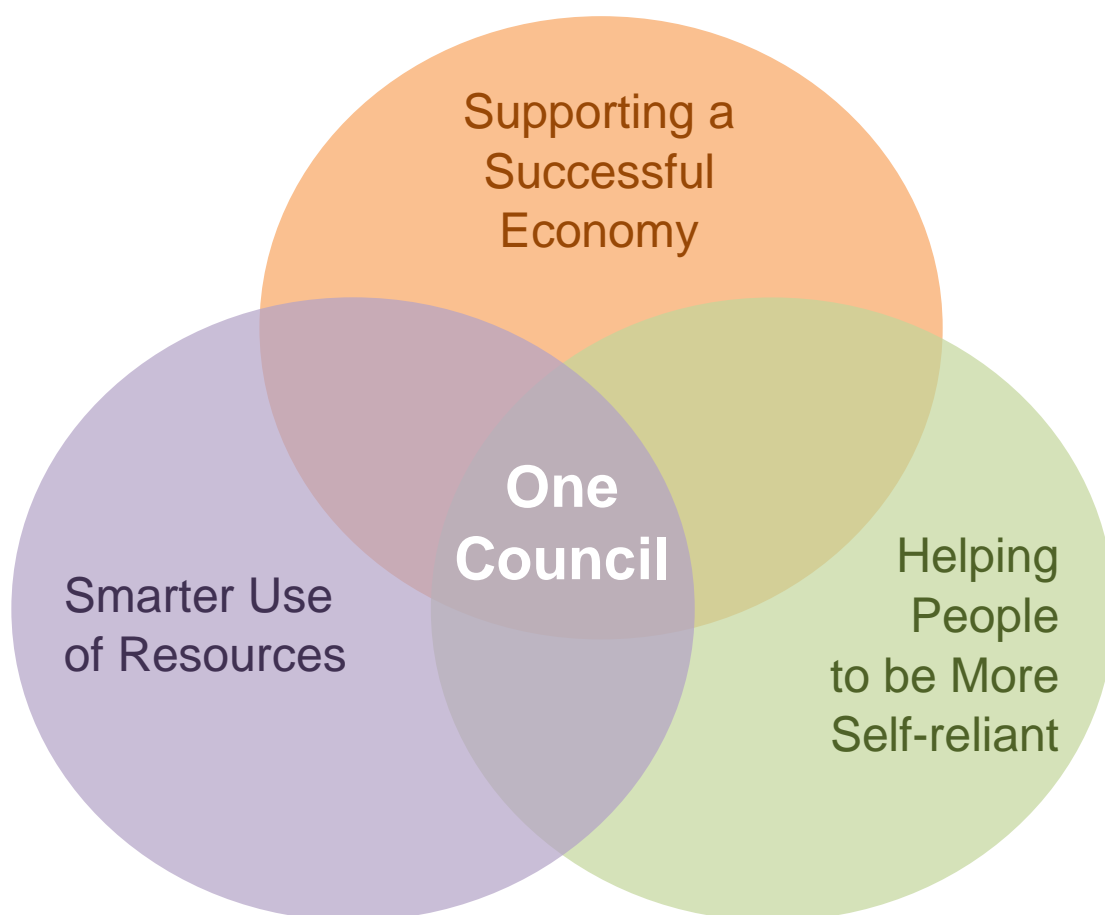
Section 4: our Well-Being Objectives

Amongst the pressures arising from increased demand and reduced resources, we will keep a clear focus on what are priorities for our communities in Bridgend and in Wales, both for now and in the future.

This document sets out clearly a small set of important and long-term priorities. These three priorities are our well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and set out our contributions towards the meeting the Act's seven national goals.

They are also our improvement objectives under the Local Government (Wales) Measure 2009.

Our well-being objectives are:



This plan sets out why they are our well-being objectives and outlines how we intend to make progress on them.

Details on how we have already made progress towards these objectives can be found in our Annual Report.

Well-being Objective 1:

Supporting a Successful Economy

This means we will take steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

Our Well-being Aims

- To support local people develop skills and take advantage of opportunities to succeed.
- To create conditions for growth and enterprise.
- To create successful communities.

Why these are important

Our citizens have told us that a local vibrant economy is one of their top priorities. We want to build a county where people have more opportunities to secure a meaningful job, develop a career and improve their family income and circumstances.

We know that higher levels of prosperity boost health and well-being and create more resilient communities needing fewer services. For future prosperity and long-term resilience, our town centres and businesses need to be profitable: to generate wealth, provide better jobs, attract investment, improve skills and encourage visitors.

As part of the green economy, the Council continues to work towards a low-carbon economy through our low carbon heat schemes in Bridgend Town and in the Llynfi valley.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities.

Our Key Programmes to support this well-being objective

- City Deal – The Council and its neighbouring South East Wales Councils have secured this capital programme from the UK and Welsh Government. The £1.28 billion Cardiff Capital Region programme will deliver a range of programmes that will increase connectivity, improve physical and digital infrastructure as well as regional business governance over the next 10-15 years. The Deal is projected to deliver 25,000 extra jobs across the region.
- Strategic Review of Post-16 Education and Training – this programme evaluates post-16 education provision and curriculum delivery to ensure that there are clear options available to provide the best possible opportunities for learners in the county borough.
- Successful Economy Programme – this programme consists of key regeneration and local development schemes across the county. In Porthcawl, this includes the initial phases of the development of Salt Lake car park, marketing the land earmarked for the retail store and investing the capital receipt in future phases of regeneration such as the redevelopment of

Hillsboro Place car park and the necessary flood defences along the eastern promenade. Other schemes include redevelopment in Bridgend, transforming Maesteg Town Hall into an arts and cultural hub.

In addition, we will maximise the opportunities from other regeneration funding strategies and programmes, including delivering real change in the valleys through the Valleys Taskforce and will lobby for transformative projects such as the Pencoed rail crossing.

- The alignment of Welsh Government Grants supports Bridgend Council's 'One Vision' approach and provides the foundation for a strategic approach to our Early Intervention, Prevention and Support agenda. We will focus on improving outcomes for people who live complex lives by planning, commissioning and delivering better integrated services and support, by reducing duplication and by improving the inter-relationships between them.

Who will help us?

Housing Associations and Private Landlords; Bridgend Business Forum; City Deal partners; Bridgend College and training providers; schools; Careers Wales; Job Centre Plus.

Steps we will take to achieve our well-being aims

To support local people develop skills and take advantage of opportunities to succeed we will	To create a Wales that is:
Continue to work with the Cardiff Capital Regional Skills and Employment Board, and with BCBC led local projects, to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ More Equal
Work with the Welsh Government Valleys Taskforce to maximise opportunities for investment in our valleys to increase economic prosperity. (The Valleys Taskforce is a Welsh Government initiative that aims to deliver economic change in the South Wales Valleys by creating good quality jobs and helping people access skills).	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Work 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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ More Equal
Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal
Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal
Progress the development of strategies to assist young people who are more able and talented than their peers to help them reach their full potential.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Complete the review and consultation into the Strategic Review of Post-16 Education and Training by the end of March 2020.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal ✓ Cohesive
Support the development of the coding skills of our young people through the rollout of the Digital Competence Framework to all our schools by March 2020.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal ✓ Cohesive

To create conditions for growth and enterprise we will	To create a Wales that is
Deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural, sporting and business events.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Cohesive ✓ Vibrant Culture and Language
Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2018-2019.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Continue to progress the development of low carbon Heat Schemes in the Llynfi Valley (Caerau) and Bridgend Town, and developing the business case for the innovative Heat Scheme to draw on a natural underground heat source to heat homes.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Undertake a full review and develop a new Local Development Plan (LDP).	<ul style="list-style-type: none"> ✓ Globally Responsible ✓ Prosperous ✓ Resilient

To create successful communities we will	To create a Wales that is:
Invest in our town centres to provide new facilities and enhance existing ones, and progressing a range of development schemes. These include progressing the range of development schemes in Porthcawl, Maesteg Town Hall and Enterprise Hubs to create new business workspace, seeking funding for a redevelopment programme for Bridgend Town Centre.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Cohesive ✓ Vibrant Culture and Language
Engage with the owners to address the issues of long-term empty properties.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Cohesive

How will we know we are successful?

To help local people develop skills and take advantage of opportunities to succeed

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of working age population that is in employment [higher preferred]	71.3%	71.4%	Increase on 2018-19 actual
The percentage of economically active 16 - 64 year olds [higher preferred]	New indicator for 2018 -19	73.2%	Maintain 2018-19 actual

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of apprentices employed across the organisation [higher preferred]	31	17	25
The number of apprenticeships taken by looked after children [higher preferred]	0	1	1
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training (NEETs) in the Careers Wales Annual Destination Survey Statistics [lower preferred]	1.7%	1.5%	1.3%
The percentage of all care leavers who are in education, training or employment at a)12 months b)24 months after leaving care [higher preferred]	a) 60.5% b) 46.7%	a) 60% b) 60%	a) 60% b) 60%
The percentage of 16 - 64 year olds without qualifications [lower preferred]	11.3%	N/A	<11.3%
The percentage of schools meeting the Learning & Skills Measure in terms of the subject offer at Key Stage 4 & Post 16 [higher preferred]	100%	100%	100%
The number of participants in the Employability Bridgend programme going into employment [higher preferred]	N/A	New indicator for 2019-20	Establish Baseline
Gross Value Added (GVA) per head [higher preferred: data published one year in arrears]	N/A	New indicator for 2019-20	Increase 2017-18 actual

To create conditions for growth and enterprise

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
Total annual expenditure by tourists [higher preferred]	£344.2m	£351.1m	Above 2018-19 actual
The number of business start-ups [higher preferred]	New indicator for 2018 -19	536	Above 2018-19 actual
The number of active businesses [higher preferred]	4,085	4,086	Above 2018-19 actual
The percentage occupancy of council owned starter units [higher preferred]	New indicator for 2018 -19	90%	Maintain 2018-19 actual

To create successful communities

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of visitors to town centres footfall for : a) Bridgend b) Porthcawl [higher preferred]	a) 7.1m b) 2.6m	a)7.3m b)2.6m	a) 7.2m b) 2.5m
The number of vacant premises in town centres a) Bridgend b) Maesteg c) Porthcawl d) Pencoed [lower preferred]	a) 66 b) 9 c) 10 d) N/A	a) 66 b) 9 c) 10 d) 6	a) 66 b) 9 c) 10 d) 6
The financial value of externally funded town centre regeneration projects underway/in development [higher preferred]	£21.25m	£15m	£13m

Well-being Objective 2:

Helping people to be more self-reliant

This means we will work with our partners, including the people who use our services and carers, to take steps early to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to meet needs and enjoy independent life as much as they can.

Our well-being aims

- To give people more choice and control over what support they receive by providing early access to advice and information.
- To reduce demand through targeted early help and intervention programmes.
- To work in partnership with the third sector, town and community councils and community groups to build community resilience.

Why these are important

Providing the right information, advice and assistance at an early stage can help individuals and helps families to stay together. We know that both adults and children benefit from a secure supportive family environment. Supporting individuals and families to thrive makes it less likely that their situation will deteriorate and that they will become dependent on council services.

This approach is sustainable economically and promotes positive social and personal outcomes. We are committed to providing good information, advice and assistance to the citizens of the county borough so that they are better equipped to manage situations themselves and the council services can concentrate on those in greatest need.

Consultation, participation and co-development are key to creating a future of sustainable services, particularly during this period of increasing demand and decreasing resources. Working with our service users helps us to better target services where they have most effect. By building on our track record of working with the third sector, the not-for-profit and private sectors, we can support communities to develop their own approaches to local issues and meet people's needs locally.

Our Key Programmes to support this well-being objective

- Remodelling Social Care
 - We will continue with this large programme of recommissioning adult home care, developing extra care, and information and advice services for people and their carers.
 - Working with partners, we are implementing a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns.
 - We are implementing new models of residential care for children and young people in order to make them more flexible and effective.
- We are driving forward our campaign to recruit more foster carers to care for children and young people with wide ranging needs.
- We are supporting community led initiatives through our Active Bridgend plan.
- We are working with partners to develop community health and well-being centres.

- Community Asset Transfer – We will transfer assets to communities to manage sustainably while making the most of the assets we retain.

Who will help us?

People in receipt of services, carers and their families, citizens of Bridgend; regional partners; Public Services Board partners; the third sector and private sectors.

Steps we will take to achieve our well-being aims

To give people more choice and control over what support they receive by providing early access to advice and information we will	To create a Wales that is:
Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Healthier ✓ More Equal ✓ Cohesive
Continue to involve service users, carers and communities in developing and commissioning services.	<ul style="list-style-type: none"> ✓ Globally Responsible ✓ Prosperous ✓ Healthier ✓ More Equal ✓ Cohesive
To reduce demand through targeted early help and intervention programmes we will	To create a Wales that is:
Support the development of a new generation of community health and well-being centres for our residents with health partners.	<ul style="list-style-type: none"> ✓ Healthier ✓ More Equal ✓ Cohesive
Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation.	<ul style="list-style-type: none"> ✓ Healthier ✓ More Equal ✓ Cohesive
Finalise a transition service model to help disabled children move smoothly into adulthood.	<ul style="list-style-type: none"> ✓ More Equal
Work with households and partners to help prevent homelessness.	<ul style="list-style-type: none"> ✓ More Equal ✓ Cohesive
Support care leavers to secure appropriate accommodation.	<ul style="list-style-type: none"> ✓ More Equal ✓ Cohesive
Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	<ul style="list-style-type: none"> ✓ Healthier ✓ Cohesive
Increase 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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal
By following our “One Council” principle, ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal

To work in partnership with the third sector, town and community councils and community groups to build community resilience we will	To create a Wales that is:
Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.	<ul style="list-style-type: none"> ✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language
Enable community groups and the third sector to have more voice and control over community assets.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language

How will we know we are successful?

To give people more choice and control over what support they receive by providing early access to advice and information

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year [higher preferred]	a) 63.67% b) 71.35%	a) 50% b) 70%	a) 65% b) 75%
The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years b) Adults aged 18 years+ [higher preferred]	a) 84.09% b) 85.97%	a) 80% b) 80%	a) 85% b) 85%
The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support [higher preferred]	a) 70.64% b) 58.27%	a) 62% b) 60%	a) 70% b) 60%
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible [higher preferred]	973	400	1000

To reduce demand through targeted early help and intervention programmes

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of children supported to remain living within their family [higher preferred]	61.64%	65%	65%
The percentage of children who receive Connecting Families interventions during the year	95%	85%	85%

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
who remain out of the care system as at 31 March of that year [higher preferred]			
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome [higher preferred]	74%	70%	72%
The percentage of looked after children on 31 March who have had three or more placements during the year [lower preferred]	10.94%	12%	12%
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age of 16/17 [higher preferred]	100%	100%	100%
The percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation [lower preferred]	9.42%	12.85%	11.85%
The percentage of households successfully prevented from becoming homeless	68.6%	75.17%	70%
The percentage of care leavers who have experienced homelessness during the year [lower preferred]	13.79%	<13%	<13%
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority [higher preferred]	3.48%	7.86%	5%
The number of dwellings created as a result of bringing empty properties back into use [higher preferred]	nil	5	5
The percentage of people who feel they are able to live more independently as a result of receiving an Disabled Facilities Grant in their home [higher preferred]	87.7%	75%	80%

To work in partnership with the third sector, town and community councils and community groups to build community resilience

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year [higher preferred]	379	370	480
The number of Council owned assets transferred to the community for running [higher preferred]	nil	2	5

Well-being objective 3: Smarter use of resources

This means we will ensure that all its resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's well-being objectives.

Our Well-being Aims

- To achieve the budget reductions identified in the Medium Term Financial Strategy.
- To improve the efficiency of and access to services by redesigning our systems and processes.
- To work collaboratively to make the most of public assets.
- To develop the culture and skills required to meet the needs of a changing organisation.

Why these are important

The Council has made reductions of £30m from its budget over the last three years and we are expecting to make further reductions of some £30m over the next three years. We are running out of 'easy' options for budget savings, so big decisions will need to be made on what we will and will not provide as a council when the budget is set for the next financial year. We will also need to continue to find the best possible ways of working with partners to deliver frontline services while achieving these planned savings.

Consultation

We undertook the annual 'Shaping Bridgend's Future' consultation with key stakeholders including a broad range of citizens of Bridgend County Borough, schools, BCBC cabinet members/councillors, local businesses, the third sector, council staff, town and community councils, partner organisations, community and equality groups, youth services/council and local media.

We asked respondents for their views on a range of budget proposals being considered. These included proposed increases to council tax and where to best focus our spending. The most popular areas were schools, care of older people and services for disabled people. Whilst we continue to take account of citizens' views, when prioritising our limited resources, the long-term future funding of local authorities remains challenging and we cannot compromise our ability to fulfil our statutory duties. We continue to work on reshaping some services to ensure Bridgend is able to rise to these challenges.

Key Programmes to support this well-being objective

- Digital Transformation Programme – this programme aims to change the way we operate to enable customers to access information, advice and services on line.
- Rationalising the Council's estate – this programme is about disposing of council assets and transferring assets to communities to manage while making the most of the assets we retain.
- Schools' Modernisation Programme – this programme invests in a sustainable education system and in school buildings that reduce costs and their carbon footprint.

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being aims

To achieve the budget reductions identified in the Medium Term Financial Strategy	To create a Wales that is:
Implement the planned budget reductions identified in the 2018-19 budget.	✓ Prosperous
To improve the efficiency of and access to services by redesigning our systems and processes we will	To create a Wales that is:
Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.	✓ Prosperous
Automate our most common internal processes to reduce transaction costs and streamline processes.	✓ Prosperous
To work collaboratively to make the most of public assets we will	To create a Wales that is:
Provide sufficient school places in the right area and in new and improved schools by delivering 21st Century Schools' under the Council's Schools' Modernisation Programme.	✓ Resilient ✓ Healthier ✓ Cohesive
Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2020.	✓ Globally Responsible
Develop a more commercial approach to council assets and services.	✓ Prosperous ✓ Resilient
Ensure the Corporate Landlord structure is fully embedded to enable more coordinated and efficient management and maintenance of the Council's Property estate.	✓ Prosperous ✓ Resilient ✓ Healthier
Market the part of the Waterton site due to be partially vacated for housing development under the Parc Afon Ewenni scheme.	✓ Prosperous ✓ Resilient ✓ Healthier
Implement energy and carbon reduction measures and promote good practice in all our public buildings.	✓ Cohesive ✓ Globally Responsible ✓ Resilient
Review capital expenditure to ensure alignment with corporate objectives	✓ Prosperous ✓ Resilient

To develop the culture and skills required to meet the needs of a changing organisation we will	To create a Wales that is:
Support managers to lead staff through organisational change.	✓ Resilient
Provide the learning and development opportunities for staff to meet future service needs.	✓ Prosperous ✓ Resilient
Improve and promote mechanisms that increase responses to consultations.	✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language ✓ More Equal
Develop the Council's ability to engage with the public through social media.	✓ Cohesive ✓ Resilient ✓ More Equal

How will we know we are successful?

To achieve the budget reductions identified in the Medium Term Financial Strategy

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of budget reductions achieved [higher preferred]	69%	100%	100%

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

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of services that are available to the public online [higher preferred]	Nil	5	3

To work collaboratively to make the most of public assets

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of surplus capacity of school places in a) primary schools b) secondary schools [lower preferred]	a) 5.21% b) 20.5%	a)10% b)18%	a)10% b) 18%
Realisation of capital receipts target [higher preferred]	£452,875	£4m	£2.8m
Percentage of £500k planned budget savings achieved [higher preferred]	N/A	100%	100%
Percentage of BCBC operational buildings achieve full statutory compliance [higher preferred]		New indicator for 2019-20	100%
Percentage change in carbon dioxide emissions in the non-domestic public building stock on previous year [higher preferred]	6.46%	6.46%	6.46%
Income generated from the Council's non-operational property portfolio [higher preferred]	£25,000	£25,000	£25,000

To develop the culture and skills required to meet the needs of a changing organisation

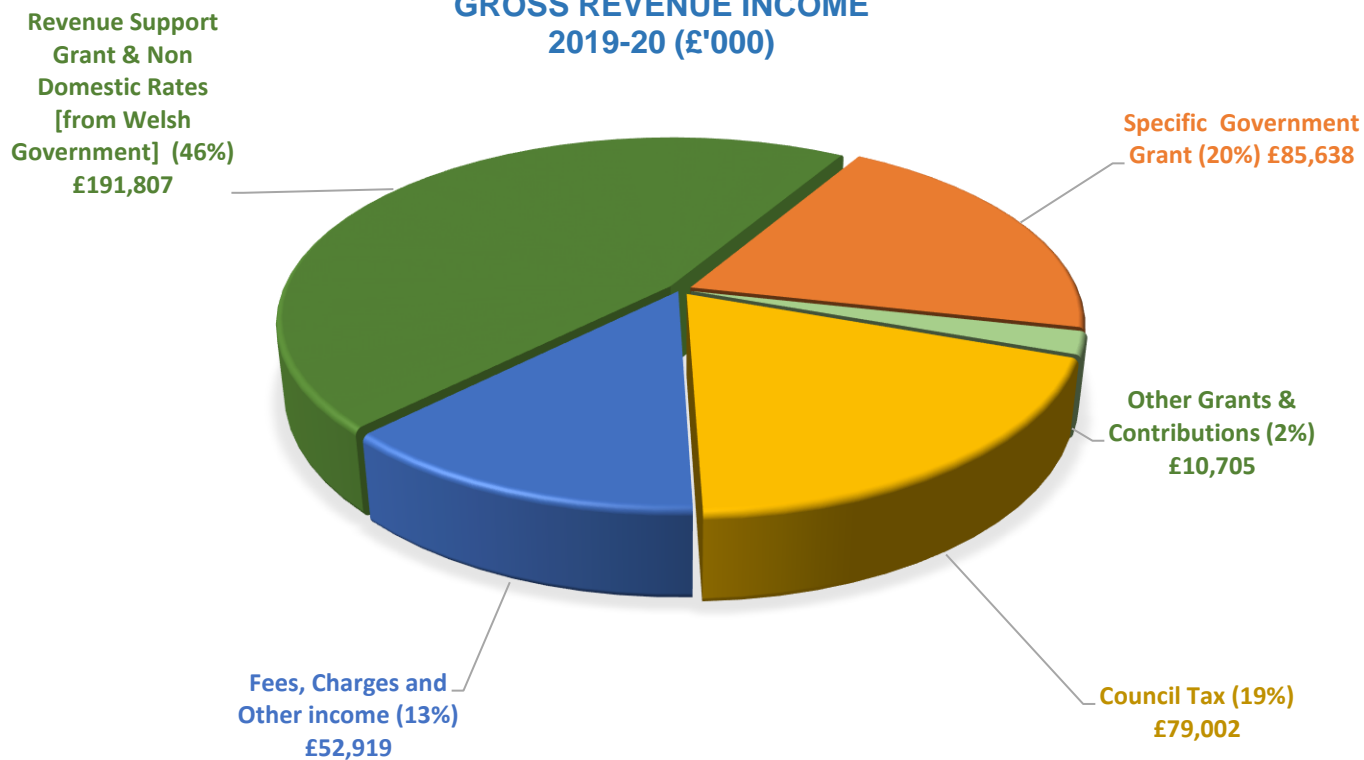
Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of staff taking up in-work health checks [higher preferred]	N/A	New indicator for 2019-20	Increase on 2018-19 actual
The percentage of employees completing e-learning modules [lower target due to staff completing compulsory training]	50.2%	45%	25%
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) [higher preferred]	69,414	5% increase on 2017-18 actual (76,355)	5% increase on 2018-19 actual
Number of participants in Staff Survey [higher preferred]	N/A	New indicator for 2019-20 Establish baseline	Increase on 2018-19 actual
<p>The proportion of staff reporting through survey that they agree or strongly agree with the statements:</p> <ul style="list-style-type: none"> a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? <p>[higher preferred]</p>	N/A	New indicator for 2019-20 Establish baseline	<p>Increase on 2018-19 actual</p> <ul style="list-style-type: none"> a) >35% b) >59% c) >69% d) >31% e) >59%

Section 5: managing our Budget

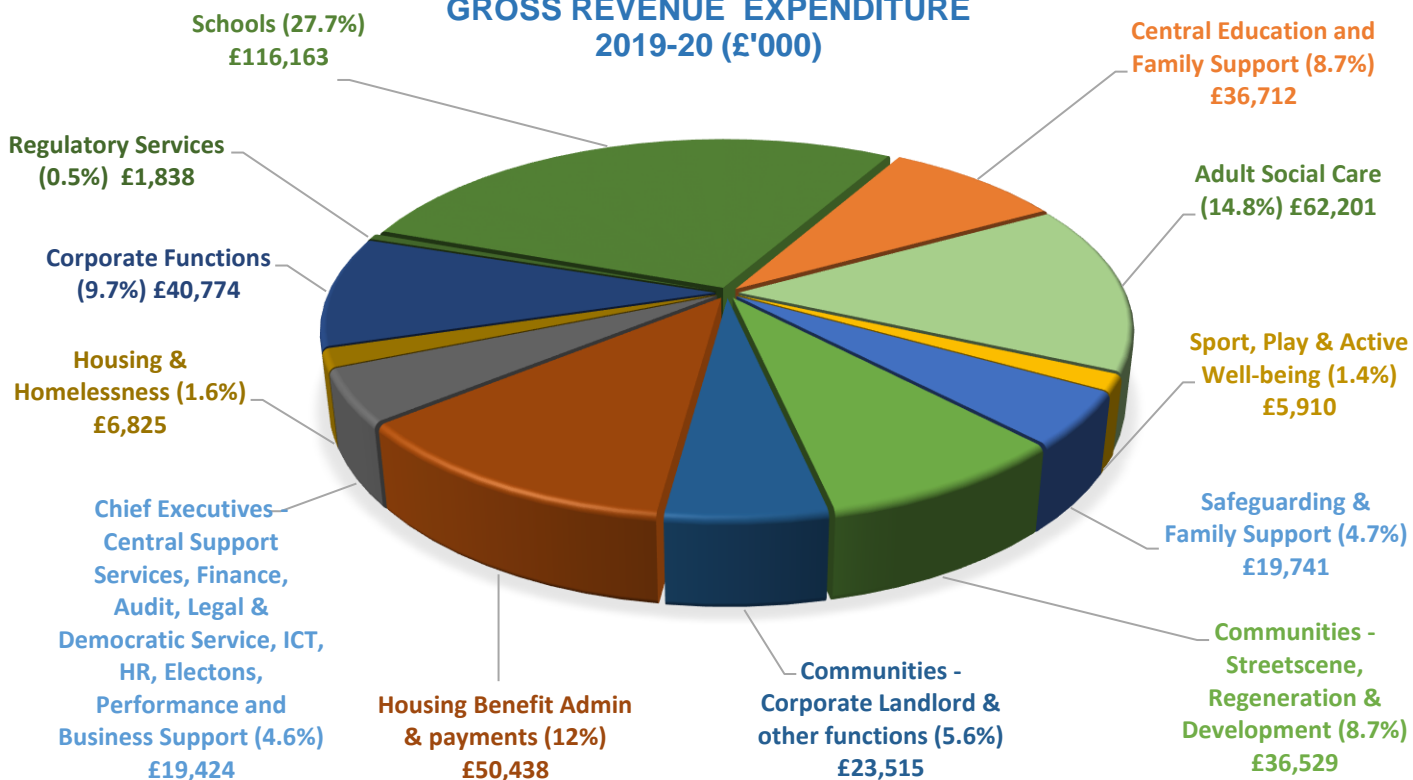
The charts below outline our income and spending plans for 2019-20.

The Council's gross revenue income for 2019-20 is £420.07 million.

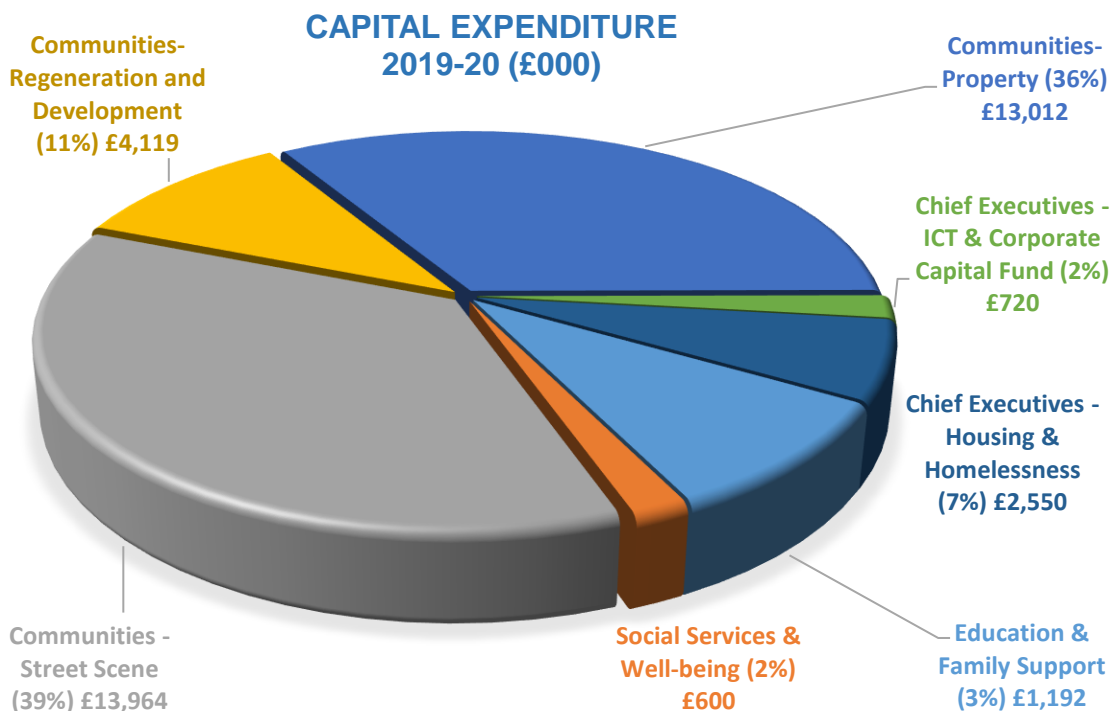
**WHERE THE MONEY COMES FROM
GROSS REVENUE INCOME
2019-20 (£'000)**



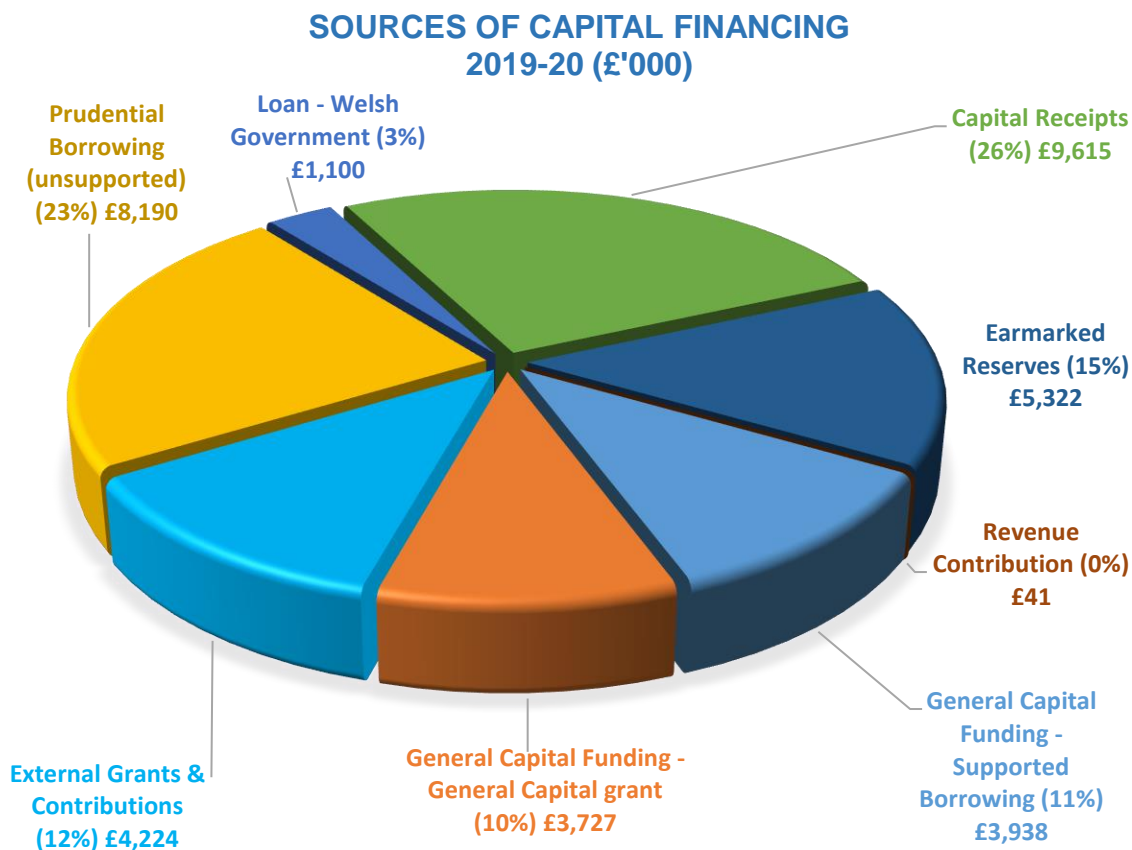
**WHERE THE MONEY IS SPENT
GROSS REVENUE EXPENDITURE
2019-20 (£'000)**



In addition to spending money on providing day-to-day services, the Council also spends money on providing new facilities, improving assets and the infrastructure, enhancing assets or providing capital grants to others. Planned capital expenditure for 2019-20 amounts to £36.157 million.



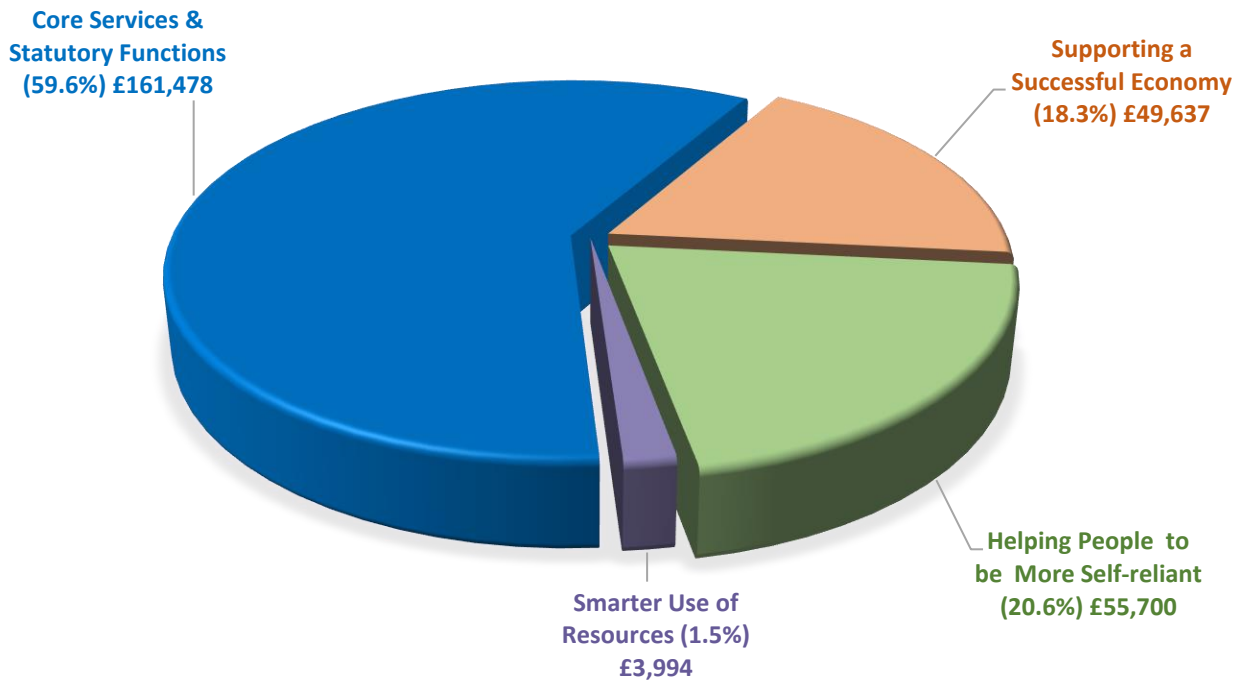
The chart (above) provides details of the service areas where capital expenditure is planned and (below) how the expenditure will be financed in the year.



The authority has a net revenue budget of £270.809 million that supports the delivery of the Council's corporate Well-Being Objectives, core services and statutory functions. The net budget is financed by the Revenue Support Grant, Non-Domestic Rates (NDR) and Council Tax income. It excludes income from other financing streams such as other government grants, customer and client receipts, and interest which finance the gross revenue expenditure.

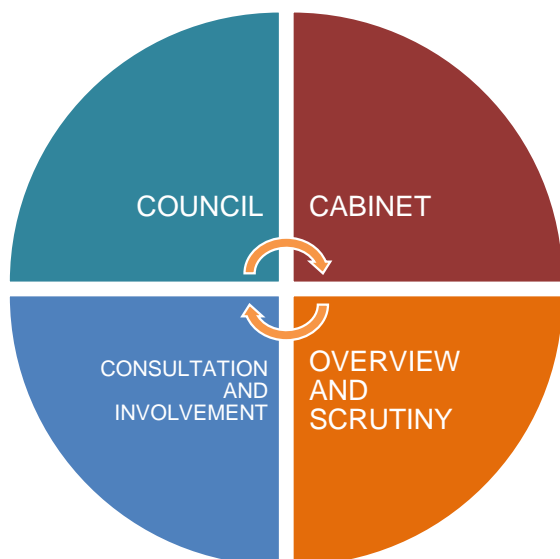
The chart below provides details of how the net revenue budget has been allocated for 2019-20.

NET REVENUE BUDGET BY WELL-BEING OBJECTIVE 2019-20 (£'000)



Section 6: Democracy and Partnership

How the Council Works



Council

Made up of 54 councillors representing 39 Wards, the full Council meets to approve key strategic policies and set the Council corporate plan and budget. The rules for how the Council operates are written in the Council's constitution.

Cabinet

Made up of six councillors and chaired by the Leader, the Cabinet is responsible for making major decisions and policies in Bridgend County Borough. Each councillor has a portfolio covering a specialist area.

Overview and Scrutiny

Made up of four committees who look at decisions that the Council are making and make sure they have been examined properly.

Consultation and Involvement

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas; topics have included street cleanliness, customer service, the council budget, public conveniences and bus routes. They also receive updates through our 'You said, we did' newsletter.

Bridgend County Borough Council is committed to listening and responding to citizens' views. We ensure that there are opportunities for local people to contribute to decision making through



Our newly revised website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook www.facebook.com/BridendCBC



Twitter: [@BridgendCBC](https://twitter.com/BridgendCBC)



Email to talktous@bridgend.gov.uk

In 2017-18 we handled over 143,000 calls, 14,500 emails and 27,000 visits through our Customer Service Centre

We also engage with specific groups of people, such as those who use our social care services, to ask for their views about the services they receive.

Working with Others

Bridgend Public Services Board

- The [Well-being of Future Generations \(Wales\) Act 2015](#) made it a legal requirement for each local authority to create a Public Services Board ([Bridgend PSB](#)). The Council is one of a group of local health, education, social care and well-being organisations from the public sector and not for profit sectors who work together to create a better Bridgend County Borough. The work is based on collaboration and consultation with local people and communities.
- Following a Well-being Assessment, the Bridgend PSB has developed a [Well-being Plan](#) to address the issues that influence the long-term well-being of Bridgend.
- [Bridgend Community Safety Partnership](#) is a sub-board of the Bridgend PSB, which brings together public, private and voluntary agencies that work together to reduce crime, disorder and fear of crime.

The [Bridgend Multi-Agency Safeguarding Hub](#) (MASH) brings together professionals to provide safeguarding services from both the council and our partners across the community, in one place.

The Bridgend MASH is made up of people from:

- Children's and adult services
- South Wales Police public protection unit
- Education
- Housing
- Community drug and alcohol team
- Probation and community rehabilitation
- Health
- Early help services
- Mental health services

- [Shared Regulatory Services](#) is a partnership with the Vale of Glamorgan and Cardiff Council to provide a more efficient service covering Trading Standards, Environmental Health, Licensing and Private Sector Housing.

The Council's Internal Audit Service has been delivered under a formal collaborative agreement with the Vale of Glamorgan Council since 2013. Due to its ongoing success, it is proposed that a Regional Shared Internal Audit Service is established bringing together Merthyr Tydfil CBC, Rhondda Cynon Taf CBC and the existing shared service. An efficient Internal Audit service provides independent assurance that the Council's risk management, governance and internal control processes are operating effectively.

- Originally one of the partners within [The Western Bay](#) Health and Social Care

Programme, as of April 2019 Local Authority and Health services in Bridgend will be moving to the Cwm Taf Region which will continue to develop the delivery of integrated services.

- We have partnered with [GLL/Halo Leisure](#) to manage eight leisure centres and swimming pools. We have a long term partnership with Awen Cultural Trust [Awen](#) to run our cultural venues and services for 20 years. This includes the Bridgend library service, Maesteg Town hall, Porthcawl Grand Pavilion, four community centres and Bryngarw House and Country Park.
- We are one of ten local authorities in South East Wales that are part of [The Cardiff Capital Region City Deal](#), which is a programme to bring about significant economic growth in the region.

The Well-being of Future Generations (Wales) Act

The Well-being of Future Generation (Wales) Act 2015 has been put in place to make sure that public bodies are doing all they can to contribute to the improvement of the social, economic, environmental and cultural well-being of Wales.

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

The diagram below shows how the seven national goals, the sustainable development and the five ways of working work together.



In this plan, we have laid out the Council's commitment to the well-being goals and embedded the sustainable development principles of the Act. We have made sure that, when we make decisions, we take into account the impact they could have on people living their lives in Wales both today and in the future.

Section 7: our **Corporate Plan** on a **Page**

Our vision One Council Working Together To Improve Lives			
Our well-being objectives	Supporting a successful economy	Helping people to be more self-reliant	Smarter use of resources
Our well-being aims	<p>To support local people develop skills and take advantage of opportunities to succeed</p> <p>To create conditions for growth and enterprise</p> <p>To create successful communities</p>	<p>To give people more choice and control over what support they receive by providing early access to advice and information</p> <p>To reduce demand through targeted early help and intervention programmes</p> <p>To work in partnership with the third sector, with town and community councils and with community groups to build community resilience</p>	<p>To achieve the budget reductions identified in the Medium Term Financial Strategy</p> <p>To improve the efficiency of and access to services by redesigning our systems and processes</p> <p>To work collaboratively to make the most of public assets</p> <p>To develop the culture and skills required to meet the needs of a changing organisation</p>
To achieve these aims we will	<p>Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not.</p> <p>Improve learner outcomes for other vulnerable groups and assist young people who are more able and talented than their peers to help them reach their full potential.</p> <p>Invest in our communities, enhance existing facilities and provide new ones.</p> <p>Maximise investment and business opportunities to increase economic prosperity across our county, to grow the value of tourism and support a range of cultural, sporting and business events.</p> <p>Shape employment opportunities, develop a skilled workforce to meet future needs and improve opportunities for those who are unemployed, economically inactive, experiencing in-work poverty or face barriers to work.</p> <p>Continue to develop environmentally positive schemes and programmes.</p>	<p>Provide good information, advice and assistance to the public, including increasing the support available through local community coordinators.</p> <p>Continue to involve service users, carers and communities in developing and commissioning services.</p> <p>Support the development of a new generation of community health and well-being centres.</p> <p>Establish new models of care and support that better meet the developing needs of looked after children, young carers, disabled children and young people, vulnerable children and young people.</p> <p>Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation.</p> <p>Work with partners and the third sector to strengthen communities, provide services locally and to have more voice and control over community assets.</p>	<p>Enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.</p> <p>Automate and streamline our internal processes.</p> <p>Optimize school places and deliver our Schools' Modernisation Programme.</p> <p>Develop a more rational and commercial approach to council assets, estate and services.</p> <p>Implement energy and carbon reduction measures and promote good practice in all our public buildings.</p> <p>Review capital expenditure and implement the planned budget reductions.</p> <p>Support managers to lead staff through organisational change.</p> <p>Improve and promote mechanisms that increase responses to consultations.</p>

