



Corporate Plan 2018 - 2022

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Foreword

The Corporate Plan is the Council's roadmap setting out our vision, values and priorities for the remaining four years of this administration. It outlines clearly what the people of Blaenau Gwent can expect from the Council but equally, what we are asking from our citizens and partners. I want everyone to play their part in delivering on an ambitious programme of action and change for this area, including elected members and local government; the public sector workforce and our local communities. Each person can make an important and valued contribution to life in Blaenau Gwent – as parents, volunteers, business owners, we can all help to play our part in building a place that people are proud of.

The Plan has been developed at a time of significant financial constraint and change within the public sector and we have taken into consideration the current funding and legislative situation. Financial austerity has been a feature of the UK Government's agenda now for a number of years and as a result we continue to face cuts to the budget we receive from the Welsh Government. In turn, local government has more recently had to take some tough decisions on where to prioritise spending ensuring vital services are maintained for the most vulnerable in our communities.

Through focusing on delivering against the main priorities set out in the Corporate Plan we can begin to transform Blaenau Gwent into a more prosperous and welcoming area that celebrates its heritage and plays its part on the regional and national stage. It is also a key part of building a more confident and capable Council. It is about achieving real outcomes for the people of Blaenau Gwent and is underpinned by solid and sustainable plans, ensuring the Council can be held to account for what it has promised to deliver.

I will be publishing an annual report of progress against the priorities in this Plan so that people can see for themselves where we are making a difference and if there are areas for further improvement. This will also allow our workforce to see how their individual efforts are contributing to the overall well-being of the area and how much their work is valued.

Finally, I want everyone to know how much we have welcomed the feedback received from all of the public engagement programmes that we have undertaken so far. These wide programmes of engagement will continue over the lifetime of this administration and I want to reassure people that we are listening and we will respond.

We know that we need to earn your trust through an open and honest approach to decision making. We also know that as a Council we will be faced with more tough decisions to make in the short term and we want to work with the community and partners to explore all options along the way.



Cllr Nigel Daniels
Leader of the Council

Why do we need a Corporate Plan?

Legislative requirements

The Local Government (Wales) Measure 2009 (Section 15), places a duty on all Local Authorities in Wales to make arrangements to secure continuous improvement. As part of this, the Council is required to develop a Corporate Plan. The Well-being of Future Generations (Wales) Act 2015 also places individual duties on public bodies. The legislation is about improving the social, economic, environmental and cultural well-being of Wales and creating a Wales that we all want to live in, now and in the future. The priorities developed for the Corporate Plan incorporate the previous Council Well-being Objectives and also represent our improvement objectives, as required by the Local Government Measure.

Strategic Drivers

The Corporate Plan has been developed at a time of significant financial constraint and change within the public sector. Financial austerity has been a feature of the UK Government's agenda now for a number of years and as a result we continue to face cuts to the budget we receive from the Welsh Government. By the end of the decade, it will have been cut in real terms by 7% since 2010 meaning £1.2bn less to spend on vital public services in Wales. For Blaenau Gwent this has meant Welsh Government funding has remained static since 2010/11, which equates to a real term reduction of £7m. This is why local government has more recently had to take some tough decisions on where to prioritise spending ensuring vital services are maintained for the most vulnerable in our communities.

We will also need to keep the availability of resources under review with the ongoing development of the UK's decision to leave the European Union and its impact on this area in terms of European Funding and the local government settlement for future years, which we know will be extremely challenging. The Council's Medium Term

Financial Plan provides a statement of the financial position for the current year and an overview of the prospects for the following years. It is currently being reviewed to ensure alignment with the new Corporate Plan. Also, underpinning the Corporate Plan will be the Council's new Workforce Plan which will set out the current and future staffing needs in terms of capacity, capability and resilience of the organisation. Together, these Plans will show how we are mobilising our workforce and resources to ensure delivery of the priorities outlined in the Corporate Plan.

Local Government Reform is another ongoing debate and is about ensuring the ongoing effectiveness and sustainability of public services for the future. It is about strong local government working with and for communities which will help build prosperity for all. Local government needs to be equipped with the powers, capability and capacity to address the challenges we all face and deliver the public services our citizens need, ensuring public money is used efficiently and effectively.

Regional collaboration will also be critical to local government in future and we will undoubtedly see increased levels of regional working. Progress has been made in recent years through voluntary approaches, for example the Cardiff Capital Region City Deal where Blaenau Gwent Council has taken up its equal place alongside the nine other local authorities in South East Wales and a programme of work is already underway. We have an opportunity here to influence and negotiate ensuring we are maximising the benefits for Blaenau Gwent from any investment or project. This in turn, will help us deliver on our local priorities by improving wealth, connectivity and infrastructure across the South East Wales area. In Blaenau Gwent there will be a focus on skills, transport, housing and digital connectivity. There are other strategic collaborations in areas like Health and Social Services which remain important in our efforts to improve well-being.

What informed our Plan?

Public Engagement & Communication

An ongoing process of gathering a wide-range of information to understand the issues that are most important to people in our area has taken place (via various programmes of public engagement) and we have been looking at future trends to make sure we consider the things that will affect how we work in the longer term. The data from the recent Well-being Assessment on the Blaenau Gwent area and information from the recent public engagement events 'Blaenau Gwent We Want' and 'Let's Talk Budget Challenge', have been used to demonstrate the agreement to prioritise certain areas and that they are grounded in robust evidence. Although some of this engagement work has been carried out on behalf of the Public Service Board, it surfaces issues that are incredibly important for the Council and the local area. Councillors also gathered information on the issues raised most frequently on the doorstep during the last election campaign and during ward surgeries and the Corporate Plan reflects this.

Public Service Board

Blaenau Gwent's Public Service Board has also used some of the same data and evidence to produce their Draft Summary Well-Being Plan outlining their objectives for improving well-being in Blaenau Gwent and meeting the Council's collective duties under the Well-being of Future Generations Act (2015). This means there is alignment between the two Plans to ensure that the Council and its strategic partners are all working towards delivering priorities to improve the overall economic, social and environmental well-being of the area.



Infographic of Blaenau Gwent

General

 **69,544 RESIDENTS**

32,000 HOMES

Blaenau Gwent is less than 1% of overall area of Wales



Education

 No pupils left school without a qualification

ATTENDANCE

Primary 94.52%
Secondary 94.06%

 **41.1%**
Achieved grade A* - C in English and Maths



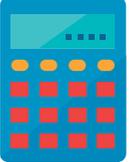
Efficient Council

 **9,568 FOLLOWERS**

 **9,565 USERS**

2018/19 Total Council Budget

£140M

Economic Development & Regeneration

76% MALES

66.2% FEMALES

£491.30



ECONOMICALLY ACTIVE

Average weekly full time earnings

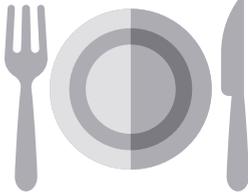
% of Occupied floor space of available council business units

 **85**

Strong & Environmentally Smart Communities

 **2.25%**
Waste sent to landfill

89.77%
food premises broadly compliant



3rd Best A, B and C roads in Wales



Social Services

 **12.5%**
provide unpaid care to others

Delayed Transfers of Care

1.38



 **100%** Adult protection enquiries completed

What's in the Corporate Plan?

The Corporate Plan is the Council's roadmap setting out our vision, values and priorities for the remaining four years of this administration. It outlines clearly what the people of Blaenau Gwent can expect from the Council but equally, what we are asking of our citizens and partners. The Plan demonstrates the Council's contribution to achieving its vision but it does not cover everything the Council does. It is a statement of our most important priorities. Service Area Business Plans sitting underneath this Plan will provide more details on the other activities and services the Council is delivering.

The Plan identifies the key priorities in which the Council can play a significant role in helping transform the area and have a positive impact on the wellbeing of our current and future generations. It is vital for us to help unlock the social, educational and economic potential of every person in Blaenau Gwent to ensure our future generations enjoy a better quality of life by helping local communities to flourish, becoming stronger and safer places to live with improved opportunities for all. A person's life chances should not be at a disadvantage, held back or reduced because of where they live.

We have a rich heritage in this area and our buildings and countryside are part of Blaenau Gwent's attractiveness as a place to live, work and visit. Our local environment should be used to help improve the health and wellbeing of our families and communities and be enhanced for future generations to continue to enjoy. There is also a real desire to see the communities where people live kept clean, tidy and useable, creating areas that people can be proud of.

For decades we have suffered from economic decline associated with de-industrialisation, we now need to improve the economic outlook for Blaenau Gwent as good quality, well paid employment is a key factor for people to live healthier and happier lives.

We need to generate more and better employment opportunities ensuring that Blaenau Gwent continues to be an attractive place to live, work, invest and visit. Thus, helping us to develop a local economy that is more resilient to change and sustainable in the face of trends like globalisation, climate change, the UK exit from the European Union and an ageing population.

We want to encourage and support people to make healthy lifestyle choices to enable children, young people and families to thrive. Research has proven people demonstrating positive health behaviours from birth through their life will lead to greater independence, and people being free from complicated health conditions later in life and reducing costs to public services. This in turn could reduce demand on services and ensure the services that are provided are high quality, efficient and responsive to local people's needs.

Our Core Vision and Values

Our core Vision and Values reflect who we are as a Council, how we do things and how we are shaping the future by ensuring that these apply to everything we do.

Our Council Priorities

With reduced funding and increasing demand on services the Council can no longer do everything it has done in the past. We must focus on those actions that will have the greatest impact. Safeguarding the most vulnerable people in our communities continues to be a top priority for the Council alongside transforming the aspirations of residents and valuing fairness and equality in everything we do.

Improving the quality and provision of teaching and learning is also vitally important to ensure we are achieving ambitious outcomes for all children and young people.

We will continue to invest in our neighbourhoods so that they are places where people are proud to live and have prioritised economic development and regeneration to bring jobs, growth and opportunity to local people and businesses. Another priority is to make sure the services we provide are of a high standard and value for money, where more people are satisfied and services are more accessible for and responsive to the needs of citizens.

Each of the main priorities are set out in the following pages along with the associated goals which we will be aiming to deliver, what we will be asking our communities, partners and businesses to work with us to achieve and the measurements and targets which we

will be using to assess progress against each year. Everything we do should contribute to the Council's priorities (the 'golden thread') so that all our effort and resources are linked into the delivery of this Plan.

Some of the priorities will also require contributions from across different service areas and this will help us to deliver our 'One Council' approach by working together to deliver better outcomes for our communities.

A lot of the programmes listed in the Plan are ambitious and some are in the early stages of development. Over the course of the four years of the Plan there may be some changes to measures. For example, if they are drawn from national sources these may be subject to change outside of our control or if there are new indicators developed that should be included in the Plan.



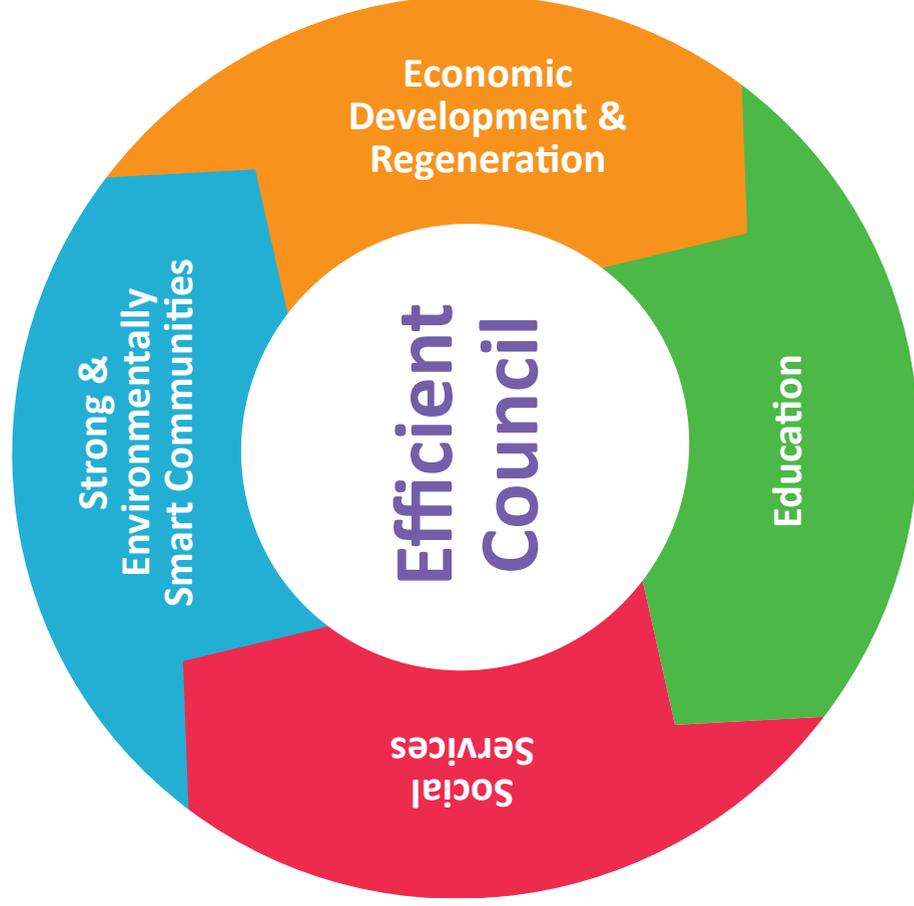
Our Core Vision

Proud Heritage, Strong Communities, Brighter Future

Our Core Values



Our Council Priorities



Social Services

We will aim:

- ▶ To improve accessibility, provision of information and advice to enable people to support their own wellbeing
- ▶ To work with people to make sure they have a say in achieving what matters to them
- ▶ To intervene early to prevent problems from becoming greater
- ▶ To work with our partners including Aneurin Bevan Health Board and neighbouring authorities to deliver integrated responsive care and support
- ▶ To promote and facilitate new ways of delivering health and social care involving key partners and our communities
- ▶ To put effective safeguarding arrangements in place to protect people from harm
- ▶ To develop a partnership approach to reducing and alleviating the impacts of Poverty

We will ask:

- ▶ Residents to be actively involved in creating more resilient communities supporting each other
- ▶ Residents to take more responsibility for managing their own health and wellbeing
- ▶ Residents to work with us to create a more stable environment for families

How we currently perform



58% of adult and 43% of child contacts to the IAA progressed to care and support



86.9% of adults and 81.9% of children are happy with care and support they receive



41% of adult cases and 57% of child case referrals signposted to preventative services



There are 233 Looked after Children and 89 children on the child protection register



100% of carers feel able to continue in their caring role

Education

We will aim:

- ▶ To improve pupil outcomes, progress and wellbeing, particularly for our more able and our most vulnerable learners
- ▶ To improve the quality of our education services and our school buildings to help learners achieve great outcomes
- ▶ To continue to support our school leaders to help our pupils achieve their ambitions

We will ask:

- ▶ Our partners to support our joint work to achieve ambitious outcomes, for all children and young people
- ▶ Our parents and carers to continue to support their children and the Council, to help all our children and young people achieve their ambitions
- ▶ Our Education Community and partners to continue to support the work of schools and school leaders, to achieve great outcomes for all our children and young people, in line with our Vision for Education

How we currently perform



The overall pass rate of pupils achieving Key stage 4 (GCSE) is 92.8%



70% of schools categorised as yellow and green



73.49% of pupils achieved A Level (A* - C) with an overall pass rate of 99.03%



1.6% of pupils are persistently absent at Primary school (<80%)



4.6% of pupils are persistently absent at Secondary school (<80%)

Strong & Environmentally Smart Communities

We will aim:

- ▶ To increase rates of recycling to enable us to achieve national targets
- ▶ To re-invest in environmental services to address the issues created by fly-tipping, dog fouling, littering, grass cutting, street cleansing and pest control
- ▶ To re-invest in highways maintenance particularly improvements to our residential roads, streets and pavements
- ▶ To improve the access to and quality of open spaces for the benefit of our communities, businesses and visitors
- ▶ To build the relationships across the Council to support organisations and partners to deliver services in different ways (Community Asset Transfers)
- ▶ To take a strategic approach to the management of our land and property services in different ways (Community Asset Transfers)

We will ask:

- ▶ Residents to recycle in line with the service requirements to achieve national targets
- ▶ Communities to work with us to help keep their environments clean
- ▶ Communities to work with the Council to ensure services are retained locally (Community Asset Transfers)

How we currently perform



56.77% of waste is reused, recycled or composted



95.52% of streets are clean



4.51% of A, B & C roads are in an overall poor condition



88.40% of fly tipping incidents are cleared within 5 working days



503 residents engaged with us on our Street Scene Engagement Roadshows

Economic Development & Regeneration

We will aim:

- ▶ To work in partnership with Registered Social Landlords and private developers to provide a variety of homes
- ▶ To work with partners to provide effective employment support and access to skills development
- ▶ To increase the start-up business rate, retention and growth of local businesses and attract new inward investment
- ▶ To develop digital infrastructure and improve connectivity by promoting digital participation
- ▶ To develop a portfolio of potential energy opportunities to deliver economic, business and community benefits
- ▶ To work with partners to develop a new vision for our town centres ensuring their long term future

We will ask:

- ▶ Schools and Colleges to work with us to ensure opportunities for apprenticeships and training are matched to current and future labour market opportunities
- ▶ Businesses to engage with and support us on the delivery of our priorities

How we currently perform



The number of additional affordable housing units provided during the year as % of all new housing units is 43.55



The average annual income in Blaenau Gwent is £21,400



14 Business start ups (directly created as a result of targeted support from the council)



71% of working age people are economically active



% of occupied floor space of available council business units is 85

Efficient Council

We will aim:

- ▶ To demonstrate clear and visible leadership to deliver a viable and resilient Council
- ▶ To continue our programme of public engagement and respond in a timely and effective way to feedback
- ▶ To ensure effective forward financial planning arrangements are in place to support the Council's financial resilience
- ▶ To support and develop a workforce that has the capacity and capability to be productive and responsive to future demands
- ▶ To improve online public services and ensure people have access to the appropriate digital technology and skills to use it properly
- ▶ To develop a more commercial organisation to generate income and deliver cost reductions to make local services sustainable and raise money to re-invest in our priorities
- ▶ To be a strong and effective partner and collaborate where possible to deliver financial, business and community benefits

We will ask:

- ▶ Residents to engage with us and tell us how we are doing
- ▶ Residents to use the self-service facility to access Council services and information, wherever possible

How we currently perform



Number of working days lost to sickness absence per employee is 12.1



15.8% of service requests to the council were via digital channels



The council cost per head of population is £1265.63

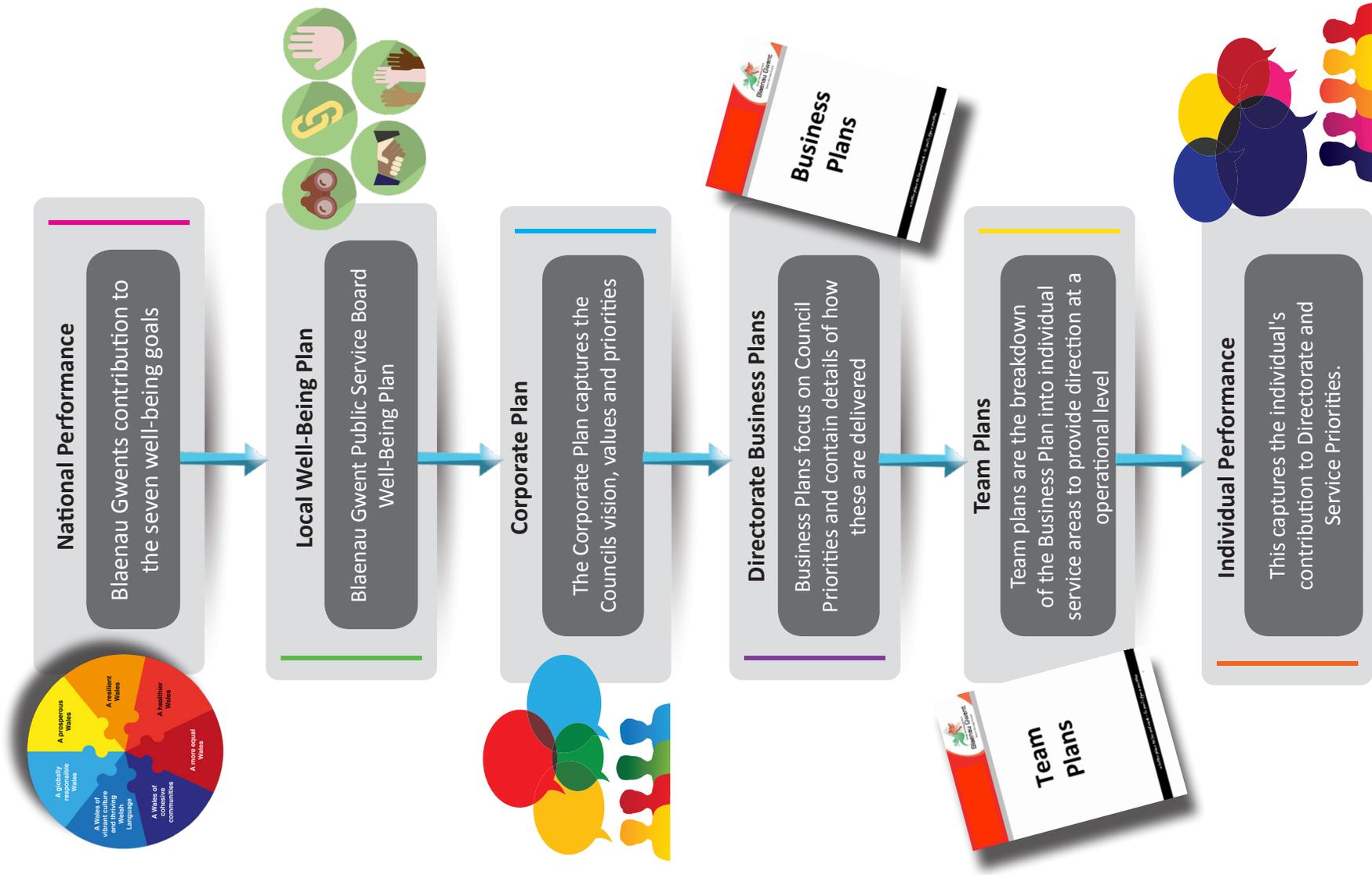


The level of General Reserve as a proportion of net revenue expenditure is 4.29%



4.38% of the Council's Gross Expenditure is from income

Hierarchy of plans



What will our Services look like in the Future?

It will be important that the Council remains relevant and viable for the next generation, whilst continuing to meet the everyday needs of its residents, visitors and businesses. With the continued financial pressures and external global factors having further impacts it will be necessary to look at, review and further transform the way services are designed and delivered. The Council has already made progress in this area and has accrued significant efficiency savings over the last couple of years through the Transforming Blaenau Gwent Programme.

The Council already adopts a mixed model of delivery – directly delivering some services and for others Alternative Delivery Models have been established. For example, traditional Leisure, Culture and Learning Services are now delivered across Blaenau Gwent by a Charitable Trust limited by guarantee. The amount of services the Council directly delivers may decrease further depending on the future financial position. In time, the Council may act as a commissioner of services ensuring that they are responsive to local needs, centred around the person and community based. It will also look to become a more commercial organisation which generates income and delivers cost reductions. This in turn will help to make local services more sustainable and raise money to re-invest in our priorities.

In some instances it might be appropriate for the Council to move into more of an enabling role supporting community groups and social enterprises to gain the skills and competencies to be able to retain and deliver services locally themselves (i.e. Community Asset Transfers). The council will also look to deliver services in collaboration with other councils in the future. There will also be a role for the Council in developing a renewed sense of place in the area and building pride in the borough, which could involve

influencing and supporting partner organisations to work to common goals to meet the needs and aspirations of the community. The Council's role over time may be less about doing things to and for residents and communities and more about creating the capacity, interest, expertise and enthusiasm for individuals and communities to do things for themselves.

Monitoring & Reporting

It is important that people are able to see what progress the Council is making against the priorities outlined in this Plan and hold us properly to account. We will monitor how we are doing at least once a year against the goals under each of the priorities and the associated measurements. This will allow us to identify those areas that are developing positively and areas which need further improvement. If necessary, as part of our commitment to continually respond to your feedback, we may also refresh and update parts of the Plan at this time.

The performance against the priorities will also be able to be mapped across to the contribution each of them is making to the National Well-being Goals. Each of our priorities will contribute to more than one Well-being Goal, emphasising their cross-cutting nature.

Communication & Engagement

As part of our continued commitment to engage with the public, we will take the Corporate Plan out to our communities to ensure as many residents as possible understand the priorities that the Council is striving towards and how they can help us to get there. Also it is vital that our workforce understand how their contribution to achieving our priorities is valued and the positive impact they can have on people's lives through the effective and efficient delivery of services.

Key Performance Indicators

Our Corporate Plan sets out the main priorities we will be working on over the next four years. It is important that we can show progress and be held to account against these. The priorities are underpinned by a suite of indicators that enable us to do this.

Social Services		
Performance Indicator	National / Local	Baseline
Percentage of proportionate assessments that led to a more comprehensive assessment for care and support - children	Local (available)	43%
Percentage of proportionate assessments that led to a more comprehensive assessment for care and support - adults	Local (available)	58%
Percentage of people who are happy with care and support they receive (adults)	National	86.90%
Percentage of children happy with the care and support they receive	National	81.90%
Percentage of carers that feel able to continue in their caring role (carers) supported	National	100%
Percentage of referrals signposted to preventative services (adults)	Local (Data Development 2018)	TBC
Proportion of adult services cases supported by preventative services (New)	Local (available)	41%
Percentage of referrals signposted to preventative services (children)	Local (Data Development 2018)	TBC
Proportion of children's services cases supported by preventative services (New)	Local (available)	57%
Rate of Delayed Transfers of Care	National	1.38
Number of collaborative/partnership arrangements	Local (Data Development 2018)	TBC
Percentage of adult protection enquiries completed within statutory timescales	National	89.30%
Number of Looked After Children	Local (available)	233
Number of Child Protection	Local (available)	89
Percentage of people (adults 16+) living in households in deprivation in Blaenau Gwent in 2016/17	National	19%

Education

Performance Indicator	National / Local	Baseline
Pupil outcomes and progress for our 7, 11, 14 and 16 year old pupils in English and Maths, particularly our more able and our most vulnerable learners	National	KS4 L1 92.8% L2 59.2% L2+ 41.1%
School inspection and school categorisation judgements Proportion of schools in Yellow and Green	Local (available)	70%
Progress through our 21st Century schools programme and other investment programmes (qualitative)	Local (Data Development 2018)	TBC
Positive views from parents and carers and pupils about our schools	Local (Data Development 2018)	TBC
The proportion of pupils who are persistently absent (<80%) - Secondary	National	4.80%
The proportion of pupils who are persistently absent (<80%) - Primary	National	1.6%
Post – 16 learner outcomes <ul style="list-style-type: none"> • A Level A*-C • Overall Pass Rate • Vocational Main • Vocational Entry • Vocational Level 1 • Vocational Level 2 • Vocational Level 3 	National	73.49% 99.03% 88% 97% 85% 85% 90%

Strong & Environmentally Smart Communities

Performance Indicator	National / Local	Baseline
Percentage of people that agree their local streets are clean	Local (Data Development 2018)	TBC
Percentage of streets that are clean	National	95.52
Net expenditure on the highway asset per kilometre of carriageway network maintained (Km)	Local (Data Development 2018)	TBC
Percentage of all roads in an overall poor condition	Local (Data Development 2018)	TBC
Average number of working days taken to clear fly-tipping incidents	National (new)	TBC
Percentage of waste reused, recycled or composted	National	56.77%
Amount of waste generated that is not recycled, per person	National (new)	TBC
An indicator on open spaces will be developed over the year	Local (Data Development 2018)	TBC
An indicator on Community Asset Transfers will be developed over the year	Local (Data Development 2018)	TBC

Economic Development and Regeneration

Performance Indicator	National / Local	Baseline
House building completions	Local (Data Development 2018)	TBC
Number of affordable housing units delivered per 10,000 households	National (new)	TBC
Indicators on the number of apprenticeships and their retention rates will be developed over the year	Local (Data Development 2018)	TBC
Number of Business start ups supported (directly created as a result of targeted support from the council)	Local (available)	14
An indicator on the retention rate of business start ups will be developed over the year	Local (Data Development 2018)	TBC
Percentage of occupied floor space of available council business units	Local (available)	85%
<ul style="list-style-type: none"> • Economically Active <ul style="list-style-type: none"> ○ Male ○ Female • Average Annual Income • Full time workers weekly earnings • Part time workers hourly earnings 	National	71% (31,700) 76% (16,800) 66.2% (14,800) £21,400 £491.30 £12
Indicators on inward investment, digital infrastructure and energy will be developed over the year	Local (Data Development 2018)	TBC

Efficient Council

Performance Indicator	National / Local	Baseline
Percentage of people that agree their local council provides high quality services	Local (Data Development 2018)	TBC
Number of working days lost to sickness absence per employee	National	12.1
Percentage of Service Reports / Requests via digital means (self service) (waste and recycling, street cleansing, roads and lighting and switchboard)	Local (available)	15.80%
Council cost per head of population	National	£1,265.63
Number and percentage complaints (and compliments) received per head of population	Local (Data Development 2018)	TBC
Level of General Reserve as a proportion of net revenue expenditure	Local (available)	4.29%
Net expenditure compared to agreed budget – - Revenue - Capital	Local (available)	£1,076,629 (0.74%) £14,986 (0.1%)
Income as a percentage of Gross Expenditure	Local (available)	4.38%

Providing Feedback

We welcome any feedback you might have about the Council's Corporate Plan 2018 - 2022. If there is any information you think could be considered for inclusion in the future, or if you require this document in a different format e.g. large print, Braille, audio version, etc please contact us using the information below.

Fersiwn Gymraeg

Mae fersiwn Gymraeg o'r Cynllun Corfforaethol ar gael ar wefan y Cyngor.

Contact Information

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This Council's Corporate Plan 2018-2022 has been subject to an Equality Impact Assessment screening.



Cyngor Bwrdeisdref Sirol

Blaenau Gwent

County Borough Council