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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr  
Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg. Rhowch wybod i ni os mai Cymraeg yw eich dewis iaith.*

*We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.*



**Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate**  
Deialu uniongyrchol / Direct line /: 01656 643148 / 643694 / 643513  
Gofynnwch am / Ask for: Democratic Services

**Dyddiad/Date:** Tuesday, 26 May 2026

Dear Councillor,

**EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE (FORMERLY SUBJECT OVERVIEW & SCRUTINY COMMITTEE 1)**

A meeting of the Education and Youth Services Overview and Scrutiny Committee (Formerly Subject Overview & Scrutiny Committee 1) will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Monday, 1 June 2026 at 11:00**.

**AGENDA**

1 Apologies for Absence

To receive apologies for absence from Members.

2 Declarations of Interest

To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)

3 Approval of Minutes

To receive for approval the minutes of the meeting of 09/02/26

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**By receiving this Agenda Pack electronically you will save the Authority approx. £2.04 in printing costs**

4	<u>School Improvement</u>	11 - 34
	<u>Invitees</u>	
	Councillor Martyn Jones - Cabinet Member for Education and Youth Services	
	Lindsay Harvey - Corporate Director for Education, Early Years and Young People	
	Gayle Shenton - Head of Learning	
	Tanya Smith – Head of Strategy, Early Years and Youth	
	Darren Jones – Group Manager – School Improvement	
	Louise Blatchford – Director Central South Consortium	
	Natalie Gould – Assistant Director Central South Consortium	
	Richard George – Lead Advisor for Curriculum, Teaching and Assessment Central South Consortium	
	Headteacher:	
	Derek Meade – Headteacher, Bryntirion Comprehensive School	

5 Conclusions and Recommendations

6	<u>Corporate Parenting Champion Nomination</u>	35 - 38
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7	<u>Information Report - Corporate Performance Quarter 3 2025-26</u>	39 - 86
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8	<u>Forward Work Programme Update</u>	87 - 102
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9 Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

**Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council’s internet site which will be available as soon as practicable after the meeting. If you would like to view this meeting live, please contact [cabinet\\_committee@bridgend.gov.uk](mailto:cabinet_committee@bridgend.gov.uk) or tel. 01656 643148 / 643694 / 643513 / 643159.**

Yours faithfully

**K Watson**

Chief Officer, Legal and Regulatory Services, HR and Corporate Policy

Councillors:

JPD Blundell

RJ Collins

HJ David

S Easterbrook

N Farr  
H Griffiths  
D M Hughes  
J Llewellyn-Hopkins  
R J Smith  
T Thomas  
JH Tildesley MBE  
A Wathan  
AJ Williams  
E D Winstanley

Registered Representatives:

Angela Clarke - Church in Wales Representative  
Samantha Lambert-Worgan - Parent Governor - Special Schools

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MINUTES OF A MEETING OF THE EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE (FORMERLY SUBJECT OVERVIEW & SCRUTINY COMMITTEE 1) HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON MONDAY, 9 FEBRUARY 2026 AT 11:00

Present

Councillor H Griffiths – Chairperson

JPD Blundell

HJ David

JH Tildesley MBE

Present Virtually

RJ Collins  
A Wathan

R J Smith  
AJ Williams

I M Spiller  
E D Winstanley

T Thomas

Registered Representative

A Clarke - Church in Wales Representative

Apologies for Absence

D M Hughes and J Llewellyn-Hopkins

Invitees:

Councillor Martyn Jones

Cabinet Member for Education and Youth Services

Lindsay Harvey  
Gayle Shenton  
Darren Jones  
Neil Arbery  
Sarah Humphreys  
Becca Avci

Corporate Director - Education, Early Years & Young People  
Head of Learning  
Group Manager – School Improvement  
Lead Officer Strategic Development (Primary)  
Lead Officer Strategic Development (Secondary)  
Welsh in Education Strategic Plan Co-Ordinator

**This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg**

Headteachers:

Chris Jones	Headteacher, Litchard Primary School
Edward Jones	Headteacher, Pencoed Comprehensive School
Michelle Joyner	Headteacher, The Bridge Alternative Provision

Officers:

Jessica McLellan	Scrutiny Officer
Stephen Griffiths	Interim Scrutiny Officer

Declarations of Interest

Councillor Heather Griffiths – Personal – Item 4 - Relative works at Mynydd Cynffig Primary School.

Councillor Amanada Williams – Personal – Item 4 - Community Governor and Chair of Governors Coety Primary School and LEA Governor and parent of a pupil at Brynteg School.

**90. Approval of Minutes**

Decision Made	<u>RESOLVED:</u> That the minutes of the meeting of the Education and Youth Services Overview and Scrutiny Committee dated 24 November 2025 be approved as a true and accurate record.
Date Decision Made	9 February 2026

**91. Teaching and Learning**

Decision Made	<u>RESOLVED:</u> Following consideration of the report, presentations by the Headteachers of the Bridge and Litchard Primary School and the Headteacher and staff from Pencoed Comprehensive School, and detailed discussion with a Cabinet Member,
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	<p>Senior Officers and Invitees, the Committee made the following recommendation and requests for additional information:</p> <p><b>Recommendation</b></p> <ol style="list-style-type: none"> <li>1. The Committee <b>recommended</b> that consideration be given to strengthening the link between the School Improvement Group and the Committee by sharing the RAG status of schools confidentially to Members with more information about the evaluation mechanism, in order to provide assurance about its effectiveness.</li> </ol> <p><b>Requests for Additional Information</b></p> <ol style="list-style-type: none"> <li>2. The Committee discussed the focus of the report being on examples of schools with Estyn Spotlights and schools required to address Estyn Recommendations to avoid going into special measures and <b>requested</b> an analysis of all Estyn recommendations including schools across the County not falling into the two categories focussed on in this report, to identify any themes or trends.</li> <li>3. The Committee <b>requested</b> details regarding the self-evaluation process, including support for schools to identify their strategic priorities especially in the run-up to an Estyn inspection, and any review process between agreeing the strategic priorities and implementation.</li> </ol>
Date Decision Made	9 February 2026

**92. Information Report – Corporate Performance Quarter 2 2025-26**

Decision Made	<p><b><u>RESOLVED:</u></b></p> <p>The Committee considered the content of the Corporate Performance Quarter 2 2025-26 report, the Corporate Performance Dashboard Quarter 2 2025-26 and the Regulatory Tracker updated for Quarter 2 2025-26 within the remit of the Committee, had regard to the dashboard and the tracker when considering the Committee’s Forward Work Programme report and made the following recommendations:</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>4. The Committee expressed concern regarding the red and amber RAG status and the timescales of most Commitments in WBO 3.4 <i>Modernise School Buildings</i> and discussed their impact on Commitment WBO4.4.2 <i>to develop a five-year plan to meet increasing demand on support services, specialist provision and schools,</i></li> </ol>
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	<p>highlighting the length of waiting lists in this area and the number of learners who remain on waiting lists, and <b>recommended</b> that these matters be added to the Committee’s Forward Work Programme (FWP).</p> <p>5. The Committee expressed concern regarding the continued red status and poor performance against Performance Indicator DEFS170 regarding the percentage of new local authority individual development plans (IDPs) delivered using the online IDP system and <b>recommended</b> that this be added to the Committee’s FWP.</p>
Date Decision Made	9 February 2026

**93. Forward Work Programme Update**

Decision Made	<p><b><u>RESOLVED:</u></b></p> <p>That the Committee approved the FWP in Appendix A subject to the above additions, noted the Recommendations Monitoring Action Sheet in Appendix B, noted that the FWP as approved by the Committee would be reported to the next meeting of the Corporate Overview and Scrutiny Committee for information, and considered and agreed the following in respect of two referrals:</p> <ul style="list-style-type: none"> <li>• <b>Referral from Corporate Overview and Scrutiny Committee – 23 October 2025.</b></li> </ul> <p>The Committee <b>recommended</b> that the issue regarding the number of schools projecting a deficit budget and the extent of the deficits should be considered as part of the budget process, including the work of the Scrutiny Budget Working Group, for 2026-27.</p> <ul style="list-style-type: none"> <li>• <b>Referral from Social Service, Health and Wellbeing Overview and Scrutiny Committee – 6 November 2025.</b></li> </ul> <p>With regard to the concerns expressed about the level of contact Home Educated learners may have with the Local Authority, the Committee <b>recommended</b> that, in the first instance, an all-Member briefing be scheduled.</p>
Date Decision Made	9 February 2026

**Urgent Items**

Decision Made	None
Date Decision Made	9 February 2026

To observe further debate that took place on the above items, please click this [link](#).

The meeting closed at 13:05.

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<b>Meeting of:</b>	<b>EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>1 JUNE 2026</b>
<b>Report Title:</b>	<b>SCHOOL IMPROVEMENT</b>
<b>Report Owner: Responsible Chief Officer / Cabinet Member</b>	<b>CABINET MEMBER EDUCATION AND YOUTH SERVICES  CORPORATE DIRECTOR EDUCATION, EARLY YEARS AND YOUNG PEOPLE</b>
<b>Responsible Officer:</b>	<b>GAYLE SHENTON HEAD OF LEARNING  DARREN JONES GROUP MANAGER SCHOOL IMPROVEMENT</b>
<b>Policy Framework and Procedure Rules:</b>	<b>There is no impact on the Council’s Policy Framework and Procedure Rules.</b>
<b>Executive Summary:</b>	<p><b>School improvement in Bridgend operates within a national framework that prioritises equity, inclusion, wellbeing, learner progression and continuous improvement.</b></p> <p><b>The Curriculum for Wales, alongside national reforms to professional learning and accountability, places schools at the centre of improvement, supported by collaboration, professional trust and robust self-evaluation rather than high-stakes accountability.</b></p> <p><b>Following the Welsh Government Middle Tier Review, responsibility for school improvement transferred from Central South Consortium to the local authority in September 2025, strengthening local accountability while retaining a strong regional professional learning offer.</b></p> <p><b>The current model provides universal support to all schools through improvement partners, with improvement priorities identified through ongoing self-evaluation and informed by first-hand evidence, performance information and professional dialogue.</b></p>

	<p><b>Targeted and enhanced support is provided where progress is insufficient, ensuring timely intervention and sustained improvement.</b></p> <p><b>Collaboration across clusters, networks and regional structures remains a strength, supporting progression, transition and the sharing of effective practice.</b></p> <p><b>Looking ahead, the directorate is developing a new three-year strategic plan for implementation from autumn 2026, aligned with revised national school improvement guidance published in January 2026.</b></p> <p><b>While there is no confirmed statutory timeline, the local authority will retain the strengths of its current model while refining processes to further strengthen support, build system-wide capacity and ensure that every learner reaches their full potential within an inclusive education system.</b></p>
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## **1. Purpose of Report**

- 1.1 The purpose of this report is to update the Education and Youth Services Overview and Scrutiny Committee on the current position relating to the model of school improvement in the local authority following the transition of school improvement services from Central South Consortium in September 2025.

## **2. Background**

- 2.1 School improvement in Wales operates within a distinct national policy and legislative framework that emphasises equity, wellbeing, learner progression and continuous improvement, rather than high-stakes accountability.
- 2.2 The Curriculum for Wales, introduced on a mandatory basis from September 2022 ([Curriculum and Assessment \(Wales\) Act 2021](#)) and now embedded across all year groups, is central to improvement activity. It places responsibility on schools to design curricula that are purpose-led, inclusive and responsive to local contexts, with a strong focus on progression, learner agency and the development of the four purposes. The four purposes describe what children and young people should become as a result of their education. The four purposes are:
- ambitious, capable learners;
  - enterprising, creative contributors;
  - ethical, informed citizens; and
  - healthy, confident individuals.
- 2.3 As a result, school improvement activity in Wales focuses increasingly on quality of teaching, curriculum design, assessment for learning and professional learning, rather than headline performance measures alone.

- 2.4 Inclusive education is a further national priority. [The Additional Learning Needs and Education Tribunal \(Wales\) Act 2018](#), supported by the [Additional Learning Needs Code 2021](#), places statutory duties on schools and local authorities to meet learners' needs through a person-centred and inclusive approach. School improvement activity therefore places strong emphasis on universal provision, early identification and effective collaboration with families and partner agencies.
- 2.5 [Estyn](#) (His Majesty's Inspectorate for Education and Training in Wales) plays a central role in school improvement through inspection, guidance and thematic reports.
- 2.6 Welsh Government's approach to school improvement is based on the principles of subsidiarity and professional trust. National expectations focus on schools operating as learning organisations, leadership at all levels driving improvement, high-quality professional learning aligned to identified priorities, and effective collaboration between schools and across sectors.
- 2.7 These expectations are set out in the [National School Improvement Guidance: Evaluation, Improvement and Accountability](#), which was published in June 2022 and implemented from September 2022, providing a coherent framework for self-evaluation, improvement planning and accountability. This guidance was further updated in January 2026.
- 2.8 Under this National School Improvement Framework in Wales, the governing body of each school and Estyn as the national education inspectorate, are the accountable bodies for the quality of provision and the progress of learners.
- 2.9 Within this context, local authorities retained statutory responsibility for school improvement and work in partnership with schools to provide appropriate challenge, support and intervention as required.
- 2.10 [Central South Consortium](#) developed a regional approach to implementing the National School Improvement Guidance, Evaluation, Improvement and Accountability, which has been in place since September 2022.
- 2.11 Key aspects of this approach include every school being supported by an improvement partner, with strategic improvement priorities agreed collaboratively between the school and the improvement partner.
- 2.12 The progress and impact of these priorities are monitored and evaluated throughout the year through ongoing self-evaluation activity, the collation of first-hand evidence and the review of a wide range of other evidence. This process is intended to ensure that schools receive an appropriate level and focus of challenge, support and professional learning, aligned closely to identified improvement needs.
- 2.13 In this model, improvement partners were shared across local authorities according to specialisms, and to ensure equity across each local authority. In the 2024-2025 school year, there were 12 improvement partners for the 60 schools across the local authority, and this equated to 3.7 full-time equivalent improvement partners. Only four of the improvement partners worked solely with Bridgend schools.

- 2.14 In 2023, [Welsh Government announced a further review of the middle tier in the delivery of education across Wales](#). The review focused on examining the roles and responsibilities of organisations operating between Welsh Government and schools, and on considering how these arrangements could be better organised to improve effectiveness, coherence and accountability within the system.
- 2.15 As a result of the Middle Tier Review, a number of changes were identified at both national and regional level. The remit of Central South Consortium was amended, with responsibility for improvement partners transitioning to local authorities across the Central South Consortium region.
- 2.16 Central South Consortium was retained as the education professional learning arm of the five local authorities across the region, with a clear focus on supporting high-quality professional learning. The five local authorities are Bridgend County Borough Council, Cardiff Council, Merthyr Tydfil County Borough Council, Rhondda Cynon Taff County Borough Council and Vale of Glamorgan Council. These changes were intended to complement Welsh Government reforms to professional learning and to strengthen coherence, accountability and effectiveness across the school improvement system.
- 2.17 [Dysgu](#) is Welsh Government's national education professional learning and leadership organisation. It was established in September 2025 to strengthen the strategic coherence, quality and impact of professional learning across the education system in Wales, particularly in response to the findings of the Middle Tier Review of education in Wales.
- 2.18 [Dysgu's remit is to design, commission and quality assure national professional learning for the education workforce](#), ensuring alignment with Welsh Government priorities, including the Curriculum for Wales, leadership development and system reform.
- 2.19 Key aspects of Dysgu's remit include the development, commissioning and oversight of national professional learning programmes, alongside support for leadership development at all levels of the education system, ensuring that professional learning is coherent, high-quality and aligned with Welsh Government priorities.

### **3. Current situation/proposal**

- 3.1 On 1 September 2025, responsibility for school improvement arrangements for Bridgend schools transferred from Central South Consortium to Bridgend County Borough Council. The regional model of school improvement continued to be implemented. Key features of this approach include universal support for all schools through an improvement partner, with strategic improvement priorities agreed collaboratively between schools and their improvement partners.
- 3.2 The school improvement team now has seven improvement partners, equivalent to four full-time equivalent improvement partners. All improvement partners work solely for the local authority.
- 3.3 Progress against, and the impact of, these priorities are monitored and evaluated throughout the year through ongoing self-evaluation, the collation of first-hand

evidence, and the review of a wide range of qualitative and quantitative information. This approach ensures that schools receive an appropriate level of challenge, support and professional learning, closely aligned to identified improvement needs.

- 3.4 Each school will have their own unique set of strategic priorities that they will plan to develop. The priorities are identified through a comprehensive analysis of the school's own self-evaluation evidence, an understanding of their unique context, including the capacity to improve and the needs of each individual school with regard their professional learning needs to support the planned improvements. The ultimate goal is for the school to improve learner outcomes through sustained self-evaluation, collaboration and robust improvement planning.
- 3.5 The overarching purpose of school improvement is to help schools give learners the best possible learning experiences and outcomes, whatever their background, in order to achieve high standards and aspirations for all. Under the Curriculum for Wales, a fundamental part of this will be ensuring that schools support every learner to make progress, contributing to the four purposes as set out in paragraph 2.2 above.
- 3.6 The improvement partner will support schools through appropriate challenge to identify clear, manageable improvement priorities arising from robust self-evaluation. Improvement partners will collaborate closely with school leaders to review first-hand evidence and ensure that self-evaluation processes are rigorous, accurate and evaluative. In supporting schools to review their self-evaluation cycle, improvement partners will ensure that there is appropriate coverage of the three overarching areas set out in the current framework for school improvement. These are:
  - vision and leadership;
  - curriculum, learning and teaching; and
  - wellbeing, equity and inclusion.
- 3.7 Improvement partners operate to an agreed schedule of key tasks that take place throughout the academic year, alongside specific activities planned for each term. These activities are also complemented by a range of additional activities that are agreed with school leaders due to the individual need of each school. Improvement partners gather authentic first-hand evidence to inform their ongoing evaluation of school effectiveness and progress.
- 3.8 Throughout the year, improvement partners engage with schools through a range of agreed activities, including attendance at key school meetings and participation in monitoring, evaluation and review processes. This enables them to support and challenge school leaders effectively, ensuring that the quality of provision continues to improve and that the needs of all learners are met.
- 3.9 Enhanced support is provided where a school's self-evaluation, performance information or first-hand evidence indicates that progress is insufficient, outcomes are declining, or there are significant concerns about leadership capacity, teaching and learning, or learner well-being, equity and inclusion. Enhanced support may also be appropriate where improvement priorities are complex, inter-related or require a sustained and coordinated response beyond universal or bespoke support.

- 3.10 The process for implementing enhanced support is informed by robust self-evaluation and professional dialogue between the school, and the local authority. This includes a detailed review of first-hand evidence, performance data and the school's improvement planning to identify the specific barriers to progress.
- 3.11 Clear, time-bound improvement priorities and success criteria are then agreed, alongside a tailored package of support and challenge. This may include increased improvement partner engagement, targeted professional learning, leadership support and closer monitoring of progress.
- 3.12 The impact of enhanced support is reviewed regularly to ensure that it leads to measurable improvement and is adjusted or stepped down as capacity and effectiveness improve.

### **Central South Consortium**

- 3.13 Central South Consortium continues to operate as the regional professional learning organisation, under a revised remit following the Middle Tier Review of education in Wales. Central South Consortium now focuses on a reduced but targeted remit, providing professional learning and support across the 3 to 16 continuum and Post-16 education in the following areas:
- teaching and learning, including assessment for learning and learner effectiveness;
  - curriculum design and progression;
  - the six areas of learning and experience and their associated subjects and disciplines;
  - the three cross-curricular skills;
  - qualifications related to the above areas;
  - outdoor learning;
  - Cymraeg;
  - leadership at all levels;
  - newly qualified teacher (NQT) induction; and
  - support for teaching assistants.
- 3.14 Central South Consortium continues to work in partnership with schools and local authorities to further develop and embed a self-improving system at the heart of new approaches to school improvement across the region.
- 3.15 Tailored support continues to be available, upon request, to all schools and collaboratives, clusters or groups of schools, within the capacity and remit of the new service.
- 3.16 The bespoke support is tailored to meet identified needs and may take a range of forms, including one-off coaching and mentoring sessions for school leaders and/or practitioners focused on specific aspects of school improvement; a menu of bespoke professional learning delivered in schools, for example through In-service Educational Training days or twilight sessions; and a planned series of bespoke professional learning and support activities, agreed in partnership with the school and the improvement partner, focused on a clearly identified improvement priority.

- 3.17 Bespoke support will be available where needs are additional to, or different from, existing professional learning and support activities, or where these cannot be met within the school's own capacity. Bespoke support means tailored school improvement support that is designed around the specific needs, context and priorities of an individual school or setting, rather than a one-size-fits-all offer. Bespoke support can include Central South Consortium advisers collaborating directly with leaders and staff on agreed priorities, for example leadership, teaching and learning, Curriculum for Wales, or Welsh language. The support is provided through in-school coaching, modelling practice, bespoke professional learning, focused reviews, or short-term intensive support.
- 3.18 There continues to be strong engagement from schools across the local authority with the regional professional learning offer, and schools make effective use of bespoke support to develop agreed strategic priorities and secure the intended impact.
- 3.19 As a result of robust analysis of schools' strategic priorities, inspection recommendations, and local and national priorities, the local authority provides a targeted professional learning offer and bespoke support in partnership with Central South Consortium.
- 3.20 Regionally, Central South Consortium's knowledge bank, design thinking model and practitioner networks support effective curriculum design. Bespoke support packages - brokered jointly by improvement partners - address school specific needs.

### **Further support for school improvement**

- 3.21 Qualification reform is supported through termly local authority 'TeachMeets' alongside wider regional networks. The local authority has strengthened the provision for qualification reform through a programme of local authority 'TeachMeets' to provide support and share solutions to the common problems identified. The 'TeachMeets' are currently facilitated by improvement partners and the Strategic Lead for Secondary Schools, with leaders from across all local authority secondary schools attending according to the focus of the meeting, for example science leaders.
- 3.22 It is anticipated that the professional learning offer from Dysgu, as the new national professional learning and leadership organisation, will become available from the start of the 2026-2027 school year.
- 3.23 Across the local authority there is a strong focus on inclusion and Welsh language development. Improvement partners review the progress of pupils eligible for free school meals (eFSM) progress and support schools to plan and evaluate Pupil Development Grant (PDG) spending. Schools draw on Central South Consortium's 'Strategy for Equity and Excellence', four secondary schools participate in the [Raising the Attainment of Disadvantaged Youngsters \(RADY\) initiative](#), and 'Thinking Differently' resources support approaches for disadvantaged learners.
- 3.24 Collaboration and system learning are strong features of practice. As a local authority, there is a focus on promoting cluster first approaches to Curriculum for Wales progression and transition. Networks - such as Deputy Headteachers, Key

Stage 4 leaders, Heads of Sixth Form, Seren Coordinators and Digital Leaders - strengthen professional dialogue and distributed leadership.

3.25 Schools share practice locally through professional development sessions and Team Bridgend, through regional networks, enquiry projects and lead practitioner deployment, and nationally through Welsh Government and Estyn case studies and thematic reports. Some examples of case studies produced by local authority schools for Estyn include:

- Bryntirion Comprehensive School

[Health and well-being curriculum and provision for personal and social development of pupils.](#)

- Ysgol Gyfun Gymraeg Llangynwyd

[The way in which the school ignites a sense of belonging to the school and how this influences the high levels of well-being and attendance.](#)

- Heronsbridge School

[Professional learning at Heronsbridge school.](#)

For a list of Estyn spotlights of effective practice, please see Appendix 1.

3.26 Schools have been provided with a range of resources and case studies to support the development of cluster working between schools to ensure effective transition of pupils between schools and a robust continuum of learning as pupils progress through the age groups. Practice shared to support vertical collaboration includes local authority, regional and national case studies.

3.27 There is extensive guidance on effective self-evaluation and school improvement planning, including the self-evaluation toolkits that focus on skills, teaching and curriculum, national and regional leadership pathway materials, and a bank of case studies showcasing strong evaluative practice across the region.

3.28 Practitioner-led networks offer opportunities for leaders to explore self-evaluation approaches in similar settings, while the Curriculum for Wales knowledge Bank includes tools that help schools align evaluative processes to curriculum realisation and learner progression.

3.29 In addition, Central South Consortium provides templates, audit tools, exemplars of high-quality development plans and access to national guidance, enabling schools to benchmark and strengthen their strategic documentation.

3.30 There is a wide range of governor professional learning provided by the local authority for governors, including the mandatory modules of professional learning, health and safety, safer recruitment.

3.31 There is a wide range of professional learning provided by the local authority to support governors. This includes mandatory training modules such as professional

learning, health and safety, safer recruitment, finance, pupil exclusions and child protection, alongside additional optional training opportunities.

- 3.32 In addition, bespoke support is provided for governing bodies across a range of areas, including governors' roles and responsibilities, supporting schools through inspection, governor self-evaluation and effective use of the self-evaluation toolkit, and governors' involvement in whole-school self-evaluation.
- 3.33 School governors are also supported by improvement partners in relation to headteacher professional development (previously performance management) and senior leader recruitment processes.
- 3.34 In Estyn's recent inspection of [Bridgend County Borough Council's Local Government Education Services](#) (March 2026), the transition of the improvement partners to the local authority was recognised as being effective. Estyn noted that Bridgend schools valued the support of local authority improvement partners, whose strong links with wider education services enabled timely, effective support. Estyn noted that the school improvement framework implemented in Bridgend ensures first-hand evidence from visits helps the local authority understand strengths and areas for improvement across schools. Estyn also acknowledged the strong relationships improvement partners have developed with governing bodies, providing advice, guidance and professional learning that helps governors to understand school performance and to support improvement.
- 3.35 Estyn inspectors recognised that, although improvement partner evaluations have strengthened since the transition to the local authority, there has been variability over time in the quality of information included. This has been identified as an area for further refinement to ensure that quality assurance processes secure evaluations that focus consistently and clearly on the impact of provision on improving pupils' outcomes.
- 3.36 An analysis of the Welsh Government Key Stage 4 performance measures for the local authority indicates that the local authority average for all measures compares favourably with the all-Wales averages (please refer to Appendix 2).

### **The Way Forward**

- 3.37 The Education, Early Years and Young People Directorate is developing a new three-year strategic plan for implementation from autumn 2026, aligned with the vision, principles and aims of the updated national guidance for school improvement, with the clear ambition that every learner reaches their full potential within an inclusive education system that values each learner's unique journey from ages 3 to 16 and beyond, and supports all learners to develop successfully towards the four purposes of the Curriculum for Wales. The closure of the last 3-year strategic plan and pre-decision of the new plan is due to be reported to the Education and Youth Services Overview and Scrutiny Committee in September 2026.
- 3.38 As we begin to align with the updated [national school improvement guidance published in January 2026](#), it will be important to maintain the clear strengths of our current school improvement model while refining processes where appropriate to further strengthen the local authority's approach to enable learning through:

- ensuring strategic clarity;
- distributed improvement capacity;
- collective ownership;
- collaborative enquiry; and
- continuous system improvement.

There is currently no published timeline for the national guidance becoming statutory.

- 3.39 Under the revised national school improvement model, schools will continue to lead their own improvement through regular, robust self-evaluation and planning as part of an ongoing cycle of improvement rather than a one-off event, enabling schools to develop a strong culture of continuous learning and to adapt their approaches in response to evaluation, while being strengthened by external perspectives provided through partnership working with improvement partners other schools and support from the local authority.
- 3.40 Vertical collaboration is where the primary schools in a cluster, work with the secondary school, on shared objectives such to support pupils as they move through the education continuum. Vertical collaboration will remain a key focus, supporting a coherent continuum of learning for pupils from ages 3 to 16, strengthening transition and enabling practitioners to develop a shared understanding of progression, with collaborative planning around shared objectives securing and embedding cluster-wide improvements, and, where appropriate, increased use of clusters to provide high-quality professional learning that develops a common understanding of effective practice, pedagogy and wellbeing to better support all learners.
- 3.41 Horizontal collaboration is a peer-based approach where schools of the same phase work together to share expertise, develop practice, and drive sustainable improvement. Horizontal collaboration will continue to be strengthened through local authority networks that promote the sharing of effective practice, expertise and specialism, supporting the improvement journey of all schools in a sustainable way, while providing trusted external perspectives that help schools to identify improvement priorities, professional learning needs and areas requiring deeper investigation.
- 3.42 Schools will continue to lead their own improvement through regular self-evaluation and planning as part of an ongoing cycle of improvement rather than a one-off event, enabling them to develop a strong culture of continuous learning and to adapt their approaches in response to evaluation, supported by trusted external perspectives provided through partnership working with other schools and the local authority.
- 3.43 Schools will continue to use their school development plan (SDP) to set out a clear and ongoing strategic approach to improvement, including the identification of key priorities and the planning of professional learning for staff, while also planning improvement across collaborative partnerships to collectively address shared challenges, strengthen improvement activity and make effective use of collective expertise.

- 3.44 As a local authority, we will continue to work collaboratively with local authority partners through the Central South Consortium regional professional learning organisation to share school-based capacity in a systemic way, provide tailored support where required, and build a resilient and sustainable learning system.
- 3.45 Welsh Government will support system-wide improvement by providing consistent, high-quality professional learning in national priority areas through Dysgu, aligning local improvement needs with national priorities through the Welsh Government's Education Improvement Team, and publishing regular updates on the performance of the Welsh education system to strengthen transparency and oversight.
- 3.46 Improvement partners will continue to work closely with each school to nurture an open, improvement-focused culture across the local learning system. They will gain first-hand insight into school performance and build strong, trusting relationships with schools. This will support a deep understanding of leadership, teaching, wellbeing and learning capacity, which will inform strategic planning and targeted support.
- 3.47 Improvement partners will help draw together local improvement priorities by identifying strengths and school-based capacity to support others. They will commission school-to-school support and draw on external expertise where required. They will also analyse and use a wide range of data and intelligence from across local authority services to plan strategically and ensure schools develop as inclusive, community-focused learning environments that engage all learners and their families.
- 3.48 The local authority will use the collaborative improvement model to complement intelligence gained from SDPs, enabling bespoke support, including professional learning, to be brokered and system-wide capacity for improvement to be strengthened.
- 3.49 The accountability system in Wales is designed to promote fairness and inclusivity by recognising the unique circumstances of each school and learner, ensuring that evaluation and improvement processes are effective, supporting and strengthening improvement activity by identifying and addressing issues at an early stage.
- 3.50 Headteachers and governing bodies play key roles in the accountability of individual schools. Headteachers have a central role within the school improvement and accountability system, with responsibility for the internal organisation, management and day-to-day running of the school, and for implementing the strategic direction set by the governing body. This includes shaping the school's aims, policies and improvement targets, which are agreed with the governing body. Headteachers also contribute to wider system accountability by working with local authorities, inspectors and other partners to ensure their school's work aligns with national priorities and supports collective improvement across the system.
- 3.51 As the accountable body, the school's governing body should monitor the delivery of the SDP and act where progress is unsatisfactory, use the SDP to inform the professional development review process, ensure that all staff are accountable for their role in delivering improvement, and provide effective challenge to the

headteacher by holding them to account for the school's overall performance and effectiveness.

- 3.52 Local authorities have a dual role within the school system as both maintainers of schools and promoters of educational standards, providing a range of core services and support that enable schools to operate effectively, meet statutory requirements and improve outcomes for learners, while working with schools and partners to secure continuous improvement and raise standards across the local education system.
- 3.53 The local authority is accountable for developing a clear understanding of schools' priorities and capacity for improvement, facilitating improvement through the collaborative infrastructure, including drawing on expertise from outside the locality where required, and building a deep understanding of the quality of leadership, learning, teaching and wellbeing support needed, while providing a holistic support offer, evaluating its impact, engaging with and sharing the latest national and international evidence, and maintaining robust information systems that enable a comprehensive understanding of schools across the local authority.
- 3.54 Estyn provides independent, regular and consistent inspections of schools, offering a clear, evidence-based evaluation of school performance and identifying areas for improvement.

#### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts because of this report.

#### **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

- 5.1 The well-being goals and principles prescribed for within the Well-being of Future Generations (Wales) Act 2015 connect directly to the approach to supporting children, young people and their families. The approach is consistent with the five ways of working as defined within the sustainable development principle and more specifically as follows:

<b>Long term</b>	The approach to teaching and learning focuses on meeting the needs of children and young people from the age of 0 to 25 to maximise their potential.
<b>Prevention</b>	The focus of teaching and learning is upon identification of needs of young people and ensuring that there is appropriate learning provision in place to meet individual needs.
<b>Integration</b>	The approach to teaching and learning addresses

the need for a coherent delivery of economic, social, environmental, and cultural outcomes.

**Collaboration** A fundamental principle of the approach to teaching and learning focuses on improving collaboration within schools, between schools, with officers and school stakeholders create a unified system.

**Involvement** Ensuring that children and young people, parents and carers are at the heart of the system and that needs are discussed and met in a person-centred way.

## **6. Climate Change and Nature Implications**

6.1 There are no climate change or nature implications resulting from this report. However, we are committed to supporting the implementation of the local authority's 'Bridgend 2030 – Net Zero Carbon Strategy' and Welsh Government's carbon reduction commitments.

## **7. Safeguarding and Corporate Parent Implications**

7.1 The directorate has a robust approach to safeguarding, and this is detailed within the directorate's strategic plan. The Education, Early Years and Young People Directorate Strategic Plan 2023-2026 is aligned with Bridgend County Borough Council's (BCBC's) Corporate Parenting Strategy.

## **8. Financial Implications**

8.1 There are no financial implications specifically relating to this report.

## **9. Recommendations**

9.1 The Education and Youth Services Overview and Scrutiny Committee is asked to:

- consider the contents of the report; and
- provide feedback.

## **Background documents**

None

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## Overview of school (Estyn) inspections

Inspections recommenced in April 2022, following the pandemic. In this time 48 of the 60 schools across the local authority have been inspected with 2 schools currently requiring a statutory category of follow up.

As of August 2025, 12.5% of secondary schools across Wales were in a statutory category of follow up, with 0% in Bridgend. Nationally 2.7% of primary schools were in a statutory category of follow up with 4.1% in Bridgend.

Since the implementation of the new inspection framework from September 2024, 23 schools (38%) in the local authority have received a core inspection and a further 22 (37%) schools have received an interim visit. Since September 2024, 75% of local authority schools have received a core inspection or interim visit.

23.3% of Bridgend schools have received an inspection spotlight for effective practice, with some achieving two spotlights. This compares favourably with the all-national average of 14.9% of schools.

Under the new inspection framework, spotlights of highly effective practice are identified to support sharing of practice and collaboration across networks.

The published spotlights of highly effective practice are:

School	Good practice description
Pencoed Comprehensive School	<p><b>Spotlight: Effective distribution of leadership</b></p> <p>The strength of the school is the wide distribution of leadership responsibilities. This empowers individuals, ensures ownership of important aspects of the school's work, and contributes successfully to the sense of collaboration. This focuses on individual development, and support for staff well-being fosters high levels of motivation and commitment amongst staff.</p>
Pencoed Comprehensive School	<p><b>Spotlight - Improving teaching through professional learning</b></p> <p>The school is developing a vibrant culture of professional learning. There is a strong focus on developing teaching based on first-hand evidence of strengths and areas for improvement in practice across the school. A variety of complementary approaches, including coaching, research-informed practice, collaborative planning and reflection, teacher-led workshops and whole school events are supporting the school well in its ambition to strengthen pedagogy. The views of pupils play an important role in this work. The 'Pedagogy Pioneers, a group of</p>

	pupil leaders has received training to develop a valuable set of skills to work with leaders to inform improvements in teaching and learning approaches.
Oldcastle Primary School	<p><b>Spotlight: Community Engagement</b></p> <p>The school's response to the community's needs is highly effective and has a positive impact on learners' engagement in school. Staff offer numerous, valuable activities for pupils and parents that focus on important life skills. These include advice on how to manage finances, cooking healthily on a budget and sessions that enable parents to support their child's development as a reader. The school also provides advice for those who find themselves in challenging circumstances. Parents value these opportunities and feel that they have a positive impact on their well-being and the well-being of their children.</p>
Penyfai Church in Wales Primary School	<p><b>Spotlight: Early learning provision for younger pupils</b></p> <p>Provision for the youngest pupils is excellent and ensures that pupils develop a firm foundation for future learning. Teachers make good use of professional learning opportunities to further develop their understanding of how young children learn. They use this learning well to provide learning environments that encourage pupils to be curious and to explore the world around them. Staff understand the importance of observation and use purposefully to plan appropriate activities that extend pupils' learning. For example, recent adaptations to the way numeracy is taught in these environments have resulted in pupils developing a deeper understanding of the concept of number.</p>
The Bridge Alternative Provision	<p><b>Spotlight: Well-being, care, support and guidance</b></p> <p>The pupil referral unit (PRU) excels in providing exceptional care, support, and guidance, addressing the diverse well-being needs of its pupils across all sites. Post-pandemic, the PRU has effectively adapted to support the increasingly complex mental health challenges faced by children and young people.</p>
The Bridge Alternative Provision	<p><b>Spotlight: Equity of curriculum offer.</b></p> <p>Leaders ensure an inclusive and equitable curriculum offer for all pupils, including those who are unable to attend the main site. These pupils benefit from full-time online teaching and learning delivered internally by PRU staff. This ensures a consistent approach for these pupils, with full access to all available</p>

	<p>qualifications, in line with that of their peers. This is a significant strength of the provision.</p>
<p>The Bridge Alternative Provision</p>	<p><b>Spotlight: Therapeutic support.</b></p> <p>Pupils value their experiences at the PRU, with nearly all expressing genuine respect for staff, peers, and their environment. Many pupils highlight the PRU as a welcoming space where they feel safe and cared for. The well-established integrated therapeutic approach across the PRU has led to significant improvements in pupils' well-being, attendance and emotional regulation, and as reported by parents and carers, strengthened family relationships. Parents and carers deeply appreciate the PRU's support, with a very few crediting it for helping their children overcome critical life challenges.</p>
<p>Nottage Primary School</p>	<p><b>Spotlight: Developing strong, shared and impactful leadership</b></p> <p>Strong and successful distributed leadership is an impressive facet of the school's work. Leaders strive productively to ensure the continuous development of the skills and knowledge of both pupils and staff, to support them all to reach their potential. Leaders at all levels have a thorough and accurate knowledge of the school's strengths and areas for development. They use this effectively to drive and sustain improvements in teaching and learning, such as recent successful work to improve reading.</p>
<p>Nottage Primary School</p>	<p><b>Spotlight: Developing pupils as thoughtful and independent learners who can solve problems</b></p> <p>A notable feature of the school's practice is the highly successful provision for pupils to develop their thinking and problem-solving skills in meaningful ways. Pupils of all ages skillfully tackle stimulating activities that promote creative thinking, independently or in collaboration with their friends. Nearly all pupils rise to these challenges well. They demonstrate perseverance to complete their tasks and show resilience when trying different approaches.</p>

Ysgol Gymraeg Bro Ogwr	<p><b>Spotlight: Ensuring access to educational experiences for families who experience the effects of poverty.</b></p> <p>Leaders have established the Emotional and Family Well-being Team, which provides purposeful and sensitive support to families. Staff have fostered a close relationship with parents and pupils and they know the needs of families well. They offer tailored provision, including emotional support, and arrange access to specialist services such as advice on housing and budgeting. The team organises a collection and exchange service that provides free school uniforms to families who need it, including pupils who are transferring to secondary school. Grant funding is used wisely to ensure that cost does not prevent pupils from attending off-site educational visits.</p>
Brynteg School	<p><b>Spotlight: Digital Skills.</b></p> <p>Pupils develop their digital skills well. Key Stage 3 pupils and those in the sixth form use digital devices provided by the school responsibly and independently to enhance their learning. In their computer science lessons, pupils enjoy a range of purposeful opportunities to develop a broad repertoire of useful skills, for example how to interrogate a database successfully. Across the curriculum, there are beneficial opportunities for the progressive development of pupils' digital skills within authentic contexts, such as when pupils create a simple code to control a micro-bit device.</p>
Brynteg School	<p><b>Spotlight: Dyfodol</b></p> <p>The 'Dyfodol' provision creates a safe and caring environment for pupils in Key Stages 3 and 4 who find it challenging to access mainstream education. Pupils receive a personalised curriculum which is carefully matched to their social, emotional and educational needs. This not only helps to build their confidence and self-esteem but helps them to develop their literacy and numeracy skills so that they can be increasingly integrated into the mainstream curriculum and take part in the life of the school.</p>
Bryntirion Comprehensive School	<p><b>Spotlight: The school's provision for the development of pupils' digital skills</b></p> <p>Pupils develop their digital skills effectively in information and communication technology (ICT), in computing lessons, and in a range of subjects across the curriculum. These include well-planned opportunities in 'Dysgu Byw' lessons, personal and social education, skills challenge lessons, and also when completing enterprise challenges.</p>

Bryntirion Comprehensiv e School	<p><b>Spotlight: Bryntirion book week</b></p> <p>To promote enjoyment in reading and encourage a love of books, the school holds an annual Bryntirion book week. This involves a range of activities involving all pupils and staff. These events include writing and poetry workshops for pupils run by authors, journalists and poets, a readathon, a free book swap and a book review competition.</p> <p>During this week, there is a ten-minute shared reading activity at the beginning of each lesson, where teachers model reading aloud. This is based on an engaging text that encourages pupils to be curious and excited to find out what happens next. Each book week is based on a theme. This year, the theme was careers linked to reading and studying English.</p>
Ysgol y Ferch o'r Sgêr	<p><b>Spotlight: Developing pupils' understanding of their local area</b></p> <p>What is characteristic of Prosiect Cynefin, which is based on enriching pupils' understanding of their local area, heritage and culture, is that it starts with the pupils themselves. Pupils consider their own experiences in relation to a specific theme or area of learning. It then expands to consider the differences between individuals in the classroom, the school, the local community and Wales, before learning about the cultures of the wider world.</p>
Ysgol Gynradd Gymraeg Calon Y Cymoedd	<p><b>Spotlight: Effective support to promote pupils' well-being and willingness to attend school regularly and to be ready to learn</b></p> <p>Vulnerable pupils are given the opportunity to attend Hwb Hafan at the beginning of the day. This is a safe and welcoming room that enables them to settle down and prepare mentally for the day's activities. In addition, staff are available throughout the day to support and re-engage with these pupils to ensure that they are happy and ready to continue with their learning.</p>
Litchard Primary School	<p><b>Spotlight: Effective targeted support through rigorous pupil monitoring</b></p> <p>Senior leaders have developed a highly effective system for assessing and monitoring the progress and well-being of all pupils. The holistic approach to collating information enables staff to quickly identify pupils in need of learning and well-being support. Regular 'pupil surgeries' ensure staff carefully evaluate the impact of the additional support they provide. These allow</p>

	staff to make timely and useful adaptations that enable them to reduce the impact of barriers to learning.
Litchard Primary School	<p><b>Spotlight: A strong culture of partnership working</b></p> <p>The school places effective partnership working at the heart of its vision. Strong communication fosters trust across the community, and leaders listen actively to the views of others to enhance pupils' experiences. This approach strengthens relationships with parents, pupils, and the wider community. Parents feel well-informed and involved in their child's learning. Governors, as strategic partners, know the school exceptionally well and provide valuable insight and challenge to support continuous improvement. Leaders collaborate constructively with other schools and professionals, increasing the school's capacity for innovation and growth.</p>
Tremains Primary School	<p><b>Spotlight: Removing barriers to improve attendance</b></p> <p>Leaders have a strong understanding of the barriers that poverty can create for pupils' learning and well-being. They use funding, such as the Pupil Development Grant, purposefully to promote equity and inclusion. The appointment of a family engagement officer has strengthened communication with parents and carers. The school council and pupil attendance ambassadors promote good attendance, for example by creating a video encouraging pupils to attend school every day. These initiatives and the priority that leaders have placed on regular attendance have improved the attendance of many pupils, particularly those pupils eligible for free school meals.</p>
Llangynwyd Primary School	<p><b>Spotlight: Governing body, self-evaluation and improvement planning</b></p> <p>Leaders work closely with the governing body to develop a strong and professional partnership. The governing body is highly effective and demonstrates a deep understanding of the school's strengths and areas for development. Through regular engagement in monitoring activities including learning walks and meetings with pupils, governors gather first-hand evidence about the school's curriculum and pupils' progress and use this information to contribute to the school's self-evaluation processes. This knowledge helps governors fulfil their roles and responsibilities effectively and develop meaningful dialogue to provide support and challenge to leaders.</p>
Ysgol Bryn Castell	<p><b>Spotlight: Developing a committed staff team</b></p>

	<p>Leaders have worked effectively with the staff team to develop leadership capacity across the school whilst also ensuring an improvement in staff well-being.</p> <p>Leaders have used a range of purposeful professional learning as well as targeted coaching and mentoring sessions to strengthen leadership capacity. As a result, they have developed a team of enthusiastic middle leaders who support with evaluating and improving practice at the school. Further, leaders have planned activities and provision to ensure the well-being of the staff team. They have developed both internal and external mechanisms to support staff wellbeing, with access to services such as physiotherapy, counselling and healthcare. Other beneficial activities include visits from well-being providers such as reflexology. As a result, most staff feel well supported by leaders and feel that they take their wellbeing and workload into account.</p>
<p>Ysgol Cynwyd Sant</p>	<p><b>Spotlight: Developing natural and mature Welsh speakers</b></p> <p>The provision for developing pupils as natural Welsh speakers is a strength. The leadership of the school's leaders promotes a deep love for the Welsh language and Welshness, which fosters pupils' strong pride in the language. Oracy is a clear priority across the school and the daily opportunities to develop correct language patterns and syntax foster fluent, polished Welsh speakers from an early age. The progress is clear and there is robust progression in pupils' language skills, with most showing linguistic maturity and richness by the time they reach the top of the school.</p>
<p>Ysgol Cynwyd Sant</p>	<p><b>Spotlight: Supporting the wellbeing of pupils and their families</b></p> <p>Leaders value the school's families as key partners by recognising the effect of a supportive home on pupils' wellbeing and learning. They make extremely effective use of the family engagement officer who offers a purposeful menu of weekly workshops to support parents. Through sessions on how to establish sleep patterns, for example, there is a positive effect on pupils' punctuality and attendance levels. In addition, a purposeful plan that supports close family members who are not at home for a certain period of time is very effective. As a result, parents and carers feel that someone listens to them, without prejudice, and the support ensures that pupils are more stable, happy and ready to learn.</p>

Ref: [Individual school core inspection reports.](#)

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## Analysis of Local Authority Key Stage 4 Interim Performance Measure Data

The Welsh Government introduced a suite of interim performance measures for Key Stage 4 attainment data in 2019. Use of these measures was paused during the COVID-19 pandemic and reintroduced from 2022. Schools use the measures to support robust self-evaluation and to compare performance with that of similar schools as part of ongoing improvement planning.

Bridgend County Borough Council has the fifth highest proportion of pupils eligible for free school meals among the 22 local authorities in Wales, which provides important context for evaluating school performance and learner outcomes.

### Bridgend performance measures compared to the national average for the last three years

Measure	Bridgend			Wales		
	2023	2024	2025	2023	2024	2025
Capped 9 Points Score	361.5	357.4	358.1	358.1	352.1	353.3
WBQ SCC	35.5	33.9	34.0	31.6	30.2	28.7
Literacy Points Score	39.8	38.6	38.4	39.7	38.5	38.6
Numeracy Indicator	37.5	36.1	36.4	37.1	35.9	36.0
Science indicator	37.7	37.3	37.1	36.9	36.0	35.8
No qualifications	0.7	1.1	1.7	1.4	1.8	2.4
5+ A*-A or equivalent	20.2	18.0	19.7	20.3	18.1	18.0

*Ref: Welsh Government Key Stage 4 Data Release – All Wales Core Data Sets 2025*

### Capped 9 Points Score

The Capped 9 Points Score is a Key Stage 4 performance measure used to show the average points score achieved by learners from their best nine qualifications. It is designed to reflect both attainment and curriculum breadth, rather than just whether learners meet a threshold.

### Welsh Baccalaureate Skills Challenge Certificate (WBQ SCC)

The Welsh Baccalaureate Skills Challenge Certificate is a core element of the Welsh Baccalaureate Qualification at Key Stage 4. It is designed to develop learners' essential skills for life, learning and work, alongside their GCSE and other KS4 qualifications.

### Literacy Indicator

The Literacy Indicator is a Key Stage 4 interim performance measure used to show how well learners achieve in literacy-related qualifications. It is a points-based measure, rather than a threshold, and reflects the quality of learners' attainment in literacy, not just whether they have passed.

### **Numeracy Indicator**

The Numeracy Indicator is a Key Stage 4 interim performance measure used to reflect learners' attainment in numeracy-related qualifications. It is a points-based measure, rather than a threshold, and reflects the quality of learners' attainment in numeracy, not just whether they have passed.

### **Science Indicator**

The Science Indicator is a Key Stage 4 interim performance measure used in Wales to reflect learners' attainment in science qualifications.

### **No Qualification**

The No Qualification Measure is a Key Stage 4 interim performance measure used in Wales to show the percentage of learners who do not achieve any approved qualifications by the end of compulsory education.

<b>Meeting of:</b>	<b>EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>1 JUNE 2026</b>
<b>Report Title:</b>	<b>CORPORATE PARENTING CHAMPION NOMINATION</b>
<b>Report Owner: Responsible Chief Officer / Cabinet Member</b>	<b>CHIEF OFFICER - LEGAL, REGULATORY AND ELECTORAL SERVICES</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<p>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p>
<b>Executive Summary:</b>	<p>Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004.</p> <p>The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the ‘Corporate Parent’ therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.</p> <p>In order to further develop and enhance the Council’s Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.</p> <p>The Committee is being asked to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.</p>

## **1. Purpose of Report**

- 1.1 The purpose of this report is to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

## **2. Background**

- 2.1 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent' therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.

- 2.2 In order to further develop and enhance the Council's Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.

- 2.3 The inaugural meeting of the Cabinet Committee was held on 27 November 2008 where it was agreed that the Cabinet Committee will meet quarterly. The terms of reference for the Cabinet Committee Corporate Parenting are:

- to ensure that care experienced children and young people are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;
- to seek the views of children and young people in shaping and influencing the parenting they receive;
- to ensure that appropriate policies, opportunities and procedures are in place;
- to monitor and evaluate the effectiveness of the Authority in its role as Corporate Parent against Welsh Government guidance.

- 2.4 At its inaugural meeting, the Cabinet Committee requested that a Corporate Parenting "Champion" be nominated from each of the Overview and Scrutiny Committees to become permanent invitees to the Cabinet Committee.

## **3. Current situation / proposal**

- 3.1 The Committee is requested to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

- 3.2 The role of the Corporate Parenting Champion is to represent their Overview and Scrutiny Committee, partaking in discussions with Cabinet over items relating to care experienced children and young people.

- 3.3 It is also suggested that in this role each Champion considers how all services within the remit of Scrutiny affect care experienced children and young people

and encourage their own Committee to bear their Corporate Parenting role in mind when participating in Scrutiny.

- 3.4 Scrutiny Champions can greatly support the Committee by advising them of the ongoing work of the Cabinet Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

- 4.1 The Protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

#### **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term – The establishment of the Corporate Parenting Cabinet Committee demonstrates the Authority’s long-term commitment to improving and strengthening their role as Corporate Parents to care experienced children and young people.
- Prevention – The Corporate Parenting Cabinet Committee are preventative in their nature and ensure that appropriate policies, opportunities and procedures are in place for all care experienced children and young people.
- Integration – This report supports all the Well-being Objectives.
- Collaboration – All Members are Corporate Parents and this report supports collaborative working with Cabinet and Members of Scrutiny and emphasises the role of Corporate Parents for all Elected Members.
- Involvement – Corporate Parent Champions provide practical support and guidance to care experienced children and young people to ensure they achieve their well-being goals.

- 5.2 Nomination of a Corporate Parenting Champion assists in the achievement of the following of the Council’s 4 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015:-**

## **Enabling people to meet their potential**

Provide an effective Childcare and Early Years Offer, provide safe, supportive schools with high quality teaching, provide Welsh medium education opportunities, be good parents to our care experienced children and help people get the skills they need for work.

## **Supporting our most vulnerable**

Providing high-quality children's and adults social services and early help services, supporting people in poverty, supporting people facing homelessness to find a place to live, supporting children with additional learning needs and safeguard and protect people who are at risk of harm.

## **6. Climate Change and Nature Implications**

6.1 There are no Climate Change or Nature Implications arising from this report.

## **7. Safeguarding and Corporate Parent Implications**

7.1 The Cabinet Committee Corporate Parenting addresses any impact on children or young people within the care of the Authority, under the Council's responsibility as a Corporate Parent. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

## **8. Financial Implications**

8.1 There are no financial implications arising from this report.

## **9. Recommendation**

9.1 The Committee is asked to nominate one Member of the Committee as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

## **Background documents**

None.

<b>Meeting of:</b>	<b>EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>1 JUNE 2026</b>
<b>Report Title:</b>	<b>INFORMATION REPORT – CORPORATE PERFORMANCE QUARTER 3 2025-26</b>
<b>Report Owner: Responsible Chief Officer / Cabinet Member</b>	<b>CHIEF OFFICER – LEGAL, REGULATORY AND ELECTORAL SERVICES</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<b>There is no effect upon the policy framework and procedure rules.</b>
<b>Executive Summary:</b>	<p><b>To provide for information within the remit of this Committee:</b></p> <ul style="list-style-type: none"> <li>- <b>the Corporate Performance Quarter 3 2025-26 report that was reported to Corporate Overview and Scrutiny Committee (COSC) on 16 March 2026 (Appendix A).</b></li> <li>- <b>the Corporate Performance Dashboard for Quarter 3 2025-26 (Appendix 1).</b></li> <li>- <b>The Regulatory Tracker updated for Quarter 3 2025-26 (Appendix 2).</b></li> </ul>

## 1. Purpose of Report

- 1.1 The purpose of this report is to provide for information, within the remit of this Committee, the Corporate Performance Quarter 3 2025-26 reported to Corporate Overview and Scrutiny Committee (COSC) on 16 March 2026, for Members' information.

## 2. Background

- 2.1 Following the reporting of the Corporate Performance Quarter 3 2025-26 to COSC for the monitoring of the quarterly performance, the report, performance dashboard and updated Regulatory Tracker for Quarter 3 are being reported to the subsequent meeting of the other Overview and Scrutiny Committees, for information on the performance within the respective remit of each Committee.

- 2.2 In a report to Governance and Audit Committee (GAC) in November 2022, Audit Wales highlighted the requirement for the Council to improve arrangements dealing with recommendations from regulator reports. In response a 'regulatory tracker' was developed which is considered at GAC twice yearly. In July 2023, GAC recommended that the regulatory tracker be included on all other Overview and Scrutiny Forward Work Programmes for the Committees to be aware of progress. This has now been integrated into the quarterly performance monitoring process.
- 2.3 Therefore the Corporate Performance Quarter 3 2025-26 report to COSC is attached at **Appendix A** with the following appendices to that report attached as:  
**Appendix 1** - the Corporate Performance Dashboard for Quarter 3 2025-26  
**Appendix 2** - the Regulatory Tracker updated for Quarter 3 2025-26
- 2.4 The background to this report is set out in Section 2 of **Appendix A** – Corporate Performance Quarter 3 2025-26 report to COSC on 16 March 2026.

### **3. Current situation / proposal**

- 3.1 Details of the scale for scoring the Council's performance, summary of progress on Corporate Commitments, comparison with the previous quarter, overall performance on Performance Indicators (PIs) by Wellbeing Objective, PI trends and measuring performance against the five ways of working are set out in Section 3 of **Appendix A** – the Corporate Performance Quarter 3 2025-26 report to COSC on 16 March 2026.
- 3.2 In place of the previous 4 Directorate dashboards, a single performance dashboard (**Appendix 1**) has been developed for the Council's performance against its Corporate Plan based upon the Wellbeing Objectives, as requested by COSC, together with greater detail on the individual commitments and PIs along with improved explanatory comments.
- 3.3 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Quarter 3 2025-26 is included as **Appendix 2**.

### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

## **5. Well-being of Future Generations Implications and Connection to Corporate Well-being Objectives**

5.1 This report assists in measuring and monitoring progress made against the following of the Council's 4 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015**:

1. A prosperous place with thriving communities
2. Creating modern, seamless public services
3. Enabling people to meet their potential
4. Supporting our most vulnerable

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

## **6. Climate Change and Nature Implications**

6.1 There are no climate change or nature implications from this report.

## **7. Safeguarding and Corporate Parent Implications**

7.1 There are no safeguarding and corporate parent implications from this report.

## **8. Financial Implications**

8.1 There are no financial implications in relation to this report.

## **9. Recommendation**

9.1 The Committee is recommended to note the content of the Corporate Performance Quarter 3 2025-26 report (**Appendix A**), the Corporate Performance Dashboard Quarter 3 2025-26 (**Appendix 1**) and the Regulatory Tracker updated for Quarter 3 2025-26 (**Appendix 2**) within the remit of this Committee and have regard to the dashboard and the tracker when considering the Committee's Forward Work Programme report.

## **Background documents**

None

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<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>16 MARCH 2026</b>
<b>Report Title:</b>	<b>CORPORATE PERFORMANCE QUARTER 3 2025-26</b>
<b>Report Owner: Responsible Chief Officer / Cabinet Member</b>	<b>CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION  CABINET MEMBER FOR FINANCE &amp; PERFORMANCE</b>
<b>Responsible Officer:</b>	<b>KATE PASK POLICY AND PERFORMANCE MANAGER</b>
<b>Policy Framework and Procedure Rules:</b>	<b>Monitoring performance against the Corporate Plan forms part of the Council’s Performance Management Framework.</b>
<b>Executive Summary:</b>	<b>This report provides –</b> <ul style="list-style-type: none"> <li>• <b>an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at quarter 3 2025-26.</b></li> <li>• <b>analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2025-26.</b></li> <li>• <b>an update on the performance against our current regulator recommendations (Regulatory Tracker).</b></li> </ul>

## **1. Purpose of Report**

- 1.1 The purpose of this report is to provide the Committee with an overview of Council performance against the Corporate Plan at quarter 3 (Q3) of 2025-26. This is the third year of the 5-year Corporate Plan 2023-28 and the second monitoring report on the 2025-26 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against regulator recommendations.

## **2. Background**

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2025 Council agreed the Corporate Plan Delivery Plan 2025-26 which set out aims, commitments, and performance indicators to help measure the Council’s progress on its priorities. The new delivery plan is more focussed than in the previous two years following a robust review, aligning with the current corporate priorities and resources. The key changes made were:
- Wellbeing Objectives (WBOs) were reduced from seven to four with some merged / subsumed into others. The four that remain focus on –
    1. A prosperous place with thriving communities
    2. Creating modern, seamless public services
    3. Enabling people to meet their potential
    4. Supporting our most vulnerable
  - Aims reduced from 41 to 21.

- Performance Indicators (PIs) (that measure the ‘business as usual’) reduced from 108 to 65.
- The Ways of Working measures, previously a standalone part of the Corporate Plan, have now been integrated into the WBOs.
- Commitments (that measure our initiatives or projects) reduced from 80 to 61.

2.2 Each Directorate produced a business plan, adding milestones against each commitment. These plans can be viewed via the staff intranet.

2.3 Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring and scope of data included/excluded, calculation/verification methods, and responsible officers.

2.4 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through four directorate performance dashboards which are scrutinised by Directorate Management Teams. A single performance dashboard is reported quarterly to both Cabinet and Corporate Management Team (CCMT) and Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

2.5 The regulatory tracker, established in 2023 has been integrated into the quarterly performance monitoring process.

### 3. Current situation / proposal

3.1 The Q3 performance dashboard (**Appendix 1**) provides BRAYG (Blue, Red, Amber, Yellow, Green) judgements on progress against the CPDP 2025-26 for our 61 commitments and outlines key activities and achievements during Q3, and next steps where appropriate. It also provides verified Q3 values where available and supporting comments for the 65 PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in Tables 1 and 2 below.

### 3.2 Summary of progress on Corporate Commitments

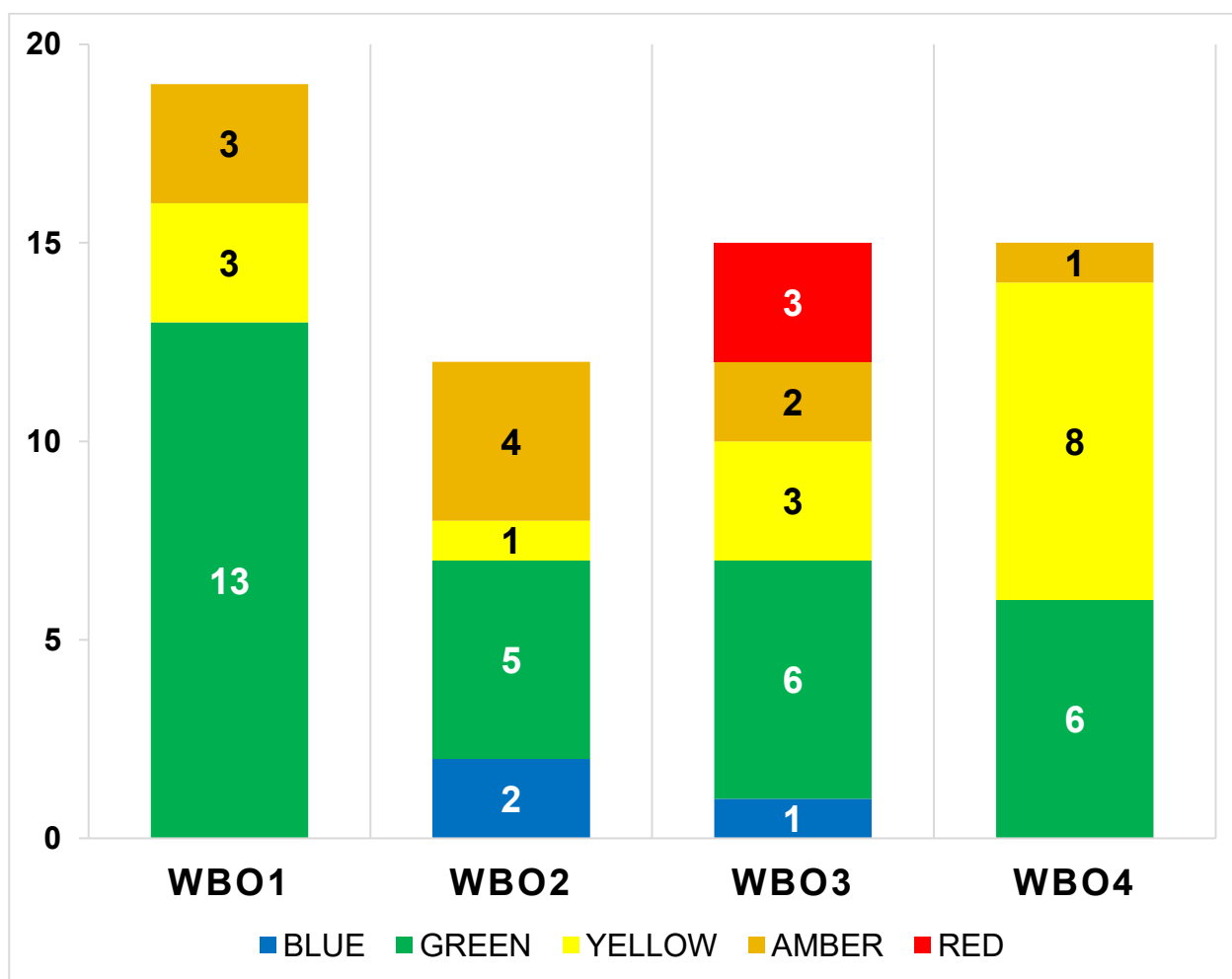
Table 1 shows the performance judgements for the 61 commitments at Q3 2025-26, with Chart 1 on the next page breaking this down further to show performance for each WBO.

**Table 1**

Status	Meaning of this status	Performance at Q2		Performance at Q3	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	0	-	3	4.92
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	23	37.70%	30	49.18
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	19	31.15%	15	24.59
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines	14	22.95%	10	16.39

	show slippage, project is going over budget or risk score increases				
<b>UNSATISFACTORY (RED)</b>	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	8.20%	3	4.92
	<b>Total</b>	61	100%	61	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 **Summary of Performance Indicators**

At Q3 we can evaluate performance on 36 quarterly PIs, the remaining 29 are annual and will be reported at Q4 only.

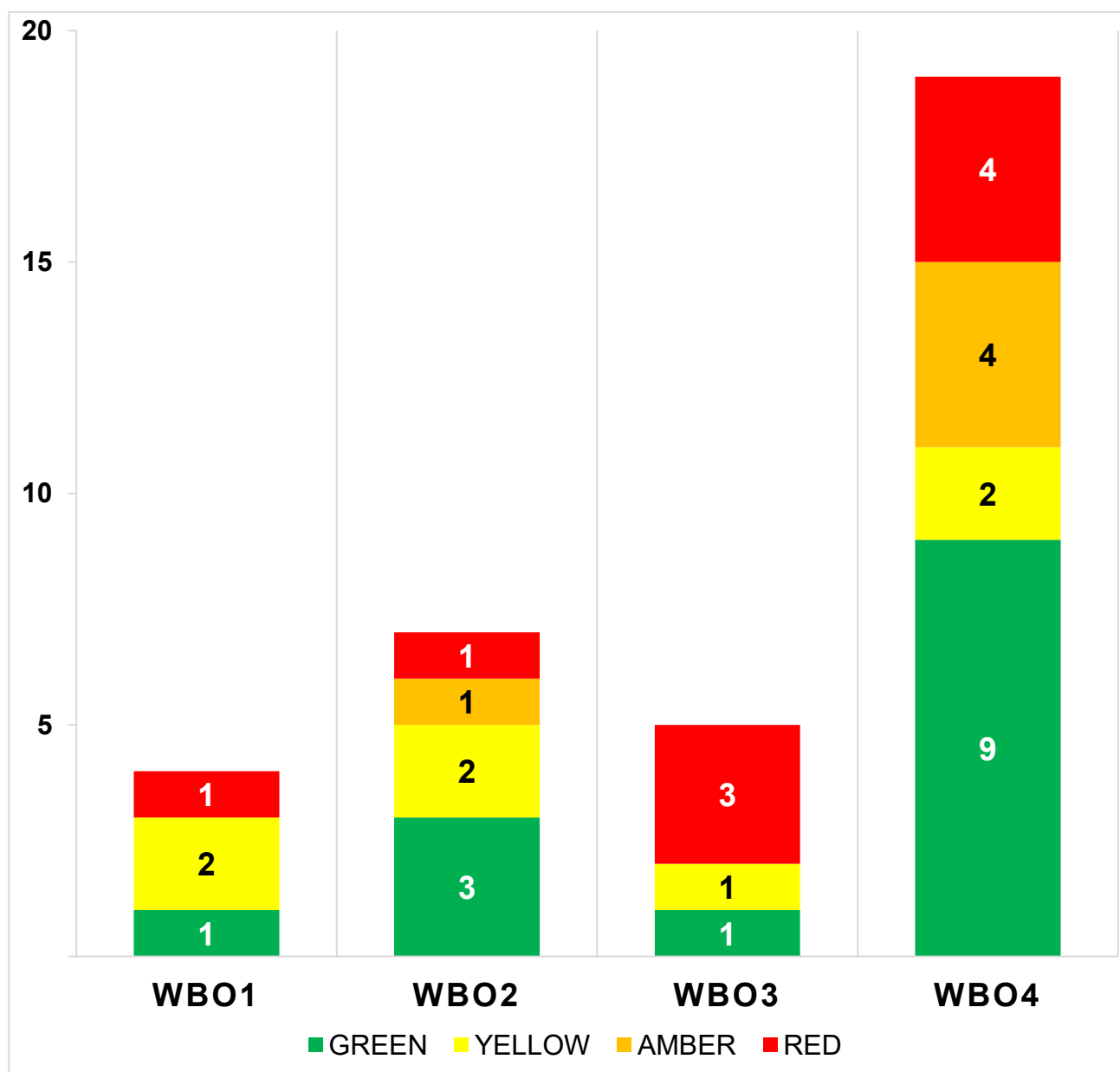
3.4 All of the 36 quarterly PIs have verified Q3 values, however only 35 could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status. One PI has not been provided with a target for 2025-26 and the data is monitoring trend progress only. Further details of this PI (sickness absence) are provided in paragraphs 3.7 and 3.8.

3.5 Table 2 below shows overall performance for PIs at Q3, and Chart 2 on the next page shows performance for each WBO.

Table 2

Status	Meaning of this status	Performance at Q2		Performance Q3	
		Number	%	Number	%
<b>EXCELLENT (GREEN)</b>	On target <u>and</u> improved or is at maximum	19	54.3%	14	40%
<b>GOOD (YELLOW)</b>	On target	4	11.4%	7	20%
<b>ADEQUATE (AMBER)</b>	Off target (within 10% of target)	4	11.4%	5	14.29%
<b>UNSATISFACTORY (RED)</b>	Off target (target missed by 10%+)	8	22.9%	9	25.71%
	Total	35	100%	35	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

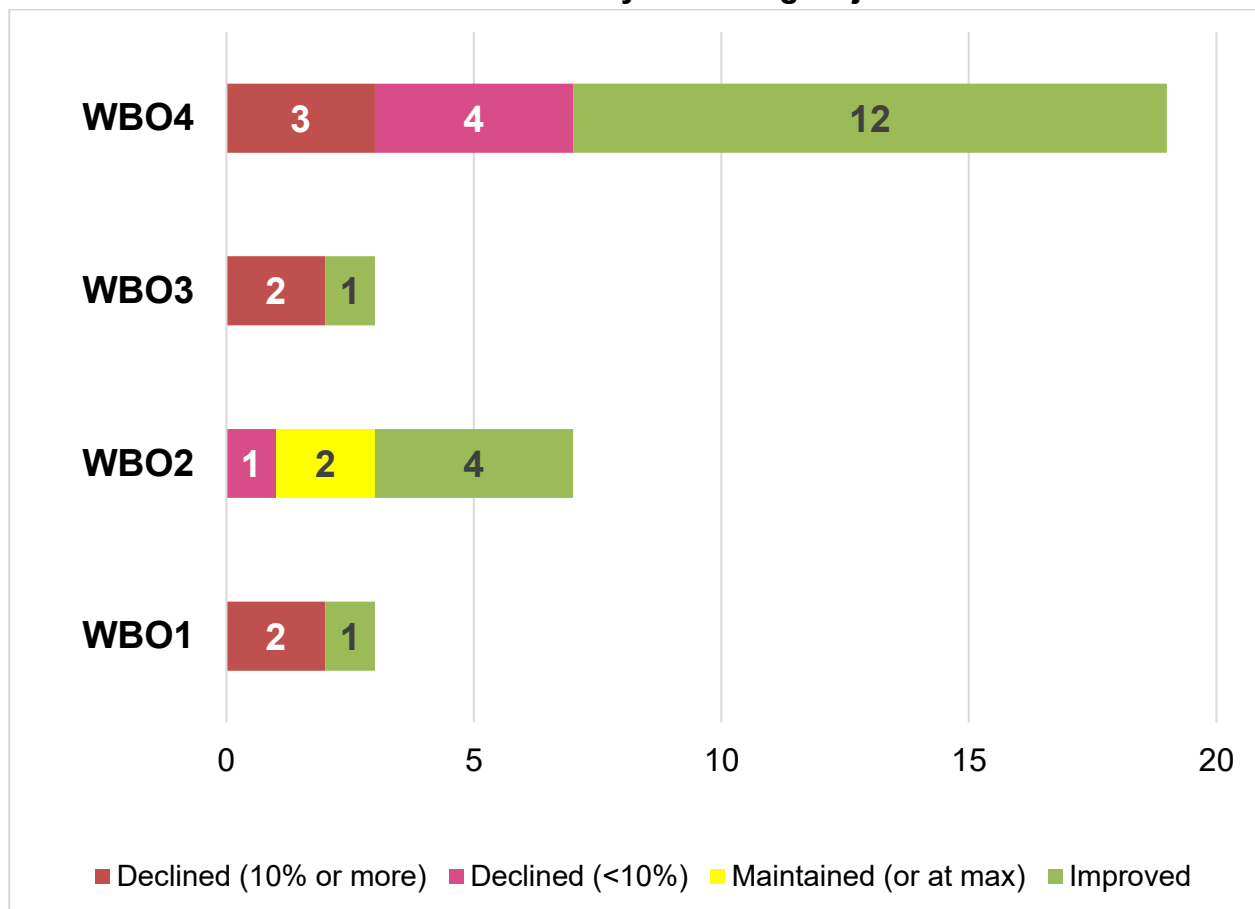


3.6 Trend data allows us to compare our Q3 values with the same period last year (Q3 2024-25). Comparable data for Q3 is available for 32 of the 36 quarterly PIs. Of the remaining four, two indicators do not have comparable verified data for Q3 last year because they are new, and two PIs are “trend not applicable” due to the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 below, and Chart 3 on the next page, the trend analysis for each WBO.

**Table 3**

Performance Indicators Trend Definition		Trend at Q2		Trend at Q3	
		Number	%	Number	%
↑	Performance has improved	20	62.5%	18	56.25%
↔	Performance maintained (includes those at maximum)	3	9.375%	2	6.25%
↙	Declined performance (by less than 10%)	6	18.75%	5	15.6%
↓	Declined performance (by 10% or more)	3	9.375%	7	21.9%
<b>Total</b>		32	100%	32	100%

**Chart 3 – Performance Indicator Trend by Wellbeing Objective**



### Summary of Sickness Absence Performance

- 3.7 There is no target set for sickness absence for 2025-26, though the focus continues to be on trying to reduce sickness across the organisation. Staff wellbeing measures are in place and sickness continues to be closely monitored.
- 3.8 The cumulative days lost per full time equivalent (FTE) employee at Q3 2025-26 is 9.82 days, a 2.96% decrease compared to the 10.12 days reported at Q3 last year. This demonstrates an improving trend that is mirrored within directorate and schools' data with the exception of the Chief Executive's Directorate and Education, Early Years and Young People Directorate. The proportion of days lost that are classified as short-term absences (7 days or less) has decreased slightly from 23% in 2024-25 to 21% in 2025-26. The most common reason for absence continues to be Stress/Anxiety/Depression (not work related).

### 3.9 Summary of Performance against MTFS Savings Targets

At Q3 £6.468 million (77%) of the £8.379 million proposed budget reductions set out in the MTFS for 2025-26 have been achieved, with £7.473 million (89%) forecast as likely to be achieved by year end. A breakdown of the most significant budget reduction proposals unlikely to be achieved in full is included in **Appendix 1**, and additional financial information is provided in the Budget Monitoring 2025-26 Quarter 3 Revenue Forecast report presented to Cabinet on 3 February 2026.

### 3.10 Summary of Performance against Regulator Recommendations

Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2025-26 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 4. A more detailed analysis will be provided to the Governance and Audit Committee in a report on 21 May 2026.

**Table 4**

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Arrangements for Commissioning Services (June 2025)	3	-	-	3	-	-
Care Inspectorate Wales (CIW) Improvement Check Children's Social Care Services (June 2025)	16	2	8	4	2	-
CIW Inspection Report on Foster Wales Bridgend (June 2025)	5	-	-	5	-	-
Audit Wales, Setting of Well-being Objectives	3	2	1	-	-	-
CIW Inspection of Golygfa'r Dolydd (September 2024)	5	4	-	1	-	-
Audit Wales, Digital Strategy Review	3	1	-	-	2	-
CIW Improvement Check Visit to Children's Social Care Services (Nov 2022)	10	8	2	-	-	-
Transformational Leadership Programme Board, Baseline Governance Review CTM RPB	7	4	-	3	-	-
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Total	55	23	11	16	5	0

**4. Equality implications (including Socio-economic Duty and Welsh Language)**

4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

**5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

5.1 This report assists in measuring and monitoring progress made against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form the Council's Corporate Plan 2023-28:-

- THRIVING - A prosperous place with thriving communities
- EMPOWERING - Supporting our most vulnerable
- ACHIEVING - Enabling people to meet their potential
- MODERNISING - Creating modern, seamless public services

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also been considered in the development of the Council's wellbeing objectives. The ways of driving and measuring them is also contained in the Corporate Plan Delivery Plan 2025-26.

**6. Climate Change and Nature Implications**

6.1 There are no specific implications of this report on climate change or nature. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2025-26 have been developed to help assess the Council's performance in areas including climate change and nature.

**7. Safeguarding and Corporate Parent Implications**

7.1 There are no specific implications from this report on safeguarding or corporate parenting. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2025-26 have been developed to help assess the Council's performance in areas including safeguarding and corporate parenting.

**8. Financial Implications**

8.1 There are no financial implications arising from this report.

**9. Recommendations**

9.1 The Committee is recommended to note the Council's performance at quarter 3 2025-26.

**Background documents**

None

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# Corporate Performance Dashboard

## Quarter 3 2025-26



**Bridgend County Borough Council**  
**Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr**







**KEY:****How will we mark or score ourselves**

We have one simple scale for how we mark or score the council's performance. Because overall judgements, commitments and performance indicators are measured differently, the colours or judgements have different descriptions depending on which type of performance you are reviewing.

	What does this Status mean?		
	Overall / self-assessment performance	Commitments, projects or improvement plans	Performance Indicators
<b>COMPLETE (BLUE)</b>	Not applicable	Project is completed	Not applicable
<b>EXCELLENT (GREEN)</b>	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
<b>GOOD (YELLOW)</b>	Strong features, minor aspects may need improvement	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	On target
<b>ADEQUATE (AMBER)</b>	Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement	Issues – More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	Off target (within 10% of target)
<b>UNSATISFACTORY (RED)</b>	Needs urgent improvement. Weaknesses outweigh strengths	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	Off target (target missed by 10%+)

For performance indicators, we will also show trends in performance so you can see how we are doing compared with the same period last year.

Trend	Meaning
	Improved performance
	Maintained performance (includes those at maximum)
	Declined performance (by less than 10%)
	Declined performance (by 10% or more)

Trend	Performance Indicator types
<b>CP</b>	Corporate Plan Indicator

	Directorate Responsible
<b>ALL</b>	All Directorates
<b>CEX</b>	Chief Executives Directorate
<b>COMM</b>	Communities Directorate
<b>EEYYP</b>	Education, Early Years, and Young People Directorate
<b>SSWB</b>	Social Services and Wellbeing Directorate

**THRIVING**  
A prosperous place with thriving communities



**EMPOWERING**  
Supporting our most vulnerable



Cyngor Bwrdeistref Sirol  
Cwmni Bwrdeistref Sirol  
**BRIDGEND**  
County Borough Council

# TEAM BRIDGEND

Our priorities for 2025/26

**ACHIEVING**  
Enabling people to meet their potential



**MODERNISING**  
Creating modern, seamless public services



## WBO1: A prosperous place with thriving communities

### WBO1.1: Moving towards net zero carbon, and improving our energy efficiency

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#### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CED57</a> CP WBO1.1	Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) <b>Lower Preferred</b>	43.60	40						<b>Annual Indicator - To be reported at Q4</b>
<a href="#">DCO20.01</a> CP WBO1.1	Annual Gas Consumption across the Authority – kWh (COMM) <b>Lower Preferred</b>	21,122,938 kwh	20,000,000 kwh						<b>Annual Indicator - To be reported at Q4</b>
<a href="#">DCO20.02</a> CP WBO1.1	Annual Electricity Consumption across the Authority – kWh (COMM) <b>Lower Preferred</b>	15,019,064 kwh	14,000,000 kwh						<b>Annual Indicator - To be reported at Q4</b>
<a href="#">DCO23.05</a> CP WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) <b>Higher Preferred</b>	1%	5%						<b>Annual Indicator - To be reported at Q4</b>

#### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO1.1.1</a>	Invest in energy efficiency improvements to the Council's estate and assets. (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: Work has continued on established programmes of work to install energy efficiency measures across the Council's estate including LED lighting, building insulation, solar PV systems, and electric vehicle charging infrastructure. The Energy Manager has an ongoing programme of work in relation to monitoring and responding to key opportunities. The Decarbonisation Programme team is writing a business case for an invest to save programme of energy efficiency works via Salix loan finance. This will consider Refit as a potential contracting mechanism. BCBC has been awarded £109k of grant funding to purchase electric vans (as replacements for diesel vehicles) and to install more electric vehicle charging infrastructure at Waterton and Bryncethin Depots.	
<a href="#">WBO1.1.2</a>	Implement our Air Quality Action Plan and monitor its effectiveness in improving air quality along Park Street (CEX SRS)	<b>GREEN (Excellent)</b>	Quarter 3: Action Plan has been implemented with Measure 18 still retained and will be reviewed in 2026, dependent on 2025 results. We are continuing to monitor the air quality in Park Street but still awaiting results for November and December to assess full results for 2025. Shared Regulatory Services successfully obtained Welsh Government (WG) Funding for two indicative Realtime monitors which were installed as of November 2025. Data will be reviewed accordingly following stabilisation and QA assurances. The Air Quality Annual Progress Report was approved by Cabinet in November 2025.	

### WBO1.2: Protect landscapes and open spaces

#### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">DCO23.06</a> CP WBO1.2	Number of blue flag beaches (COMM) <b>Higher Preferred</b>	3	3						<b>Annual Indicator - To be reported at Q4</b>
<a href="#">DCO23.07</a> CP WBO1.2	Number of green flag parks and green spaces (COMM) <b>Higher Preferred</b>	2	2						<b>Annual Indicator - To be reported at Q4</b>

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.2.1	Deliver projects such as woodland enhancement, develop and protect our natural environment in partnership with our communities and key stakeholders as part of our Bridgend Biodiversity Plan (COMM)	GREEN (Excellent)	Quarter 3: Following the success of Bridgend's Nature Fest in 2025, planning has started for the 2026 Nature Fest, with an internal workshop held to discuss lessons learnt and improve the event. The One Common Connection Project is up and running; landowner agreements have been signed and submitted, and approval in place for works to be undertaken. A successful community engagement event was held for residents to find out more about the project. There continues to be challenges with some landowner agreements, and other sites are also being considered for mitigation activities to support the project. The Duty plan is being reviewed and contract awarded for the 2025-2028 plan which is due for completion before year-end. Internal review meetings have been held to ensure departments recognise their contribution, and a larger internal stakeholder group was facilitated by Nature Positive. The Climate Change Response Team has continued with increasing tree cover across the County Borough with new tree planting scheme due for completion by the end of March 2026. Discussion have taken place to explore funding options to improve pathways at Craig y Parcau.	

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## WBO1.3: Promote the conditions for economic growth and prosperity

## Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.03 CP WBO1.3	Number of businesses receiving support through Shared Prosperity Funding (COMM) <b>Higher Preferred</b>	37	15	25	11	28	33	↓	Quarterly Indicator <b>Target Setting:</b> This is the final year of the funding so will attempt to maximise the benefits locally where possible with reduced funding available. <b>Performance:</b> The annual target has already been achieved in Q3 but is lower than the same period last year as we have allocated all of the current available SPF funding.
DCO23.04 CP WBO1.3	Number of business start-ups assisted (COMM) <b>Higher Preferred</b>	94	30						<b>Annual Indicator - To be reported at Q4</b>

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.3.1	Develop funding bids enhance the economy and stimulate new job opportunities (COMM)	GREEN (Excellent)	Quarter 3: Following announcement of Local Growth Fund, work has been completed to strategically align current UKSPF activity to LGF activity, where suitable. A working estimate of funding allocation is £5,979,651 (70% capital and 30% revenue). In addition, work has been completed on proposed delivery of the DWP Connect to Work project, with Cardiff Council proposed as the regional lead. A working estimate of funding allocation is £4,055,200. All deadlines have been met to date in preparation for delivery in April 2026. Liaison with Industrial Communities Alliance, UK Government, WG and WLGA was undertaken to lobby the proposed way forward for the Local Growth Fund. An alignment exercise, led by RCT as regional lead, was undertaken and Bridgend County information was supplied within the deadlines set.	A response from UK Government and WG is expected in Q4.
WBO1.3.2	Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy (COMM)	GREEN (Excellent)	Quarter 3: By the end of Q3 a total of 38 start up grants have been awarded, and the team had delivered a total of 27 business development grants and 3 business feasibility grants. The pop-up shop operating in Maesteg Market has now ended. The initiative attracted 86 expressions of interest and has accommodated twelve start-ups, bringing vibrancy and footfall to Maesteg Market. We have procured a further update to the Social Enterprise work carried out in the last financial year. An additional pop-up space has been developed in partnership with the Ospreys in Bridgend Town centre.	
WBO1.3.3	Invest an additional £7.75m of Shared Prosperity Funding in projects in the County Borough by 2026, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place (COMM)	GREEN (Excellent)	Quarter 3: As at the end of quarter 3, all projects are reporting full projected spend for the year. The team has delivered total of 27 business development grants and 3 business feasibility grants.	
WBO1.3.4	Improve sustainable and active travel choices, to increase connectivity and	YELLOW (Good)	Quarter 3: Work has commenced on the A48 Active Travel scheme, due for completion March 2026. Develop funding Bids submitted to Cardiff Capital Region (CCR) for progression to WG in December 2025. Funding bids	A report will be brought to Cabinet early in the

greener travel choices in line with our strategic transport projects (COMM)		for active travel projects for financial year 2026-27 have been developed and submitted to CCR in December 2025 ready for agreement with WG later in the year. Strategic Transport priorities for 2026-27 are being developed in preparation for agreement with Cabinet in March 2026.	spring outlining the work on current projects and agreeing objectives
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## WBO1.4: Regenerate our town centres and Valleys

### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.01 CP WBO1.4	Number of commercial properties assisted through the enhancement grant scheme (COMM) <b>Higher Preferred</b>	7	4				<b>Annual Indicator - To be reported at Q4</b>		

### Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.4.1	Deliver a Transforming Towns programme of investment across our town centres in partnership with Welsh Government over the next two years to improve the economic sustainability of our town centres (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: The Transforming Towns Placemaking Programme has been fully allocated for this financial year in order to ensure the grant is used to its full capacity. The grants encompass private developers and external partners and BCBC led projects. Conversations will continue with new applicants in order to ensure that there is a strong pipeline of projects to take up any financial capacity which is created, this has been done in consultation with Welsh Government. The Placemaking strategies for Maesteg and Porthcawl are being utilised to ensure that grant and funding opportunities are being directed to support potential projects where possible.	
WBO1.4.2	Continue to deliver a commercial property enhancement grant for all valley high streets, to bring vacant properties back into use and improve local centres. (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: Commercial property grant is supported by the Shared Prosperity Funding (SPF) and will run until March 2026. 8 Grants have been awarded for 2025-26 and applicants are worked with on a 1:1 basis. The availability of commercial property grants continues to be marketed, with some feasibility finance available for projects in the Valley areas, each applicant and project provided with officer support to develop and deliver. A Local Member Forum has been established to ensure closer dialogue and ensure all opportunities are considered at a local level.	
WBO1.4.3	Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner. (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: The development of the Ewenny Road Site is continuing. A sale to a housing developer has been agreed and planning application for the site is currently being considered. Remediation works at the Ewenny Road Site is due to be completed in January 2026. A sale has been agreed for the land - sales will be completed by March 2026. A reserved matters application has been made as is being considered by the planning authority.	

## WBO1.5: Reduce, reuse or recycle as much waste as possible

### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/010 CP WBO1.5	Percentage of streets that are clean (COMM) <b>Higher Preferred</b>	99.35%	99%	<b>89.68%</b>	99%	<b>86.51%</b>	99.35%	↓	Quarterly Indicator <b>Target Setting:</b> To maintain the existing targets which remain challenging to achieve <b>Performance:</b> A restructure of the department and significant absence of staff has resulted in incomplete surveys for several months. Some sickness within teams has also resulted in resources in some areas being reduced. These factors, along with a new team carrying out inspections of streets have resulted in lower figures, further monitoring of areas inspected to take place in coming months.
PAM/030 CP WBO1.5	Percentage of waste reused, recycled or composted (COMM) <b>Higher Preferred</b>	70.93%	70%	<b>65.91%</b>	70%	<b>72.73%</b>	68.33%	↑	Quarterly Indicator <b>Target Setting:</b> To maintain the existing targets which remain challenging to achieve <b>Performance:</b> Provisional data

<a href="#">DCO20.05</a> CP WBO1.5	Percentage of Street cleansing waste prepared for recycling. (COMM) <b>Higher Preferred</b>	41.22%	40%	<b>Annual Indicator - To be reported at Q4</b>	
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**Commitments**

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO1.5.1</a>	Bring our Waste Service in-house (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: Good progress being made to bring the services in-house by revised transfer date of 4th July 2027. Monthly, workstream leads are providing updates to SLR who in turn along with project lead officers provide updates to the transition board. RAG status for individual task areas and milestones being monitored. Transition Board meetings underway, recent change of Chair to Communities Cabinet Member Councillor Haines.	

**WBO1.6: Provide opportunities for culture, leisure, and play****Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period	
				Target	Actual				
<a href="#">SSWB83</a> CP WBO1.6	Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) <b>Higher Preferred</b>	New 25-26	700	<b>1,013</b>	525	<b>1,632</b>	New 25-26	No Trend	Quarterly Indicator <b>Target Setting:</b> New indicator. Baseline data to be recorded in order to set future target. <b>Performance:</b> The participants supported are above the target of 700, Further work to ensure accuracy of data collected will be undertaken in Q4. The higher-than-anticipated uptake suggests that the provision is accessible and meeting local need, providing a solid basis for maintaining participation.
<a href="#">DCO23.10</a> CP WBO1.6	Number of play areas that have been refurbished (COMM) <b>Higher Preferred</b>	22	40	<b>Annual Indicator - To be reported at Q4</b>					
<a href="#">SSWB67</a> CP WBO1.6	Participation in the national free swimming initiative for 16 and under (SSWB) <b>Higher Preferred</b>	23,208	20,000	<b>Annual Indicator - To be reported at Q4</b>					

**Commitments**

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO1.6.1</a>	Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust. (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: The Grand Pavilion Project is making good progress, with a main contractor on site and delivering over the next 18 months. The construction contract commenced in September 2025. A Programme Board has been established for some time to oversee the project. This is complemented by monthly contractor meetings and client-side project team meetings. Monitoring returns and claims are submitted in accordance with the funding requirements. Additional funding for this project continues to be sought. An Additional £650k was secured against the project from the Arts Council in January 2026.	
<a href="#">WBO1.6.2</a>	Continue the children's play areas refurbishment programme and make sure inclusive play equipment is provided to allow opportunities for all. (COMM)	<b>YELLOW (Good)</b>	Quarter 3: The children's play areas are progressing well. On site meetings are scheduled with respective ward members to ensure visibility of worked for phase 6A and 6B, which is the last two phases and the expected timeframe. Additional capital will be required to complete these phases and Cabinet have proposed to add £1.8m to the capital budget to complete this programme, subject to full Council approval.	
<a href="#">WBO1.6.3</a>	Enlarge the Food and Fun Programme for summer 2025 (EEYYP)	<b>AMBER (Adequate)</b>	Quarter 3: The Food and Fun 10-Year Celebratory Awards were held on Thursday 6 November. Bridgend County Borough Council achieved three awards. All schools have been approached around participation in the scheme for 2026. Four schools have confirmed participation and a further eleven have expressed an interest.	The Healthy Child Co-ordinator will continue to meet with interested schools to promote the benefits of the programme. The deadline for confirming participation to run a scheme in summer 2026 will be January 2026. The Agored Cymru Food and Nutrition training course will take place in January 2026 for all schools participating in Food and Fun.

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO1.6.4</a>	Develop whole Council action plan and networks to support the submission of the Play Sufficiency Assessment to Welsh Government. (SSWB)	<b>YELLOW (Good)</b>	Quarter 3: Play Sufficiency action plan code designed with the development of clear action points. Action Plan awaiting sign-off from Cabinet. Draft Plan shared with Welsh Government in line with requested submission date.	Play Sufficiency Plan to be approved by cabinet. Engagement with key partners and people with lived experience will commence in Q4.
<a href="#">WBO1.6.5</a>	Develop active wellbeing offer for targeted groups (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: This quarter, the active wellbeing offer continued to engage a wide range of targeted groups across the borough. The Super Agers programme supported 206 older adults through 77 wellbeing sessions, generating 1,092 attendances, with participation remaining strong despite staffing changes and minor timetable adjustments, highlighting ongoing demand for accessible local activities for those aged 50 and over. Over-60s swimming sessions welcomed 3,632 participants, while 746 children and young people aged 16 and under attended free swimming sessions, with both showing a seasonal dip over the Christmas period. Health referral pathways remained a key focus, with 491 new Halo referrals, 241 first appointments and 86 participants completing the 16-week programme, alongside strong completion rates for pulmonary rehabilitation and joint carer support. Targeted work with foster families, care leavers, young people involved in youth justice, residential settings and those with disabilities continued, with families encouraged to access wider Halo wellbeing opportunities to support more active, healthier lifestyles together.	The next phase will focus on making parts of the active wellbeing offer more sustainable and responsive to local need. Super Agers sessions at Aberkenfig and William Trigg will be supported to become community-led, creating capacity to expand provision into the west of Bridgend from April 2026, while work continues to develop an affordable and accessible swimming offer for those aged 60 and over. Follow-up of joint carer referrals will be improved to increase uptake, with pulmonary rehabilitation maintained across all Halo venues where demand allows. Alongside this, the free and low-cost swimming offer for children and young people will be refined to better support families, those with disabilities and others facing barriers to participation.
<a href="#">WBO1.6.6</a>	Develop the Healthy Living Partnership Strategy (SSWB)	<b>AMBER (Adequate)</b>	Quarter 3: The service is continuing to work towards developing an overarching leisure strategy for Bridgend. Draft themes have been agreed with Sport Wales and Central South Partnership focusing on Bridgend priorities which will inform the overall strategy. Feasibility finding has been applied for to support a leisure capital programme to support long-term, evidence-based investment in the Council's leisure and wellbeing estate, including indoor and outdoor facilities. The development of the strategy will continue into 2026/27.	Secure feasibility funding to support a review of current assets and the development of a long-term leisure strategy for the county borough which will drive investment priorities.
<a href="#">WBO1.6.7</a>	Develop the Libraries, Culture and Community hub Strategy (SSWB)	<b>AMBER (Adequate)</b>	Quarter 3: The service is continuing to work towards developing an overarching strategy for Libraries, and Culture services in Bridgend as well as a Community Hub Strategy. Initial public engagement has been undertaken, and data will be used to shape draft libraries, culture and community hub strategy. The development of the strategies will continue into 2026/27.	First Community Hub Strategic Board to take place in Q4. The meeting will bring together partners and provide strategic oversight and ensure alignment with organisational and regional priorities and support partnership development across sectors.
<a href="#">WBO1.6.8</a>	Maintain performance against Welsh public library standards (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: Bridgend Library Service is performing very well. Activities, events and formal training provisions are important strengths of the service. Bridgend meets all of the 13 core entitlements in full. Of the 5 quality indicators which have targets, Bridgend is achieving 4 in full and 1 in part. Bridgend has the highest per capita event attendance nationally and attendances have increased by 24% compared to 2023-24, and by 38% compared to 2022-23. The service is in the top quartile nationally for attendance at formal training per capita. Reported attendances have risen more than fourfold compared to 2023- 24. Bridgend performs strongly with regard to young people, being above the median for positive survey responses from this customer group.	Reprofile quarterly reporting timeline to align with corporate reporting timeline and expand to capture outreach books on wheels service.

## WBO2: Creating modern, seamless public services

### WBO2.1: Improving how we engage with people, listening to views & acting on them

#### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CED70</a> CP WBO2.1	Percentage of Complaints closed within timescales (CEX) <b>Higher Preferred</b>	31.83%	80%	27.87%	80%	35.98%	25.66%	↑	Quarterly Indicator <b>Target Setting:</b> Baseline target. To be reviewed during the lifecycle of the Corporate Plan to reflect the corporate customer function. <b>Performance:</b> Target not met due to service areas not meeting deadlines. The Corporate Complaints team will continue their current process of sending reminders to service areas. A full report analysing current performance and barriers to meeting the target will be reviewed by Corporate Management Team in Q4.
<a href="#">CED59(a)</a> CP WBO2.1	Level of engagement (Welsh / English) a) across consultations <b>Higher Preferred</b>	8,050	8,800	<b>Annual Indicator - To be reported at Q4</b>					
<a href="#">CED59(b)</a> CP WBO2.1	b) with corporate communications to residents, using the digital communications platform (CEX) <b>Higher Preferred</b>	1,203,706	1,000,000	<b>Annual Indicator - To be reported at Q4</b>					

#### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO2.1.1</a>	Improve how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive. (CEX)	GREEN (Excellent)	Quarter 3: During this period the focus has been on promoting the council's budget to encourage engagement when the budget survey goes live in January 2026. The team has run a multi channelled campaign that has also included a toolkit for Councillors to use at their surgeries. The media protocol has been agreed with Cabinet and has been publicised to staff and members. The members' bulletin has been established and is subject to ongoing improvement with feedback from Cabinet Members. The approach for tackling inaccurate information has been agreed by Corporate Management Team (CMT), new assets are being developed. Launch of the new approach is proposed prior to March 2026. The team restructure has been effective since October 2025. The social media platform Orla has been procured, and onboarding is underway.	
<a href="#">WBO2.1.2</a>	Improve the way we gather and use resident views (CEX)	GREEN (Excellent)	Quarter 3: Following refresh of Citizens Panel, members of panel were invited to join focus groups on setting the council's budget. This is the first time we will have used the panel to help inform budget deliberations. The data from the residents' survey has been reviewed and considered by Cabinet and Corporate Management Team (CCMT). The final report from the residents' survey will be available on the website in January on the new feedback page for consultation. The team is continuing to engage with Data Cymru on approach to the second survey which is scheduled for Autumn 2026.	
<a href="#">WBO2.1.3</a>	Improve the way we gather and use staff views (CEX)	GREEN (Excellent)	Quarter 3: Corporate narrative was agreed and publicised to staff and members. New approach to staff survey agreed with CMT in October 2025. Preparations are underway to run the new staff survey which will start in March 2026 and run until May 2026. Video communications for staff commenced with a message from the Chief Executive at Christmas. Further videos have been scheduled for the first quarter of 2026. We are working towards the target the preparation of the new and improved bilingual intranet. This will be in place by July 2026.	
<a href="#">WBO2.1.4</a>	Improve the way we handle and learn from corporate complaints and compliments (CEX)	AMBER (Adequate)	Quarter 3: The form and process is currently being tested by the project team following the development of the training documents. ICT have completed the reporting requirements for the dashboard, and it is currently being tested. Training is scheduled for the individual services with the go-live scheduled for April 2026.	Complete user testing, with training being rolled out to individual service users ahead of go-live
<a href="#">WBO2.1.5</a>	Implement the strategic equality plan action plan (CEX)	GREEN (Excellent)	Quarter 3: Implementation underway and annual progress report to be presented to Equalities Cabinet Committee in February 2026. We are continuing to attend bi-monthly Corporate Equalities focus groups. We have provided regular updates to Cabinet Committee Equalities.	Following Cabinet Committee approval in February 2026, progress report will be published on the website.

**WBO2.2: Offer more information and services online, and in local areas****Performance Indicators**

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CED5</a> CP WBO2.2	Percentage of first call resolutions <b>Higher Preferred</b>	72.67%	75.92%	73.92%	75.92%	75.61%	69.40%	↑	Quarterly Indicator <b>Target Setting:</b> Target retained, to increase the number of calls resolved at the first point of contact <b>Performance:</b> Whilst this PI is slightly off target again for Q3, the customer service team continues to review performance with the relevant service area to identify areas where the Customer Advisors could be upskilled to deal with and resolve the calls at the first point of contact.
<a href="#">CED51</a> CP WBO2.2	Number of online transactions using the digital platform <b>Higher Preferred</b>	81,034	81,034	42,862	60,776	61,974	61,995	↓	Quarterly Indicator <b>Target Setting:</b> To increase online transactions by customers to promote channel shift <b>Performance:</b> There are a number of online services and different target groups across multiple council departments feeding into this value. The slight decline in performance equates to a less than 1% decrease compared to the same period last year and cannot be attributed to any particular factor or service area underperforming. We continue to promote and monitor our online services and there are currently discussions to improve the options within citizen access to increase online usage

**Commitments**

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO2.2.1</a>	Continue to review the corporate front door to streamline, standardise, and enhance entry points into the council whilst improving the resolution at the first point of contact. (CEX)	<b>YELLOW (Good)</b>	Quarter 3: The new online self-referral form for Adult Social Care continues to be developed. Work is also underway to explore the development of a digital front door specifically for Social Services to help provide online information, advice and assistance to customers 24/7/365. The corporate Interactive Voice Response message (IVR) has been updated and is working in line with current service set ups.	

**WBO2.3: Modernise and become a more efficient council****Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CHR002 (PAM/001)</a> CP WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (ALL/CEX) <b>Lower Preferred</b>	13.76 days	No target	5.89 days	No target	9.82 days	10.12 days	↑	Quarterly Indicator <b>Target Setting:</b> To reduce sickness levels across the organisation <b>Performance:</b> Continued commitment to support the health and wellbeing of the workforce. Managers are encouraged to support members of staff when they are absent in line with the absence management policy and continue to promote the council's wellbeing services to all. (See page 25 for additional information by directorate and absence reason)
<a href="#">CORPB5</a> CP WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL/CEX) <b>Higher Preferred</b>	68.42%	80%	<b>Annual Indicator - To be reported at Q4</b>					
<a href="#">DCO16.8</a> CP WBO2.3	Number of Council owned assets transferred to the community for running (CATs) or transferred from a short-term agreement to a long-term agreement for running during the year (COMM) <b>Higher Preferred</b>	2	10	<b>Annual Indicator - To be reported at Q4</b>					

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.3.1	Approve and implement the new digital strategy (CEX)	<b>AMBER (Adequate)</b>	Quarter 3: The public consultation was undertaken between 2nd June and 13th July 2025. Following the Corporate Overview and Scrutiny Committee meeting in July 2025, a decision has been made to review the Strategy further to ensure our vision and aspirations around transformation are reflected.	Once the corporate vision has been agreed, the Digital Strategy will be reviewed and plan put in place to progress and implement.
WBO2.3.2	Continue to rationalise the corporate estate (COMM)	<b>AMBER (Adequate)</b>	Quarter 3: All opportunities to maximise use of the current corporate estate are constantly under review and challenge, driven by service and stakeholder engagement. Focus on maximising use, co-habitation, mixed uses and community type uses now that the majority of true rationalisation and disposals complete. All portfolio's under constant review, with service engagement and close working relationships. All service areas focused on maximising asset usage. Number of underutilised assets is at a minimum with new and innovative ways of working exploring all opportunities to sweat each asset. Formal formation of the strategy set back due to Group Manager period of long-term sickness during 2025 and ongoing senior vacancies in the Corporate Landlord team. Third party consultant engaged to assist with the strategy with further resourcing issues under review. Strategy to be finalised and aligned to corporate and other strategies early in 2026/27.	The introduction of the new Integrated Works Management System (IWMS) will transform the way in which our assets managed and provide a landscape for strategic asset management planning. This IWMS is currently being procured and will embed in 2026/27.
WBO2.3.3	Invest in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)	<b>GREEN (Excellent)</b>	Quarter 3: An allocation was made in Q3 of £49.6k. The total of funding allocated to community groups undertaking CATs (as at end Q3) stands at £498k; £49.5k in committed funding was paid to community groups in Q3 2025/26 and a further £167k of grant monies received from Sport Wales. The total available CAT Capital fund at the end of Q3 stands at £310.7k.	

## WBO2.4: Improve partnership working with partners, the third sector and Town and Community Councils

## Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CE62 CP WBO2.4	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (CEX) <b>Higher Preferred</b>	99.12%	100%	100%	100%	100%	98%	↑	Quarterly Indicator <b>Target Setting:</b> Safety planning, targeting hardening and safety measures carried out with all service users throughout support and before exiting the service <b>Performance:</b> On target, 1156 service user responses recorded Q1 to Q3
CE63 CP WBO2.4	Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours (CEX) <b>Higher Preferred</b>	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) <b>Performance:</b> On target – 655 received during Q1 to Q3.
CE64 CP WBO2.4	Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours (CEX) <b>Higher Preferred</b>	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) <b>Performance:</b> On target - 485 received during Q1 to Q3.
SSWB84 CP WBO2.4	Number of active referrals supported by Local Community Coordinators (SSWB) <b>Higher Preferred</b>	New 25-26	600	571	450	726	New 25-26	No Trend	Quarterly Indicator <b>Target Setting:</b> New indicator. Baseline data to be recorded in order to set future target. <b>Performance:</b> On target. Q1 values have now been verified improving the Q2 accumulative value previously reported.
SSWB85 CP WBO2.4	Number of children and young adults supported during school holidays (SSWB) <b>Higher Preferred</b>	New 25-26	950	<b>Annual Indicator - To be reported at Q4</b>					

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO2.4.1</a>	Develop a new regional agreement for working with frail older people between health boards and councils (SSWB)	<b>BLUE (Completed)</b>	Quarter 3: Agreement sealed by BCBC and returned to Regional Partnership Board in December 2025.	
<a href="#">WBO2.4.2</a>	Complete the town and community council arrangements review (CEX)	<b>BLUE (Completed)</b>	Quarter 3: The Community Review was completed and submitted to Full Council. The recommendations were not approved by Full Council and therefore the Local Boundary Commission will now undertake a review when their timetable allows.	
<a href="#">WBO2.4.3</a>	Work co-productively with our communities to develop their own solutions and become more resilient. (SSWB)	<b>AMBER (Adequate)</b>	Quarter 3: The current children and family provision is over prescribed with 57 (1 x 37hrs + 1 x 20 hrs) hour post per week not able to cope with demand of referrals. Closer partnership working with Early Help within Children & Families Services and local community organisations to step up and step down to reduce/curtail the child and families waiting list (which is currently 1-3 months). Recruitment of additional Local Community Co-ordinator's to support the volume of demand in turn reducing the adults waiting list (which is 3-6 months depending on geographical area).	Exploring additional grant funding from the Central Grant team to support investment needed into local community coordination. Work productively with BAVO (community navigators), third sector partners, statutory services to align governance of referrals to ensure best use of resources. Ensuring the community prevention referral pathway is fit for purpose.

## WBO3: Enabling people to meet their potential

### WBO3.1: Provide an effective Childcare and Early Years Offer

#### Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 2024-2025	Target 2025-2026	Q2 position 2025-2026 & RYAG	Q3 2025-2026 RYAG vs Target		Q3 2024-2025 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">DEFS160</a> CP WBO3.1	Number of two-year-olds accessing childcare through the Flying Start programme (EEYYP) <b>Higher Preferred</b>	542	620	624	610	624	555	↑	<p>Quarterly Indicator</p> <p><b>Target Setting:</b> The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme.</p> <p><b>Performance:</b> The first capital project team meeting relating to the three proposed new early years settings was held in December 2025 and will take place monthly going forward. Feasibility work on the three projects is now underway. The expansion has already taken in Lower Super Output Areas that weren't intended to be reached until 2026-2027, and further expansion is planned for January 2026. By April 2026, we expect to be a year ahead of schedule on our Flying Start Expansion delivery plan. It is hoped that childminders in underserved areas of Bridgend will tender to provide Flying Start funded places and, after onboarding, this may allow up to expand into some areas where there is currently insufficient childcare. An analysis of low uptake of Flying Start places will take place, along with a renewed awareness campaign to ensure that parents in eligible areas know of their child's entitlement.</p>

#### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.1.1</a>	Provide effective leadership and management of maintained Early Years settings ensuring that outcomes in Care Inspectorate Wales inspections are at least 'good'. (EEYYP)	GREEN (Excellent)	Quarter 3: A five-phase plan has been written and agreed, with the aim to re-establish consistent, sector-leading practice across all settings, over a two-year period. Implementation of this plan started on 19 December 2025. A partnership with Early Years Wales is currently being developed to support all maintained settings to achieve the Welsh Promise. Three of the maintained settings are working towards Llwybr Iaitth with the aim of offering a bilingual service. The leadership toolkit was used in all maintained early years settings in the autumn term. This exercise confirmed all settings are compliant with the National Minimum Standards and helped to identify training needs. A range of professional learning has taken place including leadership sessions for senior staff. Every setting benefitted from a joint support visit from their link Childcare Development Officer and Advisory Teacher, and individual feedback was provided outlining strengths and areas for development. The visits also informed a five-phase service improvement strategy, due to begin in January 2026.	
<a href="#">WBO3.1.2</a>	Offer effective support and challenge to funded non-maintained Early Years settings ensuring that outcomes in joint inspections are at least 'good'. (EEYYP)	GREEN (Excellent)	Quarter 3: One additional setting received a joint inspection during this period and received judgements of 'good' across all areas. Pre-market engagement took place in October and November 2025, with the tender opportunity going live on 31 December 2025, and is due to close on 9 January 2026. The 23 practitioners studying the year-long Froebelian Approach project have completed their third module. Many professional learning opportunities have been delivered, including sessions delivered by sector-leading consultant Kym Scott.	The quality framework will be published as part of the tender process.

### WBO3.2: Provide safe, supportive schools with high quality teaching

#### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
<a href="#">DEFS155</a> CP WBO3.2	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP) <b>Higher Preferred</b>	93%	100%					Annual Indicator - To be reported at Q4
<a href="#">EDU010a</a> CP WBO3.2	The percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools (EEYYP) <b>Lower Preferred</b>	0.031%	0.030%					Annual Indicator - To be reported at Q4

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
EDU010b CP WBO3.2	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools (EEYYP) <b>Lower Preferred</b>	0.152%	0.150%					<b>Annual Indicator - To be reported at Q4</b>
EDU016a (PAM/007) CP WBO3.2	Percentage of pupil attendance in primary schools (EEYYP) <b>Higher Preferred</b>	92.49%	94.0%					<b>Annual Indicator - To be reported at Q4</b>
EDU016b (PAM/008) CP WBO3.2	Percentage of pupil attendance in secondary schools (EEYYP) <b>Higher Preferred</b>	87.31%	92.0%					<b>Annual Indicator - To be reported at Q4</b>
PAM032 CP WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) <b>Higher Preferred</b>	357.40	360.00					<b>Annual Indicator - To be reported at Q4</b>

### Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.2.1	Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as 'not requiring any follow-up' (EEYYP)	<b>YELLOW (Good)</b>	Quarter 3: Following the national middle tier review there has been significant changes to the professional learning provision for schools. The national professional learning and leadership body, Dysgu has the remit for providing professional learning for national priorities. As this national body is being established, there have been no programmes of professional learning shared currently. Central South Consortium continue to offer an extensive programme of professional learning and bespoke support according to their revised remit for schools. Educate Against Islamophobia (EAI) provided an online professional learning session to schools on November 28, 2025. The session provided startling statistics and common Islamophobic narratives that permeate through society and concluded with an overview of practical strategies for addressing Islamophobia through both the formal and hidden curriculum within Welsh settings. Bryntirion Comprehensive School and Pencoed Comprehensive School presented a good practice session at Team Bridgend on December 15, 2025. A total of 83 governors attended the topical training sessions that were provided by the local authority on mandatory training modules.	It is hoped to receive a timeline for professional learning and support from the new national body, Dysgu in the near future confirming their support and professional learning for leadership and self-evaluation. The organisation is currently going through a transition year. Once a professional learning programme has been devised by Dysgu it will be shared with schools. Further mandatory professional learning for governors is scheduled for the spring and summer terms.
WBO3.2.2	Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP)	<b>GREEN (Excellent)</b>	Quarter 3: The Lead Officer for Digital Learning has actively supported Pencoed Primary School in the trial integration of Artificial Intelligence (AI) tools to support staff professional development. This initiative is looking into specifically leveraging AI in supporting the school's implementation of the new professional standards. School digital readiness information was presented to Welsh Government on November 13, 2025, to aid in the planning and preparedness for the start of the digital examination rollout in summer 2026. Following an initial visit by the Lead Officer for Digital Learning to Mary Immaculate High School, Cardiff, to see their pilot gaming room (a Welsh Government-Esports-local authority pilot), subsequent positive discussions were held with Pencoed Comprehensive School and Yoyotech to scope out the first stages of an appropriate path for Esports development in secondary schools. A comprehensive report reviewing 'Digital Learning and Online Safety' was presented to the Education and Youth Services Overview and Scrutiny Committee on November 24, 2025. The report outlined the current challenges surrounding online safety and detailed the collaborative mechanisms schools and the local authority use to support children and young people to navigate the digital world. The report was well received by the Committee, who showed particular interest in the strategic landscape of digital learning across Bridgend County Borough Council.	The Lead Officer for Digital Learning will be running a dedicated Artificial Intelligence (AI) INSET day for Pencoed Comprehensive School. The training will cover essential aspects of AI policy and promote safe, responsible use of the technology. Briefings will be held with all secondary and special schools to finalise arrangements for the Safer Internet Day (SID) 2026 at the Principality Stadium, Cardiff in February 2026. The event will feature professional learning sessions delivered by partners including Internet Matters, UK Safer Internet Centre, Common Sense Media, and Estyn.
WBO3.2.3	Improve the digital offer to young people, including youth led interactive website (EEYYP)	<b>BLUE (Completed)</b>	Quarter 3: We are continuing to use TikTok to promote our services, highlight what's available to young people, and share success stories from across the community. We are currently supporting the promotion of Brackla Skatepark, which has recently opened, have showcased our centres, and are encouraging friendly challenges with other Youth Services in Cardiff and RCT. We have developed and launched an online interactive bulletin board (that is, a 'Padlet') with the inclusion of an interactive map showcasing all statutory and third sector provision, and a meet the team page.	Moving forward, we will continue creating engaging content with young people and staff, ensuring our platform remains youth-led, creative, and inclusive.

**WBO3.3: Provide Welsh medium education opportunities****Performance Indicators**

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target	Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
DEFS138 CP WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) <b>Higher Preferred</b>	8.83%	8.85%					<b>Annual Indicator - To be reported at Q4</b>
DEFS157 CP WBO3.3	Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EEYYP) <b>Higher Preferred</b>	7.23%	7.20%					<b>Annual Indicator - To be reported at Q4</b>
DEFS158 CP WBO3.3	Number of learners studying for Welsh as a second language at AS Level and A Level (EEYYP) <b>Higher Preferred</b>	21	17					<b>Annual Indicator - To be reported at Q4</b>

**Commitments**

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.3.1</a>	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)	<b>YELLOW (Good)</b>	Quarter 3: The new late immersion provision at Ysgol y Ferch o'r Sger, named Pont Iath, has been established. As at January 2026, nine pupils are in the late immersion provision and three pupils are transitioning to their registered school and are progressing well. An experienced teacher is on secondment as Leader of Pont Iath. Pont Iath's location at Ysgol y Ferch o'r Sgêr brings implications to school transport and costs as most pupils attend Ysgol Calon y Cymoedd. A Capital Grant application to Welsh Government has been made to re-locate Pont Iath to Ysgol Calon y Cymoedd. There has been an increase in the number of pupils studying Welsh AS and A Level from 16 in 2024-2025 to 29 in 2025-2026. An increase in part-time Nursery applications has been seen for Ysgol Cynwyd Sant with 16 applications refused as the Nursery was at capacity with full-time. An options paper is being presented to CMT to look at options to ensure that that children stay within Welsh-medium provisions. Three practitioners are on the two-term primary sabbatical course with the National Centre for Learning Welsh. The five teachers that attended the sabbatical course in 2024-2025 are receiving post-sabbatical support. Due to lack of Geographical Information System (GIS) support and current staffing constraints, there has been no further progress on reviewing Welsh-medium catchment areas.	

**WBO3.4: Modernise school buildings****Commitments**

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.4.1</a>	Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. (EEYYP)	<b>RED (Unsatisfactory)</b>	Quarter 3: An active travel route around the perimeter of the Ffordd Cadfan site has now been agreed with the adjacent developer (that is, Aldi) and Highways Department. The site layout drawings have been amended to reflect the change. Work is continuing finalising the technical assessments to inform the planning process. Delays on the pre-application consultation process have had a significant impact on the project timeline.	Informal consultation with Planning Department will be undertaken. Site clearance of vegetation under the supervision of the ecologist will begin in January 2026, and site investigation is planned for February 2026. Technical assessments will be completed, and we will begin pre-application consultation (PAC) ahead of submitting the planning application.
<a href="#">WBO3.4.2</a>	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	<b>AMBER (Adequate)</b>	Quarter 3: A tender process to appoint a quantity surveyor has concluded. A quantity surveyor will now be appointed and will begin work on the Bill of Quantities. The detailed design development has continued, and site clearance has been undertaken of the former Pwllgath allotment site. A further bat survey has been undertaken and a dormouse mitigation strategy developed.	The Development Control Committee will determine the outcome of the planning application. Ecology works will be undertaken once the necessary approvals are in place, and at the appropriate time.
<a href="#">WBO3.4.3</a>	Enlarge Ysgol Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	<b>RED (Unsatisfactory)</b>	Quarter 3: Valleys to Coast's Board agreed to proceed with the land swap agreement. However, the formal agreement is not yet in place. This is having a detrimental impact on the contract award and programme.	Corporate Landlord Department is working on this aspect of the scheme and understand the urgency. They are aiming to resolve this issue by the end of January 2026, so that the construction contract can be awarded.

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.4.4</a>	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	<b>RED (Unsatisfactory)</b>	Quarter 3: Valleys to Coast's Board agreed to proceed with the land swap agreement. However, the formal agreement is not yet in place. This is having a detrimental impact of the contract award and programme.	Corporate Landlord Department is working on this aspect of the scheme and understand the urgency. They are aiming to resolve this issue by the end of January 2026, so that the construction contract can be awarded.
<a href="#">WBO3.4.5</a>	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	<b>AMBER (Adequate)</b>	Quarter 3: Access to the Island Farm site to undertake a ground investigation has impacted on the design development programme. The design has been developed in consultation with key stakeholders. The layout of the school building has been finalised. Ecology surveys have concluded, and a scoping meeting has been held with Planning Department. Due to prior delays on the project, the request to Cabinet to modify the school opening date is now scheduled for January 2026.	The ground investigation will begin in January 2026. Informal consultation will be undertaken with Planning Department and the School Transport Advisory Group. The pre-application consultation ahead of submitting a planning application will begin. Cabinet approval will be sought to modify the school opening date to the beginning of the autumn term 2028, and subject to Cabinet's approval stakeholders will be advised accordingly.

## WBO3.5: Be good parents to our care experienced children

### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CH/052</a> CP WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) <b>Lower Preferred</b>	9.96%	10%	<b>7.94%</b>	7.5%	<b>10.69%</b>	6.44%	↓	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> The work in Q3 has focussed on workshops between Housing and Children and Family Services to develop common understanding of roles and responsibilities. This work will continue for the foreseeable future as the Joint Protocol between the two services is embedded with the intention of reducing the number of homeless presentations by care leavers. The WG guidance has been revised to exclude those not engaged and over the age of 21. Therefore, the number of care leavers has decreased when we compare this to previous years, as we were previously including care leavers up to the age of 25.
<a href="#">SSWB86</a> CP WBO3.5	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 24 months since leaving care (SSWB) <b>Higher Preferred</b>	70%	65%	<b>65.71%</b>	65%	<b>67.86%</b>	68.75%	↓	Quarterly Indicator <b>Target Setting:</b> To continue to improve performance <b>Performance:</b> Performance has been sustained and continues to be above target. There has however been a decrease as compared to Q1. Work remains ongoing to target support as part of Pathway Planning and supporting young people with their career/education goals. Even though performance is very slightly reduced in comparison to last year, we continue to be on track to hit our target at year end.

### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.5.1</a>	Work with partners to deliver improved outcomes for care experienced children through the delivery of actions in the corporate parenting action plan and informed by the views of our children and young people (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: The Summit took place in Q3 with a children and young people aged 12+ joining us for some time to talk about their voice, education, future and wellbeing. The outcome of this will be shared with corporate parenting board in Q4. The aim of this will be to help shape 2026/27 work plan and service priorities for the LA and its partners. The authority continues to work with Tros Gynnal Plant to meet the advocacy needs of our care experienced young people and to promote their right to access advocacy services. Corporate parenting board will continue to meet Bi-monthly with a focus on aligning priorities with the voice of care experienced individuals. Work continues on improving our offer to care experienced young people and whether this fits in with the local authority strategy and we are offering what we espouse.	Finalise baseline data for Corporate Parenting board partners - agree workplan for 2026/27.
<a href="#">WBO3.5.2</a>	Support the implementation of the Corporate Parenting Strategy in schools. (EFEYYP)	<b>YELLOW (Good)</b>	Quarter 3: Welsh Government have commissioned Estyn to undertake a thematic review into the effectiveness of education provision for care-experienced learners in 2026. The findings will be used to identify and share effective practice across the sector. In order to review the effectiveness of the Pupil Development Grant (PDG), an evaluation has been sent to schools for response by the end of February 2026. Welsh Government have worked with the National Delivery Group for care experienced children and also a PDG for Children Looked After (CLA)	A response to the consultation will be published ahead of a final version of the guidance being published. Welsh Government are funding Adoption UK Cymru in this

			Task and Finish Group to develop guidance specifically for the PDG CLA. The guidance went out for informal consultation to our National Delivery Group and has been updated. We anticipate a final draft of the guidance will be completed early 2026. Welsh Government are producing guidance to support local authorities to maximise the PDG CLA funding. The formal consultation for the Personal Education Plan guidance has now closed and we are analysing the responses before making any appropriate changes to the guidance.	financial year to provide training for education practitioners to help them respond effectively to the social and emotional needs of care experienced learners.
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## WBO3.6: Help people get the skills they need for work

### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">DEFS80</a> CP WBO3.6	Number of participants in the Employability Bridgend programme supported into education or training (COMM) <b>Higher Preferred</b>	678	219	41	164	96	554	Trend not applicable	Quarterly Indicator <b>Target Setting:</b> Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable and there has been a significant change in funding for 25/26 <b>Performance:</b> During Q1 we moved to a new case management system and were embedding a new staff structure in the team therefore no claims for outcomes were made, and the number reported is for Q2 and Q3 only. We are confident that with pipeline performance (that is outcomes we know we have achieved but, as the participant is still receiving support, they are not counted in claim) that we are able to meet the annual target by end of Q4.
<a href="#">DEFS82</a> CP WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) <b>Higher Preferred</b>	453	290	70	217	135	334	Trend not applicable	Quarterly Indicator <b>Target Setting:</b> Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable and there has been a significant change in funding for 25/26 <b>Performance:</b> See DEFS80 comment above. This is a challenging target, and we have regular meetings to monitor performance and put in place mitigations to ensure that we will be able to meet the target by end of Q4.
<a href="#">PAM/046</a> CP WBO3.6	Percentage of Year 11 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics (EEYYP) <b>Lower Preferred</b>	1.9%	2.0%	<b>Annual Indicator - To be reported at Q4</b>					

### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO3.6.1</a>	Increase employment and training opportunities in the County Borough. (COMM)	GREEN (Excellent)	Quarter 3: Residents have continued to access basic skills, essential skills and vocational training as appropriate to the individual.	
<a href="#">WBO3.6.2</a>	Employability Bridgend will work with funders and partners to deliver a comprehensive employability and skills programme (COMM)	GREEN (Excellent)	Quarter 3: We have enrolled 235 residents of the county borough on to our programme this quarter and provided mentoring, training and support to both find work and sustain employment.	

## WBO4: Supporting our most vulnerable

### WBO4.1: Provide high-quality children's & adults social services / early help services

#### Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CH/026</a> CP WBO4.1	Number of children on the child protection register (SSWB) <b>Lower Preferred</b>	75	120	77	120	81	94	↑	Quarterly Indicator <b>Target Setting:</b> Sustain safe reduction in the Child Protection Register <b>Performance:</b> Child Protection registrations between 70 and 90 are considered safe and appropriate, any fluctuation outside of the range, audit activity will be undertaken to ensure threshold and decision making.
<a href="#">DEFS29</a> CP WBO4.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (SSWB) <b>Higher Preferred</b>	82%	87%	88%	87%	83%	80%	↑	Quarterly Indicator <b>Target Setting:</b> To continue to improve performance. <b>Performance:</b> Performance continues to be of a satisfactory standard and the slight dip in performance impacted upon by a small number of more complex cases. Ongoing management oversight will continue to be in place to prevent any further reductions.
<a href="#">SSWB39</a> <a href="#">(CH/039)</a> CP WBO4.1	Number of Care Experienced Children (SSWB) <b>Lower Preferred</b>	333	325	337	332	320	340	↑	Quarterly Indicator <b>Target Setting:</b> Continue to safely reduce the number of Care Experienced Children <b>Performance:</b> The number of children care-experienced continues to reduce in line with our reduction strategy. This is linked to better preventative support, improved use of S.76 and reduced applications for care orders. We anticipate that this trajectory will continue for the foreseeable future.
<a href="#">SSWB57</a> CP WBO4.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) <b>Higher Preferred</b>	84.58%	83%	82.51%	83%	79.66%	85.19%	↙	Quarterly Indicator <b>Target Setting:</b> The model is being embedded and we will seek to continue to improve performance. <b>Performance:</b> During Q3 a new Service Manager and Consultant Social Worker have commenced in post. They have begun undertaking a review of practice at the Front Door which will seek to improve performance against this measure in Q4.
<a href="#">SSWB75</a> CP WBO4.1	Number of people recorded as delayed on the national pathway of care (SSWB) <b>Lower Preferred</b>	70	90	68	90	79	74	↙	Quarterly Indicator <b>Target Setting:</b> This reflects the current population needs, taking in to account seasonal fluctuations in people's health. <b>Performance:</b> Performance in this area whilst below target continues to fluctuate, reflecting that there is only 48 hours from the point that a person is 'clinically optimised' to arrange discharges which are often complex in nature. There continues to be a strong focus on performance in this area with an improvement board in place.
<a href="#">SSWB78a</a> CP WBO4.1	Timeliness of visits to a) children who are care experienced <b>Higher Preferred</b>	88.28%	87%	90.17%	87%	90.16%	87.99%	↑	Quarterly Indicator <b>Target Setting:</b> To continue to maintain performance <b>Performance:</b> Continued strong performance. This is positive as there have been some staffing challenges within the care-experienced children's team during this quarter.
<a href="#">SSWB78b</a> CP WBO4.1	b) children on the child protection register (SSWB) <b>Higher Preferred</b>	89.27%	87%	91.63%	87%	90.91%	88.95%	↑	Quarterly Indicator <b>Target Setting:</b> To continue to maintain performance <b>Performance:</b> Excellent performance continues in this area.
<a href="#">SSWB87</a> CP WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) <b>Higher Preferred</b>	73.48%	69%	71.53%	69%	68.14%	71.97%	↓	Quarterly Indicator <b>Target Setting:</b> This reflects the current population needs, taking in to account seasonal fluctuations in people's health. <b>Performance:</b> The service is seeking to maximise the number of people who benefit from reablement which means there are more people with a complexity of need which reduces the percentage who benefit from a positive outcome in terms of reduction of hours or mitigation entirely of the need for support. The service will continue to be reviewed to ensure that it is operating as efficiently and effectively as possible and that staff have the right learning and development.

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.1	Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring through delivery of the carer's action plan. (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: The strategic group supporting unpaid carers held three successful meetings and continues to strengthen wellbeing support across the Social Services Directorate. Tuvida has assisted 376 new adult carers, providing 4,458 with advice, signposting, and access to assessments. Young carers have also benefited, with 757 issued ID cards, Halo Memberships provided to 357 young carers and 847 family members, and engagement in schools and community initiatives. Partner organisations and Young Carer Ambassadors have worked together to provide volunteering, events, and opportunities that enhance support, helping carers and their families maintain wellbeing and access the services they need.	Three Listening Events across the borough in February will gather feedback to shape and ensure BCBC has fit for purpose support in place for unpaid carers. Improve the governance and oversight of the TuVida contract. Promotion of Young Carer ID Cards will continue in schools, alongside the Bear Who Cares book launch, Young Carers Action Day, and network events for secondary schools.
WBO4.1.2	Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: Continued progress has been made in relation to the 3-year plan these include investment into internal residential provision, recruitment and retention, preventative services and our care experienced children for example.	As we move into a new business cycle. A new 3-year plan will be developed for launch in September.
WBO4.1.3	Improve adult social care by delivering the actions in our three-year strategic plan (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: We continue to monitor performance against the key objectives within our 3-year plan. We have commissioned an independent evaluation of our operating model for Adult Social Care. We have developed a focussed improvement plan for Learning Disability and in relation to delayed pathways of care. Placement Tracker is live and operational enabling Adult Social Care to forecast, project spend, and accurately monitor current spend. The programme for remodelling our day opportunities is established with four key workstreams.	Independent evaluation of the operating model to be undertaken. Focussed work to improve learning disability and delayed pathways of care to be concluded.
WBO4.1.4	Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential. (SSWB)	<b>GREEN (Excellent)</b>	Quarter 3: In Q3 Children's teams gathered a number of individual stories from families and children in the service. A panel will be held January 2026 with leaders and decision makers to hear these stories and in turn reflect on our service delivery. In Q3 Adult Social Care QA activity continued across the service, with learning and themes cascaded within the Continuous Improvement Group. Group Managers reported on QA compliance within quarterly performance meetings. Alongside this Q4 will begin the Adult Social Care journey of Most Significant Change (MSC). Looking at implementing a framework and work towards holding an adult services MSC panel. First MSC panel will be held in Q4. Session for managers in relation to unpaid carers held in Q3 MSC stories will also be triangulated with casefile QAs to evidence a holistic view of cases and individual experiences.	MSC panel Q4. Begin implementing the MSC framework in ASC. Sharing outcome of the MSC panel with wider workforce and those who shared their stories. Continue with the oversight of the implementation model of the Signs Of Safety (SoS) model in Children and Family Services (CFS). Request further Regional Integrated Fund funding to support the Consultant Social Worker for SOS post in CFS. Hold series of Listening Events for Unpaid Carers and review QA programme for Adult Social Care
WBO4.1.5	Address the gaps in Adult Social Care provider services by implementing the priority commissioning areas identified in our commissioning strategies and detailed service reviews (SSWB)	<b>YELLOW (Good)</b>	Quarter 3: Planning Groups meet bi-monthly to oversee the progress against the priority areas identified in the relevant strategic plans. Following the development of an Accommodation-Based Service delivery plan, an independent consultant has been commissioned to undertake a sufficiency assessment and provide a direction of travel and 15-year capital programme for our internal and commissioned care home services.	Report going to Cabinet in February 2026, seeking approval to start consultation on proposed changes to the Shared Lives service, to grow and expand the service. Care home analysis and feasibility work being undertaken in Q4 with an independent specialist consultancy. Care at Home tender to be finalised, with a report to go to Cabinet in March 2026
WBO4.1.6	Address the gaps in Childrens and Family Services provider services and respond to the Eliminating Profit/Health & Social Care Bill by implementing the priority commissioning areas identified in the Placement Commissioning strategy (SSWB)	<b>YELLOW (Good)</b>	Quarter 3: Financial modelling has concluded and will form part of a Placement Commissioning Strategy to be considered by Cabinet in Q4. A business case to secure an additional residential home is in development. The Placements Commissioning Strategy is due to go to Cabinet March 2026, after which a Market Position Statement will be developed to engage the external market on gaps identified in the strategy and support further inhouse developments.	Present financial modelling to CMT for review and endorsement. Progress business case for additional residential home. Seek Cabinet approval of the Placements Commissioning Strategy. Develop and publish the Market Position Statement to engage the external market on identified gaps.
WBO4.1.7	Ensure that children and families can access support from the right service at the right time with the aim of preventing their needs from escalating. (SSWB)	<b>YELLOW (Good)</b>	Quarter 3: Work has been undertaken to explore an IT platform that would assist and improve access into Children and Family Services and Adult services. A proposal has been developed to secure funding for this platform and will need to be agreed corporately as an Invest to Save approach.	To submit invest to save proposal on IT portal to improve access to information and advice in Bridgend.

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO4.1.8</a>	Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers. (SSWB)	<b>YELLOW (Good)</b>	Quarter 3: There is robust leadership of workforce in social care through the Social Services and Wellbeing (SSWB) Workforce Board. There is a significantly improved position in children's social work, however, agency numbers are higher than is optimal for social workers in adult services. An adult services workforce task and finish group has therefore been established, and a number of actions progressed including improving adult access to grow your own and review of skill mix.	The focus in Q4 will be to address high vacancy levels in the community learning disabilities service through reviewing the structure and reviewing skill mix.

## WBO4.2: Support people in poverty

### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CED43</a> CP WBO4.2	Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) <b>Higher Preferred</b>	96%	85%	<b>100%</b>	85%	<b>100%</b>	96%	↑	Quarterly Indicator <b>Target Setting:</b> Target retained. The 2024/25 target was increased in line with the re-commissioning of the service to improve outcomes for recipients of the service. The service will maintain these outcomes throughout the next year. <b>Performance:</b> The service held an open day during the period, where partner organisations attended to give clients the opportunity to meet all local support networks. Although this did not directly impact the increase of income, it did ensure clients were aware of all the support available to them.
<a href="#">CED44</a> CP WBO4.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) <b>Higher Preferred</b>	94%	85%	<b>100%</b>	85%	<b>100%</b>	90%	↑	Quarterly Indicator <b>Target Setting:</b> Target retained. The 2024/25 target was increased in line with the re-commissioning of the service to improve outcomes for recipients of the service. The service will maintain these outcomes throughout the next year. <b>Performance:</b> 3 new team members who are also energy providers who will be able to strengthen support offered to clients facing fuel poverty. The service is expecting an increase in clients presenting with Council Tax debt and debt relating to the Christmas period in the coming weeks but are prepared to support these clients.

### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO4.2.1</a>	Support eligible residents to receive the financial help available to them. (CEX)	<b>GREEN (Excellent)</b>	Quarter 3: Various take-up campaigns are being undertaken. Pension credit: out of 107 households contacted in October 2025, 16 have now claimed (15%), with a combined award of over £61k per annum. Free School Meals (FSM): a small campaign was undertaken in November 2025 and targeted 143 household with comprehensive age children. From this campaign, 20 children are now receiving FSM bringing the total number of FSM awards from the 3 campaigns to 171. All campaigns also promoted the School Essentials Grant. It is still early for an evaluation of the NEST campaign, however, they have to date provided 193 households with either advice or signposting to other services, for example Care and Repair.	

## WBO4.3: Support people with housing needs

## Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">DOPS39</a> CP WBO4.3	Percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation (CEX) <b>Lower Preferred</b>	26.4%	20%	23%	20%	23.6%	25.9%	↑	Quarterly Indicator <b>Target Setting:</b> Target set to see reduction in the number who fall into the final legal duty category. This is where initial measures to relieve their homelessness within 56 days have failed. <b>Performance:</b> We are still seeing the impact of legislative changes to the Housing (Wales) Act and impact of Renting Homes Act. The demands on the service are not reducing, the numbers in temporary accommodation are the highest in recent times. There isn't enough housing to meet the demands of the service via social housing, and the private sector provides very limited options for our customers. The service is seeing more complex individuals present requiring specialist accommodation which is also in short supply. We're also seeing more people being made homeless from hospital requiring specially adapted accommodation which is in high demand and limited supply. Exit outcomes from Q1 to Q3 are 852 applications received for homelessness 201 final duties accepted.
<a href="#">PAM/012 (DOPS15)</a> CP WBO4.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) <b>Higher Preferred</b>	31.2%	20%	42.9%	20%	36.3%	24.7%	↑	Quarterly Indicator <b>Target Setting:</b> Target set at realistic level considering the legislative changes in terms of priority need which has a significant impact on number of households included in this measure <b>Performance:</b> Homeless prevention remains a challenge as there isn't enough available social housing or affordable privately rented accommodation to be able to prevent homelessness. The highest presenting need is being asked to leave by family/friends. These are most likely on the day emergency homeless presentations which have little chance of being prevented or, the timescale in which they are being asked to leave is very short. Complex support needs impact on the ability to prevent homelessness as this accommodation is in high demand. Exit outcomes from Q1 to Q3 are 182 threatened with homelessness 66 prevented.
<a href="#">PAM/015 (PSR002)</a> CP WBO4.3	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)(CEX) <b>Lower Preferred</b>	799 days	542 days	1,336 days	542 days	1,121 days	794 days	↓	Quarterly Indicator <b>Target Setting:</b> Target includes six months to approve grant award and a further twelve months to complete the DFG, this is based on the exponential demand on the service which has significantly increased the waiting time against the available capital to deliver the adaptations on an annual basis. <b>Performance:</b> A further 57 cases have been certified in Q3 with the oldest referral being from 2022/23. Average days have increased compared to same period last year, however legacy cases have come down significantly. Total cases certified during Q1 to Q3 is 167.
<a href="#">DOPS41</a> CP WBO4.3	Percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home (CEX) <b>Higher Preferred</b>	99.3%	98%	100%	98%	98%	97%	↑	Quarterly Indicator <b>Target Setting:</b> Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. <b>Performance:</b> 1 client reported dissatisfaction. Upon investigation, this was due to communication with the contractors. The service is making further enquiries.
<a href="#">CED60</a> CP WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) <b>Higher Preferred</b>	77	110						<b>Annual Indicator - To be reported at Q4</b>

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (CEX)	<b>YELLOW (Good)</b>	Quarter 3: Progress continues to be made towards the actions set out in our current Housing Support Programme Strategy. A key action is to finalise an updated Social Housing Allocation Policy, work on which is nearly complete. A final version will be brought before Cabinet in March 2026. Progress also continues to be made in relation to further additions to our own stock of accommodation – a fourth House in Multiple Occupation (HMO) purchase is currently being progressed, whilst a fifth and sixth are being explored. In coming months work will commence on developing a new Housing Support Programme Strategy, which will set out strategic priorities and key actions for the next four years.	
WBO4.3.2	Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CEX)	<b>GREEN (Excellent)</b>	Quarter 3: Q3: We are continuing to target long term empty properties, focusing on the top 20. A further property has become occupied, making this two properties in the 20 properties now occupied this financial year. Four properties are being advertised for sale (two of these are now sold STC). Six properties remain under renovation. We are continuing with one enforced sale and one compulsory purchase order. The remainder are subject to ongoing informal action in line with our Strategy. Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. In Q3, BCBC submitted its 1st Compulsory Purchase Order under the Empty Homes Strategy to WG and is awaiting confirmation of the Order. The two WG funding applications submitted to WG in Q2 have been approved and received. These will support work in default and other enforcement action. The Bridgend CBC Empty Homes Strategy 2025-2030 was approved by Cabinet in Q3. The empty homes working group continues to meet on a quarterly basis to discuss long term empty properties and agree a coordinated approach to address priority empty properties.	

## WBO4.4: Support children with additional learning needs

## Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 2024-2025	Target 2025-2026	Q2 position 2025-2026 & RYAG	Q3 2025-2026 RYAG vs Target		Q3 2024-2025 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS170 CP WBO4.4	Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system (EEYYP) <b>Higher Preferred</b>	0%	100%	<b>3%</b>	75%	<b>18%</b>	0%	↑	Quarterly Indicator <b>Target Setting:</b> While there have been some issues getting the online IDP system operating we are committed to transferring all IDPs to the new online system as soon as possible to comply with the Additional Learning Needs and Education Tribunal (Wales) Act. <b>Performance:</b> This is a non-statutory requirement and due to ongoing staffing pressures, we are unlikely to achieve the 100% target in the short term and will work towards a more structured approach to delivery over the next year. There are now 114 school maintained IDPs on the online system and 45 local authority maintained IDPs. However, while 8% of all local authority IDPs (most pre-date the online system) are using the online system, in Q3, 6 of 32 new local authority IDPs are online (18%) and all new local authority IDPs for early years children use the online system (100%).
DEFS171 CP WBO4.4	Number of pupils on the waiting lists for specialist provision (EEYYP) <b>Lower Preferred</b>	55	10	<b>27</b>	20	<b>51</b>	30	↓	Quarterly Indicator <b>Target Setting:</b> Placing pupils in specialist provision at the earliest opportunity ensures that all of their educational needs are met. Throughout the year waiting lists may fluctuate as pupils can be added at any time. We aim to see a trend of decreasing numbers on the waiting list over time. This is the end-of-year target. <b>Performance:</b> Following a reduction in Q2, with provisions at capacity at the start of the new academic year, waiting lists have increased with 23 pupils awaiting placement at Ysgol Bryn Castell and 28 learners waiting to access the portfolio provision at The Bridge. This includes 12 learners waiting for a revolving door pupil referral unit (PRU) placement and 7 for the specialist Mental and Physical Health Recovery provision. Proposals have been submitted for consideration through an 'Invest to Save' model to build capacity within all Bridgend secondary schools to develop provision and intervention to maintain their learners with emotional, behaviour and social development difficulties.

<a href="#">DEFS172</a> CP WBO4.4	Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, that have had an annual review by 31 March of each current school year (EEYYP) <b>Higher Preferred</b>	74.3%	100%	<b>Annual Indicator - To be reported at Q4</b>	
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### Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO4.4.1</a>	Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs. (EEYYP)	<b>YELLOW (Good)</b>	Quarter 3: Schools are slowly implementing the IDP system with a small number now using it fully. All local authority IDPs created by local authority officers will be in the IDP system. There are currently 45 local authority IDPs and 114 school IDPs delivered via the online IDP system. The system is only accessible to officers, schools and some settings, but currently not parents.	We will continue working alongside Gwynedd to resolve issues within the system.
<a href="#">WBO4.4.2</a>	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	<b>AMBER (Adequate)</b>	Quarter 3: There is still no clarity on Post-16 funding going forward. We are continuing with current processes until we receive confirmation from Welsh Government. Two further schools have offered capacity to host additional Communication Autism Resource Education (CARE) provisions to meet capacity needs, and this is being considered through senior management via a proposal. This reduces staffing costs and provides more appropriate settings to meet pupil needs while working through the statutory process of establishing new learning resource centres.	Welsh Government to provide an update on future responsibilities for Post-16 funding.

### WBO4.5: Safeguard and protect people at risk of harm

#### Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 24-25	Target 25-26	Q2 position 25-26 & RYAG	Q3 25-26 RYAG vs Target		Q3 24-25 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
<a href="#">CH/003</a> CP WBO4.5	Children's safeguarding referrals – decision making in 24 hours (SSWB) <b>Higher Preferred</b>	99.97%	99.5%	<b>99.92%</b>	99.5%	<b>99.93%</b>	99.95%	↙	Quarterly Indicator <b>Target Setting:</b> To sustain high performance and ensure children are protected from harm and target takes account of occasional system glitches. <b>Performance:</b> Positive performance which is being sustained and we continue to meet our statutory safeguarding responsibilities.
<a href="#">SSWB63</a> CP WBO4.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) <b>Lower Preferred</b>	10 days	24 days	<b>24 days</b>	24 days	<b>26 days</b>	24 days	↙	Quarterly Indicator <b>Target Setting:</b> 2023/24 was not a typical year due to additional commissioned resources to reduce the backlog. Current performance stands at 24 days- so we would recommend that for this year. <b>Performance:</b> There has been a further increase in wait times due to a number of independent Best Interest Assessors not taking on work over Christmas and also some putting a hold on allocations. We have secured some further independent BIAs and allocations have now been made. The wait times will be monitored closely. We have also had a new starter in the team this week which will support allocations.
<a href="#">SSWB77</a> CP WBO4.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) <b>Higher Preferred</b>	83.08%	85%	<b>92.39%</b>	85%	<b>89.85%</b>	77.09%	↑	Quarterly Indicator <b>Target Setting:</b> The 7 days response relates to the Local Authority and other key partners. We will continue to improve our own performance and those of our partners. <b>Performance:</b> There has been a slight decrease in the performance compared to Q2 due to sickness in the team and having to absorb the additional work. We will be looking for agency support due to a leaver in the team.
<a href="#">SSWB62</a> CP WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) <b>Higher Preferred</b>	84.40%	80%	<b>Annual Indicator - To be reported at Q4</b>					

## Commitments

Code	Commitment	Status	Progress this period	Next Steps
<a href="#">WBO4.5.1</a>	Work as One Council to effectively safeguard children and adults at risk (SSWB)	<b>YELLOW (Good)</b>	SSWB Quarter 3: New corporate safeguarding policy approved by Cabinet in October 2025. Task and Finish Group established to review the North Wales Child Practice Review and report on Bridgend position to Regional Safeguarding Board.  EEYYP Quarter 3: The safeguarding audits have been completed, and an analysis will be completed by Q4. A review of the current core accountability and governance arrangements for safeguarding in Wales has commenced. There is an ongoing safeguarding in education review. This will serve as the second phase of the of the Safeguarding Governance Review, focusing specifically on education. Welsh Government has commissioned two stakeholder engagement projects to consider the policy and practice regarding children who go missing to consider whether any changes to the current Missing Children Practice Guide (a part of the Wales Safeguarding Procedures) would be beneficial. Delivery of training on the exploitation strategy and toolkit will take place in the January 2026 Designated Safeguarding Person Forum.	Report from Task and Finish Group into North Wales Child Practice Review to be Corporate Management Team.
<a href="#">WBO4.5.2</a>	Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EEYYP)	<b>YELLOW (Good)</b>	Quarter 3: The referral pathway via MASH or Early Help is established and proving successful at bringing representatives from various departments, including Children's Services, the EEYYP Directorate, ASB Team, Exploitation Team and the Trauma Service, so that staff can discuss referrals from other sectors and provide support at the earliest opportunity. Our Q2 position remains with regard to establishing an early notification process to identify those children at risk of harm related or offending behaviour at the earliest point. Police restructure has delayed commencement of this work, but it is expected to resume in early 2026. The service submitted the three-year growth proposal earlier this year and is still awaiting feedback from the Cabinet Member for Education and Youth Services.	

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## Performance against MTFs Targets

PI Ref & Type	PI Description	Annual target 25-26 £'000	Performance at Q3				Performance this period			
			Achieved Q3		Likely to be achieved by year end				Variance year end	
			£'000	%	£'000	%			£'000	%
<a href="#">DRE6.1.1</a>	Percentage budget reductions achieved (Overall BCBC budget) <b>Higher Preferred</b>	8,379	6,468	77%	7,473	89%	906	11%	<p><b>Target Setting:</b> To achieve all reductions outlined in the MTFs</p> <p><b>Performance:</b> The most significant budget reduction proposals unlikely to be achieved in full are (&gt; £100,000 shortfall):-</p> <ul style="list-style-type: none"> <li>• EEYYP5 – Reduction in Strategy, Performance and Support Group (£121,000 shortfall). The consultation with staff on the restructure has now concluded with the new structure being implemented from the 5 January 2026. Saving will be made in full in 2026-27.</li> <li>• SCH1 – Efficiency saving against School Delegated Budgets – 1% in 2025-26 (£1.186 million). Whilst the saving is referenced as having been achieved due to the overall reduction in the Individual Schools Budget (ISB), as referenced in paragraph 3.3.1, the reduced budgets have resulted in total projected deficit balances for schools at year end of £5.593 million. Officers are working with schools to bring this overall deficit down.</li> <li>• SSW8 – Reduction in the provision of number of Supported Living Accommodation units (£190,000 shortfall). It has been determined that this savings proposal is no longer deliverable, and work is underway by the service to identify alternative budgets for this to be offset against.</li> </ul>	

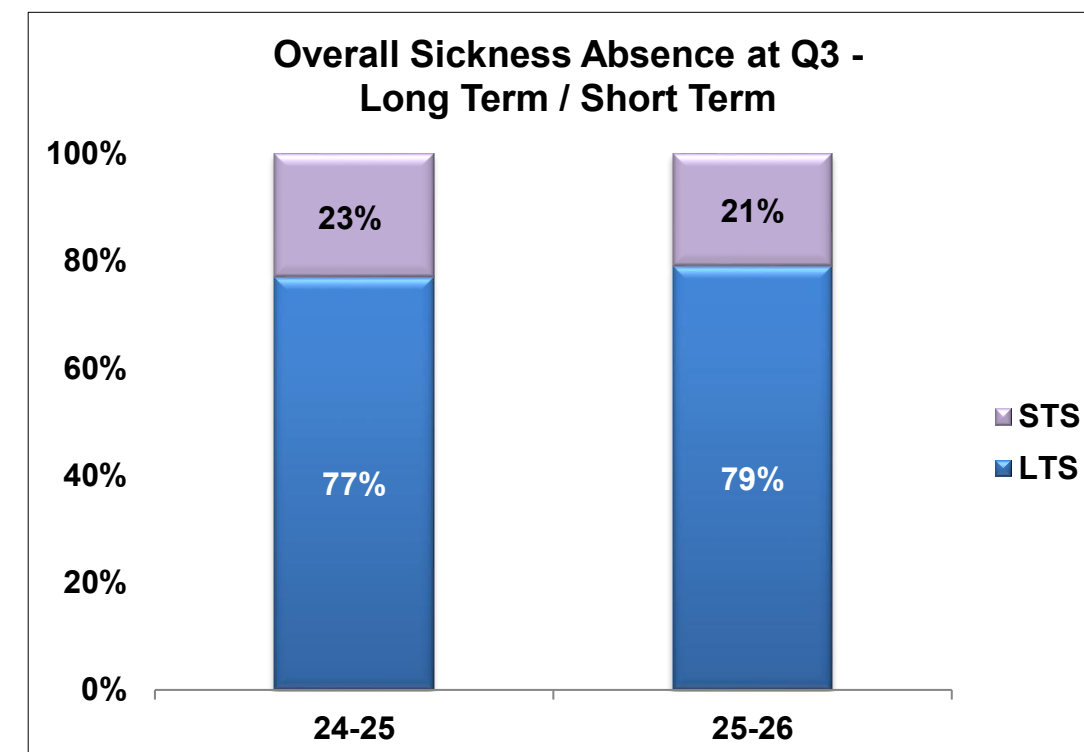
### Additional Sickness Information

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Directorate	FTE 31.12.2025	QTR3 2024/25			QTR3 2025/26			Cumulative Days per FTE 2024/25	Cumulative Days per FTE 2025/26
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Chief Executive Directorate	415.69	1555.08	125	3.77	1488.88	126	3.58	8.48	10.64
Communities Directorate	470.19	2167.33	180	4.46	1526.33	185	3.25	12.62	10.36
Education, Early Years and Young People Directorate	456.36	1643.83	316	3.52	1751.21	308	3.84	9.00	9.23
Schools	2131.84	7733.70	1475	3.59	8132.09	1355	3.81	8.73	8.50
Social Services and Wellbeing Directorate	1023.48	4548.16	422	4.49	4781.30	486	4.67	13.08	12.23
<b>BCBC TOTAL</b>	<b>4497.55</b>	<b>17648.10</b>	<b>2518</b>	<b>3.89</b>	<b>17679.82</b>	<b>2460</b>	<b>3.93</b>	<b>10.12</b>	<b>9.82</b>

### Sickness Absence by Reason

Absence Reason	Number of FTE days lost					% of Cumulative days lost
	Q1	Q2	Q3	Total		
Bereavement Related	1154.75	845.28	1057.88	3057.91	6.90%	
Cancer	433.44	369.14	421.99	1224.57	2.77%	
Chest & Respiratory	577.15	474.25	1352.00	2403.40	5.43%	
Eye/Ear/Throat/Nose/Mouth/Dental	656.39	538.63	1162.50	2357.52	5.32%	
Genitourinary / Gynaecological	257.35	249.24	668.09	1174.68	2.65%	
Heart / Blood Pressure / Circulation	461.68	556.56	422.49	1440.72	3.25%	
Infections	1006.44	711.25	1653.37	3371.06	7.61%	
MSD including Back & Neck	2289.36	2462.66	2310.53	7062.54	15.95%	
Neurological	720.16	543.61	577.84	1841.61	4.16%	
Other Mental illness	62.38	94.96	166.35	323.69	0.73%	
Pregnancy related	113.10	124.30	306.96	544.36	1.23%	
Stomach / Liver / Kidney / Digestion	1317.15	1023.00	2036.45	4376.60	9.88%	
Stress/Anxiety/Depression not work related	3163.10	2928.12	3685.07	9776.29	22.08%	
Stress/Anxiety/Depression work related	1723.23	1749.42	1858.31	5330.97	12.04%	
<b>TOTALS</b>	<b>13935.67</b>	<b>12670.44</b>	<b>17679.82</b>	<b>44285.93</b>		



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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 7 Audit Wales, Arrangements for Commissioning Services (June 2025)	<b>R1 Establish commissioning arrangements</b> The Council should strengthen and formalise current practice, to assure itself that the decisions it makes to commission services are consistently shaped by: <ul style="list-style-type: none"> <li>• an understanding of the service to be commissioned and its intended outcomes (para 17);</li> <li>• setting out how it will assess and monitor the value for money of commissioned services over the short to longer term (para 18);</li> <li>• an appraisal of all the options to deliver the service from the perspective of economy, efficiency and effectiveness over the short to longer term (para 19);</li> <li>• planning over an appropriate timescale (para 20);</li> <li>• an understanding of long-term resource implications (para 21);</li> <li>• ensuring that wider impacts of the service are maximised (para 22);</li> <li>• working with the right people and partners to design and deliver the service (para 23); and</li> <li>• sharing lessons across the organisation (para 25)</li> </ul>	Chief Executive/CMB	Dec 2025	We have liaised with Audit Wales and they have not yet set a timetable for producing the National Report.  Commissioning will play a pivotal role in the Transformation agenda and therefore processes will be reviewed and adapted as the Transformation Strategy develops. This will be an iterative process.	March 2027	YELLOW
	<b>R2 Strengthen compliance with its commissioning arrangements</b> To ensure that the Council's corporate approach to commissioning is consistently used across service areas, the Council should introduce arrangements to monitor compliance with its corporate approach to commissioning (para 25).	Chief Executive/CMB	Dec 2025	As above	March 2027	YELLOW
	<b>R3 Introduce regular review of the Council's commissioning arrangements</b> To ensure the Council identifies opportunities to improve value for money, it should routinely evaluate the effectiveness of its corporate commissioning arrangements across the organisation (para 25).	Chief Executive/CMB	March 2026	As above	March 2027	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 7 Improvement Check Children's Social Care Services (June 2025)	PE1 - Retain focus on implementing Signs of Safety model of practice, achieving consistent ways of working across all staff and teams: *Workforce Transformation workstream meets 6-weekly and governs SofS implementation including QA activity ensure that SofS is embedded across teams. *Consultant Social Worker will support specific teams to ensure SofS is embedded across all teams.(RIF funded). *SofS Champion event to be held to ensure full understanding of role and responsibility for each team *CIG to continue to be used as a practice forum to celebrate good practice and areas for development *Reflective Sessions involving partners to continue to be held.	Principal Officer Social Work Transformation	March 2026	The service plan for Signs of Safety embedding is fully underway. This plan is routinely reviewed with Group Managers and Principal Officers with each service area feeding into what is working well, any worries and the next steps.	n/a	GREEN
	Pr1 - Continue to develop services in line with the Family Support Commissioning Strategy; review the communication strategy to ensure staff and partners are clear about available services and referral pathways: *Implement the recommendations and actions contained within the Family Support Commissioning strategy. *Multi-Agency board to monitor implementation of the strategy	PO Family Support	March 2027	The Family Support Commissioning Strategy was taken to Corporate Management Board in July, with an agreed action to establish a multi-agency strategic board to oversee implementation of the recommendations. The first meeting of this board has now taken place, with representation from key statutory partners and the third sector, and focused on strengthening shared ownership and system-wide buy-in.  The board will monitor delivery of the agreed action plan and act as a platform for developing more coordinated and centralised commissioning approaches across partners and the third sector. The next meeting is scheduled for February.	n/a	GREEN
	Pr2 - Continue to implement plans in the local authority commissioning strategy, to support timely improvements: *Implement the Eliminate Profit action plan to develop services to prevent children from becoming looked-after and those that need to exit care.	Commissioning and Sufficiency Lead	March 2027	The directorate is actively implementing the Removal of Profit action plan to support timely improvements in line with the local authority commissioning strategy. This includes mobilising services funded by the removal of profit, such as the Adolescent Crisis Team and enhanced foster carer support, scheduled to commence at the end of February 2026. Work is underway to develop and mobilise in-house residential homes (2 of 4 currently in progress) to increase placement sufficiency, alongside strengthening market oversight and sufficiency support to identify provider risks early. Foster carer incentives have been reviewed and rolled out, and invest-to-save proposals are being progressed to improve recruitment, retention, and overall capacity in foster care and residential provision.	n/a	AMBER

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 79	<p>Pr3 - Ensure that children are not placed in unregistered services and continue efforts to identify suitable, registered placements:</p> <ul style="list-style-type: none"> <li>*To increase foster carer availability and capacity.</li> <li>*Increase internal residential provision capacity.</li> <li>*Ensure there are clear and timely plans for children's move on from care.</li> <li>*Use the re-modelling fostering board to monitor progress linked to the above actions</li> </ul>	Commissioning and Sufficiency Lead	June 2026	Processes are in place to utilise the emergency bed more effectively and to increase internal residential care capacity, ensuring timely access to safe placements. The implementation of new services, including the Adolescent Crisis Team and enhanced foster carer support, is progressing as planned, and currently no children are placed in unregistered services. Sufficiency, particularly in fostering, remains challenging, and ongoing work is focused on recruitment and retention of foster carers and the development of different fostering models to increase capacity.	n/a	<b>AMBER</b>
	<p>Pr4- Ensure the fostering service and CECT retain priority focus, to ensure improvements are made in a timely way:</p> <ul style="list-style-type: none"> <li>*To continue to monitor performance, compliance, staff surveys, outcomes, staffing to prevent any impact on service delivery</li> <li>*IRO service to continue to monitor quality of care planning and escalate issues to TM's and GMs when required to do so.</li> <li>*PO Case Management and Transition to improve practice across CECT and Care leaving teams ensuring that SofS and care planning is evident in all teams</li> </ul>	Group Manager Placement and Provider Services	June 2026	The Group Managers for case management and transition and provider services continue to monitor the performance of teams and follow up on practice issues. Joint workshops have been held to ensure positive working relationships which appear to be having an impact. This will continue to be monitored in coming months given the scrutiny around foster placements and high-cost residential placements.	n/a	<b>YELLOW</b>
	<p>W1 - Continue to embed consistent approaches to safeguarding children from exploitation. This should include continuing to explore opportunities for multi-agency training, reflection, and shared learning:</p> <ul style="list-style-type: none"> <li>*To implement the exploitation strategy and develop our exploitation service and then monitor the impact of the service on outcomes for children.</li> <li>*Multi-agency training to be delivered to teams via Regional Safeguarding board.</li> <li>*Exploitation Champions to continue to meet and promote the exploitation strategy and approaches to working with children and families.</li> </ul>	Group Manager Locality Hubs	June 2026	The regional exploitation strategy has been launched and an exploitation team is being developed within Edge of Care services. Training has been delivered to teams on the strategy. Next steps will involve the recruitment to the exploitation team and development of the practice model once staff are in post.	n/a	<b>GREEN</b>
	<p>W2 - Work with practitioners to develop and embed agreed standards for record keeping:</p> <ul style="list-style-type: none"> <li>*Refresh record keeping guidance and ensure teams are implementing consistently via QA activity.</li> <li>*Training to be developed and delivered to teams to ensure consistency in recording.</li> </ul>	Principal Officer Social Work Transformation	June 2026	Understanding of the QA model has also supported managers to assess quality rather than just that of compliance. There is ongoing work to be done in relation to the reviewing of the recording guidance and policy. This will be in partnership with SCDWP and the Policy Officer.	n/a	<b>YELLOW</b>

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 80	<p>W3 - Continue to review the quality of assessments and plans and share learning to support practice improvements:</p> <ul style="list-style-type: none"> <li>*Continue to implement the QA framework, MSC and service based audits to identify good practice and areas for development.</li> <li>*Reflective sessions to continue to be held across teams and partners.</li> <li>*CIG to continue to be a forum to promote good practice</li> <li>*Action learning sets to continue to be held across teams</li> </ul>	Principal Officer Social Work Transformation	June 2026	The QA framework is now well embedded into the local authority. Themes being identified are being fed back to teams and via training on areas for improvement. The most significant change model will continue to support this area.	n/a	<b>BLUE</b>
	<p>W4 - Subject to their age and level of understanding, children must be invited and supported to take part in meetings held in line with the WSP; and all meetings held in line with child protection processes should start with the child's story:</p> <ul style="list-style-type: none"> <li>*To record and reflect that children are being invited to CP conferences and that SofS is being implemented consistently with the voice of the child evident throughout.</li> <li>*Implement SofS conferences for all CP conferences.</li> <li>*IRO team development to ensure child's story commences a CP conference</li> </ul>	Principal Officer Social Work Transformation	June 2026	Through the development of Signs of Safety Conferences, children are now always invited to meetings. However, up take on this from children is low at this moment. Ongoing work to encourage children's attendance will be undertaken via teams and the Independent Reviewing Officer (IRO) service. This will also include partners promoting children's rights at their reviews from Tros Gynnal Plant.	n/a	<b>GREEN</b>
	<p>W5 - Ensure case conference record keeping is in line with the requirements of the WSP:</p> <ul style="list-style-type: none"> <li>*To review the approach to minute taking and that notes are proportionate and reflect the strengths, risks and needs within families clearly.</li> <li>*Training to be provided to business support staff on expectations on minute taking.</li> </ul>	Group Manager Business Strategy, Performance and Improvement	June 2026	Training has been provided to Business Support to ensure minutes are of the expected standard and meet the requirements of the Wales Safeguarding procedures. Business Support staff have also received training on how to support the meetings via the Signs of Safety model. We have a process in place to ensure all minutes are authorised and agreed by the meeting chair to ensure they are an accurate record and any issues regarding the standard of minutes is fed back to the Business Support Team Manager by either the meeting chair or IRO Team Manager, so that additional training and support can be targeted as required.	n/a	<b>BLUE</b>
	<p>W6 - Continue to ensure improvements to the conference process are co-produced with people:</p> <ul style="list-style-type: none"> <li>*To continue implement SofS conferences consistently and ensure that the voice of children and families are at the centre.</li> <li>*Increase the number of children participating in their CP conference through the child's social worker having early discussions with families regarding attendance.</li> </ul>	Group Manager IAA and Safeguarding	June 2026	The IRO Service has developed a feedback portal, and this will assist us in exploring the reasons why children and Young People aren't attending their conferences, we can then undertake targeted work to increase participation.	n/a	<b>GREEN</b>

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 81	<p>Pa1 - Continue to work with education partners to develop a shared understanding of roles and responsibilities:            *To continue with attendance at Team Bridgend, Primary Federation and BASSH.            *Continue with interface with EEYP directorate            *SofS multi-agency training to commence with Education services by end of 2025</p>	Group Manager IAA and Safeguarding	June 2026	This work has continued and the next training for Signs of Safety for partner agencies is taking place in Q4.	n/a	GREEN
	<p>Pa2 - Continue to work with partners to implement threshold guidance in a timely and robust way:            *To launch local threshold guidance and hold raising awareness sessions of the guidance with relevant partners.            *Reflective sessions continue to be held with partners to develop shared understanding of thresholds.            *SofS multi-agency training to delivered to all partners.</p>	Group Manager IAA and Safeguarding	June 2026	The threshold guidance was agreed at Policy Procedures Group this quarter a go live date is yet to be agreed. No date at this stage but expect it to be presented in Q4.	n/a	YELLOW
	<p>Pa3 - Continue to work with partners and seek feedback on specific areas of practice - exploitation, professional concerns, and the operational response to the Children (Abolition of Defence of Reasonable Punishment) (Wales) Act 2020 - to ensure improvements are made in a timely way:            *To review with partners in our multi-agency forums such as JOG progress related to exploitation, professional concern and any other areas of multi-agency practice.            *Reflective sessions continue to be held with partners to develop shared understanding of thresholds.            *SofS multi-agency training to delivered to all partners</p>	Deputy Head of Service	March 2026	We continue to meet regularly with partners via Joint Operational Group (JOG) and other interface meetings to discuss operational or strategic issues.	n/a	GREEN
	<p>Pa4 - Continue to work with partners to develop an agreed approach to multi-agency training and practice:            *To review what multi-agency training is currently delivered and where opportunities present to enhance multi-agency sessions.            *Develop joint training with Health, Education and SWP on best practice linked to children and family support</p>	Workforce Development Manager	March 2026	Safeguarding Group B training is offered to partners. An annual regional safeguarding board training programme is available to Safeguarding board partners. Principal Officer Social Work Transformation delivers Signs of Safety statutory agency briefings. Signs of Safety training for Designated Safeguarding Persons (Education) is scheduled during Q4	n/a	GREEN
	<p>Pa5- Work with regional partners to review EDT arrangements and promote improvements in a timely way:            *To attend EDT management board and feed into service development.            *Create an interface with EDT with the GM IAA/Safeguarding to discuss any operational issues.</p>	Group Manager Locality Hubs/ Group Manager IAA and Safeguarding	March 2026	Children's and Family services are represented at the Emergency Duty Team (EDT) management board and a monthly interface meeting has been created to discuss any potential working issues in a timely way. Additional investment has been agreed to provide more resilience into the service. The EDT management board is overseeing an improvement plan responding to the CIW finding (as referenced in Pa5).	n/a	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 88 IAW Inspection Report on Foster Wales Bridgend June 2025	R1 - Matching processes do not always fully assess risks to children's emotional well-being or placement stability: * Revise and embed updated matching documentation and guidance; include rationale, risk matrix, and voices of children and carers in matching decisions.	Group Manager Placement and Provider Services	Nov 2025	The action plan following the June inspection continues to be implemented. Further progress has been made to strengthen matching processes, including more consistent management oversight of placement decisions and improved quality of risk documentation. The new recording tools are now being used more routinely, and early quality assurance activity is beginning to inform learning and consistency. Further time is required to evidence sustained impact across all placements. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R2 -Inconsistent foster carer annual reviews — delays, missing feedback, lack of quality oversight: * Recruitment of deputy manager posts and other posts within both teams will enable more consistency of annual reviews. QA processes around annual reviews to be improved	Group Manager Placement and Provider Services	Nov 2025	The plan to ensure all annual reviews are completed within required timescales continues to be implemented. The deputy manager role is now providing more regular oversight, with improved tracking and monitoring of review completion. There is evidence of improved grip on timeliness; however, further work is required to fully address historic delays and to demonstrate sustained compliance. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R3 - Carers not consistently provided with accessible, timely or planned training opportunities: Develop and roll out learning and development plans for all foster carers; improve communication and confirmation of training dates	Group Manager Placement and Provider Services	Oct 2025	Progress has been made in finalising the refreshed training offer as part of the service remodelling. The framework linking core and advanced learning to carer development pathways is nearing completion, and planning is underway for phased implementation. Interim arrangements continue to ensure access to mandatory training while the new programme is embedded. New Delivery Date - 30/06/2026	June 2026	YELLOW
	R4 - Training delivery does not promote reflection or relationship-building among carers: Ensure carer supervision and review templates prompt reflective discussion of learning, and embed opportunities to link training to real-life care experiences	Group Manager Placement and Provider Services	Oct 2025	Trauma-informed training commissioned through Eliminate funding has commenced, with early delivery of both one-to-one and group sessions for carers. Initial feedback has been positive and supports the service's shift toward more reflective and therapeutic practice. Delivery will continue throughout Q4, and further evaluation is required to evidence impact on practice. New Delivery Date - 30/09/2026	Sept 2026	YELLOW
	R5 - Exemptions not always meet legislative criteria or have clearly recorded rationale: Implement a revised exemptions decision-making template and embed a monthly audit of all exemptions to ensure compliance with legal criteria and robust rationale	Group Manager Placement and Provider Services	Oct 2025	Reviewed processes for managing exemptions are now being applied more consistently in practice. The deputy manager role continues to strengthen oversight, with improved monitoring and more timely review of exemptions. Further assurance work is underway to confirm consistency and compliance across all cases. New Delivery Date - 30/06/2026	June 2026	YELLOW
Audit Wales, Setting of Well-being Objectives (Oct 2024)	R1 The Council should ensure that it covers the full range of statutory requirements when developing its next well-being statement, including: • how it considers it has set well-being objectives in accordance with the sustainable development principle; and • how it proposes to ensure resources are allocated annually for the purpose of taking steps to meet its well-being objectives	Corporate Policy and Performance Manager	Jun-25	Complete	n/a	BLUE
	R2 The Council should build on its current approach to engagement by considering ways to: • draw on citizens' views to inform the development of the Well-being objectives at an early stage; and • ensure that it is involving the full diversity of the population	Corporate Policy and Performance Manager	Mar-28	This will form part of the approach to the development of the next Corporate Plan and wellbeing objectives in 2028	n/a	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 83	R3 The Council should clearly set out in the corporate plan how it intends to work with partners to support the delivery of its well-being objectives	Corporate Policy and Performance Manager	Apr-25	Complete	n/a	BLUE
CIW Inspection of Golygfa'r Dolydd (Sept 2024)	AFI 18 - The service provider has not reviewed the provider assessment when timescales for children's stays have been extended, to ensure the service remains suitable. Childrens views have not been considered as part of the provider assessment.	n/a	n/a	Complete	n/a	BLUE
	AFI 21- Childrens views are not included in the planning and review of their care and support. Reviews of plans, do not consider the progress being made by children to achieve their personal outcomes.	n/a	n/a	Complete	n/a	BLUE
	AFI 43 - The service provider must ensure the premises, facilities and equipment are suitable for the service and meet children's needs.	Group Manager Placement and Provider Services	Sept 2025	This was identified as an area for improvement during the inspection carried out in November 2025. CIW provided clear guidance on the required improvements, which relate to the overall structure and layout of the building rather than safety or decorative matters. The key issue identified was the extent to which the environment feels like a home. While the building was designed for a specific purpose, the service now has clear direction on the changes required to meet this regulation, and work is progressing to address this. New delivery date 30/09/2026	Sept 2026	YELLOW
	AFI 6- The service provider has not ensured the service is provided with sufficient care, competence and skill, having regard to the statement of purpose.	Group Manager Placement and Provider Services	Sept 2025	This is no longer an area for improvement as it has been met at the inspection carried out on 03/11/2025	n/a	BLUE
	AFI 58- The service provider must have arrangements in place to ensure medicines are stored and administered safely.	Group Manager Placement and Provider Services	Sept 2025	This is no longer an area for improvement as it has been met at the inspection carried out on 03/11/2025	n/a	BLUE
Audit Wales, Digital Strategy Review (April 2024)	Strengthening the evidence base R1 To help ensure that its next digital strategy is well informed and that its resources are effectively targeted, the Council should draw on evidence from a wide range of sources, both internally and externally including: • involving stakeholders with an interest in the digital strategy as well as drawing on the views of stakeholders from existing sources; and • aligning its strategic approach to digital both across the Council and with partners to help identify opportunities to share resources, avoid duplication of effort and deliver multiple benefits.	n/a	n/a	Complete	n/a	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 84	Identifying resource implications R2 To help ensure that its next digital strategy is deliverable and achieving value for money the Council should identify the short, medium and long-term resource implications of delivering it together with any intended savings.	Head of Service	Aug-25	Development of the new Digital Strategy has paused whilst work is completed to determine the corporate vision and aspirations around transformation. This recommendation though will be picked up and considered at the future point when the delivery plan that will underpin the new Strategy is developed.	March 2027	AMBER
	Arrangements for monitoring value for money R3 To help ensure that the Council can effectively monitor and evaluate value for money from its strategic approach to digital it should strengthen its arrangements for monitoring the progress and impact of its digital strategy over the short, medium and long term.	Head of Service	Aug-25	A complete review will need to be undertaken to establish robust governance arrangements around the transformation agenda. This will address this recommendation to ensure an improved process is in place to monitor progress and impact over the short, medium and long term	March 2027	AMBER
CIW Improvement Check Children's Social Care Services (Nov 2022)	Pe9 - Continue to work towards ensuring a sufficient and sustainable workforce, with the capacity and capability to consistently meet statutory responsibilities	n/a	n/a	Complete	n/a	BLUE
	Pe10 - Continue to monitor the quality of social care records ensuring recording in relation to siblings, ethnicity, language, religion is strengthened, and a consistent approach taken	n/a	n/a	Complete	n/a	BLUE
	Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	Head of Service	Sept 2023	Signs of Safety is becoming more embedded into practice, and the adoption of the most significant change (MSC) model is assisting us in gaining feedback from families in regards to their experiences of working with us. TGP Cymru continue to develop advocacy work and there continues to be plans to develop a parent advocacy network. Most Significant Change is progressing well across teams and we will be holding our first MSC panel to look at themes from families in regards to their experience of working with us.	March 2026	GREEN
	Pr6 - Continue to closely monitor the position of children's social services and early help services to ensure any indicators of risks to achieving and sustaining improvement and compliance with statutory responsibilities, and pressure/ gaps in service provision are quickly identified and the required action is taken	n/a	n/a	Complete	n/a	BLUE
	Pr7 - The local authority should ensure systems are in place to provide all staff, with up-to-date information regarding availability and accessibility of early help services and records relating to intervention of early help services	n/a	n/a	Complete	n/a	BLUE
	Pr8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	Group Manager Commissioning	Continuous	We presently have no children placed in Operating Without Registration placements. This is a real success as there continues to be real challenges linked to placement sufficiency. We will be opening one of our new provisions in Spring 2027. This will assist in providing additional accommodation for our most vulnerable children.	March 2030	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 85	Pi4 - Ensure clarity and consistency of thresholds for access to early help and statutory services. The local authority must prioritise this work to ensure children and families access the right support at the right time and ensure smooth access to services, and where required smooth transition between early help / preventative and statutory services	n/a	n/a	Complete	n/a	BLUE
	W6 - Performance indicators in relation to timeliness of meeting statutory requirements - maintain focus and scrutiny on ensuring compliance with all its statutory responsibilities	n/a	n/a	Complete	n/a	BLUE
	W7 - Implement and embed consistent practice regarding identifying and responding to child exploitation, progress work as a matter of urgency	n/a	n/a	Complete	n/a	BLUE
	W8 - Closely monitor contact arrangements for children and their families	n/a	n/a	Complete	n/a	BLUE
Transformational Leadership Programme Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board (Aug 2022)	<p><b>R1 Strategic planning and applying the sustainable development principle</b>  Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by:</p> <ul style="list-style-type: none"> <li>a) taking a longer-term approach to its planning beyond five years,</li> <li>b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and</li> <li>c) improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.</li> </ul>	Head of Regional Commissioning Unit	2023-24	Complete	n/a	BLUE
	<p><b>R2 Governance Arrangements</b>  The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB</p>	Head of Regional Commissioning Unit	2023-24	Close - action complete. The Integrated Leadership Board is in place. The Partnership Leadership Team is also acting as the programme board for the Integrated Community Care Services Programme.	March 2026	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q3 2025-26	Current Delivery Date	BRAYG Q3 25-26
Page 86	<b>R3 Performance Management</b> The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact	Head of Regional Commissioning Unit	n/a	Complete	n/a	BLUE
	<b>R4 Risk Management</b> Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.	Head of Regional Commissioning Unit	ongoing	A risk and impact assessment will be undertaken in early–mid 2026/27, which will consider both the service user and financial impacts any funding changes, alongside ongoing risks to the sustainability of commissioned services. It will also assess workforce and capacity impacts, supporting the identification of current and emerging gaps and inform targeted mitigation actions to support service continuity and resilience.	March 2026	YELLOW
	<b>R5 Regional Commissioning Unit</b> Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team.	Head of Regional Commissioning Unit	2023-24	Complete	n/a	BLUE
	<b>R6 Use of Resources</b> Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population	Head of Regional Commissioning Unit	2023-24	A Regional Partnership Agreement has been signed by the four statutory organisations in the region. It includes the pooled budgeting arrangement for the Community Resource Team in Bridgend and is the basis for explaining this approach to other services and geographical areas.	March 2026	YELLOW
	<b>R7 Regional Workforce Planning</b> Like many parts of the public sector, the region is experiencing significant workforce challenges. The TPLB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.	Head of Regional Commissioning Unit	ongoing	Workforce is an active consideration within each of the regional programme areas. For example there is a dedicated workforce group supporting the Children's Board and a demand and capacity model is being put in place to support workforce planning for services supporting older people and people living with frailty. There are separate workforce planning arrangements outside of the RPB structures.	March 2026	YELLOW
Audit Wales, Review of Arrangements to Become a 'Digital Council' (June 2021)	P1 The Council could improve its digital strategy	Head of Service	Dec 2024	Draft Strategy was completed and the public consultation carried out during June/July 2025. An authority wide review has since started to determine corporate vision and aspirations around transformation with a view of developing the new digital strategy	Dec 2026	AMBER
	P2 The Council should strengthen some governance arrangements to deliver the strategy	n/a	n/a	Complete	n/a	BLUE
	P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	n/a	n/a	Complete	n/a	BLUE

# Agenda Item 8

<b>Meeting of:</b>	<b>EDUCATION AND YOUTH SERVICES OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>1 JUNE 2026</b>
<b>Report Title:</b>	<b>FORWARD WORK PROGRAMME UPDATE</b>
<b>Report Owner: Responsible Chief Officer / Cabinet Member</b>	<b>CHIEF OFFICER – LEGAL, REGULATORY AND ELECTORAL SERVICES</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<b>The work of the Overview &amp; Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.</b>
<b>Executive Summary:</b>	<b>The Council’s Constitution requires each Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</b>  <b>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, and consider the Recommendations Monitoring Action Sheet for this Committee.</b>

## 1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the Draft Forward Work Programme attached as **(Appendix A)** for consideration and approval;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;

- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.5 of this report;
- d) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at previous meetings;
- e) Advise that the Committee's Forward Work Programme as approved will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC) for information, together with those from the other Overview and Scrutiny Committees, following their consideration in this cycle of Committee meetings.

## 2. Background

- 2.1 The Council's Constitution requires each Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 2.2 It also provides for the Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework. Where a matter for consideration by an Overview and Scrutiny Committee also falls within the remit of one or more other Committees, the decision as to which Committee will consider it will be resolved by the respective Chairs or, if they fail to agree, the Chair of the Corporate Overview and Scrutiny Committee.

### Best Practice / Guidance

- 2.3 The Centre for Governance and Scrutiny's (CfGS) Good Scrutiny Guide recognises the importance of the Forward Work Programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 2.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 2.5 The CfGS's guide to effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

*'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'*

### 3. Current situation / proposal

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 13 May 2026, the standing statutory reports to Scrutiny Committees of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a Forward Work Programme.
- 3.2 The Forward Work Programmes for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
  - Directorate Business Plans;
  - Previous Scrutiny Committee Forward Work Programme report topics / minutes;
  - Committee / Member proposed topics;
  - Policy Framework;
  - Cabinet Work Programme;
  - Discussions with Corporate Directors;
  - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals scheduled for consideration in January 2027, following which COSC will make conclusions and recommendations in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2027.
- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be reported to each COSC meeting for information.

#### Identification of Further Items

- 3.5 The Committee are reminded that the Scrutiny selection criteria used by Scrutiny Committee Members to consider, select and prioritise items emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation to maximise the impact scrutiny can have on a topic and the outcomes for people. The criteria which can help the Committee come to a decision on whether to include a referred topic, are set out below:

#### Recommended Criteria for Selecting Scrutiny Topics:

- PUBLIC INTEREST: The concerns of local people should influence the issues chosen for scrutiny;
- ABILITY TO CHANGE: Priority should be given to issues that the Committee can realistically influence, and add value to;

PERFORMANCE:	Priority should be given to the areas in which the Council is not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough, or a large number of the Authority's service users or its population;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics:

- The issue is already being addressed / being examined elsewhere and change is imminent.
- The topic would be better addressed elsewhere (and can be referred there).
- Scrutiny involvement would have limited / no impact upon outcomes.
- The topic may be sub-judice or prejudicial.
- The topic is too broad to make a review realistic and needs refining / scoping.
- New legislation or guidance relating to the topic is expected within the next year.
- The topic area is currently subject to inspection or has recently undergone substantial change / reconfiguration.

Corporate Parenting

- 3.6 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 3.7 In this role, it is suggested that Members consider how each item they consider affects care experienced children and young people, and in what way can the Committee assist in these areas.
- 3.8 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 3.9 The Forward Work Programme for the Committee is attached as **Appendix A** for the Committee's consideration.
- 3.10 The Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.

#### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

4.1 The Protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

#### **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.
- Involvement - Advanced publication of the Forward Work Programme ensures that stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

5.2 When setting its Forward Work Programme, the Committee should consider how each item they propose to scrutinise assists in the achievement of the Council's 4 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows:

1. A prosperous place with thriving communities
2. Creating modern, seamless public services
3. Enabling people to meet their potential
4. Supporting our most vulnerable

#### **6. Climate Change and Nature Implications**

6.1 The Committee should consider how each item they scrutinise affects climate change, the Council's Net Zero Carbon 2030 target and how it meets the Council's commitments to protect and sustain the environment over the long term. There are no Climate Change or Nature Implications arising from this report.

## **7. Safeguarding and Corporate Parent Implications**

7.1 The Committee should consider how each item they scrutinise affects care experienced children and young people, and in what way the Committee can assist in these areas. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. There are no Safeguarding and Corporate Parent Implications arising from this report.

## **8. Financial Implications**

8.1 There are no financial implications arising from this report.

## **9. Recommendations**

9.1 The Committee is recommended to:

- a) Consider and approve the Draft Forward Work Programme for the Committee in **Appendix A**.
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.5 of this report.
- d) Note the Recommendations Monitoring Action Sheet in **Appendix B** to track outstanding responses to the Committee's recommendations made at previous meetings;
- e) Note that the Committee's Forward Work Programme as approved will be reported to the next meeting of Corporate Overview and Scrutiny Committee for information, together with those from the other Overview and Scrutiny Committees, following their consideration in this cycle of Committee meetings.

## **Background documents**

None.

**Education and Youth Services Overview and Scrutiny Committee**  
**2026-27 Draft Forward Work Programme**

Monday, 1 June 2026 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
School Improvement	Arrangements into the Local Authority and future school improvement arrangements	<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People</p> <p><b><u>Officers</u></b> Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – School Improvement</p> <p><b><u>Youth Council Representative</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p> <p><b><u>External</u></b> Representatives from Central South Consortium</p>

Thursday, 2 July 2026 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
Healthy Eating in Schools	<p>To include an information on Healthy Eating in Schools Regulations and an update on the Universal Primary Free School Meals Implementation.</p> <p><a href="#">Healthy Eating in Schools (Nutritional Standards and Requirements), Maintained Primary Schools (Wales) Regulations 2025</a> and <a href="#">Healthy Eating Regulations 2025</a></p>	<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People;</p> <p><b><u>Officers</u></b> Corporate Director – Education, Early Years and Young People; Head of Strategy, Early Years and Youth;</p> <p><b><u>External</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p> <p><b><u>Youth Council Representative</u></b></p>

<b>Monday, 21 September 2026 at 11am</b>		
<b>Report Topic</b>	<b>Information Required / Committee's Role</b>	<b>Invitees</b>
<b>Close Current 3 year Strategic Plan and Open New 3 Year Strategic Plan</b>	To include review of Post Inspection Plan	<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People</p> <p><b><u>Officers</u></b> Corporate Director – Education, Early Years and Young People; Head of Learning; Head of Strategy, Early Years and Youth;</p> <p><b><u>Youth Council Representative</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p>

<b>Monday, 23 November 2026 at 11am</b>		
<b>Report Topic</b>	<b>Information Required / Committee's Role</b>	<b>Invitees</b>
<b>Home to School Transport</b>		<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People;</p> <p><b><u>Officers</u></b> Corporate Director – Education, Early Years and Young People; Head of Learning; Head of Strategy, Early Years and Youth</p> <p><b><u>Youth Council Representative</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p>

<b>Monday, 1 February 2026 at 11am</b>		
<b>Report Topic</b>	<b>Information Required / Committee's Role</b>	<b>Invitees</b>
<b>School Modernisation</b>	<p>An audit of the condition of all schools in Bridgend County.</p> <p>An analysis of the lessons learned from the school modernisation projects that have happened or in the process of being planned and built,</p>	<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People; Cabinet Member for Communities and Environment;</p> <p><b><u>Officers</u></b></p>

<p><b>School Maintenance (Communities – Corporate Landlord)</b></p>	<p>including the impact of wider political and economic forces. The report would need to consider such issues as the role and value of price caps; risk management and mitigation, including the impact of ecological ones on project timing and costs; procurement; land acquisition; the impact of design changes to projects; and project management and oversight, especially in terms of the contribution made by Cabinet and the Corporate Management Board.</p> <p>The future demography of the County Borough, and the impact of new and proposed housing developments, and the potential knock-on impact on school catchment areas and pupil numbers.</p> <p>The future of school modernisation and project finance in Wales. To include an on the progress of increasing specialist provision.</p> <p>To include an update on progress against Commitments in <i>WBO 3.4 Modernise School Buildings</i> and their impact on Commitment <i>WBO4.4.2 to develop a five-year plan to meet increasing demand on support services, specialist provision and schools.</i></p>	<p>Corporate Director – Education, Early Years and Young People; Corporate Director - Communities; Head of Learning;</p> <p>Deputy Head of Finance; Accountant – Capital and Grants;</p> <p>Head of Operations; Manager (Sustainable Communities for Learning); Group Manager – Corporate Landlord; Senior Portfolio Surveyor, Education and Wellbeing;</p> <p><b><u>Youth Council Representative</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p>
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<p><b>Monday, 1 March 2026 at 11am</b></p>		
<p><b>Report Topic</b></p>	<p><b>Information Required / Committee's Role</b></p>	<p><b>Invitees</b></p>
<p><b>Review of Additional Learning Needs (ALN) Support</b></p>	<p>To include an update on Commitment <i>WBO4.4.2 to develop a five-year plan to meet increasing demand on support services, specialist provision and schools</i> and any impact from</p>	<p><b><u>Cabinet Member</u></b> Cabinet Member for Education and Young People;</p> <p><b><u>Officers</u></b></p>

	<p>progress against Commitments in WBO 3.4 <i>Modernise School Buildings</i>.</p> <p>To include an update on the progress against performance Indicator DEFS170 regarding the percentage of new local authority individual development plans (IDPs) delivered using the online IDP system.</p>	<p>Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – School Improvement;</p> <p><b><u>Youth Council Representative</u></b></p> <p><b><u>Headteacher Nominees</u></b> Invitees to be confirmed</p>
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**Items to be Scheduled to the Committee’s 2027-2028 Forward Work Programme**

- Welsh in Education Strategic Plan (WESP) – June 2027 (TBC)
- School Modernisation (New Builds) – to include a site visit – 2027 (TBC)

**Information Report to be provided:**

- Spring 2026 – English Language School Catchment Areas / Capacity

**Research and Evaluation Panel**

- TBC in 2026 - School Improvement Research and Evaluation Panel (REP)

**Briefings and Workshops**

Topic	Information Required / Committee’s Role	Invitees and Date
<b>Support for Home-Educated Learners</b>		All Member Briefing
<b>New Estyn Inspection Framework / Local Government Education Services (LGES)</b>		
<b>Update on Effective School Governing Bodies – Appointment, Support and Funding</b>	Invitation to be extended to Governors Association	
<b>School Safeguarding Audits Summary</b>		TBC in 2026
<b>Pupil and Learner Attainment Outcomes</b>	To include Validated Exam Results	TBC in 2026

**Education and Youth Services Overview and Scrutiny Committee**

**RECOMMENDATIONS MONITORING ACTION SHEET 2025-2026**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>	<b>Response</b>
15 Sep 25	Mental Health and Wellbeing Support for Learners	Given the evidence provided by Officers and Headteachers regarding the impact of any removal of grant funding for mental health support for pupils in schools, the latter referencing that any removal would potentially be 'catastrophic'; Members <b>recommended</b> that a letter be drafted to Welsh Government from the Chair to highlight their concerns and their support for the growth bid to ensure sustainable funding for mental health support services in schools.	Chair/ Scrutiny	<b>ACTIONED</b> – Letter sent and response circulated to Members on 14 April 2026	Follow link <a href="#">here</a> .
9 Feb 26	Teaching and Learning	The Committee <b>recommended</b> that consideration be given to strengthening the link between the School Improvement Group and the Committee by sharing the RAG status of schools confidentially to Members with more information about the evaluation mechanism, in order to provide assurance about its effectiveness.	Corporate Director for Education, Early Years and Young People / Head of Learning / Group Manager – School Improvement	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>
9 Feb 26	Teaching and Learning	The Committee discussed the focus of the report being on examples of schools with Estyn Spotlights and schools	Corporate Director for Education, Early	<b>ACTIONED</b> – response and information	Follow link <a href="#">here</a>

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		required to address Estyn Recommendations to avoid going into special measures and <b>requested</b> an analysis of all Estyn recommendations including schools across the County not falling into the two categories focussed on in this report, to identify any themes or trends.	Years and Young People / Head of Learning / Group Manager – School Improvement	circulated 21 May 2026.	
9 Feb 26	Teaching and Learning	The Committee <b>requested</b> details regarding the self-evaluation process, including support for schools to identify their strategic priorities especially in the run-up to an Estyn inspection, and any review process between agreeing the strategic priorities and implementation.	Corporate Director for Education, Early Years and Young People / Head of Learning / Group Manager – School Improvement	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>
9 Feb 26	Information Report – Corporate Performance Quarter 2 2025-26	The Committee expressed concern regarding the red and amber RAG status and the timescales of most Commitments in WBO 3.4 <i>Modernise School Buildings</i> and discussed their impact on Commitment WBO4.4.2 <i>to develop a five-year plan to meet increasing demand on support services, specialist provision and schools</i> , highlighting the length of waiting lists in this area and the number of learners who remain on waiting lists, and <b>recommended</b> that these matters be	Scrutiny / Chair of Committee	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		added to the Committee's Forward Work Programme (FWP).			
9 Feb 26	Information Report – Corporate Performance Quarter 2 2025-26	The Committee expressed concern regarding the continued red status and poor performance against Performance Indicator DEFS170 regarding the percentage of new local authority individual development plans (IDPs) delivered using the online IDP system and <b>recommended</b> that this be added to the Committee's FWP.	Scrutiny / Scrutiny Budget Working Group	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>
9 Feb 26	Forward Work Programme Update	<u>Referral from Corporate Overview and Scrutiny Committee – 23 October 2025.</u> The Committee <b>recommended</b> that the issue regarding the number of schools projecting a deficit budget and the extent of the deficits should be considered as part of the budget process, including the work of the Scrutiny Budget Working Group, for 2026-27.	Scrutiny / Chair of Committee	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>
9 Feb 26	Forward Work Programme Update	<u>Referral from Social Service, Health and Wellbeing Overview and Scrutiny Committee – 6 November 2025.</u> With regard to the concerns expressed about the level of contact Home Educated learners may have with the Local Authority, the Committee <b>recommended</b> that, in the first instance, an all-Member briefing be scheduled.	Scrutiny / Chair of Committee	<b>ACTIONED</b> – response and information circulated 21 May 2026.	Follow link <a href="#">here</a>

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**Subject Overview and Scrutiny Committee 1**

**Recommendations Monitoring Action Sheet for 2024-25**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
8 May 2025	Pupil Behaviour, Attendance and Exclusions	<p>The Committee expressed their disappointment that given the importance of integrated working, there was no attendance from the Child and Adolescent Mental Health Service (CAMHS) at the meeting and recommended that correspondence be sent to the Health Board expressing their disappointment and requesting the following information:</p> <ul style="list-style-type: none"> <li>a. The referral route and criteria for support from CAMHS, and;</li> <li>b. The current waiting lists and capacity.</li> </ul>	Scrutiny	<b>ACTIONED –</b> response circulated to Members on 14 April 2026.	Follow link <a href="#">here</a> .

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