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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, 21 July 2026

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held will be held remotely via Microsoft Teams on **Monday, 27 July 2026 at 10:00**.

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

5 - 10

To receive for approval the minutes of 29/06/26.

By receiving this Agenda Pack electronically you will save the Authority approx. £03.96 in printing costs

Invitees:

Councillor John Spanswick - Leader
Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services and Wellbeing
Councillor Hywel Williams - Cabinet Member for Finance and Transformation
Councillor Martyn Jones - Cabinet Member for Education and Young People
Councillor Eugene Caparros - Cabinet Member for Communities and Environment (Job Share)
Councillor Gary Haines - Cabinet Member for Communities and Environment (Job Share)
Councillor Melanie Evans - Cabinet Member for Corporate Services
Councillor Colin Davies - Cabinet Member for Regeneration and Housing

Jake Morgan - Chief Executive
Carys Lord - Corporate Director – Finance and Transformation
Lindsay Harvey - Corporate Director - Education, Early Years & Young People
Claire Marchant - Corporate Director - Social Services and Wellbeing
Janine Nightingale - Corporate Director - Communities
Kelly Watson - Chief Officer - Legal, Regulatory and Electoral Services

Joanne Norman – Interim Deputy Head of Finance
Eilish Thomas – Interim Group Manager – Budget Management

Invitees:

Councillor John Spanswick - Leader
Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services and Wellbeing
Councillor Hywel Williams - Cabinet Member for Finance and Transformation
Councillor Martyn Jones - Cabinet Member for Education and Young People
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Councillor Melanie Evans - Cabinet Member for Corporate Services
Councillor Colin Davies - Cabinet Member for Regeneration and Housing

Jake Morgan - Chief Executive
Carys Lord - Corporate Director – Finance and Transformation
Lindsay Harvey - Corporate Director - Education, Early Years & Young People
Claire Marchant - Corporate Director - Social Services and Wellbeing
Janine Nightingale - Corporate Director - Communities
Kelly Watson - Chief Officer - Legal, Regulatory and Electoral Services

Stacey Forde – Head of Performance, Workforce and Cultural Change
Kate Pask – Corporate Policy and Performance Manager

6 Self-Assessment 2025/26

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Invitees:

As above in Item 5.

7 Conclusions and Recommendations

8 Forward Work Programme Update

161 - 198

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 Remote meeting, and Members and Officers will be attending 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 or tel. 01656 643148 / 643694 / 643513 / 643159.

Yours faithfully

K Watson

Chief Officer Legal, Regulatory and Electoral Services

Councillors:

F D Bletsoe
JPD Blundell
N Clarke
HJ David
H Griffiths
S J Griffiths
M L Hughes
J Llewellyn-Hopkins
RL Penhale-Thomas
T Thomas
A Ulberini-Williams
AJ Williams
MJ Williams
E D Winstanley

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MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON MONDAY, 29 JUNE 2026 AT 10:00

Present

Councillor A Ulberini-Williams – Chairperson

JPD Blundell

HJ David

E D Winstanley

Present Virtually

F D Bletsoe
M L Hughes
MJ Williams

N Clarke
RL Penhale-Thomas

H Griffiths
T Thomas

S J Griffiths
AJ Williams

Apologies for Absence

J Llewellyn-Hopkins

Invitees

Councillor John Spanswick
Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Martyn Jones
Councillor Eugene Caparros
Councillor Melanie Jayne Evans
Councillor Colin Davies

Leader
Deputy Leader / Cabinet Member Social Services, Health and Wellbeing
Cabinet Member for Finance and Transformation
Cabinet Member for Education and Young People
Cabinet Member for Communities and Environment
Cabinet Member for Corporate Services
Cabinet Member for Regeneration and Housing

Jake Morgan
Carys Lord
Lindsay Harvey
Claire Marchant
Janine Nightingale
Kelly Watson

Chief Executive
Corporate Director – Finance and Transformation
Corporate Director – Education, Early Years and Young People
Corporate Director - Social Services and Wellbeing
Corporate Director – Communities
Chief Officer - Legal & Regulatory Services, HR & Corporate Policy

Sophie Moore
Ady Heyhoe
Martin Morgans

Group Manager – Prevention and Wellbeing
Community Development Coordinator
Head of Public Realm

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

Jonathan Parsons
Rachel Keepins

Group Manager – Planning and Development Services
Democratic Services Manager

Officers

Jessica Mclellan
Stephen Griffiths

Scrutiny Officer
Democratic Services Officer - Committees

Declaration of Interest

Cllr F D Bletsoe – Personal - Item 4 – Governor at a Special Educational Needs School

193. Approval of Minutes

Decision Made	<u>RESOLVED:</u> That the minutes of the meeting of Corporate Overview and Scrutiny Committee dated 16 March 2026 be approved as a true and accurate record.
Date Decision Made	29 June 2026

194. Revenue Budget Outturn 2025-2026

Decision Made	<u>RESOLVED:</u> Following detailed consideration and discussions with Cabinet Members and Senior Officers the Committee made the following recommendations and requests for additional information: Recommendations 1. Members discussed schools projecting deficit budgets and individual school deficit recovery plans, expressed concern regarding addressing the deficits individually and recommended that consideration be given to managing and dealing with the deficits as a single debt and to setting up a task force or project to clear it. 2. The Committee were advised of the interconnectivity between all Council Directorate budgets and recommended that consideration be given to adding a section to future budget reports to include an all Council-contextual overview before detailing individual Directorate positions.
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	Additional Information Requested 3. Members requested a breakdown of the value for each anonymised schools' projected deficit or surplus budget and that consideration be given to including this information in future Budget reports. 4. The Committee were advised that the Committees Directorate are implementing a new Integrated Work Management System and requested that Communities, Environment and Housing Overview and Scrutiny Committee consider requesting a report regarding the new system. 5. The Committee discussed the ongoing review of the Council's Cemeteries Strategy and requested that consideration be given to exploring: a. whether cemeteries should be considered by a Joint Committee building on the success of Coychurch Crematorium; and b. alternative burials such as natural and hydro given that cemetery space is limited. 6. The Committee discussed the cessation of the Council's Pest Control Service and requested information regarding the number of complaints regarding pests since October 2025, set out by Ward if possible. 7. The Committee discussed the shortfall on Department for Work and Pensions' subsidy contributions towards housing benefit payments and requested more information regarding the number of cases supported, detail and impact of those costs and the number of any legacy cases which may be having an impact. 8. The Committee discussed the grant funding received by the Service to assist refugees and those seeking asylum and requested: a. the level of grants received in previous years, and the level anticipated to continue in future years; b. an update on outcomes achieved from the grant funding received and the numbers being supported by the Authority, set out by Ward if possible; and c. an all-Member briefing regarding the support offered by the Service.
Date Decision Made	29 June 2026

195. Age Friendly Baseline

Decision Made	<u>RESOLVED:</u> Following detailed consideration and discussions with Cabinet Members and Senior Officers the Committee made the following recommendation: 9. The Committee recommends that the reference to work being undertaken with the following be included in the Age Friendly Bridgend Baseline Assessment: a. Transport for Wales; and b. Faith-based organisations including Churches, Mosque and Hindu Temple.
Date Decision Made	29 June 2026

196. Play Sufficiency

Decision Made	<u>RESOLVED:</u> Following detailed consideration and discussions with Cabinet Members and Senior Officers the Committee made the following recommendation: 10. The Committee recommended that consideration be given to better signposting to parents and carers of play opportunities in their local areas including better communication via the Council's website and social media.
Date Decision Made	29 June 2026

197. Scrutiny Budget Working Group

Decision Made	<u>RESOLVED:</u> Following consideration of the report the Committee noted the Terms of Reference in Appendix 1, agreed the proposed amendment to the Scrutiny Budget Working Group (SBWG) process in Appendix 2 and the Proposed Amended Structure of SBWG and Draft outline of schedule of meetings in Appendix 3.
Date Decision Made	29 June 2026

198. Cwm Taf Morgannwg Public Service Board (PSB) Joint Overview and Scrutiny Committee (JOSC) Nomination

Decision Made	<u>RESOLVED:</u> That the Committee nominated the following Members to the Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee: • Councillors Huw David, Simon Griffiths and Elaine Winstanley (nominations from the Labour Group); • Councillor Tim Thomas (nomination from the Bridgend County Independents Group); and • Councillor Ross Penhale-Thomas (nomination from the Democratic Alliance Group).
Date Decision Made	29 June 2026

199. Corporate Parenting Champion Nomination

Decision Made	<u>RESOLVED:</u> That Councillor Tim Thomas be nominated to represent the Corporate Overview and Scrutiny Committee as an Invitee to meetings of the Cabinet Committee Corporate Parenting.
Date Decision Made	29 June 2026

200. Forward Work Programme Update

Decision Made	The Committee approved its draft Forward Work Programme in Appendix A subject to the following addition, noted the Recommendations Monitoring Action Sheet to track responses to the Committees' Recommendations made at previous meetings in Appendix B and noted the Forward Work Programmes for the other Overview and Scrutiny Committees in Appendices C, D and E: a. The Council's response to major incidents and events to include how information is communicated to Members and residents; and b. A quarterly progress update on the Council's Transformation agenda commencing October 2026.
Date Decision Made	29 June 2026

201. Urgent Items

Decision Made	None.
Date Decision Made	29 June 2026

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

The meeting closed at 13:57.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	27 JULY 2026
Report Title:	BUDGET MONITORING 2026-27 – QUARTER 1 REVENUE FORECAST
Report Owner/ Responsible Chief Officer / Cabinet Member:	CABINET MEMBER FOR FINANCE AND TRANSFORMATION CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION
Responsible Officer:	EILISH THOMAS INTERIM GROUP MANAGER – BUDGET MANAGEMENT
Policy Framework and Procedure Rules:	As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.
Executive Summary:	• The net revenue budget for 2026-27 is £408.149 million. The overall projected position at 30th June 2026 is a net over spend of £606,000. • The projected over spend is primarily due to pressures within the Social Services and Wellbeing Directorate, and the Education, Early Years and Young People Directorate. • The budget approved for 2026-27 included budget reduction proposals totalling £2.348 million. The current position is a projected shortfall on the savings target of £536,000, or 22.83% of the overall reduction target.

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Corporate Overview and Scrutiny Committee with an update on the Council's revenue financial position as at 30th June 2026.

2. Background

- 2.1 On 25th February 2026, Council approved a net revenue budget of £408.149 million for 2026-27. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

3. Current situation / proposal

3.1 Summary financial position at 30th June 2026

- 3.1.1 The Council's net revenue budget and projected outturn for 2026-27 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 30th June 2026

Directorate/Budget Area	Original Budget 2026-27 £'000	Revised Budget 2026-27 £'000	Projected Outturn Q1 2026-27 £'000	Projected Over / (Under) Spend 2026-27 £'000	Projected Over / (Under) Spend Qtr 1 2025-26 £'000
Directorate					
Education, Early Years and Young People	163,622	163,690	164,401	711	(572)
Social Services and Wellbeing	124,237	124,207	125,709	1,502	626
Communities	36,825	36,955	36,705	(250)	(185)
Chief Executive's	28,724	29,080	28,733	(347)	858
Total Directorate Budgets	353,408	353,932	355,548	1,616	727
Council Wide Budgets					
Capital Financing	5,907	5,861	4,849	(1,012)	(87)
Levies	10,483	10,483	10,483	0	0
Apprenticeship Levy	869	869	869	0	92
Council Tax Reduction Scheme	17,804	17,804	17,955	151	221
Insurance Premiums	1,363	1,363	1,241	(122)	0
Repairs & Maintenance	670	670	670	0	0
Pension Related Costs	430	430	456	26	0
Other Council Wide Budgets	17,215	16,737	16,684	(53)	(55)
Total Council Wide Budgets	54,741	54,217	53,207	(1,010)	171
Total	408,149	408,149	408,755	606	898

- 3.1.2 The overall projected position at 30th June 2026 is a net over spend of £606,000 comprising £1.616 million net over spend on directorates and a net under spend of £1.010 million on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 3.3.

- 3.1.3 The main financial pressures are currently in the Education, Early Years and Young People (EEYYP) Directorate and the Social Services and Wellbeing (SSWB) Directorate.

- 3.1.4 Council approved budget pressures of £6.608 million for the SSWB Directorate in February 2026 as part of the Medium Term Financial Strategy.
- 3.1.5 As noted in the revenue outturn report, reported to Cabinet in June 2026, there continues to be pressures in Older People and Physical Disability/Sensory Impairment services driven by the complexity of need and demand across these services. The Social Services Improvement Board is overseeing a number of actions to address the pressures in the adult services budget, including accelerating the work to transform Learning Disabilities.
- 3.1.6 The projected net over spend for the EEYYP Directorate is mainly due to continuing significant demand for Additional Learning Needs support at schools. The demand is high in particular for pupils requiring neurodevelopmental, behavioural, communication and complex medical support.
- 3.1.7 It is too early in the financial year to provide a realistic indication of projected council tax income for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2026-27 financial year as more people have suffered financial hardship due to the cost of living crisis, or whether additional income will be collected from council tax premiums on empty properties and second homes. A 1% reduction in the council tax income collection rate could result in an additional pressure to the Council of around £1 million. Council tax collection rates will be monitored continuously throughout the year and reported accordingly.

Budget virements/technical adjustments

- 3.1.8 There have been a number of budget virements and technical adjustments between budgets since the Medium Term Financial Strategy (MTFS) was approved by Council in February 2026. The budget position is reported on the assumption that these virements will be approved.
- 3.1.9 The main virements and technical adjustments are outlined below:

Budget Virements

Service vired from / to	Amount
One off transfer of funding from Corporate Contingency to the Chief Executive's Directorate for one off costs associated with moving and storing BCBCs Modern.gov data into the cloud environment	£12,567
One off transfer of funding from Corporate Contingency to the Chief Executive's Directorate for Emergency Planning business review and training	£20,000
One off transfer of funding from Corporate Contingency to the Chief Executive's Directorate for the procurement of Policy in Practice's Low-income Family Tracker (LIFT) – a data analysis tool which can be used to improve take-up of entitlement to means-tested devolved and reserved benefits.	£33,000
Transfer of part of budget pressure approved by Council in February 2026 – SSW8 – from Social Services and Wellbeing	£30,000

Service vired from / to	Amount
Directorate to the Chief Executive's Directorate to support veterans in local communities	
Transfer of funding from the Capital Financing budget to the Communities Directorate to cover the cost of prudential borrowing for highways maintenance schemes.	£46,235

Technical Adjustments

Service vired from / to	Amount
Transfer of inflationary uplifts not confirmed when the Medium Term Financial Strategy was agreed that are held centrally until evidence of the uplift is provided by the service areas (detailed in paragraph 3.1.11).	£126,859
Allocation of funding retained centrally in respect of Soulbury pay award - full year effect adjustment in 2026-27.	£49,820
Allocation of funding retained centrally in respect of the financial implications of the Independent Remuneration Panel for Wales Annual Report	£100,709

Pay/Price Inflation

- 3.1.10 When the budget was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision has been retained centrally within Council wide budgets, to be allocated as further information is known about specific contractual price increases. Amounts released during quarter 1 are shown in 3.1.9 and mainly relate to uplifts to ICT software budgets in line with the Consumer Price Index (CPI) increase.
- 3.1.11 There are ongoing discussions regarding pay claims for Teachers' pay from September 2026 onwards and National Joint Council (NJC) workers for 2026-27. The total salary bill for the Council is around £230 million so every 1% average increase in pay costs the Council an additional £2.3 million.
- 3.1.12 Inflation rates have decreased slightly from 3.0% when the budget was set to 2.8% in May 2026. However, the end of February saw the start of the war between US/Israel and Iran. The conflict caused oil and other commodity prices to rise sharply and there is uncertainty over its impact on inflation going forward. Inflation is expected to rise, but how quickly and by how much depends on how long commodity prices remain elevated. There is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. With this uncertainty the budget will need to be monitored closely during the remainder of the year.

Budget Reduction Proposals

- 3.1.13 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £2.348 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with

identifying alternative proposals to meet their requirements such as holding additional vacancies, or bringing forward alternative budget reduction proposals.

3.1.14 In February 2026 Council approved the Medium Term Financial Strategy for 2026-27 to 2029-30. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £32.740 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

3.1.15 At year end consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Similarly, consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2026-27. This is in line with the reports to Cabinet and Council on the MTFS, and the Council's Financial Procedure Rules.

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

3.2.1 The Revenue Budget Outturn report was presented to Cabinet on 23rd June 2026. In the report it was highlighted that there were £2.823 million of prior year budget reduction proposals that were not met in full, with a total outstanding balance to be met of £889,000. In addition, of the 2025-26 budget reduction proposals of £8.379 million, it was reported that there was a total outstanding balance to be met of £1.134 million. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2026-27 financial year, and to identify mitigating actions that will be undertaken to achieve them. All remaining outstanding prior year budget reductions are summarised in **Appendix 1** with a summary per directorate provided in Table 2.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education, Early Years and Young People	548	434	114
Social Services and Wellbeing	815	263	552
Communities	570	451	119
Chief Executives	1,016	886	130
TOTAL	2,949	2,034	915

Note: The total budget reductions required in Table 2 represents the full original budget reduction targets.

3.2.2 Table 2 shows that of the £2.949 million outstanding reductions, £2,034 million is likely to be achieved in 2026-27 leaving a shortfall of £915,000. Proposals still not likely to be achieved include:

- EDF19 – Communication and Relationships Team (£114,000 shortfall). High demand for service may be difficult to meet the saving. Will be closely monitored throughout the year with alternative savings having to be identified by the Directorate if shortfall is not reduced.
- SSW13 (2024-25) Council to reduce its investment into cultural services (£295,000 shortfall). The shortfall will be covered by earmarked reserve funding in 2026-27 whilst the long term plan to achieve the shortfall is explored for the saving to be met in 2027-28. Work is currently underway to review the current contract.
- SSW2 (2025-26) Redevelop the indoor bowls arena space and explore redevelopment for other purposes that offer increased income generation (£10,000 shortfall). It has been determined that this saving proposal is no longer deliverable. Work is underway by the service to identify alternative budgets for this proposal to be offset against with updates provided to Cabinet in future revenue monitoring reports.
- SSW8 (2025-26) – Reduction in provision of number of Supported Living Accommodation units (£190,000 shortfall). It has been determined that this saving proposal is no longer deliverable. Work is under way to identify alternative budgets for this proposal to be offset against. Updates will be provided in future revenue monitoring reports.
- SSW13 (2025-26) – Removal of Safeguarding Capacity (£57,000 shortfall). Recent reviews across Wales have demonstrated the need to strengthen corporate safeguarding responsibilities. Therefore work is under way to identify alternative budgets for this proposal to be offset against with updates to be provided to Cabinet in future revenue monitoring reports.
- CEX23 (2024-25) – review the provision of Partnerships and Customer Services (£61,000 shortfall). Delays in confirmation of funding with the Public Services Board (PSB) resulted in a shortfall against this savings target in 2025-26. The Service are continuing to follow up with the PSB and further updates will be provided in future revenue monitoring reports.

3.2.3 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that *“Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”*. An MTFS Budget Reduction Contingency reserve is in place to offset shortfalls on specific budget reduction proposals on a one-off basis where circumstances to achieving them are outside of the directorate’s control. During the financial year, the Section 151 Officer will consider applications from Directorates to the MTFS Budget Reduction Contingency reserve to mitigate some of the shortfalls.

Budget Reductions 2026-27

3.2.4 The budget approved for 2026-27 included budget reduction proposals totalling £2.348 million, which is broken down in **Appendix 2** and summarised in Table 3 below. The current position is that £378,000 has been achieved to date with £1.812 million projected to be achieved by year end, leading to an overall projected

shortfall on the savings target by year end of £536,000, or 22.83% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2026-27

	Total Budget Reductions Required	Total Budget Reductions Achieved to date	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000	£'000
Education, Early Years and Young People	717	105	481	236
Social Services and Wellbeing	1,041	198	1,031	10
Communities	340	75	300	40
Chief Executive's	250	0	0	250
TOTAL	2,348	378	1,812	536

3.2.5 The following budget reduction proposals are unlikely to be achieved in full (> £100,000 shortfall):-

- EEYYP1 – Review of Home to School Transport (£236,000 shortfall). The new Home to School Transport Policy was implemented on 1 September 2025. The efficiency savings are ongoing and contracts have been adjusted to take into account the change of eligibility for pupils. Close monitoring of the projected spend on this budget will continue throughout 2026-27 with further updates provided to Cabinet in future monitoring reports.
- CEX1 – Review provision of the CCTV service (£250,000 shortfall). Discussions are underway with partners to explore the potential financial contributions, but nothing agreed yet. Updates will be provided to Cabinet in future revenue monitoring reports.

3.2.6 **Appendix 2** identifies the projected amount of saving against these proposals in detail and action to be taken by the directorate to mitigate the shortfall. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year. During the financial year the Section 151 Officer will also consider applications from directorates to the MTFS Budget Reduction Contingency reserve to mitigate some of the shortfalls.

3.2.7 In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position.

3.3 Commentary on the financial position at 30th June 2026

Financial position at 30th June 2026

A summary of the financial position for each main service area is attached in **Appendix 3** to this report and comments on the most significant variances are provided below.

3.3.1 **Education, Early Years and Young People Directorate**

The net budget for the Education, Early Years and Young People Directorate, including school delegated budgets, for 2026-27 is £163.690 million. Current projections indicate an over spend of £711,000 at year end. The main variances are:

EDUCATION, EARLY YEARS AND YOUNG PEOPLE DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
Inclusion Group	9,532	10,060	528	5.54%
Home To School Transport	10,471	10,707	236	2.25%
Catering Services	1,669	1,645	(24)	-1.44%

Schools' delegated budgets

Total funding delegated to schools at quarter 1 in 2026-27 is £130.551 million.

The schools' delegated budget is reported as balanced as any under spend or over spend is automatically carried forward into the new financial year before being considered by the Corporate Director - Education, Early Years and Young People in line with the 'Guidance and Procedures on Managing Surplus School Balances'. The Financial Scheme for Schools requires schools to obtain permission from both the Corporate Director – Education, Early Years and Young People and the Section 151 Officer to set a deficit budget. Schools with deficits of greater than £50,000 in a primary school or greater than £150,000 in a secondary or special school are requested to attend termly support and challenge meetings with senior Local Authority officers. In addition, any unplanned deficits that occur within the financial year due to unforeseen circumstances must be reported as soon as they become known to the school.

Total school balances decreased by £2.996 million during 2025-26 to a negative balance of £3.615 million at the end of the financial year. At the start of 2026-27, projections indicate an overall deficit balance for school delegated budgets of £6.529 million at year end. There are 40 primary schools, 5 secondary schools and 1 special school (78% of all schools) projecting a deficit balance (£7.611 million) at year end. There are 8 primary schools, 2 secondary schools and 1 special school (19% of all schools) projecting a surplus balance (£1.082 million) at year end. 2 secondary schools (3% of all schools) are projecting a breakeven position.

Central Education, Early Years and Young People Directorate budgets

Inclusion Group

- There is a projected net over spend of £528,000 across Inclusion Group budgets compared to a net over spend of £823,000 in 2025-26.
- Council approved £800,000 in budget growth for 2026-27 to support Additional Learning needs pressures. This included £181,000 which has been allocated to the Early Years budget to support Early Years ALN pressures (Early Years budgets

form part of the Early Years and Young People service and does not sit under the Inclusion Group budget heading), £385,000 was allocated against ALN pressures in Heronsbridge and £234,000 to support additional resource bases in schools.

- BCBC has been awarded an ALN grant of £1.1 million in 2026-27 (£1.157 million in 2025-26). This is being utilised to support the work of the Communication and Relationships Team (CART) Ancillary Support Service. This Service provides 1 to 1 support for children with additional learning needs where there are no places available in special schools in order to prevent high cost external placements. Despite the support of the grant, the CART service is projecting an over spend of £341,000 due to the complexity of support provided and the use of agency staff to meet the increase in demand.
- The projected over spend on the CART service demonstrates continuing significant demand for ALN support at schools. The demand is high in particular for pupils requiring neurodevelopmental, behavioural, communication and complex medical support. The number of pupils supported in the spring term was 357, decreasing to 322 in the summer term. Whilst the number of pupils supported may have decreased the number of hours of support provided remains high due to the complexity of support required.
- Recoupment expenditure is projecting an over spend of £194,000 compared to an over spend of £163,000 in 2025-26. This is despite the additional budget growth of £250,000 approved by Council as part of the MTFS. The summer term projections are based on 22 Out of Authority placements compared with 19 in Spring 2026, with additional mainstream support costs being funded, including 16 at Ysgol Bryn Castell and 6 Heronsbridge additional 1 to 1 support. This approach prevents higher costs than would have been incurred with external providers.

Home-to-school transport (HtST)

- There is a projected over spend of £236,000 on the HtST budget at quarter 1.
- Whilst the revenue outturn report for 2025-26 highlighted a £213,000 under spend on the HtST budget the MTFS for 2026-27 has a budget reduction of £417,000 against the HtST budget.
- The saving is linked to the new Home to School Transport policy that was implemented on 1st September 2025. As noted in Appendix 2 it is currently anticipated that this will be partly achieved in 2026-27 with current projections indicating a shortfall of £236,000. The budget will require close monitoring as we progress through the year.

Catering Services

- Catering Services is projecting an under spend of £24,000 compared with the under spend of £598,000 reported in 2025-26.
- Council approved an MTFS budget reduction proposal for 2026-27 of £300,000 against the Catering budget which is projected to be achieved in full.
- The projected under spend continues to be based on the full implementation of the Universal Primary Free School Meals (UPFSM) by Welsh Government and the accompanying grant funding to support the initiative.
- The provision of UPFSM in 2026-27 will continue to be monitored closely as we progress through the year.
- There is a projected over spend on the Free Breakfast Initiative budgets of £82,000 due to more demand for the service including uptake by additional schools.

3.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2026-27 is £124.207 million. Current projections indicate an over spend of £1.502 million at year end.

Council approved budget pressures of £6.608 million for 2026-27 as part of the Medium Term Financial Strategy (MTFS). These included £3 million - implications of Real Living Wage uplifts on commissioned contracts, £1.498 million - Childrens Services Residential Homes, £800,000 - Transition Learning Disabilities Residential, £250,000 - Adult Social Care residential pressures, £250,000 - Children's Supported Accommodation, £250,000 – Directorate Wide Accommodation Unit similar to the school modernisation team, £183,000 - Community Sports Development and £151,000 - Transition Independent Domiciliary Care.

As noted in the revenue outturn report, there continues to be pressures in Older People and Physical Disability/Sensory Impairment services driven by the complexity of need and demand across these services. The Social Services Improvement Board is overseeing a number of actions to address the pressure in the adult services budget, including accelerating the work to transform learning disabilities.

The most significant variances for the directorate are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Adult Social Care	81,966	83,694	1,728	2.11%
Prevention and Wellbeing	6,161	6,062	(99)	-1.61%
Childrens and Family Services	36,080	35,953	(127)	-0.35%

Adult Social Care

There is a projected net overspend of £1.728 million on the Adult Social Care budget.

The most significant variances contributing to the over spend are:

ADULT SOCIAL CARE	Projected Variance
	Over/(under) budget
	£'000
Older People Home care	1,878
Physical Disability/Sensory Impairment Home care	213
Learning Disabilities Day Opportunities	122
Mental Health Residential Care	121
Learning Disabilities Residential Care	(138)
Mental Health Supported Accommodation	(216)
Homes for Older People	(288)

- Older People Homecare – there is a projected over spend of £1.878 million within this area compared to an over spend of £59,000 in 2025-26. During 2025-26 there was an increase in placements throughout the year, from 628 at quarter 3 up to 732 at year end. These placements have increased further in quarter 1 of 2026-27 up to 749. The projected over spend reflects the impact of these additional placements for a full 12 months in 2026-27. The service area is undertaking an exercise to help address trends and to mitigate against further pressures and updates will be provided in future revenue monitoring reports.
- Physical Disability/Sensory Impairment Home Care - there is a projected over spend of £213,000 which is comparable to the £221,000 over spend reported in 2025-26. This continues to be based on the current demand for the service (92 packages of support) and increased costs for existing placements, due to changing needs.
- Learning Disabilities Day Opportunities – there is a projected over spend of £122,000 compared to an under spend of £80,000 in 2025-26. External day services and associated transport costs are projecting to over spend by £219,000 due to the current volume of demand for the service. There is also an MTFS saving proposal (SSW7 – review of day opportunity placements) of £50,000 which is not yet achieved. This has been offset by a £100,000 under spend at Bridgend Resource Centre due to staff vacancies.
- Mental Health Residential Care – there is a projected over spend of £121,000 compared to the £101,000 under spend reported in 2025-26. While placement numbers have remained the same as at quarter 4 in 2025-26 there has been an increase in the costs for existing placements due to changing needs.
- Learning Disabilities Residential Care – there is a projected under spend of £138,000 compared to the £40,000 over spend in 2025-26. The outturn for 2025-26 included an allocation of £400,000 from the Social Care Workforce grant, without which the service would have over spent by £360,000. Council approved £1.050 million budget pressures as part of the 2026-27 MTFS - BP2 – increased costs due to changing needs and SSW4 – increased demand for high cost residential care for young people with complex needs transitioning to adult social care at 18.
- Mental Health Supported Accommodation – there is a projected under spend of £216,000 compared to an under spend of £252,000 in 2025-26. This is a result of ongoing staffing vacancies within the service. Close monitoring of this under spend will continue throughout 2026-27 due to the uncertainties in grant funding in this service area going forward.
- Homes for Older People – there is a projected under spend of £288,000 compared to an over spend of £664,000 in 2025-26. This is primarily due to projected under spends on external residential nursing placements due to increases in client contributions (£76,000) and joint financing (£337,000). All contributions towards residential care are financially assessed in accordance with the Social Services and Well-being (Wales) Act 2014 but the average income received each year will vary in total depending on the financial position of the people needing care during the financial year – e.g. if there are a large number of people who have savings or

assets and are therefore not reliant on the local authority paying their contribution in full, then this will increase the overall average income received per person.

Children and Family Services

There is a projected net under spend of £127,000 on the Children and Family Service budget. The most significant variances contributing to this overspend are noted in the table below: -

CHILDREN AND FAMILY SERVICES'S	Projected Variance Over/(under) budget £'000
Commissioning & Social Work	111
Management & administration	112
Care Experienced Children	(83)
Children and Families Support Service	(200)

- Commissioning and Social Work – There is a projected over spend of £111,000 compared to an under spend of £289,000 in 2025-26. The movement from the under spend reported in 2025-26 is due to the service area receiving one off Childrens and Communities grant (£129,000) in 2025-26 and staff vacancies giving rise to £186,000 further under spend. The 2026-27 projected over spend is due to care support and placement costs across the service area – the majority of which relate to Care Experienced Children (£221,000).
- Management & Administration – there is a projected over spend of £112,000 This is primarily due to the 2025-26 MTFs Saving SSW13 – Removal of Safeguarding Capacity - projected not to be achieved (£57,000) with the balance due to increased staffing costs due to interim sickness cover arrangements and historic vacancy control MTFs savings also not being achieved in the service.
- The projected under spend position of £83,000 for Care Experienced Children has improved from the £524,000 over spend reported in 2025-26. This is mainly due to the £1.748 million budget pressure approved by Council for 2026-27 (BB3 - £250,000 for supported accommodation and SSW1 - £1.498 million for new Children's residential homes to support the Council's Placement Commissioning Strategy). The projected under spend is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £460,000 (2025-26 - £603,000 over spend). This is based on the same number of care experienced children currently in independent residential placements compared with the end of 2025-26 (27 placements). In addition, there continues to be insufficient foster carer placements to meet needs and children requiring specialist provision, sometimes with high staffing ratios to keep them safe and protected. It should be noted that this budget area can be volatile and small changes in demand can result in relatively high costs being incurred.
 - Children's Internal Residential Care has a projected net under spend of £383,000 compared to an over spend of £101,000 in 2025-26. Council

approved a £1.498 million budget pressure for 2026-27 linked to the opening of two additional Children's residential homes. The under spend is mainly due to vacancies across the service pending the homes being opened later in the year.

- **Fostering** - There is a projected under spend in this area of £307,000 which is comparable to the £387,000 under spend in 2025-26. This is mainly due to under spends on general fostering based on 83 current placements. Cabinet approved the implementation of a revised Special Guardianship Order Financial Policy on 19 May 2026 and that the under spend within Fostering budgets would meet any additional costs arising from the revised model. Overall, the revised approach is financially sustainable and represents an invest-to-save model with the potential to reduce longer-term costs through increased permanence, reduced reliance on higher-cost placements and improved placement stability.
- **Children's Supported Living** – There is a projected over spend of £281,000 which is comparable to the £282,000 over spend reported in 2025-26. While this area benefitted from one off Housing Support grant in 2025-26 this is not anticipated for the current financial year. However Council approved £250,000 budget pressure to support with ongoing demands in this area. Placement numbers have remained at 28.
- **Children and Families Support Service** – There is projected under spend of £200,000 in this area. This is due to a projected under spend of £37,000 on staffing and £110,000 on running costs across the service while a review of the service is progressed.

3.3.3 **Communities Directorate**

The net budget for the Directorate for 2026-27 is £36.955 million. The current projection is an anticipated under spend of £250,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Traffic and Transport	1,330	1,070	(260)	-19.55%
Parks, Playing Fields and Bereavement	4,370	4,505	135	3.09%
Corporate Landlord	3,636	3,511	(125)	-3.44%

Traffic and Transport

- There is a projected under spend of £260,000 across Traffic and Transport budgets compared to the reported under spend of £489,000 in 2025-26. The under spend in 2025-26 was due to temporary income raised from Salt Lake Car Park, maximisation of grant funding, staff vacancies and under spends on non-staffing budgets.
- Council approved a MTFS budget reduction of £100,000 for 2026-27 relating to the provision of Car Parking. This is anticipated to be achieved in full.

- The projected under spend is based on similar projections for car park income to that achieved in 2025-26, recognising that the Council continues to benefit from the temporary income raised from the Salt Lake Care Park in Porthcawl. This will be closely monitored as we progress through the year.

Parks, Playing Fields and Bereavement

- There is a projected over spend of £135,000 on Parks, Playing Fields and Bereavement budgets. This is primarily due a projected shortfall on Bereavement Services income budgets. As set out in Appendix 1, there is a projected shortfall against the 2025-26 MTFS budget reduction proposal based on a projected reduction in demand for burials. This will be closely monitored as we progress through the year and further updates provided to Cabinet in future monitoring reports.

Corporate Landlord

- There is a projected under spend of £125,000 against Corporate Landlord budgets. This has reduced from the £277,000 under spend reported in the revenue outturn report for 2025-26. The under spend is primarily due to staff vacancies as the service continues to experience recruitment difficulties. Recruitment exercises are ongoing and it is anticipated that the vacant posts will be appointed to and there will be a reduction in the staffing under spend for 2026-27.

3.3.4 **Chief Executive's**

The net budget for the Chief Executive Directorate for 2026-27 is £29.080 million. Current projections anticipate an under spend against this budget of £347,000. The main variances are:-

CHIEF EXECUTIVE'S	Net Budget £'000	Projected outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
Partnerships	3,596	3,905	309	8.59%
ICT	5,234	5,161	(73)	-1.39%
Legal, Democratic and Regulatory Services	6,707	6,864	157	2.34%
Housing & Homelessness	4,944	4,295	(649)	-13.13%

Partnerships

- There is a net projected over spend of £309,000 across Partnerships budgets, compared to an over spend of £250,000 in 2025-26. This is mainly due to a projected over spend against the CCTV budget of £317,000.
- Council approved a £250,000 budget reduction for 2026-27 (CEX1) as part of the Medium Term Financial Strategy for the CCTV service area which is not yet achieved. The service is seeking financial support from Partners (i.e. South Wales Police), which has not yet been confirmed. In addition there is a reduction in

projected income because of the contract for CCTV services with the Vale of Glamorgan ending as reported in the revenue outturn for 2025-26 (£71,000).

ICT

- There is a projected net under spend of £73,000 across ICT budgets which is comparable to the £66,000 net under spend for 2025-26.
- The Medium Term Financial Strategy for 2026-27 to 2029-30 approved by Council, includes £181,000 for this area to reinstate savings not achieved in respect of historic Budget Reduction Proposals and £177,000 for shortfalls in historic service level agreement income from schools. These were mitigated in 2025-26 with maximisation of one off Connecting Care grant of £254,000.
The current projected under spend is mainly due to projected under spends on ICT software costs.

Legal, Democratic and Regulatory Services

- There is a projected net over spend of £157,000 across Legal Services compared to an under spend of £38,000 for 2025-26.
- There are over spends projected on Shared Regulatory Services which is due to a projected under achievement of income (£80,000) from taxi and other licensing services and the Registrars Service (£61,000) due to a reduction in Registration Fee income based on current demand (Appendix 1 sets out a shortfall of £29,000 against CEX 12 (2024-25) – Increased income from Registrars' Ceremonies).
- Council approved £274,000 Budget Pressure for this area as part of the Medium Term Financial Strategy, including BP8 - £58,000 – shortfall on income against property transactions, S106 Agreements and Highway Agreements, CEX2 - £36,000 – ongoing support for Elected Members on digital initiatives, CEX3 - £50,000 – capacity in Democratic Services to assist with policy advice, support and development, CEX4 - £65,000 – capacity for internal legal services to support S106 agreements and CEX14 - £65,000 – planning lawyer. There is a small projected under spend against the budget growth due to the timing of recruitment to these posts (£25,000).

Housing & Homelessness

- There is a projected net under spend of £649,000 on Housing & Homelessness which is comparable to the £648,000 revenue outturn position for 2025-26.
- The Medium Term Financial Strategy for 2026-2027 approved an additional £150,000 for Housing Services, to increase the staffing capacity within the service to deal with the level of referrals to ensure individuals are not waiting for the support required. There is currently a £167,000 projected under spend on salaries, pending a review of the service.
- The projected spend on Homelessness accommodation in 2026-27 is £4 million, which is comparable to the outturn position for 2025-2026. As well as the core budget for 2026-27 (£3.274 million) the service has also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£680,000). The net impact is a projected over spend on accommodation of £46,000.
- There are projected under spends on the Brynmenyn Homeless Centre (£162,000) and the four new Houses in Multiple Occupation (HMO) properties (£127,000) relating to increases in Housing Benefit income.
- The service are also maximising grant funding from the Leasing Scheme Wales grant (£134,000).

- Further projected under spends include grant funding received for Asylum Seekers (£116,000).

3.3.5 **Council Wide budgets**

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The net budget for 2026-27 is £54.217 million. Current projections anticipate an under spend against this budget of £1.010 million. The main variances are:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	5,861	4,849	(1,012)	-17.27%
Council Tax Reduction Scheme	17,804	17,955	151	0.85%

Capital Financing

- There is currently a projected under spend of £1.012 million on the Capital Financing budgets which relates to projected additional interest from current investments. This is a reduction compared with the under spend reported in 2025-26 of £2.249 million, due to the uncertain trajectory for interest rates in 2026-27 as whilst interest rate reductions are expected, the timing of these are uncertain and are subject to economic factors, in particular the position of inflation against the Bank of England's 2% target.

Council Tax Reduction Scheme

- There is currently a projected over spend of £151,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The projected take-up for 2026-27 is higher than in 2025-26 when the gross spend in this budget area was £17.018 million. This is partly due to the increase in council tax in 2026-27 of 4.7%, plus work undertaken by the Benefits Team to ensure citizens are aware of and claiming the benefits they are entitled to. The budget will be closely monitored in 2026-27 as there could be additional calls on the scheme with the ongoing cost of living crisis with the potential for an increase in the number of benefit claimants.

Other Council wide budgets

- As referred to in paragraph 3.1.11 and 3.1.12, due to the ongoing discussions regarding pay claims and the risk on price inflation increases, at this point in the financial year, it is prudent to assume that the majority of Other Council wide budgets will be fully spent by the year end. Close monitoring of these budgets will be required for the remainder of 2026-27 with further updates provided in future revenue monitoring reports.

3.3.6 **Earmarked Reserves**

Earmarked reserves will continue to be thoroughly reviewed by Corporate Management Team (CMT) during 2026-27, including assessments of the draw down profile and re-profiling of existing earmarked reserves. Where earmarked reserves are identified to be unwound, these will be used to fund emerging risks for

the Council as a whole during 2026-27. Further detail will be provided on the outcome of CMT reviews in future revenue monitoring reports.

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

- 4.1 The protected characteristics identified within the Equality Act 2010, 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 well-being objectives are designed to complement each other and are part of an integrated way of working to improve well-being for the people of Bridgend. The allocation of budget determines the extent to which the Council's well-being objectives can be delivered. It is considered that there will be no significant or unacceptable impacts upon the achievement of the well-being goals or objectives as a result of this report.

6. Climate Change and Nature Implications

- 6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no direct implications arising from this report.

8. Financial Implications

- 8.1 These are reflected in the body of the report.

9. Recommendations

- 9.1 The Committee is recommended to note the projected revenue position for 2026-27.

Background documents: Individual Directorate Monitoring Reports

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PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2026-27

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2026-27 £000	Reason why not achievable	Proposed Action in 2026-27 to achieve
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RAG STATUS KEY	
RED	Not likely to be achieved at all in this financial year or less than 25%.
AMBER	Reduction not likely to be achieved in full in financial year but greater than 25%
GREEN	Reduction likely to be achieved in full

EDUCATION, EARLY YEARS AND YOUNG PEOPLE

EDFS19 (2024-25)	Communication and Relationships Team - Referrals only accepted for pupils who are at risk of permanent exclusion and placement breaking down. No longer completing observations for the ND Pathway	142	28	Saving not met in 2025-26 due to the delay in the consultation.	High demand for service may be difficult to meet the saving. Will be closely monitored throughout the year with alternative savings having to be identified by the Directorate if shortfall is not reduced
EEYYP1 (2025-26)	Cessation of the Meals-at-Home Service	56	56	The service has now terminated. There were some residual costs in 2025-26 in relation to termination costs for vehicles and staffing costs for the first part of the year.	None required - saving will be made in full in 2026-27
EEYYP5 (2025-26)	Reduction in Strategy, Performance and Support Group	146	146	Saving partly achieved in 2025-26 due to the timing of the implementation of the restructure	None required - saving will be made in full in 2026-27
EEYYP6 (2025-26)	Reduction in Pupil Services	35	35	Saving partly achieved in 2025-26 due to the timing of the implementation of the restructure	None required - saving will be made in full in 2026-27
EEYYP7 (2025-26)	Reduction in the Corporate Health and Safety Unit	76	76	Saving partly achieved in 2025-26 due to the timing of the implementation of the restructure	None required - saving will be made in full in 2026-27
EEYYP8 (2025-26)	Reduction in Business Support	93	93	Saving partly achieved in 2025-26 due to the timing of the implementation of the restructure	None required - saving will be made in full in 2026-27
Total Education, Early Years and Young People		548	434		

SOCIAL SERVICES AND WELLBEING

SSW13 (2024-25)	Council to reduce its investment into cultural services including the availability of buildings, services or resources relating to its libraries, supported employment, community venues and arts programmes	360	65	Cabinet report in May 2024 approved reductions of £65K, along with public engagement over how future savings can be achieved. Further reports will be presented to Cabinet to enable the outcome of consultation exercises to be taken into account when finalising any proposed changes.	The saving of the remaining £295,000 will be covered by earmarked reserve funding for 2026-27. However a long term plan to achieve the shortfall needs to be explored for the saving to be met in 2027-28. Work is underway to review the current contract. An update will be provided in future monitoring reports.
SSW2 (2025-26)	Redevelop the indoor bowls arena space and explore redevelopment for other purposes that offer increased income generation	10	0	The feasibility study and capital works linked to external funding are in their final stages. The savings were therefore not delivered in 2025-26.	Work is underway by the service to identify alternative budgets for this proposal to be offset against with updates provided to Cabinet in future revenue monitoring reports.
SSW7 (2025-26)	Implementation of the Home remodelling programme across adult services	198	198	Saving not met pending a review of the Support at Home Service.	Full Saving is anticipated to be met in 2026-27 once service review has been complete.

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2026-27 £000	Reason why not achievable	Proposed Action in 2026-27 to achieve
SSW8 (2025-26)	Reduction in provision of number of Supported Living Accommodation units	190	0	It has been determined that this saving proposal is no longer deliverable	Work is underway by the service to identify alternative budgets for this proposal to be offset against with updates provided to Cabinet in future revenue monitoring reports.
SSW13 (2025-26)	Removal of Safeguarding capacity	57	0	Whilst it was considered during 2025-26 that this saving would be made in full, recent reviews across Wales have demonstrated the need to strengthen corporate safeguarding responsibilities rather than reducing them.	Work is underway by the service to identify alternative budgets for this proposal to be offset against with updates provided to Cabinet in future revenue monitoring reports.
Total Social Services and Wellbeing Directorate		815	263		

COMMUNITIES

COM2 (2021-22)	Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site	60	60	The new site opened during quarter 4 of 2023-24. As the exit terms of the lease were still being worked through in 2025-26 the saving was not achieved.	No further lease payments anticipated in 2026-27 therefore full saving anticipated to be achieved in 2026-27.
COM4 (2022-23)	Remove Business in Focus from running Enterprise Centres in Bridgend	20	20	Review of Business in Focus operating model was explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver this saving.	Full saving is anticipated to be met in 2026-27
COM2 (2023-24)	Charging Blue Badge Holders for parking	40	40	The Traffic and Transport Team are progressing with the order making process and have carried out an initial engagement on the proposal which is currently being evaluated prior to progressing.	Following the recent consultation, this budget reduction is no longer achievable. The saving will be met from parking income generated, based on historic levels achieved in the service, and therefore will be met in 2026-27.
COM10 (2024-25)	Review of Porthcawl Marina berthing fees with a view to it operating on a full cost recovery basis	32	32	The shortfall against the savings target in 2025-26 was due to one-off costs incurred to cover sickness within the service.	Full saving is anticipated to be met in 2026-27
COM28 (2024-25)	Letting of former Woodmat Property, Brynmenyn Estate	35	26	Opportunities were sought to achieve this budget reduction proposal, but let not agreed by end of 2025-26.	Delays due to the finalisation of the contract for the lease. Saving will be partly achieved in 2026-27, then fully achieved in 2027-28.
COM1 (2025-26)	Reduction in staff mileage budgets	32	32	There was a similar budget reduction proposal in 2024-25 which was not met in full and was been carried forward into 2025-26. This historic target was met in full, however there was a shortfall against the 2025-26 proposal.	Full saving is anticipated to be met in 2026-27

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2026-27 £000	Reason why not achievable	Proposed Action in 2026-27 to achieve
COM3 (2025-26)	Further review of cyclical servicing and maintenance contracts dialling back maintenance items to safety critical and statutory compliance only.	45	30	Due to ongoing pressures on the property revenue maintenance budgets the budget reduction proposal was not achieved in full in 2025-26. However, savings from staff vacancies in Corporate Landlord have supported the shortfall against this specific proposal.	The Directorate will continue to review these arrangements and associated expenditure with a view to identifying and maximising achievable savings whilst ensuring compliance obligations and essential service standards are maintained.
COM9 (2025-26)	Increase fees on Bereavement services, i.e. burial charges by 20%	100	30	The failure to achieve the anticipated fee income is primarily due to a continued reduction in the number of full burials. There was a reduction of 35 full burials in 2024-25 compared with 2023-24, followed by a further reduction of 39 full burials in 2025-26.	The service area will continue to closely monitor the income for Bereavement Services in 2026-27. If the reduction in the number of full burials continues, the service area will have to identify alternative budget reduction proposals to mitigate any permanent shortfalls.
COM10 (2025-26)	Reduction in the size of the waste enforcement team.	156	156	Saving partly achieved in 2025-26 due to the timing of the implementation of the restructure	None required - saving will be made in full in 2026-27
COM11 (2025-26)	Commercially let Pandy Depot	50	25	Ongoing opportunities were sought to achieve this budget reduction proposal, but let not agreed by end of 2025-26 Savings on staff vacancies across Corporate Landlord mitigated the shortfall on this proposal.	In view of operational requirements resulting in delaying the letting decision this proposal will be partly achieved in 2026-27, then fully achieved in 2027-28
Total Communities Directorate		570	451		

Chief Executives

CEX8 (2024-25)	Charging the public for Pest Control Services	67	67	Due to the continued reduced uptake of the domestic pest control service in 2025-26, the decision was taken to cease the provision of this service by BCBC from 31st October 2025 therefore this saving was not achieved in full in 2025-26.	Alternative budgets to mitigate the underlying net budget of £3,950 for the service have been identified.
CEX12 (2024-25)	Increased income from Registrars' Ceremonies	43	14	Due to reduced uptake of the service in 2025-26, partly linked to the closure of the Princess Of Wales maternity ward resulting in birth registrations taking place in other Local Authorities, the saving remained partly achieved in 2025-26.	Registration income is heavily reliant on external influences under no control of the registration service. Advertising and awareness of what we offer will be explored further to mitigate the shortfall.
CEX15 (2024-25)	Increase income generated from legal fees for property transactions, S106 Agreements and Highway Agreements	20	20	The Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £58,000 to mitigate the shortfall in income generated from legal fees from property transactions, S106 Agreements and Highway Agreements.	None required - saving will be made in full in 2026-27
CEX17 (2024-25)	Household Canvas - Reduction / Limited Canvass Door Knocking	9	0	Saving not achieved due to increased costs associated with canvassing.	The Service is currently reviewing potential efficiencies for 2026-27 to enable this to be met. Further updates will be provided in future revenue monitoring reports.

Ref.	Budget Reduction Proposal	Original Reduction and RAG £000	Total amount of saving likely to be achieved in 2026-27 £000	Reason why not achievable	Proposed Action in 2026-27 to achieve
CEX22 (2024-25)	Review of ICT Services	398	398	Following the re-procurement exercise on telephony budgets across the Council, the savings target was not met in full. The Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £181,000 which includes the mitigation of the shortfall of £75,000 following the review of ICT services.	None required - saving will be made in full in 2026-27
CEX23 (2024-25)	Review the provision of Partnerships and Customer Services	216	155	Delays in confirmation of funding with the Public Services Board resulted in a shortfall in the saving target for 2025-26.	The service are continuing to follow up with the Public Services Board and further updates will be provided in future revenue monitoring reports.
CEX25 (2024-25)	Staff savings from Finance senior management team	70	70	The Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £70,000 to reinstate this budget reduction proposal as the restructure was consulted on but it did not proceed.	None required - saving will be made in full in 2026-27
CEX3 (2025-26)	Review of the current Learning and Development provision	84	84	The Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £57,000 (CEX6) to mitigate this saving as the vacancies now need to be filled to ensure operational payroll deadlines are met.	None required - saving will be made in full in 2026-27
CEX5 (2025-26)	Review support capacity across finance	31	0	Shortfall in savings target due to timing of implementation of restructure.	Options are being considered with further updates to be provided to Cabinet in future revenue monitoring reports.
CEX10	Restructure the ICT service	78	78	The Medium Term Financial Strategy for 2026-27 to 2029-30 includes a budget pressure of £181,000 for ICT services to mitigate shortfalls against MTFS savings following the completion of the review.	None required - saving will be made in full in 2026-27
Total Chief Executives Directorate		1,016	886		

GRAND TOTAL OUTSTANDING REDUCTIONS	2,949	2,034	
REDUCTIONS SHORTFALL		915	

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2026-27 £'000	Value achieved to date 2026-27 £'000	Value likely to be achieved 2026-27 £'000	Reason why not likely to be achievable
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EDUCATION, EARLY YEARS AND YOUNG PEOPLE
CENTRAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE

EEYYP1	Review of Home to School Transport	The new Home to School Transport Policy was implemented on 1 September 2025. The Budget reduction proposal was split over two financial years. The efficiency savings are ongoing and contracts have been adjusted to take into account the change of eligibility of pupils.	417	30	181	The new Home-to-School Transport Policy was implemented on 1 September 2025. The efficiency savings are ongoing and contracts have been adjusted to take into account the change of eligibility for pupils. Close monitoring of the projected spend on this budget will continue throughout 2026-27 with further updates provided to Cabinet in future monitoring reports.
EEYYP2	Efficiencies in Catering Budget	The efficiency saving will be met through a reduction in the Catering Service's core budget across a number of areas, including non-staffing costs, procurement etc. Little impact is envisaged on front line services.	300	75	300	Full saving should be achieved in 2026-27
Total Education, Early Years and Young People			717	105	481	

SOCIAL SERVICES AND WELLBEING

SSW2	Redevelop the indoor bowls arena space and explore redevelopment for other purposes that offer increased income generation	The operation of the indoor bowls hall at Bridgend Life Centre generates operating costs that are difficult to cover based on the seasonal usage by the indoor bowls club. Any changes to indoor bowling would not be popular and may have a negative impact on the Council's wellbeing goals. The development of the wellbeing hub inside the bowls hall has improved usage by downsizing the number of bowling rinks already. With investment there may be possibilities for seasonal increased income generation. Potential need for alternative community venue for indoor bowls.	10	0	0	Work is underway by the service to identify alternative budgets for this proposal to be offset against with updates provided to Cabinet in future revenue monitoring reports.
SSW4	Business efficiencies in support services through reviewing structures in business support, performance and commissioning.	The commissioning team is at full capacity with all colleagues on permanent contracts, so any MTFS saving / restructure will result in redundancy costs. The team are also driving forward key transformational change linked to MTFS savings, so any reduction on capacity will impact our ability to deliver targeted savings elsewhere in the MTFS. There is also a risk that we will not be able to meet essential requirements of the newly implemented WG Code of Practice for commissioning care and support, nor our own internal Contract Procedure Rules, where there is a risk that tenders cannot be undertaken within required timescales. Business support has been restructured to provide a support office model which ensures that statutory minutes linked to safeguarding are completed and distributed in a timely manner and to ensure social work tasks are carried out by support officers, thus maximising the amount of time that social workers spend with children, adults, families and carers. Reduction in this resource will increase the administrative burden on social work staff. Any reduction in the performance team will impact on the ability to complete statutory performance returns. There is a high probability reductions in these teams will result in compulsory redundancies.	129	77	129	Full saving should be achieved in 2026-27

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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2026-27 £'000	Value achieved to date 2026-27 £'000	Value likely to be achieved 2026-27 £'000	Reason why not likely to be achievable
SSW5	Adult Social Care Placements - Review the level of support provided within supported living and residential placements across ASC to ensure that we focus on people's strengths and maximise their independence.	As well as 'right sizing' of support we will also 'step down' where it is possible from residential placements to more independent options such as Supported Living and 'Shared Lives.' The delivery of these savings will only be achieved if there is permanent funding secured for the commissioning for complex needs team. It is important that they are focussed on delivering improved outcomes for individuals by supporting more independent living.	370	0	370	Work is progressing by the Commissioning for Complex Needs Team to achieve this budget reduction proposal. Currently anticipate full saving to be achieved in 2026-27
SSW6	Review the levels of support provided through direct payments for all adult groups to ensure that we focus on people's strengths, maximise their independence and reduce their reliance on formal care in line with direct payments policy.	The delivery of these savings will only be achieved if there is permanent funding secured for the commissioning for complex needs team. It is important that they are focussed on delivering improved outcomes for individuals by supporting more independent living.	250	63	250	Full saving should be achieved in 2026-27
SSW7	Day Service Placements - Review the day opportunity placements we commission with independent providers for people with a learning disability and re-provide this within our in-house services.	It is important that there is a positive, outcome focussed, progressive offer from in-house services which maximises independence and supports individuals to achieve their personal outcomes. This should also represent better value for money.	50	0	50	Business Case is currently being completed for this proposal. Anticipate full saving to be achieved in 2026-27
SSW8	Residential and Non Residential Charging - In line with Fairer Charging regulations, apply a 10% increase in both residential and non-residential charges so we continue to move towards full cost recovery.	As any charges levied are in line with Welsh Government Fairer Charging Regulations the impact on individuals is mitigated. The increase is in line with the MTFS principle to move towards full cost recovery across all service areas.	232	58	232	Full saving should be achieved in 2026-27
Total Social Services and Wellbeing			1,041	198	1,031	

COMMUNITIES

COM1	Review of cleaning specifications and frequencies on BCBC Operational assets.	Will impact cleaning standards and visibility of cleaning frequencies but change is considered feasible. Will need to review cleaning staff numbers, however the aim will be to implement changes through staff redeployment and recruitment changes across the wider cleaning contract thus avoiding redundancy issues.	35	9	35	Full saving should be achieved in 2026-27
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Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Well-being of Future Generations Act	Proposed 2026-27 £'000	Value achieved to date 2026-27 £'000	Value likely to be achieved 2026-27 £'000	Reason why not likely to be achievable
COM2	Review of cyclical servicing and maintenance contracts dialling back maintenance items to safety critical and statutory compliance only.	Reduction of cyclical maintenance activity counter productive for long term asset operation. Potential for reduction in Business Support staff as a result of the reduction in cyclical orders.	40	0	0	The Directorate will continue to review these arrangements and associated expenditure with a view to identifying and maximising achievable savings whilst ensuring compliance obligations and essential service standards are maintained. Updates will be provided to Cabinet in future revenue monitoring reports.
COM3	Increase income across the commercial property portfolio	Change will take time to implement and require additional surveyor resource over time.	15	4	15	Full saving should be achieved in 2026-27
COM5	Reduce the budget available for the Climate Emergency Response Programme, including Ultra Low Emission Vehicles (ULEV) implementation	The Climate Emergency Programme will have to be remodelled. This will impact on the Welsh Government's net zero 2030 target and will now require additional grant funding from external sources or joint working with partners to achieve our ambitious targets.	50	13	50	Full saving should be achieved in 2026-27
COM6	Reduce available property maintenance budgets in Corporate Landlord by up to 10% per asset	Reduction of maintenance activity counter productive for long term asset operation. This reduction would be limited to assets where non essential maintenance items can be removed. Will have a resulting negative affect on teams delivering maintenance functions with reduction	100	25	100	Full saving should be achieved in 2026-27
COM7	Reduction in Traffic & Transportation Budget with relation to the provision of Car Parking	This saving could be realised by looking to increase the opening hours at the Rhiw Car Park to encourage use during the night time economy, which could increase fee income and reduce operating costs by moving to a pay & display operation.	100	25	100	Full saving should be achieved in 2026-27
Total Communities Directorate			340	75	300	

CHIEF EXECUTIVES

CEX1	Review provision of the CCTV service.	This is a non statutory service, provided by the Council, the main benefit of which is felt by other public sector bodies. The saving will be achieved by requesting contributions from South Wales Police or the Community Safety Partnership, or by reducing the specification of live coverage. Discussions are already underway.	250	0	0	Discussions are underway with partners to explore the potential financial contributions but nothing agreed yet. Updates to be provided to Cabinet in future revenue monitoring reports.
Total Chief Executive's Directorate			250	0	0	

GRAND TOTAL REDUCTIONS		2,348	378	1,812	
REDUCTION SHORTFALL				536	

832	0	1,631
1,136	1,628	417
380	720	300
2,348	2,348	2,348

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2026-27			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000	£'000	£'000	
EDUCATION, EARLY YEARS AND YOUNG PEOPLE						
School Delegated Budgets	151,925	(21,374)	130,551	130,551	-	0.0%
Inclusion Group	10,749	(1,217)	9,532	10,060	528	5.5%
Early Years and Young People	3,779	(491)	3,288	3,329	41	1.2%
Strategic Performance and Support	17,657	(4,447)	13,210	13,488	278	2.1%
Schools Support	2,475	(1,340)	1,135	1,135	-	0.0%
Sustainable Communities For Learning	4,034	-	4,034	3,999	(35)	-0.9%
Other Education, Early Years and Young People	2,000	(60)	1,940	1,839	(101)	-5.2%
TOTAL EDUCATION, EARLY YEARS AND YOUNG PEOPLE	192,619	(28,929)	163,690	164,401	711	0.4%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	111,459	(29,493)	81,966	83,694	1,728	2.11%
Prevention and Wellbeing	7,308	(1,147)	6,161	6,062	(99)	-1.61%
Children and Family Services	37,128	(1,048)	36,080	35,953	(127)	-0.35%
TOTAL SOCIAL SERVICES AND WELLBEING	155,895	(31,688)	124,207	125,709	1,502	1.2%
COMMUNITIES DIRECTORATE						
Planning & Development Services	3,496	(2,658)	838	838	-	0.0%
Strategic Regeneration	1,941	(863)	1,078	1,078	-	0.0%
Economy, Natural Resources and Sustainability	3,432	(1,865)	1,567	1,567	-	0.0%
Cleaner Streets and Waste Management	17,092	(2,846)	14,246	14,246	-	0.0%
Highways and Green Spaces	28,489	(13,184)	15,305	15,180	(125)	-0.8%
Director and Head of Operations - Communities	412	(128)	284	284	-	0.0%
Corporate Landlord	15,321	(11,684)	3,637	3,512	(125)	-3.4%
TOTAL COMMUNITIES	70,183	(33,228)	36,955	36,705	(250)	-0.7%
CHIEF EXECUTIVE'S						
Chief Executive Unit	520	-	520	520	-	0.0%
Finance	39,943	(35,229)	4,714	4,758	44	0.9%
HR/OD	2,571	(398)	2,173	2,098	(75)	-3.5%
Partnerships	5,296	(1,700)	3,596	3,905	309	8.6%
Legal, Democratic & Regulatory	7,650	(943)	6,707	6,864	157	2.3%
Elections	185	-	185	221	36	19.5%
ICT	6,125	(891)	5,234	5,161	(73)	-1.4%
Housing & Homelessness	12,739	(7,795)	4,944	4,295	(649)	-13.1%
Business Support	1,115	(108)	1,007	911	(96)	-9.5%
TOTAL CHIEF EXECUTIVE'S	76,144	(47,064)	29,080	28,733	(347)	-1.2%
TOTAL DIRECTORATE BUDGETS						
	494,841	(140,909)	353,932	355,548	1,616	0.5%
Council Wide Budgets	55,618	(1,401)	54,217	53,207	(1,010)	-1.9%
NET BRIDGEND CBC	550,459	(142,310)	408,149	408,755	606	0.1%

NB: Differences due to rounding of £000's

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	27 JULY 2026
Report Title:	CORPORATE PERFORMANCE QUARTER 4/YEAR-END 2025-26
Report Owner: Responsible Chief Officer / Cabinet Member	CHIEF EXECUTIVE CABINET MEMBER FOR CORPORATE SERVICES
Responsible Officer:	KATE PASK POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	Monitoring performance against the Corporate Plan forms part of the Council's Performance Management Framework.
Executive Summary:	This report provides – • an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at quarter 4/Year-end 2025-26. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2025-26. • an update on the performance against our current regulator recommendations (Regulatory Tracker).

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 4 (Q4)/ year-end of 2025-26. This is the third year of the 5-year Corporate Plan 2023-28 and the third and final performance report on the 2025-26 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations at Q4.

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 –
 - A prosperous place with thriving communities
 - Creating modern, seamless public services
 - 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 Year-end /Q4 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 the year, and next steps where appropriate. It also provides verified annual 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.

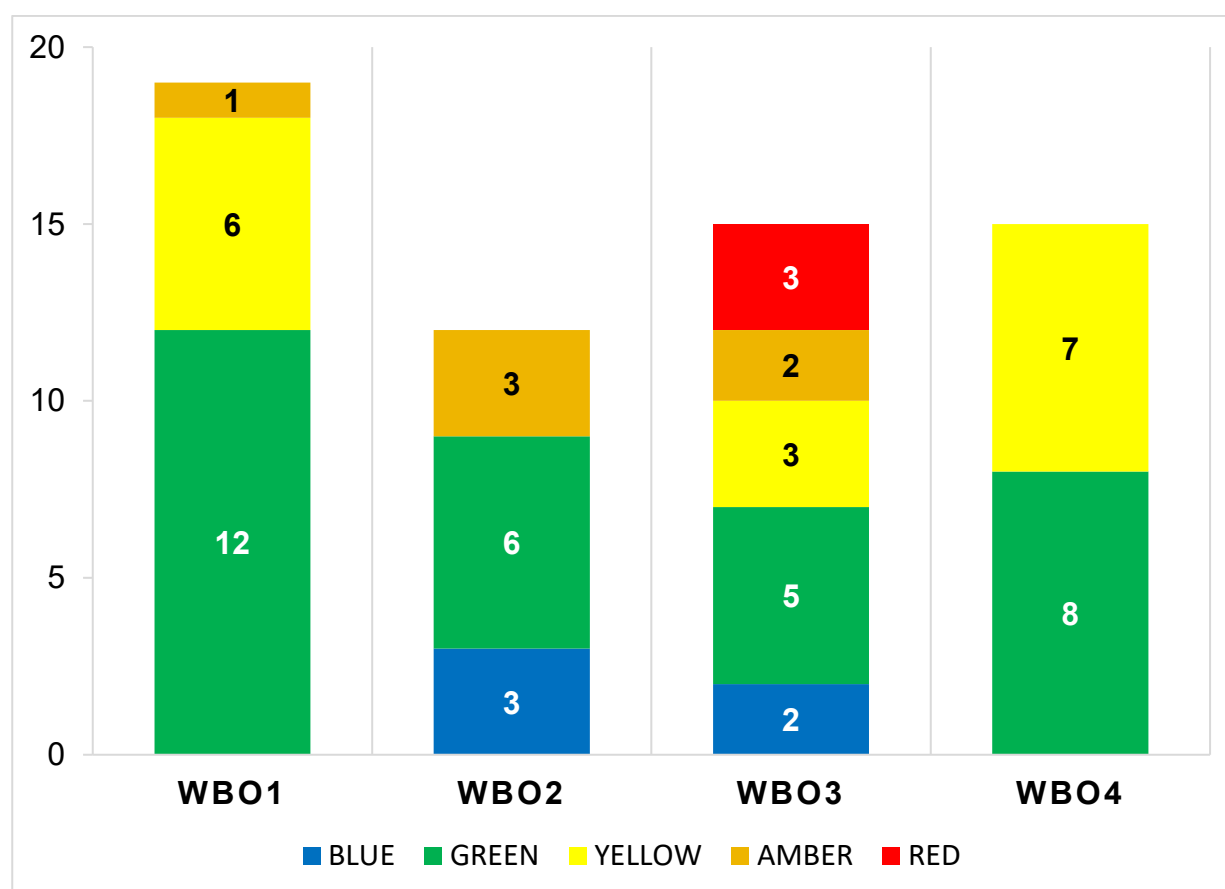
3.2 Summary of progress on Corporate Commitments

Table 1 shows the performance judgements for the 61 commitments at Year-end /Q4 2025-26, with Chart 1 breaking this down further to show performance for each WBO.

Table 1

Status	Meaning of this status	Performance at Q3		Performance at Q4	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	3	4.9%	5	8.2%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	30	49.2%	31	50.8%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	15	24.6%	16	26.2%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	10	16.4%	6	9.8%
UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	3	4.9%	3	4.9%
	Total	61	100%	61	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 Summary of Performance Indicators

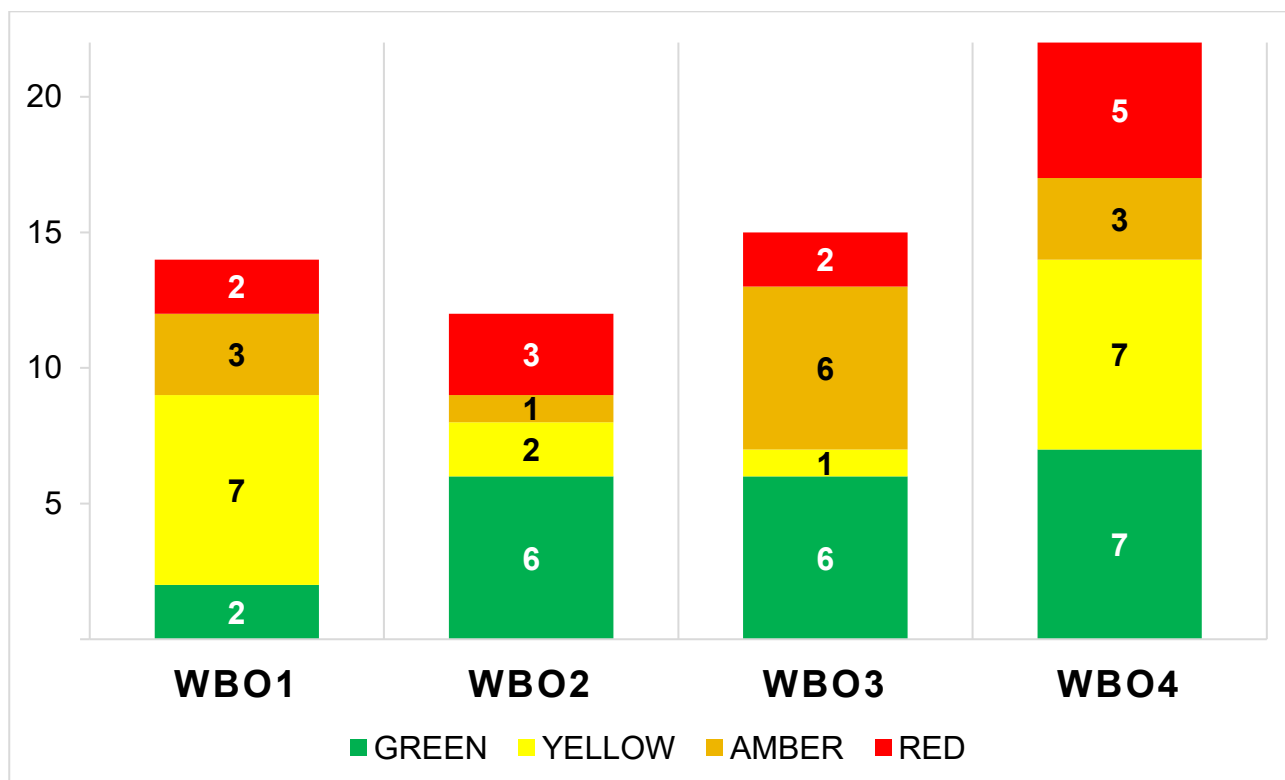
At year-end (Q4) we can evaluate performance on the full PI data set, 36 quarterly PIs, and 29 annual indicators which are included for the first time.

- 3.4 64 of the 65 PIs have verified annual values, and 63 could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status.
- CHR002 (Sickness Absence) has not been provided with a target for 2025-26 as the data is monitoring trend progress only. Further details of this PI are provided in paragraphs 3.7 and 3.8 and in Appendix 1.
 - SSWB67 (Participation in the national free swimming initiative for 16 and under) does not have a verified annual value for 2025-26. Further details of the reason for this can be found in Appendix 1 under Aim WBO1.6.
- 3.5 Table 2 shows overall performance for PIs at year-end (Q4), and Chart 2 shows performance for each WBO.

Table 2

Status	Meaning of this status	Performance at Q3		Performance Q4	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	14	40%	21	33.33%
GOOD (YELLOW)	On target	7	20%	17	26.98%
ADEQUATE (AMBER)	Off target (within 10% of target)	5	14.29%	13	20.63%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	9	25.71%	12	19.05%
	Total	35	100%	63	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

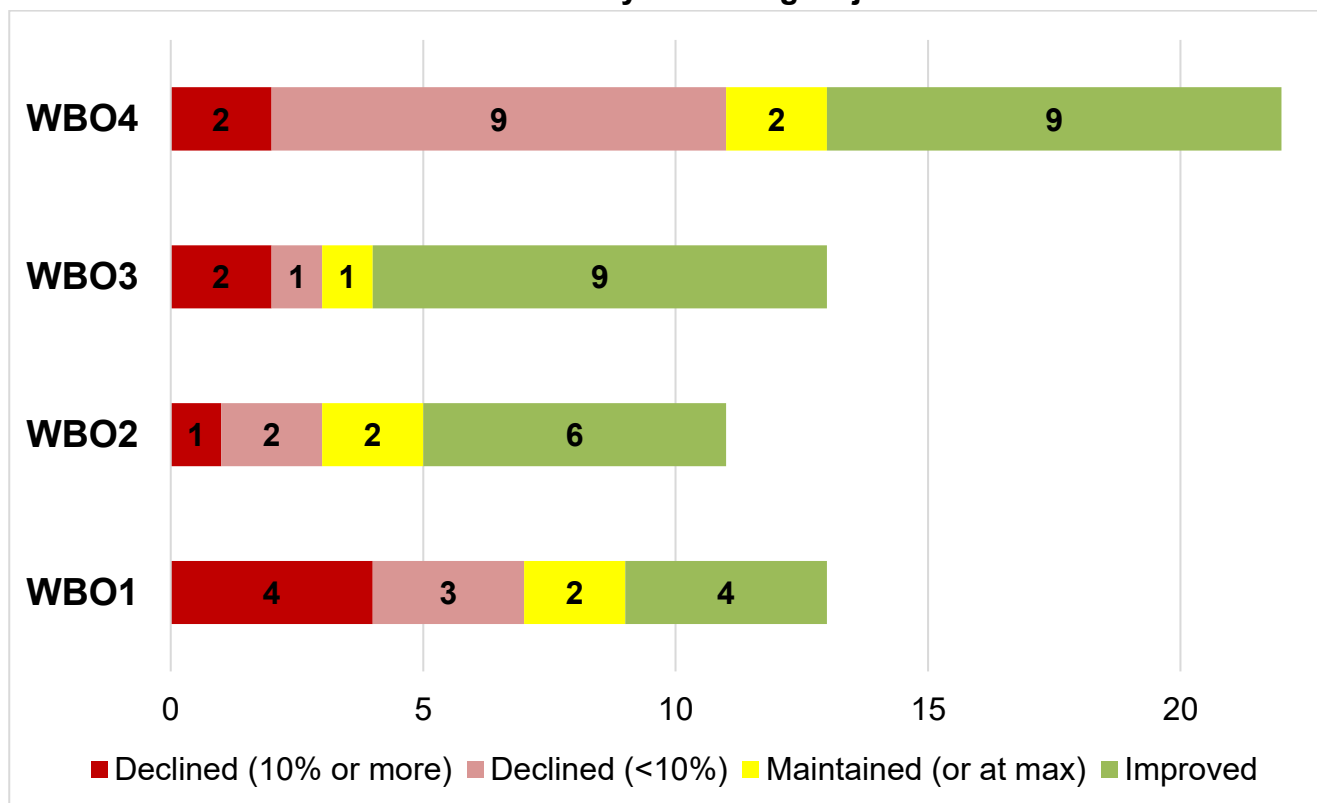


3.6 Trend data allows us to compare our 2025-26 annual values with the same period last year (2024-25 annual values). Comparable annual data is available for 59 of the 65 PIs. Of the remaining six, four indicators do not have comparable verified annual data for last year because they are new (3) or due to problems with data collection (1) details of which are provided in paragraph 3.4, and two PIs are “trend not applicable” due to the way the targets are profiled. Overall trend analysis is set out in Table 3 below, and Chart 3, the trend analysis for each WBO.

Table 3

Performance Indicators Trend Definition		Trend at Q3		Trend at Q4	
		Number	%	Number	%
↑	Performance has improved	18	56.25%	28	47.46%
↔	Performance maintained (includes those at maximum)	2	6.25%	7	11.86%
↙	Declined performance (by less than 10%)	5	15.6%	15	25.42%
↓	Declined performance (by 10% or more)	7	21.9%	9	15.25%
Total		32	100%	59	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 year-end 2025-26 is 13.48 days, a 2% decrease compared to the 13.76 days reported in 2024-25. This demonstrates an improving trend that is mirrored within directorate and schools' data except for the Chief Executive's Directorate and Education, Early Years and Young People Directorate. The proportion of days lost classified as short-term absences (7 days or less) has decreased from 24% in 2024-25 to 22% in 2025-26. The most common reason for absence remains Stress/Anxiety/Depression (not work related) although the percentage of days lost in this category has decreased from 26.9% in 2024-25 to 22.71% in 2025-26.

3.9 Summary of Performance against MTFS Savings Targets

At year-end £7.245 million (86%) of the £8.379 million proposed budget reductions set out in the Medium Term Financial Strategy for 2025-26 have been achieved. A breakdown of the most significant budget reduction proposals not achieved in full is included in **Appendix 1**, and additional financial information was provided in the Revenue Budget Outturn 2025-26 report presented to Cabinet on 23 June 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 Q4 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 was 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, Review of Risk management	3	-	3	-	-	-
Audit Wales, Planning and Development service	4	-	-	-	4	-
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	6	-	-
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	62	23	14	18	7	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 are 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 4 2025-26.

Background documents

None

Corporate Performance Dashboard

Year end 2025-26



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
COMPLETE (BLUE)	Not applicable	Project is completed	Not applicable
EXCELLENT (GREEN)	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
GOOD (YELLOW)	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
ADEQUATE (AMBER)	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)
UNSATISFACTORY (RED)	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
CP	Corporate Plan Indicator

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



WBO1: A prosperous place with thriving communities

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED57 CP WBO1.1	Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred	43.80	43.60	40	42.10	↑	Annual Indicator Target Setting: This is the legal air quality objective for NO2. Performance: The date has showed further slight improvements on 2024-25 results. Unfortunately, only 11 months of data was captured, as the Nox monitoring tube was vandalised in August. August’s results across BCBC generally showed lower concentrations and therefore results on Park Street may have further improved had this data been available. Monitoring will continue in 2026, when compliance has been modelled to be achieved - this will inform decision on whether to proceed with Measure 18.
DCO20.01 CP WBO1.1	Annual Gas Consumption across the Authority – kWh (COMM) Lower Preferred	21,966,783 kWh	21,122,938 kWh	20,000,000 kWh	20,401,641 kWh	↑	Annual Indicator Target Setting: To see reduction in energy consumption levels and progress our corporate energy efficiency Performance: A moderate decrease in gas consumption largely driven by effective system controls and relatively warm winter, but also some contributions where heating systems have been converted to electricity.
DCO20.02 CP WBO1.1	Annual Electricity Consumption across the Authority – kWh (COMM) Lower Preferred	15,210,536 kWh	15,019,064 kWh	14,000,000 kWh	15,085,926 kWh	↙	Annual Indicator Target Setting: To see reduction in energy consumption levels and progress our corporate energy efficiency Performance: A small increase in electricity consumption, at least 70,000kWh of which is due to charging new electric vehicles. It should be noted that electricity use is likely to increase each year as more electric vehicles are charged at BCBC locations and heating systems are converted from gas to heat pumps.
DCO23.05 CP WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking and waste)(COMM) Higher Preferred	5.02%	6.28%	5%	5.00%	↓	Annual Indicator Target Setting: To see a reduction in emissions and progress our corporate energy efficiency Performance: The calculation methodology for this measure has been amended due to the data lag involved in including supply chain data in order to provide an accurate provisional value at year-end. This will however be included in the full data set reported to Welsh Government. The data for 2023-24 and 2024-25 has therefore also been recalculated using the revised guidance to give accurate trend data for this year. The data demonstrates an ongoing trend of decreasing emissions compared to the previous year. The 2025-26 data is currently a provisional value and will be verified later in the summer.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.1.1	Invest in energy efficiency improvements to the Council’s estate and assets. (COMM)	GREEN (Excellent)	Quarter 4: Work has continued on established programmes of work to install energy efficiency measures including LED lighting, building insulation, solar PV systems, and electric vehicle charging infrastructure. Work programmes completed during 2025-26 include: - Continued roll out of electric vehicle charging infrastructure across Council sites, 5 electric vehicles purchased using grant funding to offset the additional cost above diesel versions, - Energy efficiency improvements at Aberfields Pavillion, - Salix funded solar PV installation at Porthcawl Comprehensive School, - Battery storage at Bryncethin Depot to use more electricity from the PV system on site, - Fast electric vehicle chargers at Waterton and Bryncethin Depots, - Electric vehicle chargers installed at Tondu Depot, - Heat pump systems installed at the Civic Offices, - Air source heat pump for hot water installed at Abercerdin Sports Hall.	

WBO1.1.2	Implement our Air Quality Action Plan (AQAP) and monitor its effectiveness in improving air quality along Park Street (CEX SRS)	GREEN (Excellent)	Quarter 4: Action Plan has been implemented with Measure 18 still being retained and the need to implement this measure will be considered as part of the 2026 Annual Progress Report. Initial review of 2025 data, shows continued improvements in NO ₂ concentrations on Park Street, with reduction from 43.8 µg/m ³ in 2024, to 42.1 µg/m ³ in 2025. However, this still exceeds the NO ₂ objective of 40 µg/m ³ and will need to be reduced further in 2026. Detailed air quality modelling for the AQAP demonstrated that compliance will be achieved by the end of 2026. We are continuing to monitor the air quality in Park Street, with two indicative Realtime monitors installed as of November 2025 following successful funding bid to Welsh Government. Data will be reviewed accordingly following stabilisation and QA assurances and will be reported in the 2026 Annual Progress Report.				
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WBO1.2: Protect landscapes and open spaces

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DCO23.06 CP WBO1.2	Number of blue flag beaches (COMM) Higher Preferred	3	3	3	3	↔	Annual Indicator Target Setting: Target set to maintain current high standards Performance: Rest Bay, Trecco Bay and Porthcawl Marina retained their Blue Flag status.
DCO23.07 CP WBO1.2	Number of green flag parks and green spaces (COMM) Higher Preferred	2	2	2	2	↔	Annual Indicator Target Setting: Target set to maintain current high standards Performance: Coychurch crematorium and Maesteg Welfare Park maintained their status as Green Flag parks or green spaces.

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 4: The team are developing projects with partners and community groups and have been included in our Local Places for Nature 2025-27 application. Nature Fest 2026 planning is ongoing ready for the summer. The One Common Connection Project has now commissioned consultants for ecological surveys across the project area. Local Nature Reserves site safety inspections have taken place. The Section 6 Duty plan has been reviewed, and a new 2026-2029 Duty Plan has been completed. The Climate Change Response Team has continued with increasing tree cover across the County Borough with new tree planting schemes completed in Cornelly, Porthcawl and Bryncethin. We have extended the service-level agreement (SLA) with Llais y Goedwig on the management of Bedford Park until August 2026 and continued to work with Tremains Rangers in Tremains Wood. The new Countryside Management Officer is now in post and has already started to develop new relationships with an organisation on the potential to deliver Forest School activities at Bedford Park and Frog Pond Wood.				

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DCO23.03 CP WBO1.3	Number of businesses receiving support through Shared Prosperity Funding Higher Preferred	25	37	15	34	↙	Quarterly Indicator Target Setting: This is the final year of the funding so will attempt to maximise the benefits locally where possible with reduced funding available. Performance: 2025-26 was the final year of the Shared Prosperity Funding, therefore less money was available to allocate in grants in comparison to the previous year.
DCO23.04 CP WBO1.3	Number of business start-ups assisted Higher Preferred	219	94	30	52	↓	Annual Indicator Target Setting: Continue to assist and capitalise on the strong new business demand Performance: A lower number of applications and therefore a lower number of quality applications were received. We are looking to address this by holding a number of targeted workshops in 2026-27.

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 4: Following announcement of the Local Growth Fund, work has been completed to strategically align current UK Shared Prosperity Funding activity to Local Growth Fund activity, where suitable. A working estimate of funding allocation is £5,979,651 (70% capital and 30% revenue). Proposals have been developed and integrated within deadline for Regional Investment Plan for Local Growth Fund. As the Shared Prosperity funding is ending, the replacement Local Growth Fund will be delivered through Welsh Government. Welsh Government offer letter has been sent to the lead body Rhondda Cynon Taf County Borough Council (RCTCBC) on 7th April 2026, we are currently working through the process. As of June 2026, we have yet to receive the funding service level agreement from the lead RCTCBC. In addition, work has been completed on the proposed delivery of the Department for Work and Pensions (DWP) Connect to Work project, with Cardiff Council proposed as the regional lead. A working estimate of funding allocation is £4,055,200.00. All deadlines have been met to date in preparation for delivery in April 2026.	
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)	YELLOW (Good)	Quarter 4: A total of 52 start up grants have been awarded by the end of Q4. The grant is now open all year and signposting to other organisations is given so that the required business plan and cashflow forecast are supported by Business Wales. The support from UK Steel Enterprises to enhance the grant is welcome and it is expected that the start-up grant will be of interest to former TATA, and TATA supply chain employees looking for post redundancy opportunities. The team had also delivered 30 business development grants and 3 business feasibility grants funded by the UK Government Shared Prosperity Fund. All grants are assessed through Grant Panel meetings which are held at least every 4 weeks as the ambition is to get the grants awarded as soon as possible so that all claims are completed within the 2025-26 financial year. The grant panel is a useful mechanism to ensure that discussion on all grants available to businesses and other enterprises takes place to ensure the best support is offered. The team has procured a further update to the Social Enterprise work carried out in the last financial year. Throughout 2025-26 BCBC has operated a pop-up shop in Maesteg Market. The initiative attracted 86 expressions of interest and accommodated twelve start-ups, bringing vibrancy and footfall to Maesteg Market. BCBC has also managed a shared space in Bridgend Town Centre with the Ospreys Rugby team.	
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 4: As at the end of Q4, all projects are reporting full projected spend for the year. By the end of Q4 in 2025-26 the team has delivered a total of 30 business development grants (paid) and 3 business feasibility grants. Regular grant panel meetings continue to be held and will resume once the new Local Growth Fund goes live. As 2025-26 was the final year of Shared Prosperity Funding, a significant activity for the year has been to monitor progress from the UK Government on its replacement, the Local Growth Fund, and prepare for its implementation in 2026-27.	
WBO1.3.4	Improve sustainable and active travel choices, to increase connectivity and greener travel choices in line with our strategic transport projects (COMM)	YELLOW (Good)	Quarter 4: Work is progressing on developing the active travel infrastructure across the County Borough. The Authority is dependent on external funding for such schemes and this has been secured from Welsh Government for the financial year 2026-27. Work will commence on the development of bids for submission for the 2027-28 funding later in the year. There has been delay bringing matters to Cabinet due to staff resources and the retirement of a team leader. A new team leader is now in post and additional staff appointed. It is proposed to seek Cabinet approval for transport priorities in summer 2026. The funding Active Travel Projects was approved for the financial year 2026-27.	

WBO1.4: Regenerate our town centres and Valleys

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DCO23.01 CP WBO1.4	Number of commercial properties assisted through the enhancement grant scheme (COMM) Higher Preferred	4	7	4	9	↑	Annual Indicator Target Setting: To allocate the grant appropriately to successful applicants in line with funding terms Performance: These properties were invested in as part of the Valley High Street Property Improvement Scheme, through the Shared Prosperity Fund programme. The properties included those in the Garw, Nantymoel, Ogmore Vale, Kenfig Hill. Please see our promotional video: https://vimeo.com/1179219277?share=copy&fl=sv&fe=ci

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)	GREEN (Excellent)	Quarter 4: The Transforming Towns Placemaking Programme has exceeded the initial value allocated to the authority in 2025-26. Grants totalling £1,002,978.32 were offered to projects in Maesteg, Porthcawl and Bridgend. A Further £175,766 was utilised for the development phase of projects, and £4m of grant was accepted to finance three Strategic Projects. 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)	GREEN (Excellent)	Quarter 4: The Commercial property grant has been supported by the Shared Prosperity Funding and ran until March 2026. 9 grants were awarded in 2025-26, totalling £130,931. The availability of commercial property was 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)	GREEN (Excellent)	Quarter 4: 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 virtually complete with ground works sign off required prior to releasing the site completed in January 2026. A sale has been agreed for the land, subject to the sign off of the remediation work. 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 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DCO20.05 CP WBO1.5	Percentage of Street cleansing waste prepared for recycling (COMM) Higher Preferred	41.18%	41.22%	40%	41.25%	↑	Annual Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Target achieved
PAM/010 CP WBO1.5	Percentage of streets that are clean (COMM) Higher Preferred	99.8%	99.35%	99%	88.59%	↓	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: The lower figures this year are due to a range of resource challenges, however both the target and monitoring of methodology used to inspect areas will be reviewed in the coming months in line with expected changes in national reporting of street cleanliness
PAM/030 CP WBO1.5	Percentage of waste reused, recycled or composted (COMM) Higher Preferred	72.78%	70.93%	70%	70.67%	↙	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Provisional figure. Slight decrease in performance due to issues with facility processing garden waste. Monitoring of reporting from facility taking place taking place by contractor.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.5.1	Bring our Waste Service in-house (COMM)	GREEN (Excellent)	Quarter 4: Transition Manager appointed in first quarter of 2025-26. Two support officers in place following recruitment in third and fourth quarter of the year to work on the project full time. Currently recruiting for additional support officer to cover Health and Safety and compliance which should be in post during first quarter of 2026-27. Good progress being made and monitored. SLR are no longer engaged to undertake the monitoring. This is being carried out by the internal team. Monthly project lead meetings and monthly board meetings that are chaired by the Cabinet member Cllr Gary Haines continue to be held. Backfill officer to support Cleaner Streets and Waste Contract Officer advertised and expected to be recruited to in first quarter of 2026-27.	

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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DCO23.10 CP WBO1.6	Number of play areas that have been refurbished (COMM) Higher Preferred	0	22	40	21	↓	Annual Indicator Target Setting: Target set in line with programme of works for the year Performance: Whilst the phasing of completions is not in line with corporate performance reporting target, all play areas in the County Borough are scheduled to be refurbished by the end of March 2027.
SSWB67 CP WBO1.6	Participation in the national free swimming initiative for 16 and under (SSWB) Higher Preferred	19,659	23,208	20,000	No Data	No Trend	Annual Indicator Target Setting: Reduced/more targeted programme due to increasing costs. Performance: There are data collection issues across all aquatic sites linked to the recording of free swim attendances. This is being investigated by HALO and will be discussed at the next contract meeting.
SSWB83 CP WBO1.6	Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) Higher Preferred	New 25-26	New 25-26	700	2,360	No Trend	Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded in order to set future target. Performance: Work was taken to ensure accurate data collection. Memberships are being utilised and are accessible for those individuals who benefit from the provision and to combat any barriers which may prevent them from maintaining participation.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.1	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)	GREEN (Excellent)	Quarter 4: The Grand Pavilion Project is making good progress on site 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. An additional £678k was secured against the project from the Arts Council in January 2026 to support the project.	
WBO1.6.2	Continue the children's play areas refurbishment programme and make sure inclusive play equipment is provided to allow opportunities for all. (COMM)	YELLOW (Good)	Quarter 4: 21 play areas have been refurbished and returned to community use in 2025-26 (phase 4 of the programme and Brackla Skate Park). This brings the total completed since the beginning of the programme to 52 sites. Phase 5 and 6 capital funding has been approved by Council. Phase 5A (9 sites) is underway and due to be finished in July 2026, with phase 5B (13 sites) and phase 6 (24 sites) going out to tender during early 2026-27. Capital funding has also been secured to refurbish Maesteg Welfare Skate Park during 2026-27.	Completion of all play areas with be completed by March 2027.
WBO1.6.3	Enlarge the Food and Fun Programme for summer 2025 (EEYYP)	AMBER (Adequate)	Quarter 4: Four schools took part in the Food and Fun programme during summer 2025, with 160 children benefitting from attending and 2730 healthy breakfasts and lunches served. Across the programme, 144 physical activities and 32 nutrition sessions were delivered to the participants. Participation dropped from 6 schools in 2024 to 4 schools in 2025, with the main barrier to participation being staff availability. For summer 2026, we are expecting to operate 10 schemes across the county borough.	We will recruit to the Healthy Child Co-ordinator post in May/June 2026 so that the successful candidate can take-up post in September 2026, ahead of next year's Food and Fun Programme. With the likely growth of the programme this year, we will work with catering to ensure the necessary staffing and services are in place to deliver the schemes in each school that has signed up for summer 2026.
WBO1.6.4	Develop whole Council action plan and networks to support the submission of the Play Sufficiency Assessment to Welsh Government. (SSWB)	YELLOW (Good)	Quarter 4: Play Sufficiency action plan co-designed with the development of clear action points. Action Plan awaiting consideration by Cabinet. Draft Plan shared with Welsh Government in line with requested submission date.	Play Sufficiency Plan to be scrutinised by Corporate Overview and Scrutiny Committee on 29th June 2026 and considered by Cabinet.
WBO1.6.5	Develop active wellbeing offer for targeted groups (SSWB)	GREEN (Excellent)	Quarter 4: 2025-26 has seen 21,535 attendances engaged in the active wellbeing offer, delivering strong participation across Super Agers (50+), free swimming initiative, and referrals to physical activity programmes, with continued focus on vulnerable groups and accessible activities supporting healthier, active lifestyles.	Continue to focus on sustainable, community-led delivery and refining affordable, accessible swimming and referral pathways to better meet local need and support families, older adults and vulnerable groups.

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.6	Develop the Healthy Living Partnership Strategy (SSWB)	YELLOW (Good)	Quarter 4: Desktop mapping has been undertaken across Bridgend to build a clearer understanding of existing community assets and sport and leisure opportunities. This is helping to highlight where there are strengths as well as areas that could be further developed. Sport development capacity is being reintroduced within the service, helping to outline roles, responsibilities, and opportunities for collaborative working.	Progress long term capital investment strategy for leisure facilities in Bridgend.
WBO1.6.7	Develop the Libraries, Culture and Community hub Strategy (SSWB)	YELLOW (Good)	Quarter 4: The first Community Hub Strategic Board took place in February 2026, with key internal and external stakeholders present. A subgroup meeting has also taken place with mapping and resources identified across pilot areas. Feasibility tender has been awarded and expression of interest for capital funding through pride and place has been submitted.	Awaiting outcome from expression of interest linked to capital funding. Wider community engagement to take place with appointed consultants in Q1 of 2026-27.
WBO1.6.8	Maintain performance against Welsh public library standards (SSWB)	GREEN (Excellent)	Quarter 4: Bridgend Library Service is performing strongly, meeting all 13 core entitlements, achieving 4 of 5 quality indicators in full, and leading nationally in per capita event attendance with significant growth, alongside high formal training participation and strong engagement with young people.	Focus on sustaining high performance by building on strong event and training provision and continuing to expand engagement with young people and communities.

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 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED59(a) CP WBO2.1	Level of engagement (Welsh / English) a) across consultations Higher Preferred	7,946	8,050	8,800	4,476	↓	Annual Indicator Target Setting: To ensure the Council is engaging well at all levels across the area Performance: Five fewer consultations were undertaken this year compared with 2024-25, and overall engagement levels were lower. However, this is due to the nature of the consultations conducted rather than any decline in the quality or effectiveness of the Council's engagement activities. Previous years included several high-profile consultations that attracted unusually high response rates, such as the 20mph scheme consultation and the Learner Transport consultation alongside the National Residents Survey. As consultation volumes and response rates are largely driven by service needs and external factors, they are not predictable or directly within the Council's control. Consequently, this indicator is no longer considered a reliable measure of engagement performance, and a new measure focused on the quality and effectiveness of engagement will be developed for future performance plans.
CED59(b) CP WBO2.1	b) with corporate communications to residents, using the digital communications platform (CEX) Higher Preferred	972,384	1,203,706	1,000,000	1,233,134	↑	Annual Indicator Target Setting: To ensure the Council is engaging well at all levels across the area Performance: This is our highest ever figure for the amount of engagement in a 12-month period using the digital communications platform
CED70 CP WBO2.1	Percentage of Complaints closed within timescales (CEX) Higher Preferred	New 24-25	31.83%	80%	39.35%	↑	Quarterly Indicator Target Setting: Baseline target. To be reviewed during the lifecycle of the Corporate Plan to reflect the corporate customer function. Performance: Resource limitations and the increasing complexity of complaints are affecting responsiveness. A detailed diagnostic review will be undertaken to identify underlying issues and areas for improvement. Findings will be reported to CMT in July 2026, followed by a report to COSC outlining proposed improvement measures.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.1.1	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 4: Following agreement by Cabinet, a new media protocol has been implemented and publicised to staff and members. A regular members bulletin has been established and is subject to ongoing improvement with feedback from Cabinet Members. A new social media scheduling platform Orla has been procured and onboarding is underway. Once implemented it will improve efficiency and release capacity within the Communication and Engagement Team. Training has been received to improve video communications for residents. Improved links have been established with Youth Services Team, including meeting with groups of children and young people to encourage participation in future consultations and engagement exercises. A successful multi-channel budget consultation campaign was completed, which included a toolkit for local members to use at their surgeries, and focus groups with residents were held for the first time which will be incorporated into next year's process as well as a youth friendly version of the budget setting process held at a dedicated Young People's budget event. A feedback report was provided to participants and included on a new consultation feedback section of the website. A formalised approach to tackling inaccurate information/misinformation has been agreed and new web and intranet pages will be available shortly.	
WBO2.1.2	Improve the way we gather and use resident views (CEX)	GREEN (Excellent)	Quarter 4: Resident focus groups held this year and will be built into the budget consultation process for future years. A feedback report was provided to participants and included on a new consultation feedback section of the website. We are continuing to work with Data Cymru and WLGA to develop and improve the National Residents Survey, with plans in place for participating local authorities to run the survey at the same time in Autumn 2027 and then every 2 years going forward. Data from the first survey conducted in Autumn 2024 have been reviewed and considered by Cabinet and Corporate Management Team and a report is available on the feedback section of website. This data will be used as our baseline for comparison with future surveys.	
WBO2.1.3	Improve the way we gather and use staff views (CEX)	GREEN (Excellent)	Quarter 4: The corporate narrative has been agreed and launched. This is a key document for staff and members, which charts the story of change in our area over the last 30 years, documenting our shared identity and sets out how we can work together to create a brighter, better Borough, by building on the strengths of the past to establish a new future. Video communications for staff commenced with video messages from the Chief Executive forming a key part of the regular Bridgend staff bulletins. New approach to staff survey has been developed and was agreed with Corporate Management Team in October 2025. The improved survey launched in March 2026 and run until June 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. Work is underway on the new and improved bilingual intranet, with the front page of current intranet now bilingual, and we are on track to deliver fully bilingual intranet July 2026. Staff engagement has been identified as performing a key role in the development of the new transformation strategy, with staff focus groups already taking place.	
WBO2.1.4	Improve the way we handle and learn from corporate complaints and compliments (CEX)	AMBER (Adequate)	Quarter 4: The new complaints and compliments form and process has been built and is currently being tested by the project team following the development of the training documents. Development of a detailed specification has been undertaken and 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 June 2026. Improvements to recording information relating to lessons learned, regardless of the complaint outcome has not progressed as well as planned; the complaints team records the information received from service areas but is not receiving the requested information routinely.	The Team are exploring ways to improve the feedback from service areas on lessons learned from complaints.
WBO2.1.5	Implement the strategic equality plan action plan (CEX)	GREEN (Excellent)	Quarter 4: This year we have continued to implement actions within the Strategic Equality Plan to improve access, inclusion and fairness for residents and staff. Key developments have included strengthening equality and Welsh language awareness training, improving engagement with under-represented groups, and continuing work to support disabled people through employment and service accessibility initiatives. These actions have helped increase awareness of equality responsibilities across the organisation, improve opportunities for residents to influence services, and support a more inclusive approach to council service delivery. Feedback from residents and partners has also helped shape ongoing improvements and identify areas requiring further development.	

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED5 CP WBO2.2	Percentage of first call resolutions (CEX) Higher Preferred	69.17%	72.67%	75.92%	77.58%	↑	Quarterly Indicator Target Setting: Target retained, to increase the number of calls resolved at the first point of contact Performance: The customer service team continues to review performance with the relevant service area on a regular basis to identify areas where the Customer Advisors could be upskilled to deal with and resolve the calls at the first point of contact.

CED51 CP WBO2.2	Number of online transactions using the digital platform (CEX) Higher Preferred	72,500	81,034	81,034	80,893	↙	Quarterly Indicator Target Setting: To increase online transactions by customers to promote channel shift Performance: The final outturn is slightly off target and lower than last year. Online services continue to be developed and promoted to customers. All other customer channels remain open so customers will always have the choice of which channel to use depending on their need.
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Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.2.1	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)	BLUE (Completed)	Quarter 4: This review has been completed and the team are now working through areas of improvement. The new online self-referral form for Adult Social Care has been developed and in in the process of being implemented. EMR funding is being secured to progress with the development of a digital front door for both Adult and Childrens Social Care.	

WBO2.3: Modernise and become a more efficient council

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CHR002 (PAM/001) CP WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (CEX/ALL) Lower Preferred	12.37 days	13.76 days	No target	13.48 days	↑	Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Slightly improved position compared to last year (2024-25). There is 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.
CORPB5 CP WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CEX/ALL) Higher Preferred	60.89%	68.42%	80%	67.05%	↙	Annual Indicator Target Setting: Target set to ensure all eligible staff have an annual review Performance: While performance remains below target, key service areas are committed to achieving improvement during the 2026-27 financial year. To support this, HR briefing sessions on the appraisal system are available for managers, and there will be continued promotion of the appraisal e-learning module. In addition, a review will be undertaken to identify the reasons for the shortfall in appraisal completion rates, with findings informing a wider review of the appraisal policy as part of the development of the new Workforce Strategy.
DCO16.8 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) Higher Preferred	7	2	10	11	↑	Annual Indicator Target Setting: To continue to deliver the CAT programme across the County Performance: 11 initial transfers or transfers from short term arrangements to long term arrangements were completed in 2025-26. These include: 2 rugby pitches at Heol-Y-Cyw Playing Fields to Heol y Cyw RFC, pitch, training area and tennis courts at Evanstown Welfare Park to Gilfach Goch RFC, North Cornelly Community Centre to Cornelly Community Council, Newbridge Fields (A48 Pitch) to Bridgend Athletics RFC, Riverboat football pitch, pavilion and social club to Carau All Whites, 2 football pitches at Cae Gof Playing Fields to Cefn Cribwr FC, Caerau community Centre to Caerau Development Trust, Garth Park Bowls Green to Maesteg Celtic Bowling Club, Llys Gwyn Play Park to Coity Higher Community Council, and track and associated land at Newbridge Fields to Bridgend Athletic Club

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.3.1	Approve and implement the new digital strategy (CEX)	AMBER (Adequate)	Quarter 4: A draft new Digital Strategy has been completed, however since its completion, the Council has agreed to support a wider transformation programme across the Authority with Digital being one of the key enablers within that approach. Further development of the new Digital Strategy has therefore paused whilst work is completed to determine the corporate vision and aspirations around transformation.	A new Head of Service for Transformation and Digital has been appointed who will be focusing on developing a corporate transformation strategy by December 2026, which will be underpinned by a delivery plan.
WBO2.3.2	Continue to rationalise the corporate estate (COMM)	AMBER (Adequate)	Quarter 4: 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.	The introduction of the new Integrated Works Management System (IWMS) will transform the way in which our assets are 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 (CATs) and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)	GREEN (Excellent)	Quarter 4: The new Town and Community Council Liaison Officer started in September and is working closely with Town and Community Councils (T&CCs) to identify opportunities for grants and CAT transfers. The total of funding allocated to community groups undertaking CATs in 2025-26 is over £522k. The total available CAT Capital fund at the end of Q4 stands at nearly £254k at present (25.91% of the available yearly budget). It should be noted that the focus of the CAT Fund (pavilions) has been developed to ensure that the funding is being used to carry out essential repairs only and requiring the groups to obtain match funding in any amount wherever possible. A total of 11 initial transfers or transfers from short term arrangements to long term arrangements were completed in 2025-26. There are an additional 26 leases/licences being prepared at present, which should be completed in Q1/Q2 2026-27, and a further 36 potential agreements being explored with community groups and T&CCs.	

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 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED62 CP WBO2.4	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (CEX) Higher Preferred	New 24-25	99.12%	100%	100%	↑	Quarterly Indicator Target Setting: Safety planning, targeting hardening and safety measures carried out with all service users throughout support and before exiting the service Performance: Target met, all 1370 Assia service users exiting the service reported increased feeling of safety at exit evaluation reporting increased levels of safety.
CED63 CP WBO2.4	Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours (CEX) Higher Preferred	New 24-25	100%	100%	100%	↔	Quarterly Indicator Target Setting: Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target met, all 857 new high risk domestic abuse victims / public protection notices contacted within 48 hours, and more often than not within 24 hours.
CED64 CP WBO2.4	Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours (CEX) Higher Preferred	New 24-25	100%	100%	100%	↔	Quarterly Indicator Target Setting: Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target met, all 669 new medium risk domestic abuse victims / public protection notices contacted within 72 hours, and more often than not within 48 hours.
SSWB84 CP WBO2.4	Number of active referrals supported by Local Community Coordinators (SSWB) Higher Preferred	New 25-26	New 25-26	600	1,107	No trend	Quarterly Indicator Target Setting: New indicator. Baseline data to be recorded in order to set future target. Performance: Total yearly figure is made up of 797 is Core Local Community Coordinators (LCCs) and 310 children and families LCCs.

SSWB85 CP WBO2.4	Number of children and young adults supported during school holidays (SSWB) Higher Preferred	New 25-26	New 25-26	950	2,499	No trend	Annual Indicator Target Setting: New indicator. Baseline data to be recorded in order to set future target. Performance: 2025-26 saw the introduction of pilot schemes across February 2026 and Easter half term with support from external partners to enable the additional provision in addition to the summer half term.
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Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.4.1	Develop a new regional agreement for working with frail older people between health boards and councils (SSWB)	BLUE (Completed)	Quarter 4: A new Section 33 was completed, approved and sealed in Quarter 3. The agreement governs the operations of Bridgend's Integrated Health and Social Care Teams.	
WBO2.4.2	Complete the town and community council arrangements review (CEX)	BLUE (Completed)	Quarter 4: 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.	
WBO2.4.3	Work co-productively with our communities to develop their own solutions and become more resilient. (SSWB)	GREEN (Excellent)	Quarter 4: Local Community Coordinators (LCCs) managed 385 new referrals and supported 797 individuals, with strong multi-agency work enabling 165 people to transition into community support, strengthening resilience and reducing reliance on targeted services. Stronger internal partnerships have been developed, and demand and effective preventative support has balanced out. A community referral pathway has been developed which has led to the stabilisation of referrals. Children and Family LCCs managed 310 individuals with strong multi-agency work enabling 140 children to transition into community support, strengthening resilience and reducing reliance on targeted services.	Continue to manage demand and ensure an effective prevention referral pathway is in place. Commission an external independent review of Bridgend community preventative pathway.

WBO3: Enabling people to meet their potential

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DEFS160 CP WBO3.1	Number of two-year-olds accessing childcare through the Flying Start programme. Higher Preferred	530	542	620	721	↑	Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme. Performance: Flying Start expansion activity has progressed significantly over this year and is approximately a year ahead of schedule, with 84% of Lower Super Output Areas in Bridgend now eligible. Continued promotion and marketing is planned to ensure that families are aware of their eligibility and how to apply for funding.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.1.1	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 4: 79% (19 out of 24) of inspection judgements given in Care Inspectorate Wales inspections of maintained Early Years settings are excellent. An ambitious new vision for the settings has been set, including their strategic positioning as Centres of Advanced Practice, with the ability and capacity to share their expertise and influence practice across the sector. Funding received through the Early Years Small Capital Grant has allowed further investment in the buildings, their grounds and in high-quality resources. This has greatly enhanced indoor and outdoor learning environments so that they fully align with the Framework for Early Childhood Education and Care. 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. It identified where mandatory training was due for individual staff and these staff have been booked onto the next available training dates. Mentoring is being provided to setting leaders by the Early Years and Childcare Manager, and additional support brokered from external consultants, where required.	The number of maintained early years settings may increase during 2026. With this in mind, a restructure of senior roles to ensure continued strong leadership will be required.
WBO3.1.2	Offer effective support and challenge to funded non-maintained Early	GREEN (Excellent)	Quarter 4: 91% (74 out of 81) of inspection judgements given in joint inspections for funded non-maintained Early Years settings since 2022 have been good or better. Three settings have been identified as good-practice hubs, who will be able to share practice with other settings and schools on aspects such as planning	The quality framework will be reopened in the summer 2026 as additional providers are required to meet the demand caused by

	Years settings ensuring that outcomes in joint inspections are at least 'good'. (EEYYP)		for progress, indoor and outdoor pedagogy and provision and enabling learning environments. An extensive programme of professional learning has been offered to staff, such as, Professional Learning Community for planning, Professional Learning Community for Assessment, The Leadership Series (with Kym Scott). 23 practitioners from across the early years sector (settings and schools) successfully applied for and completed the six Froebelian Approach modules between September 2025 and March 2026. A Bridgend Froebel Network, endorsed by The Froebel Trust, has been set up with the aim of sharing inspiring practice and facilitating peer-to-peer support.	continued expansion of childcare. In response to feedback from the sector, the Early Years team plans to produce a suite of online, recorded professional learning that colleagues can access at a time that suits them. A second cohort will have the opportunity to complete the Froebelian Approach modules between September 2026 and March 2027.
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WBO3.2: Provide safe, supportive schools with high quality teaching

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DEFS155 CP WBO3.2	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP) Higher Preferred	93%	93%	100%	93%	↔	Annual Indicator Target Setting: Target set line with guidance, to ensure schools are exercising their legal safeguarding obligations. Performance: Sections 1 and 2 of the Estyn safeguarding audit assess systems and culture at the school, including, leadership, governance, compliance, and how safeguarding works in practice. The audit identified gaps in governor child protection training. In response, training is regularly promoted, reminders issued, and attendance tracked centrally, leading to improved participation in 2025-26. Schools are improving communication and adapting materials, but more consistent engagement and feedback is required. The local authority supports schools through monitoring, risk assessment, and feedback. Despite progress, key risks remain in governor training, site security, and consistent evaluation.
EDU010a CP WBO3.2	Percentage of school days lost due to fixed-term exclusions during the academic year, in a) primary schools Lower Preferred	0.024%	0.031%	0.03%	0.021%	↑	Annual Indicator Target Setting: The target reflects a desired improvement in performance given the importance of reducing exclusions of all types in our schools. Performance: While fixed-term exclusions across Bridgend increased sharply over recent years, the end year position for primary schools for 2025-26 has shown a positive improvement of 0.010% on the previous year.
EDU010b CP WBO3.2	b) secondary schools (EEYYP) Lower Preferred	0.165%	0.152%	0.15%	0.142%	↑	Annual Indicator Target Setting: The target reflects a desired improvement in performance given the importance of reducing exclusions of all types ion our schools. Performance: While fixed-term exclusions across Bridgend increased sharply over recent years, the end year position for secondary schools for 2025-26 has shown a positive improvement of 0.01% on the previous year. The investment in strategies in secondary schools in particular to reduce exclusions, such as the Managed Move Process and Panel demonstrated that these are operating effectively across secondary schools.
EDU016a (PAM/007) CP WBO3.2	Percentage of pupil attendance in a) primary schools Higher Preferred	91.5%	92.49%	94%	93.1%	↑	Annual Indicator Target Setting: Target set to improve pupil attendance. Young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly. Performance: Primary school attendance for the 2024–25 school year shows an increase of 0.61% compared with the previous year. This figure places Bridgend 0.5% above the all-Wales primary school average of 92.6% for the same period. The Education Engagement Team (EET) will strengthen its analytical oversight by undertaking a more systemic and detailed review of attendance data across schools. This enhanced analytical approach will ensure that improvement work is intelligence-led, allowing the EET to provide targeted support, challenge and advice to schools. Following the completion of annual school attendance audits, the EET will produce a detailed good practice example that captures and showcases effective strategies implemented across Bridgend's schools.

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
EDU016b (PAM/008) CP WBO3.2	b) secondary schools (EEYYP) Higher Preferred	87.9%	87.31%	92%	87.6%	↑	Annual Indicator Target Setting: Target set to improve pupil attendance. Young people are unlikely to attain their full potential and are more likely to be diverted into anti-social behaviour if they are not attending school regularly. Performance: Secondary school attendance for the school year 2024-2025 is 1.2% lower than the all-Wales secondary average of 88.8% but shows an increase on the previous year. The Education Engagement Team (EET) will further strengthen its analytical role by conducting a more detailed and systematic review of attendance data across all schools and clusters. This analysis will focus on identifying key themes, emerging patterns and areas of concern, enabling the directorate to deliver targeted and evidence-based support. As part of the local authority's strengthened attendance assurance framework, the EET will complete attendance audits with all schools by the end of the spring term.
PAM032 CP WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) Higher Preferred	361.50	357.40	360	358.80	↑	Annual Indicator Target Setting: This year's target has been adjusted based on the realignment of the interim measures to pre-covid levels. Performance: The data shows an increase in Capped 9 score for the school year 2024-2025 compared to the previous year. This is also above the all-Wales average of 354.3. The data shows that there has been an increase in the Capped 9 score for pupils not eligible for free school meals this year, but a decreased score for those pupils eligible for free school meals. The local authority score for pupils eligible for free school meals was below the all-Wales average this year. The local authority outperforms the all-Wales average points score for Numeracy and Science, but is just below the all-Wales average for literacy.

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)	YELLOW (Good)	Quarter 4: The professional learning offer from Central South Consortium is regularly communicated to schools, reflecting the changes to the organisation of professional learning nationally. Many schools across the local authority also receive bespoke support from Central South Consortium professional learning advisers to support the development of leadership and provision within schools to impact on outcomes for learners. The School Improvement Team has transitioned from Central South Consortium to the local authority. Improvement partners have been deployed to catchments where possible to support cluster working arrangements including cluster transition and the development of a shared understanding of progression within and between schools. Each school has an improvement partner with whom they work in partnership with across the school year. The Performance and Financial Monitoring Board is a valuable forum for improvement partners and other services (such as HR, Finance, Health and Safety) to share knowledge and plan effective support for the schools where necessary. The governor skills audit was circulated to schools in June 2025. There were 109 responses. An analysis of the results has been completed, and a local authority analysis has been shared with schools in the mailshot. The skills audit supports the development of appropriate support for governors. Nationally, there are currently 16.5% of secondary schools in a follow up category, 0% of secondary schools within the local authority are within a category. 4% of primary schools are in a follow-up category. Again, this is below the national average.	The local authority will continue to work closely with Central South Consortium to ensure the professional learning programme meets the needs of schools across the local authority through analysis of school strategic priorities, inspection recommendations and national priorities. Dysgu, the national professional learning and leadership body is developing resources and professional learning for delivery in the next academic year following a sabbatical year this year. The local authority will share this year's 'School On A Page' (SOAP) documents with schools by July 2026, to aid reflection and self-improvement.
WBO3.2.2	Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP)	BLUE (Completed)	Quarter 4: Artificial Intelligence (AI) training and support has been provided to schools individually and through the Digital Leaders' Group network, including sessions on Copilot Agent, AI Agent and AI concepts. Online safety learning has been delivered across multiple schools (for staff, learners and parents/carers), with each school also receiving bespoke learner sessions tailored to key online safety themes. On 10 February 2026, 9 secondary schools and 3 special schools from Bridgend took part in Wales' national Safer Internet Day event at the Principality Stadium, focusing on the theme 'Smart tech, safe choices – Exploring the safe and responsible use of AI.' With more than 63 practitioners and learners attending, Bridgend was the most represented local authority. In February 2026, the Lead Officer, Digital Learning joined a Welsh Government and Estyn research visit to Estonia to explore how one of the world's most digitally advanced nations integrates AI and digital innovation in education. The findings and report will inform training provided to schools. Bridgend Schools' Generative Artificial Intelligence Policy v2.0 policy has been reviewed and ratified by the schools-local authority policy group. The updated policy will now be communicated and distributed to all schools with guidance provided for adoption. The Welsh Government pilot programme has now concluded and all schools have been provided with a 'basic' license for the tool that provides free materials and resources. A number of local authority schools were involved in the Welsh Government	

Code	Commitment	Status	Progress this period	Next Steps
			pilot programme for the development of a tool to support the evaluation of pupil progression. The software will save teachers time and in turn, reduce workload and provide consistency among teachers in the school.	
WBO3.2.3	Improve the digital offer to young people, including youth led interactive website (EEYYP)	BLUE (Completed)	Quarter 4: Website developments are now live, including youth club reels and youth club timetables. 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. Moving forward, we'll continue creating engaging content with young people and staff, ensuring our platform remains youth-led, creative, and inclusive. Our interactive bulletin board (Padlet) has been developed and launched with the inclusion of an interactive map showcasing all statutory and third sector provision and a meet the team page. The new 'Your Voice' forum has been launched on our website, allowing young people to share their opinions which has a focus on Education and Learning.	A young person consultation is planned to gather broader feedback on the setup, design, and future development plans of our digital offer. Online Safety workshops are planned for Year 7 pupils in Brynteg School and Coleg Cymunedol Y Dderwen. (Completed June 2026)

WBO3.3: Provide Welsh medium education opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DEFS138 CP WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) Higher Preferred	8.56%	8.83%	8.85%	8.2%	↙	Annual Indicator Target Setting: Target to increase learners studying through the medium of Welsh as per Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: Percentage of Year 1 learners taught through the medium of Welsh is slightly below target although there has been an increase of applications for Nursery and Reception this year, notably in Maesteg. An additional 38 Reception class applications were received for Welsh-medium education for September 2025 compared to September 2024.
DEFS157 CP WBO3.3	Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EEYYP) Higher Preferred	6.62%	7.23%	7.2%	6.44%	↓	Annual Indicator Target Setting: Target to increase learners studying through the medium of Welsh as per the Welsh in Education Strategic Plans (Wales) Regulations 2019. Performance: Performance against this indicator has decreased due to a smaller Year 11 cohort at the Welsh-medium secondary school, reducing the proportion of learners studying for assessed qualifications through the medium of Welsh. As this measure is heavily influenced by cohort size, relatively small changes in pupil numbers can have a significant impact on performance and may reflect factors outside the school's direct control. Encouragingly, indicative data suggests that performance is likely to improve as a result of a stronger current cohort.
DEFS158 CP WBO3.3	Number of learners studying for Welsh as a second language at AS Level and A Level (EEYYP) Higher Preferred	29	21	17	16	↓	Annual Indicator Target Setting: School budget cuts may impact schools' ability to run courses in person. A hybrid model has been offered to schools, but not all pupils are comfortable with virtual learning environments. Target has remained the same as the previous year to reflect this. Performance: The number of pupils that completed an AS Level and A Level in June 2025 was slightly lower than target. However, there has been an increase in number of pupils choosing to study Welsh for the 2025-2026 school year. The Welsh Leaders Network has been created to promote Welsh at A Level, as well as to share good practice.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)	YELLOW (Good)	Quarter 4: The new late immersion provision at Ysgol y Ferch o'r Sgêr, 'Pont Iait'h', has been established. As at March 2026, eight pupils are in the late immersion provision. Two pupils have transitioned full-time to their registered school and are progressing well, one is in the process of transitioning. An experienced teacher is now on secondment as the leader of the provision. Pont Iait'h'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 Iait'h to Ysgol Calon y Cymoedd where most pupils currently attend. There has been an increase in the number of pupils studying Welsh AS and A Level from 16 in 2024-2025 to 31 in 2025-2026. Cymraeg i Blant is now holding sessions in the Gilgal Baptist Church, Porthcawl to support the growth in Welsh-medium education in readiness for the childcare hub and seedling school. Cymraeg i Blant sessions are at capacity and a waiting list is in place. A new Cylch Meithrin is due to open in Porthcawl to support the Welsh-medium seedling school. Promotional	Await response from Welsh Government on the Capital Grant application to re-locate Pont Iait'h. We will engage with the private sector to progress an independent review of Welsh-medium catchment areas in 2026-2027.

banners are located in all Bridgend train stations. An additional 38 Reception class applications were received for Welsh-medium education for September 2025 compared to September 2024. The directorate's senior management team has agreed to progress activity around Welsh-medium catchment areas and options for funding from the Welsh in Education Strategic Plan (WESP) grant are being explored. We currently have no Geographical Information System (GIS) support to undertake an analysis of historic data to support development of the most suitable boundary in the valleys gateway area.

WBO3.4: Modernise school buildings

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.4.1	Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 4: Site clearance has been undertaken. Information to inform the pre-application consultation (PAC) process is still being finalised. Agreement has been reached regarding highway access and the active travel route. Cabinet approval has been received to modify the school opening date to September 2027 and stakeholders have been advised. Site clearance works have been undertaken and a reptile translocation site has been agreed. The site investigation has been delayed due to inclement weather impacting on the ground conditions.	Undertake translocation of reptiles and site investigation. Finalise the technical information and commence the PAC process.
WBO3.4.2	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	AMBER (Adequate)	Quarter 4: Cabinet approval is in place to tender the scheme and the quantity surveyor is developing the Bill of Quantities to inform the tender process. The dormouse mitigation strategy has been agreed with the ecologist and Natural Resources Wales. Works have progressed in terms of the site clearance and displacing residual allotment association users of the site. Detailed design development has continued and is nearing completion.	Corporate Management Team will consider the land the financial resources required for the dormouse mitigation strategy and give a future commitment in this regard. The planning application will be considered by Development Control Committee.
WBO3.4.3	Enlarge Ysgol Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 4: The formal land-swap agreement is still not in place. Cabinet approval has been received regarding the way forward for the project. Planning approval has been received and Welsh Government has approved the Full Business Case submission, Council has approved the funding in the capital programme. However, the outstanding land swap issue is preventing the appointment of the contractor.	Corporate Landlord Department will obtain the necessary approval for the land swap.
WBO3.4.4	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	RED (Unsatisfactory)	Quarter 4: The formal land swap agreement is still not in place. Cabinet approval has been received regarding the way forward for the project. Summary - Planning approval has been received and Welsh Government has approved the Full Business Case submission, Council has approved the funding in the capital programme. However, the outstanding land swap issue is preventing the appointment of the contractor.	Corporate Landlord Department will obtain the necessary approval for the land swap.
WBO3.4.5	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	AMBER (Adequate)	Quarter 4: The ground investigation has concluded and specialist consultants are in the process of reviewing the results. Informal consultation regarding the design has been undertaken with Planning Department and the School Transport Advisory Group. Information to inform the pre-application consultation process is being finalised. Cabinet has approved a modification to the opening date of the school (that is, beginning of the autumn term 2028) and stakeholders have been advised accordingly. Following a tender process via the South East and Mid Wales Collaborative Construction Framework, Kier Construction was appointed to undertake the design development of the school under a Professional Services Contract. The company has made good progress in terms of developing the design and has established a timeline to completion and all ecology reports have been updated. The ground investigation has been undertaken and the results are currently being reviewed. Kier Construction has commenced engagement with Planning Department regarding the planning application. Cabinet approval has been received to modify the school opening date to the beginning of the autumn term 2028.	The pre-application consultation will commence, work packages will be tendered and the outcome of the ground investigation will be confirmed.

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

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CH/052 CP WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) Lower Preferred	7.17%	9.96%	10%	7.69%	↑	Quarterly Indicator Target Setting: To maintain performance Performance: Multi agency reflective sessions reviewing individuals who have experienced homelessness identified the need for earlier, preventative joint working. Positively, joint training has now taken place and a joint protocol for assessments is being implemented, with joint assessments moving forward. However, further work is required to ensure the number of care leavers presenting as homeless reduces.
SSWB86 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) Higher Preferred	63.64%	70%	65%	70.42%	↑	Quarterly Indicator Target Setting: To continue to improve performance Performance: Performance remains on target overall for 2025-26. Work remains ongoing as part of a corporate parent workstream to enhance opportunities for care leavers across all agencies. A new development for care-experienced children and care leavers is being developed with the intention of going live in September 2026. This development will consist of supporting a range of learners across the council with work placements that will hopefully provide them with ongoing employment.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.5.1	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)	GREEN (Excellent)	Quarter 4: Over the course of the year, the Corporate Parenting Board, which is made up of multi-agency partners, focused on sharing the voice of our care-experienced young people from the summit with partners and the workforce. Alignment of that voice with actions and priorities for the board into the coming 2026-27 year is now the focus. 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. Following the summit, the memberships of the youth forum grew with young people engaging in the young people's forum which feeds into the corporate parenting board. 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 ensuring fit with other partner and local authority strategies. The board will also look to develop meaningful actions to support the care-experienced protected characteristic, creating an operational working group to consider how partners and the local authority can work locally and nationally on this agenda.	Continue to develop care experienced as protected characteristic internally and externally, take stock of 2025-26 and consider reviewing priorities for 2026-27, and create an engagement workplan for 2026-27 by September 2026.
WBO3.5.2	Support the implementation of the Corporate Parenting Strategy in schools. (EEYYP)	YELLOW (Good)	Quarter 4: School evaluations consistently report that Pupil Development Grant - Children Looked After (PDG-CLA) funding is having a positive impact on learners' emotional wellbeing, engagement with learning, behaviour, and attendance. Emotional wellbeing continues to be identified by schools as the most significant barrier to learning for care-experienced children, and the funding is targeted at therapeutic and wellbeing-focused interventions to address this. Schools report that PDG-CLA funding supports a wide range of interventions which have contributed to reduced anxiety, improved behaviour, stronger relationships with trusted adults, and improved engagement in education. Schools also identify improved attendance as a direct outcome of PDG-CLA-funded wellbeing and relationship-building work. In 2024–2025, primary attendance for looked-after children rose significantly, with continued improvement also seen in secondary attendance. Welsh Government has worked with the National Delivery Group for care-experienced children and a PDG-CLA Task and Finish Group to develop guidance specifically for the PDG-CLA. This guidance has been shared for informal consultation through national networks and has been updated in response to feedback. Updated national guidance on PDG-CLA and Personal Education Plans (PEPs) is anticipated to be finalised in early 2026. Alongside this, Welsh Government is producing guidance to support local authorities to maximise the impact of PDG-CLA funding, strengthening consistency, accountability and focus on outcomes for care-experienced learners. Locally, Bridgend County Borough Council continues to engage with Welsh Government developments and national guidance, while using school evaluations and qualitative feedback to inform ongoing improvement. This ensures PDG-CLA funding is targeted effectively and continues to support positive educational and wellbeing outcomes for care-experienced children.	The Education Engagement Team and Children and Family Support Services will jointly initiate a structured quality assurance programme for Personal Education Plans (PEPs) by April 2027. This will ensure that PEPs are high-quality, timely, impactful and accurately reflect each child's needs, progress and support arrangements.

WBO3.6: Help people get the skills they need for work

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DEFS80 CP WBO3.6	Number of participants in the Employability Bridgend programme supported into education or training (COMM) Higher Preferred	76	678	219	265	Trend not applicable	Quarterly Indicator Target Setting: 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 2025-26 Performance: We have overachieved on this target for the year, with most outputs and outcomes being claimed in Quarter 4, as anticipated, as we can only claim on file closure.
DEFS82 CP WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) Higher Preferred	366	453	290	241	Trend not applicable	Quarterly Indicator Target Setting: 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 2025-26 Performance: We have achieved 83.1% of this target for the year, which is our most challenging target. This is due to a combination of factors such as the large restructure in March 2025 meaning we lost over 30 posts - mostly highly experienced staff - and the rearranged teams had to embed into the projects, and a delay to delivery starting due to a new electronic CRM being launched. However, Shared Prosperity Fund has been allowed 'slippage' into this year, with the underspend, to close down the project and we have a further 26 jobs pending claim that we expect to close this year. This would bring us to 92.1% of target.
PAM/046 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) Lower Preferred	1.4%	1.9%	2%	1.8%	↑	Annual Indicator Target Setting: This target reflects the current position where more young people are identifying with a range of complex issues, impacting their progression into education, employment, or training. Performance: Bridgend's performance for this academic year (1.8%) better last year's performance by 0.1%, and continues to better the all-Wales average of 2.1%. When compared to other local authorities, this performance places Bridgend in joint 8th place with Cardiff. The loss of external funding through Shared Prosperity Fund, and now Local Growth Fund, for the last two consecutive years, coupled with a new shift in focus for lead workers towards behaviour and exclusions, will impact the service's ability to maintain a top quartile performance for NEET prevention. The service continues to foster excellent working relationships with Careers Wales and Job Centre Plus to ensure timely and effective sharing of information, but a reduced staffing resource will impact available support for vulnerable young people without additional investment.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.6.1	Increase employment and training opportunities in the County Borough. (COMM)	GREEN (Excellent)	Quarter 4: We held monthly meetings in venues around the county borough to be able to meet as many partner organisations as possible, with presentations/speakers on a variety of topics such as NHS Wise, Valley Veterans, Case Uk and Bridgend Care and Repair. We also developed a health-focused sub-group that meets quarterly at the end of a Bridgend Employability Network meeting to support joint-working and cross-referral opportunities as well as potential gaps in provision. There are 144 people on the mailing list and multiple times a month information is shared with the group on events, opportunities and project information.	
WBO3.6.2	Employability Bridgend will work with funders and partners to deliver a comprehensive employability and skills programme (COMM)	GREEN (Excellent)	Quarter 4: We have continued to promote the service by building social media presence, utilising print and radio media as well as holding events such as our annual Porthcawl and Maesteg Jobs Fair that worked with over 60 employers and attracted over 300 visitors each. We have supported residents of the county borough to access basic skills, essential skills and vocational training as appropriate to the individual. We have enrolled 781 participants into our programme during 2025-26 and provided mentoring, training and support to both find work and sustain employment. This brings us over our engagement targets for the year.	

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 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CH/026 CP WBO4.1	Number of children on the child protection register (SSWB) Lower Preferred	189	75	120	91	↓	Quarterly Indicator Target Setting: Sustain safe reduction in the Child Protection Register Performance: We continue to maintain an appropriate number of children on the child protection register over the last 12 months. This is in line with local authorities of a similar demographic. However, we have experienced some recent increases in the rate of registration which we will continue to monitor closely to ensure safe and appropriate decision making.
DEFS29 CP WBO4.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (SSWB) Higher Preferred	83%	82%	87%	82%	↔	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Performance continues to be of a satisfactory standard and the slight dip in performance impacted upon by a small number of more complex cases. There will be increased management oversight of cases to ensure compliance improves.
SSWB39 (CH/039) CP WBO4.1	Number of Care Experienced Children (SSWB) Lower Preferred	370	333	325	316	↑	Quarterly Indicator Target Setting: Continue to safely reduce the number of Care Experienced Children Performance: The number of care-experienced children continued to reduce over Q4. Positively, we are further forward than initially anticipated within our safe reduction strategy. Prevention work, alongside targeted activity focused on reunification, has supported this progress.
SSWB57 CP WBO4.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) Higher Preferred	74.88%	84.58%	83%	77.73%	↙	Quarterly Indicator Target Setting: The model is being embedded and we will seek to continue to improve performance. Performance: Performance at end of year remains slightly below target. Work undertaken by the newly appointed Service Manager and Consultant Social Worker continues, with an ongoing review of Front Door practice to better understand decision-making and consistency in responses. This review is informing training and development priorities; peer groups have been developed with a focus on outcome and quality of assessment.
SSWB75 CP WBO4.1	Number of people recorded as delayed on the national pathway of care (SSWB) Lower Preferred	104	70	90	74	↙	Quarterly Indicator Target Setting: This reflects the current population needs, taking in to account seasonal fluctuations in people's health. Performance: Quarter 4 performance represents an improvement compared to Quarter 3. Although fluctuations continue, this reflects the complexity of discharges and the short timeframe available to arrange onward care once individuals are clinically optimised. The improvement board remains in place, with ongoing focus on partnership working, pathway flow, and consistent use of discharge processes. Learning from Quarter 4 is being carried forward to support continued improvement into the new financial year.
SSWB78a CP WBO4.1	Timeliness of visits to a) children who are care experienced Higher Preferred	85.31%	88.28%	87%	90.54%	↑	Quarterly Indicator Target Setting: To continue to maintain performance Performance: Performance has been sustained with continued strong performance.
SSWB78b CP WBO4.1	b) children on the child protection register (SSWB) Higher Preferred	86.77%	89.27%	87%	90.49%	↑	Quarterly Indicator Target Setting: To continue to maintain performance Performance: Excellent sustained performance in this area. Maintained over target all year.
SSWB87 CP WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) Higher Preferred	80.90%	73.48%	69%	68.66%	↙	Quarterly Indicator Target Setting: This reflects the current population needs, taking in to account seasonal fluctuations in people's health. Performance: 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)	GREEN (Excellent)	Focused work is underway to gather key carers documents, aligned to best practice, so that public facing information is improved. The Young Carers Wellbeing Service was brought in-house from an external provider. A total of 14 sessions were delivered supporting 99 young carers. The Young Carers Network Event engaged 130 young carers, supporting connection and co-production, with a short impact video in development. Carers Link Workers and recent listening events continue to strengthen advocacy and ensure carers' voices inform future work. 'We Are Valued Days' continue to offer welcoming opportunities for young carers to meet others, access helpful information, and take some time for themselves. The Young Carer Ambassador programme continues to grow in a positive and encouraging way, increasing from 3 to 29 ambassadors. These young people play an important role in their schools and communities. Awen delivered regular dementia and carers sessions with small, consistent groups, including social activities and reminiscence walks. Halo focused on carers' respite, improving awareness of support and offering wellbeing workshops like mindfulness. Feel Good for Life provided light exercise and social sessions, helping people stay active and connected. Planning is in place for a Dementia Action Week event at Bryngarw, supported by BAVO. Partners are promoting dementia-friendly activities, community sessions, and awareness, alongside ongoing forums to support organisations. We have started a Carers Steering Group within BCBC to deliver improvements in our internal systems and processes and increase the offer of assessment to unpaid carers. This includes every social work team having a 'link worker' to cascade and promote best practice in relation to unpaid carers. We have also undertaken a series of listening events with unpaid carers during February and April 2026. From this feedback, we are developing an action plan and operating guidance for staff which we will take back to carers for their input. In Q1 2027 we will establish a strategic group for Bridgend which will include unpaid carers.	Commence review of TuVida contract. While there are no changes to funding, some elements will move in-house to BCBC, alongside additional capacity to support carers needs assessments. TuVida will continue delivering the Carers Wellbeing Service, including information and advice, community engagement, and advocacy support. Young Carers Wellbeing service will remain inhouse for the foreseeable future.
WBO4.1.2	Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)	GREEN (Excellent)	Quarter 4: Specific actions from our 3-year plan have been achieved. These are related to our workforce and how we have continued staff and reduced our reliance on agency staff. Our Grow our Own model has successfully led to 12 newly qualified social workers this year with many social care staff accessing the Social Services Practitioner award preparing some of those in advance of potential social work training in the future. Our international social workers remain settled in Bridgend which is reflective of the manageable caseloads and pastoral/wellbeing support being provided to those members of staff as well as our whole cohort. Our QA framework continues to grow with developments linked to Most Significant Change being further progressed. We held our first story panel which took a sample of stories and highlighted areas of progress and further developments for us. The voice of children is starting to become more evident in our direct work, and we have continued to facilitate our youth forum via our corporate parenting officer. However, we recognise there is more to do to ensure the voice of children and families contributes to our service delivery moving forward. We have continued to progress our strategies linked to Family Support and the Removal of Profit agenda. Further work is required to support increasing the number of foster carers in Bridgend, but the development of our place-based support team and wider offer to carers has led to improved retention this year in comparison to previous years. The actions within the Family Support Strategy have been progressed in particular around Early Help and re-commissioning of services such as parenting, disability support and young carers. However, there is more to do in relation to mental health, substance misuse and domestic abuse. Further work is required in relation to advocacy. Ongoing work is occurring in relation to the active offer and recent developments around Parent Advocacy via PAN Cymru will be taken forward into 2027.	Develop and plan for the new 3-year planning cycle, with a focus on moving the service from good to excellent.
WBO4.1.3	Improve adult social care by delivering the actions in our three-year strategic plan (SSWB)	GREEN (Excellent)	Quarter 4: We have received the report following our independent evaluation and have shared the findings with our managers at our Continuous Improvement Group. We have addressed immediate actions within the service. We are developing a plan with workstream leads which will be led by our Deputy Head of Adult Social Care when they commence their role on 1 June 2026.	Development of Implementation Plan in year ahead.

Code	Commitment	Status	Progress this period	Next Steps
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)	YELLOW (GOOD)	Quarter 4: A Most Significant Change (MSC) panel was held with leaders and decision makers to hear stories of families and in turn reflect on our service delivery. This panel was held following activity undertaken during the course of the year and is deemed to be a great success as part of the framework - further stories will be gathered and considered in a panel in July 2026. The success of the January panel was shared with the workforce in Children and Family Services via the Continuous Improvement Group and those individuals who provided their stories were written to with thanks and to explain what purpose their stories held in the improvements of our service development. Within Adult Social Care, the MSC framework and how we can capture the meaningful voice of families and individuals is underway. Some story gathering has begun with a view to hold a panel per service area to support service delivery.	Ongoing senior management panels in 2026-27. Review MSC framework and the impact on service development. Ongoing development work within Adults Social Care to develop a meaningful framework for capturing the voices of individuals who access the service by September 2026.
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)	GREEN (Excellent)	Quarter 4: Planning Groups meet bi-monthly to oversee the progress against the priority areas identified in the relevant strategic plans. Following the Accommodation-Based Service review, an independent consultant supported us to develop a 15-year capital programme for these services. A public consultation commenced on the Shared Lives service moving forward, with the intention of growing and expanding the service. The recommissioning of care at home services was completed, with new contracts commencing in April 2026.	Public consultation on proposed changes to the Shared Lives service is underway, following which a report will go to Overview and Scrutiny Committee in July 2026 setting out themes and proposals moving forward. Care home analysis undertaken will inform further feasibility analysis on specific sites in the county borough by end of September 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)	YELLOW (Good)	Quarter 4: Financial modelling has been completed. The business case for four residential homes has been approved, with revenue funding secured. Capital funding remains pending for 2 of the 4 homes. The business case and capital allocation for the relocation of Harwood House alongside Heronsbridge School are in development and pending approval. The Placement Commissioning Strategy has been approved by Cabinet. Development of the Market Position Statement has not yet commenced and will be prioritised in the next period. Feedback on the Welsh Government sufficiency plan consultation has been completed.	Continue to mobilise delivery of 2 residential homes Finalise Harwood House/ Heronsbridge School business case and submit Expressions of Interest via the capital board. Establish a delivery programme for the Placement Commissioning Strategy, with oversight and where possible performance monitoring. Commence development of the Market Position Statement.
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)	GREEN (Excellent)	Quarter 4: Throughout the course of the year, work has been undertaken in relation to the Early Help screening team and CTM CONNECT panel alongside work to ensure there is clarity in referral pathways to external partners including families will continue in 2026-27.	Launch CONNECT once appointments have concluded and refresh the early help screening teams' approach to assessments.
WBO4.1.8	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)	YELLOW (Good)	Quarter 4: The Social Services and Wellbeing Workforce Board continues to provide leadership to workforce planning across the directorate. Securing the right first job for newly qualified grow our own social workers has progressed. A sub-group of the board has been established to focus on adult social work workforce planning as it is recognised that the workforce is ageing and has become more reliant on agency workforce than children and family services. This work has resulted in grow our own traineeships being ringfenced for adult services in the latest intake. Good progress has also been made in recruiting to the social care workforce with a significant reduction in agency workforce.	Undertake a self-evaluation in line with the standards in the Anti Racism Wales Action Plan. Develop business cases for peripatetic social work and social care roles to reduce reliance on agency due to unavoidable long-term absence (such as, maternity leave)

WBO4.2: Support people in poverty

Performance Indicators

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED43 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) Higher Preferred	92%	96%	85%	96%	↔	Quarterly Indicator Target Setting: 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. Performance: The service has remained consistent throughout the year and has ensured that citizens are supported to claim the correct entitlements. The service has increased its outreach opportunities to ensure that those hardest to reach are able to access advice and support – this has proved very popular and feedback shows that it is welcomed in the communities.
CED44 CP WBO4.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) Higher Preferred	93%	94%	85%	98%	↑	Quarterly Indicator Target Setting: 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. Performance: The service reports that the main debt issues identified throughout the year were fuel debts, water arrears and Council Tax. Council Tax debt is expected to remain a significant issue going forward and indicates sustained demand for FASS services, with emerging pressures linked to welfare reform and the transition to Universal Credit.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.2.1	Support eligible residents to receive the financial help available to them. (CEX)	GREEN (Excellent)	Quarter 4: Various take-up campaigns are being undertaken monthly; progress is detailed below. Take-up has been concentrated on Pension Credit and Free School Meals (FSM). Pension credit: out of 165 households contacted throughout 2025-26, 39 households (24%) were awarded Pension Credit. Adding this to all campaigns undertaken since 2023, brings the total claimed to over £616k per annum (calculated as initial award x 52 weeks). Free School Meals (FSM): 781 households were contacted throughout 2025-26, with 172 children qualifying for FSM. All campaigns undertaken also promoted the School Essentials Grant and where appropriate, included a leaflet promoting the support that the Employability Team can provide to help people back into work etc.	

WBO4.3: Support people with housing needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CED60 CP WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred	64	77	110	177	↑	Annual Indicator Target Setting: Working with RSL's to utilise capital income streams, such as the Social Housing Grant (SHG) – to develop 500 units over a 5-year programme. Performance: In the current main programme of the Social Housing Grant development plan, there are 177 homes.
DOPS39 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) Lower Preferred	29%	26.4%	20%	26.6%	↙	Quarterly Indicator Target Setting: 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. Performance: The demands on the service continue to be very high. Demand for social housing outstrips supply. The service is seeing more complex individuals present requiring specialist accommodation which is also in short supply.
PAM/012 (DOPS15) CP WBO4.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless	11%	31.2%	20%	43.3%	↑	Quarterly Indicator Target Setting: 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 Performance: We have seen an increase in applicants sourcing suitable privately rented

	(CEX) Higher Preferred						accommodation compared to previous years. We've also expanded the Welsh Government Leasing Scheme; this scheme is for the purpose of homeless prevention only. In addition, any existing dwellings or off-the-shelf purchases secured through Social Housing Grant or Transitional Accommodation Capital grant also has to be allocated to those who have a homeless duty.
DOPS41 CP WBO4.3	Percentage of people who feel they are able to live more independently as a result of receiving a Disabled Facilities Grant(DFG) in their home (CEX) Higher Preferred	98%	99.3%	98%	98.1%	↘	Quarterly Indicator Target Setting: Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. Performance: Overall satisfaction within the service remains high, with a recent slight drop in Q4 due to snagging issues. In the most, residents are happy with the scheme and adaptations applied to their homes.
PAM/015 (PSR002) CP WBO4.3	Average number of calendar days taken to deliver a Disabled Facilities Grant (CEX) Lower Preferred	552.73 days	799.9 days	542 days	838.2 days	↘	Quarterly Indicator Target Setting: 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. Performance: 205 cases have been certified during 2025-26 with all available grants and capital budgets being utilised. This is the first year that budgets have not needed to be brought forwards from future years, which shows that works are being allocated in line with our available recourses. The team are working on reducing the 58 legacy cases from 2023-24 as we enter the new year.

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)	GREEN (Excellent)	Quarter 4: Homeless and Housing Support Grant services will shortly undergo a review to inform a new strategy and plan to be implemented in 2027. The Social Housing Allocation Policy was approved by Cabinet. The housing register is going through changes to match the changes to the policy before going live. BCBC has purchased 3 houses in multiple occupation, with a 4th purchase currently going through the legal process. Opportunities for a 5th and 6th purchase are being explored. Monthly meetings continue to be held with Registered Social Landlord (RSL) development teams to take forward strategic priorities. These are supplemented by quarterly meetings with Welsh Government and Bridgend Housing Partnership. There is a 3-year rolling Social Housing Grant Programme of £13,129,808. There is also yearly allocation of Transitional Capital Accommodation Programme supporting RSL's to bring additional accommodation into stock. RSL's also work with private development companies to transfer accommodation under s.106.				
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)	GREEN (Excellent)	Quarter 4: Three properties in the top 20 have become occupied this financial year, four properties are now sold subject to contract, and five properties remain under renovation. We are continuing work on 1 enforced sale and initiating a further enforced sale following recent work in default. The remaining properties are subject to informal action or are subject to review to determine the most appropriate course of action. The acquisition by Bridgend County Borough Council of a property on Neath Road, Maesteg, under Compulsory Purchase Order 2025 is with Welsh Government ministers awaiting a decision. Work continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. Funding has been received on four successful Welsh Government funding applications, and this funding is supporting work in default and other enforcement action. We are working towards implementing and meeting the aims and objectives set out in the new Empty Homes Strategy 2025-2030. In particular, we have devised a communication plan for social media posts, and we held our first Empty Homes Support Session which was well received by empty property owners.				

WBO4.4: Support children with additional learning needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
DEFS170 CP WBO4.4	Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system (EEYYP) Higher Preferred	New 24-25	0%	100%	22%	↑	Quarterly Indicator Target Setting: 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. Performance: The ALN Statutory Team began using the online system from October 2025. Since that date, of the 150 new IDPs created between April 2025 and March 2026, 33 of them are within the online system. The roll-out of the online system is gaining pace with all new local authority IDPs for early years and electively home educated

						children now online. New school and local authority IDPs are progressing on to the online system. This will continue throughout the school year 2026-2027.
DEFS171 CP WBO4.4	Number of pupils on the waiting lists for specialist provision (EEYYP) Lower Preferred	23	55	10	57	↘ Quarterly Indicator Target Setting: 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 target is the end-of-year target. Performance: Waiting lists for specialist provision have continued to increase throughout the year. Both The Bridge and Ysgol Bryn Castell have worked with officers to identify suitable placements to meet demand for provision. Pupils currently on the waiting list will be prioritised for a September 2026 start date or earlier where possible. Consideration and higher priority will be given to those who have been on the waiting list for the longest time as well as those with the highest need. This includes risk assessments, looked after child status, child protection or who have received a permanent exclusion. It is important to note that all pupils identified and put on a waiting list for specialist placement receive an offer of provision within a 12 month maximum period or are prioritised when they are in a transition year.
DEFS172 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) Higher Preferred	New 24-25	74.3%	100%	76%	↗ Annual Indicator Target Setting: To comply with the Additional Learning Needs Code for Wales, all IDPs must be reviewed annually. Performance: Transition meetings have been going well and completed in a timely fashion. There has been effective communication with potential Post-16 providers in the majority of reviews. However, there are a few occasions in where reviews are taking place, but the appropriate providers have not been involved at an early stage. Work is ongoing with identified settings to improve this.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.4.1	Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs. (EEYYP)	YELLOW (Good)	Quarter 4: All issues within the system have now been resolved. The first stage of implementation is already in place with all new and reviewed local authority IDPs managed via the online system. All schools have received training and have started creating IDPs within the system. The next stage of implementation is for all school-based IDPs to be added. We anticipate this will happen over an extended period and will continue throughout the school year 2026-2027.	
WBO4.4.2	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	YELLOW (Good)	Quarter 4: The ALN Provision Plan 2025-2030 has been approved and shared. Growth bids have progressed for an additional observation class, Emotional, Social, and Behavioural Difficulties (ESBD) Foundation Class, secondary Communication Autism Resource Education (CARE) base and an additional Key Stage 2 CARE base. First visits to assess available classrooms and approval from governing bodies have been carried out. We are facing some issues relating to identifying suitable accommodation for the Foundation ESBD class. This has been rejected by two separate governing bodies citing concerns over behaviour management when schools are already facing challenges.	Public consultation for the expansion of Learner Resource Centres – Cabinet approval September 2026. Feasibility study and report for expansion of ESBD provision to be finalised by September 2026.

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Year End 24-25	Target 25-26	Year End 25-26 & RYAG	Direction vs year end 24-25	Performance this period
CH/003 CP WBO4.5	Children's safeguarding referrals – decision making in 24 hours (SSWB) Higher Preferred	99.69%	99.97%	99.5%	99.86%	↘	Quarterly Indicator Target Setting: To sustain high performance and ensure children are protected from harm and target takes account of occasional system glitches. Performance: The high-performance figure has been maintained throughout this period even though there have been some workforce challenges, we are putting in focused support around this area to ensure quantitative and qualitative performance is sustained.
SSWB62 CP WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	77.78%	84.4%	80%	82.47%	↘	Annual Indicator Target Setting: To continue to improve performance Performance: We have continued to see a positive trend in this area and a very minimal decline is not of a concern. Performance in this area will continue to be monitored by senior managers.

SSWB63 CP WBO4.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) Lower Preferred	16 days	10 days	24 days	19 days	↓	Quarterly Indicator Target Setting: 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. Performance: We remain on target. We monitor and benchmark our performance against our regional Partners.
SSWB77 CP WBO4.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	81.85%	83.08%	85%	88.62%	↑	Quarterly Indicator Target Setting: 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. Performance: We are remaining consistent and continuing to perform above target.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)	YELLOW (Good)	SSWB Quarter 4: The Corporate Safeguarding Board has continued to meet regularly and consider the safeguarding issues across the council. Internal Audit have completed a review of corporate safeguarding resulting in an overall judgement of reasonable assurance. Work has been completed to evaluate where we are in Bridgend in relation to the findings of the North Wales Regional Safeguarding Board Child Practice Review "Our Bravery Brought Justice". Self-evaluations completed by Communities Directorate and adult social care. EEYYP Quarter 4: Safeguarding audits for all schools were successfully completed during the autumn term of the 2025–26 academic year, providing the local authority with a comprehensive overview of safeguarding compliance, strengths and areas requiring development across the education sector. This aligns with Bridgend's well-established safeguarding quality-assurance framework, in which safeguarding audits serve as the foundation of the "golden circle" model of continuous improvement. The newly launched Cwm Taf Morgannwg Safeguarding Board Threshold Document will provide schools with a clear, regionally agreed framework for understanding levels of need, risk and required intervention. This document aligns safeguarding expectations across local authorities, health, police, education and wider partners within the Cwm Taf Morgannwg region.	Scrutiny of Our Bravery Brought Justice action plan. Self-evaluations by remaining directorates. Self-assessment work in relation to management of professional concerns. The Designated Safeguarding Person (DSP) Forum for the 2025–26 school year will be formally scheduled for December 2026 as part of the Directorate's safeguarding training and professional learning programme. Education settings are awaiting the publication of the updated Welsh Government guidance on handling allegations of abuse against teachers and other staff, which will replace the existing framework and strengthen expectations for managing professional concerns within schools.
WBO4.5.2	Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EEYYP)	YELLOW (Good)	Quarter 4: Although one of the milestones remains off-target due to delays arising from the South Wales Police restructure, substantial progress has been made across the wider commitment. Youth Service Outreach Workers have successfully engaged with children involved in anti-social behaviour and those on the Bridgend Youth Justice Service (BYJS) Prevention waiting list, strengthening early intervention and preventing behaviours from escalating into offending. The establishment of the MASH/Early Help referral pathway has enhanced multi-agency working, bringing together partners across Children's Services, the EEYYP Directorate, the Anti-Social Behaviour (ASB) Team, Exploitation Team and the Trauma Service to identify needs and coordinate support. Improved information sharing with South Wales Police and the Prison Service has strengthened understanding of serious violence trends affecting children, while collaboration with neighbouring Youth Justice Services, including Cwm Taf, has supported a coordinated response to emerging gang-related concerns. While the South Wales Police restructure has delayed the introduction of a consistent early notification system, work has continued to develop the process and a supporting application has been created to improve the timeliness and effectiveness of identifying children at the earliest opportunity. This positive progress was reflected in the recent HM Inspectorate of Probation inspection, where Bridgend Youth Justice Service received an 'outstanding' overall rating. Inspectors highlighted the service's Child First and trauma-informed approach, strong partnership working, effective early intervention, and commitment to identifying and responding to children's needs as early as possible.	The identification system is being actively progressed in collaboration with South Wales Police. The Service Manager has been meeting regularly with police colleagues to adapt and strengthen the early identification process. Current work is focusing on identifying children at the earliest possible point, particularly those spending longer periods in police custody. A meeting has been scheduled with the Police Inspector to further refine this approach and agree practical steps for earlier identification.

Performance against MTFS Targets

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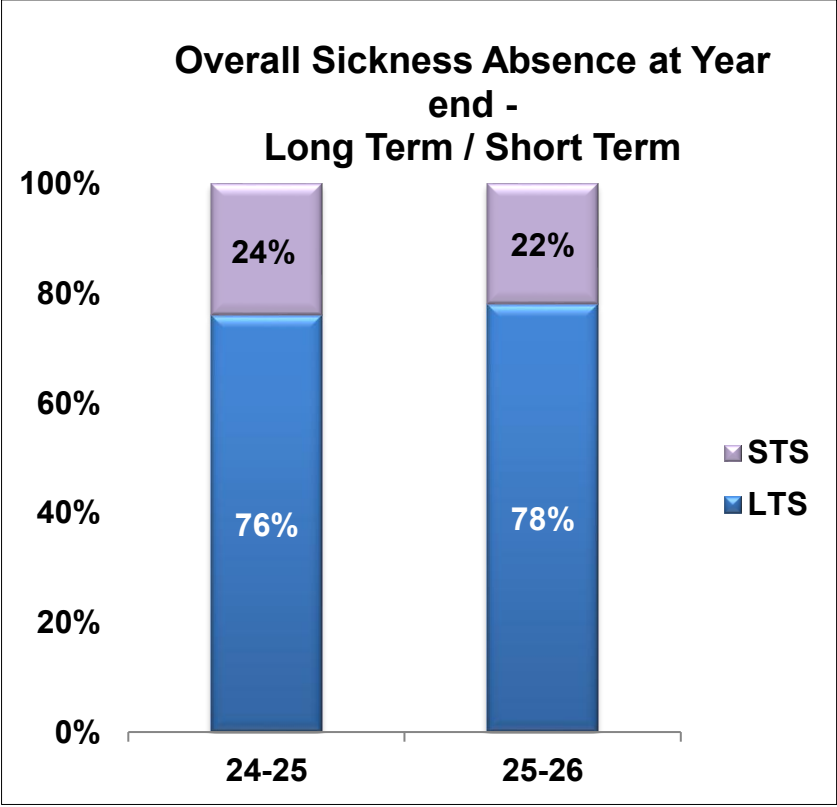
PI Ref & Type	PI Description	Annual target 25-26 £'000	Performance at Year end				Performance this period
			Achieved by year end		Variance year end		Target Setting: To achieve all reductions outlined in the MTFS Performance: The most significant budget reduction proposals still not achieved in full are (> £100,000 shortfall):- • 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 implemented from the 5 January 2026. Savings will be made in full in 2026-27. • 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 an overall deficit balance for schools of £3.615 million. Officers continue to work with schools to bring this overall deficit down in 2026-27. • SSW7 – Implementation of the Home remodelling programme across adult services (£198,000 shortfall). The saving has not been met in 2025-26 pending a review of the Support at Home service. The shortfall was met via one-off efficiencies in 2025-26 from vacancies held across the service pending the review and the restructure being finalised in 2026-27. • SSW8 – Reduction in the provision of number of Supported Living Accommodation units (£190,000 shortfall). It has been determined that this saving proposal is no longer deliverable and work is underway by the service to identify alternative budgets savings to meet the shortfall. Updates will be provided to Cabinet in the 2026-27 revenue monitoring reports.
			£'000	%	£'000	%	
DRE6.1.1 WOW	Percentage budget reductions achieved (Overall BCBC budget) Higher Preferred	£8,379	7,245	86%	£1,134	14%	

Additional Sickness Information

Directorate	FTE 31.03.2026	QTR4 2024/25			QTR4 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	423.81	824.79	108	2.01	1257.84	108	2.97	10.48	13.61
Communities Directorate	476.51	1898.97	163	3.88	1228.06	160	2.58	16.50	12.94
Education, Early Years and Young People Directorate	457.31	1688.84	318	3.62	1846.68	284	4.04	12.62	13.27
Schools	2131.42	8154.09	1334	3.82	7921.05	1275	3.72	12.54	12.22
Social Services and Wellbeing Directorate	1066.36	3969.70	457	3.84	4424.91	420	4.15	16.92	16.38
BCBC TOTAL	4555.41	16536.39	2380	3.64	16678.55	2247	3.66	13.76	13.48

Sickness Absence by Reason

BCBC Overall	Number of FTE days lost 25-26						No. of FTE days lost 24-25	
Absence Reason	Q1	Q2	Q3	Q4	Total	% of Cumulative days lost	Total	% of Cumulative days lost
Stress/Anxiety/Depression not work related	3163.1	2928.12	3685.07	4070.61	13846.9	22.71%	16834.62	26.87%
MSD including Back & Neck	2289.36	2462.66	2310.53	2190.19	9252.74	15.18%	9204	14.69%
Stress/Anxiety/Depression work related	1723.23	1749.42	1858.31	1902.1	7233.07	11.86%	5534.66	8.83%
Stomach / Liver / Kidney / Digestion	1317.15	1023	2036.45	1701.14	6077.74	9.97%	5537.96	8.84%
Infections	1006.44	711.25	1653.37	1278.46	4649.52	7.63%	5563.89	8.88%
Bereavement Related	1154.75	845.28	1057.88	1192.6	4250.51	6.97%	3759.19	6.00%
Eye/Ear/Throat/Nose/Mouth/Dental	656.39	538.63	1162.5	1174.46	3531.98	5.79%	2989.54	4.77%
Chest & Respiratory	577.15	474.25	1352	876.82	3280.22	5.38%	4261.69	6.80%
Neurological	720.16	543.61	577.84	671.32	2512.94	4.12%	2511.79	4.01%
Heart / Blood Pressure / Circulation	461.68	556.56	422.49	352.47	1793.19	2.94%	1775.14	2.83%
Cancer	433.44	369.14	421.99	451.76	1676.33	2.75%	1940.55	3.10%
Genitourinary / Gynaecological	257.35	249.24	668.09	459.83	1634.52	2.68%	1264.48	2.02%
Pregnancy related	113.1	124.3	306.96	212.51	756.87	1.24%	1020.33	1.63%
Other Mental illness	62.38	94.96	166.35	144.27	467.97	0.77%	392.35	0.63%
Other / Medical Certificate	No longer applicable						61.93	0.10%
TOTALS	13935.67	12670.44	17679.82	16678.55	60964.48		62652.12	



Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Initial Delivery Date	Action Update Q4 2025-26	Current Delivery Date	BRAYG Q4 25-26
Audit Wales, Review of Risk Management	R1 To strengthen its risk management culture the Council should: 1.1 agree its risk appetite and ensure that this and its tolerance levels are applied and understood by officers and Members 1.2 report in an integrated way on risk management, performance, and budget monitoring 1.3 ensure appropriate and timely training is available	Corporate Director Finance and Transformation	Sept 2026	External support is being sought to undertake this work, and the work will start in the first quarter of 2026/2027	Sept 2026	GREEN
	R2 To improve processes that enable it to identify, manage, monitor, and challenge its risks the Council should: 2.1 strengthen its horizon scanning arrangements to ensure it is taking a long-term and preventative approach to risk management 2.2 establish arrangements to demonstrate a clear consideration of risks to the delivery of its strategic/well-being objectives 2.3 clearly define risks, so it is clear what the risks are that the Council is seeking to address and why 2.4 differentiate between issues and risks to ensure that the actions it intends on taking reflect the difference 2.5 demonstrate its understanding of the interrelationship between its own risks and those of its partners to ensure that the control actions it is taking are appropriate.	Corporate Director Finance and Transformation	Sept 2026	As above	Sept 2026	GREEN
	R3 To evaluate the effectiveness of its arrangements the Council should: 3.1 regularly evaluate and report on the economy, efficiency, and effectiveness of its risk management arrangements including wider learning from other councils 3.2 routinely share lessons learnt to improve its risk management arrangements.	Corporate Director Finance and Transformation	Sept 2026	As above	Sept 2026	GREEN
Audit Wales, Planning and Development service (November 2025)	R1 Resource management The Council should demonstrate it understands the resource requirements of the Planning and Development service based on its demands and capacity to help inform resourcing decisions.	Group Manager Planning & Development Services	March 2026	Additional funding has been secured via an EMR. This will allow existing vacant posts within the structure as well as additional posts to be added as part of a restructure. These posts will include a validation officer position which was noted within the Audit Wales report as lacking within the current structure. Once the new structure has been confirmed and fully costed, work can begin with agreeing a future funding model for the Service for implementation in the financial year 2027/28. It has also been agreed that going forward, the Planning & Development Service will have an equalisation fund to ensure that planning fee income surplus will be retained and used to balance out years when fee income is less.	May 2027	AMBER

	R2 Risk management The Council should ensure the service identifies, manages, and monitors its risks to help the Council understand how service risks may impact delivery of the service's responsibilities and the Council's priorities set out in its Corporate Plan.	Group Manager Planning & Development Services	March 2026	The Service will set up and maintain a service risk register outlining current and predicted work streams together with resource requirements cross referend to the Council's wider aims.	October 2026	AMBER
	R3 Service planning arrangements The Council should comply with its Performance Management Framework and ensure the Planning and Development service has a service plan.	Group Manager Planning & Development Services	March 2026	A Service Plan will be developed outlining the functions, responsibilities, aims and targets for the Service as well as its achievements and contribution to. The plan will also incorporate the risk register and will be updated annually and reported to the Development Control Committee and Corporate Management Board to ensure that the risks are identified and shared with senior management, members and other services. The report will include statistical data as well as commentary and updates on the risk register and targets set in the Service Plan.	October 2026	AMBER
	R4 Performance monitoring and reporting The Council should ensure it manages, monitors, and reports the activity and performance of the Planning and Development Service. This should be supported with up-to-date performance information to help improve the Council's understanding of the service's performance.	Group Manager Planning & Development Services	Nov 2026	A new and updated suite of performance indicators will be developed and agreed that will include progress on service delivery, recruitment and achievements. The Service Plan will also include statistical and performance data as well as commentary and updates on the risk register and targets as well as other external ,statutory reporting mechanisms and will be reported to relevant committees and managements teams.	Nov 2026	AMBER
Audit Wales, Arrangements for Commissioning Services (June 2025)	R1 Establish commissioning arrangements The Council should strengthen and formalise current practice, to assure itself that the decisions it makes to commission services are consistently shaped by: • an understanding of the service to be commissioned and its intended outcomes (para 17); • setting out how it will assess and monitor the value for money of commissioned services over the short to longer term (para 18); • 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); • planning over an appropriate timescale (para 20); • an understanding of long-term resource implications (para 21); • ensuring that wider impacts of the service are maximised (para 22); • working with the right people and partners to design and deliver the service (para 23); and • sharing lessons across the organisation (para 25)	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 with 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
	R2 Strengthen compliance with its commissioning arrangements 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
	R3 Introduce regular review of the Council's commissioning arrangements 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

CIW Improvement Check Children's Social Care Services (June 2025) Page 77	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 Signs of Safety model continues to be fully embedded across the service with adoptions to the main model for our care experienced young people. The plan is reviewed regularly and is now within the realms of continuous improvement. QA supports the findings that SoS is sighted routinely in case recordings and the re-establishment of the consultant SW for SoS has further supported the workforce to embed the model of practice.	March 2027	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 presented to Corporate Management Board in July, with agreement to establish a multi-agency strategic board to oversee implementation. An initial meeting was convened with representation from key statutory partners and the third sector, supporting early discussions around shared ownership and system-wide alignment. Progress has since paused, reflecting changes to the proposed remit, which now require further review to ensure clarity of purpose and alignment with wider strategic priorities. Next steps will focus on refining the remit and confirming appropriate governance arrangements to support delivery of the action plan.	n/a	YELLOW
	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, which commenced February 2026. Work is underway to develop and mobilise 4 in-house residential homes (1 due to mobilise summer 26 and the other at the end of the calendar year) 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 2 of the invest-to-save proposals have been endorsed and are being progressed.	n/a	YELLOW
	Pr3 - Ensure that children are not placed in unregistered services and continue efforts to identify suitable, registered placements: *To increase foster carer availability and capacity. *Increase internal residential provision capacity. *Ensure there are clear and timely plans for children's move on from care. *Use the re-modelling fostering board to monitor progress linked to the above actions	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	YELLOW

Pr4- Ensure the fostering service and CECT retain priority focus, to ensure improvements are made in a timely way: *To continue to monitor performance, compliance, staff surveys, outcomes, staffing to prevent any impact on service delivery *IRO service to continue to monitor quality of care planning and escalate issues to TM's and GMs when required to do so. *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	Group Manager Placement and Provider Services	June 2026	Group Managers across case management, transition, and provider services have maintained oversight of team performance, with a continued focus on addressing practice issues. During this quarter, there have been clear examples of improved joint working between teams, enabling more timely interventions to support foster carers and respond to emerging placement pressures. This has strengthened coordination around foster placements and contributed to more proactive oversight of high-cost residential provision. These areas will remain under close review given ongoing scrutiny.	n/a	YELLOW
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: *To implement the exploitation strategy and develop our exploitation service and then monitor the impact of the service on outcomes for children. *Multi-agency training to be delivered to teams via Regional Safeguarding board. *Exploitation Champions to continue to meet and promote the exploitation strategy and approaches to working with children and families.	Group Manager Locality Hubs	June 2026	Further developments have been undertaken around the implementation of the strategy, including communication to key stakeholders and the mobilisation of the ACT service. Key performance indicators are to be agreed on 17th April 2026 to ensure the impact of the strategy is measurable across the whole region.	n/a	GREEN
W2 - Work with practitioners to develop and embed agreed standards for record keeping: *Refresh record keeping guidance and ensure teams are implementing consistently via QA activity. *Training to be developed and delivered to teams to ensure consistency in recording.	Principal Officer Social Work Transformation	June 2026	Ongoing development of QA continues with visible improvements in QA quality and the impact this has on service delivery. As we move into 2026/27 the focus will be to develop robust QA forms for our new case management system to further support the improvements of QA. 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 - this work remains an area of development, however, SCDWP are offering support in recording guidance through their training offer.	n/a	GREEN
W3 - Continue to review the quality of assessments and plans and share learning to support practice improvements: *Continue to implement the QA framework, MSC and service based audits to identify good practice and areas for development. *Reflective sessions to continue to be held across teams and partners. *CIG to continue to be a forum to promote good practice *Action learning sets to continue to be held across teams	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	BLUE

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: *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. *Implement SofS conferences for all CP conferences. *IRO team development to ensure child's story commences a CP conference	Principal Officer Social Work Transformation	June 2026	Care reviews have developed in Q4 to align with the Signs of Stability model for care experienced young people. The model adapts the Signs of Safety for children who live outside of their family home where the focus is on stability rather than safety. Attendance of young people at their reviews is a priority and is now being monitored by the Independent Reviewing Officer service with engagement via the IRO and surveys with young people to understand if the care review is meeting their needs and supporting positive outcomes. Tros Gynnal Plant remain the advocacy tender and we continue to work alongside the service in the development of opportunities to increase participation within meetings from children and young people.	n/a	GREEN
W5 - Ensure case conference record keeping is in line with the requirements of the WSP: *To review the approach to minute taking and that notes are proportionate and reflect the strengths, risks and needs within families clearly. *Training to be provided to business support staff on expectations on minute taking.	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	BLUE
W6 - Continue to ensure improvements to the conference process are co-produced with people: *To continue implement SofS conferences consistently and ensure that the voice of children and families are at the centre. *Increase the number of children participating in their CP conference through the child's social worker having early discussions with families regarding attendance.	Group Manager IAA and Safeguarding	June 2026	The portal is now live and feedback is being gathered. The Service also now involves young people in the recruitment process to strengthen their voice and input into decision making.	n/a	GREEN
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	Group Manager IAA and Safeguarding	June 2026	Engagement has been difficult with partners committing to dates. To support more accessibility, we are now offering virtual workshops open to all partners. These will take place in Q1. BAVO have also requested signs of safety intro workshops for voluntary groups. These will be arranged for Q1&2 of 2026/27.	March 2027	YELLOW
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.	Group Manager IAA and Safeguarding	June 2026	The threshold document is now live and training sessions being developed to ensure all partners are aware of this guidance.	n/a	YELLOW

	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	Deputy Head of Service	March 2026	No issues are being raised presently by partners in local and regional forums. There are regular interfaces with partners to discuss operational matters and areas for improvement. Communication between partners appears to be assisting any operational issues.	Sept 2026	GREEN
	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	Workforce Development Manager	March 2026	Multi-agency Group B safeguarding training has run monthly during this quarter. Topic specific safeguarding training for multi-agency staff delivered this quarter include Hording & self-neglect: law and best practice and Understanding men who sexually abuse children. From April 2026 SCWDP will be delivering the recently launched National Group C safeguarding training materials, these align to the national safeguarding training standards. Group C training is a multi-agency 2 day course, 1 day generic adults and children followed by 2 half days one with a focus on Children at risk, the second Adults at risk. Group B training will continue to be provided.	March 2027	GREEN
	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.	Group Manager Locality Hubs/ Group Manager IAA and Safeguarding	March 2026	Ongoing developments around the Emergency Duty Team (EDT) service and ensuring the communication between our day services Senior Management Team and the Service manager of EDT. The management board continue to respond to the CIW finding in making improvements.	Dec 2026	GREEN
CIW 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 delivered, with further progress this quarter in embedding strengthened matching processes. Management oversight of placement decisions is now more consistent, and the quality of risk documentation has improved, with clearer analysis informing decision-making.	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 has progressed this quarter, with more consistent management oversight and strengthened tracking systems now in place. This has resulted in improved timeliness and a clearer line of sight on outstanding reviews, including historic delays. Work is underway to bring annual reviews in-house, reducing reliance on independent social workers. This is expected to improve both the quality and timeliness of reviews through greater management oversight and consistency of practice. While performance has improved, further work is required to fully eliminate backlog and demonstrate sustained compliance over time.	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 continued this quarter in finalising the refreshed training offer as part of the service remodelling. The framework linking core and advanced learning to carer development pathways is now largely in place, with phased implementation commencing. Alongside this, work is underway to train supervising social workers to deliver elements of the core training offer directly to carers. This is intended to strengthen engagement, improve consistency of delivery, and better link learning to day-to-day practice. Interim arrangements remain in place to ensure access to mandatory training, with a planned transition to the new programme over the coming months.	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 has continued this quarter, with delivery now established across both one-to-one and group sessions for carers. Feedback this quarter has been more mixed, and a formal review with the provider is scheduled for May to assess delivery, content, and impact. A new support group for kinship carers has also been introduced, with a focus on bringing carers together to share experiences and provide peer support. This is strengthening engagement and complementing the wider training offer. Delivery will continue over the coming months, with the outcome of the provider review informing any required changes to ensure the training is effective and aligned to practice needs.	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	Revised processes for managing exemptions are now embedded in practice, with increased consistency in how exemptions are considered and recorded. Management oversight has strengthened further this quarter, supported by improved monitoring arrangements and more timely review of exemptions. Quality assurance activity is now underway to test compliance and consistency across all cases, with early findings indicating improved practice. Further work will continue to ensure this is sustained.	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
	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) Page 82	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	Following the inspection findings, a programme of work is now underway to improve the environment, with a focus on creating a more homely and suitable living space for children. This is being progressed in partnership with the in-house maintenance team, with plans developed to address the structural and layout issues identified by CIW. Initial changes have begun, with a phased approach in place to deliver more significant improvements over time. While this is a longer-term piece of work, there is now clear direction and momentum to ensure the environment better reflects a home setting.	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
	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. A new Head of Service for Transformation and Digital has been appointed who will be focusing on developing a corporate transformation strategy, which will be underpinned by a delivery plan.	Feb 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	Work is underway to refresh existing governance arrangements and escalation routes to ensure corporate oversight. 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. A governance paper in relation to transformation will be presented to Cabinet and scrutiny in September 2026.	March 2027	AMBER

CIW Improvement Check Children's Social Care Services (Nov 2022) Page 83	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 continues to be embedded across the service. Our Quality Assurance work is consistently highlighting areas of good implementation and those for development. Compliments and complaints reflect improvements in this area also. Further plans to progress Parent Advocacy with PAN Cymru.	March 2027	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 continue to have no children placed in Operating Without Registration placements. Our new provisions will be opened in July 2026 and a further provision early in 2027, this will further assist our sufficiency challenge. We continue to have some children in out of county/high-cost placements. We are monitoring those through the Care Experienced Children's strategic board and complex case panel to identify any opportunities to ensure children are placed closer to home.	March 2030	GREEN
	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)	R1 Strategic planning and applying the sustainable development principle 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: a) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and 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.	Head of Regional Commissioning Unit	2023-24	Complete	n/a	BLUE
	R2 Governance Arrangements 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	Head of Regional Commissioning Unit	2023-24	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
	R3 Performance Management 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
	R4 Risk Management 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	Progress continues in line with planned activity, with key work ongoing to strengthen regional risk management arrangements and inform the development of a regional risk register. Actions remain on track and will continue into the next financial year to support delivery of a more robust and aligned regional approach.	March 2027	YELLOW
	R5 Regional Commissioning Unit 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

Page 85	R6 Use of Resources 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	Progress continues as planned, with actions on track to extend into the next financial year. In addition, RIF funding has been secured to commission a new regional SPACE Wellbeing Panel model across all three Local Authority areas. This will establish a coordinated, multi-agency approach to emotional wellbeing support for children and young people, including the recruitment of Wellbeing Coordinators and administrative support hosted by CTMUHB. The model will improve early intervention, reduce duplication, strengthen integration across services (including CAMHS, Local Authorities and the third sector) and support more timely and appropriate multi-agency responses.	March 2027	YELLOW
	R7 Regional Workforce Planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB 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	Work is progressing as expected across regional workforce planning priorities, with continued development of supporting structures and models. Actions remain ongoing and will carry forward into the next financial year to ensure a sustained and strategic approach to workforce challenges. A new BCBC workforce strategy will be developed by the new Head of Performance & Workforce Culture Change.	March 2027	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 that signal a more ambitious direction of travel led by a newly appointed Head of Digital and Transformation.	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

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	27 JULY 2026
Report Title:	SELF-ASSESSMENT 2025/26
Report Owner: Responsible Chief Officer / Cabinet Member	CHIEF EXECUTIVE CABINET MEMBER FOR CORPORATE SERVICES
Responsible Officer:	KATE PASK POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	The Corporate Plan and Performance Framework (on which Self-Assessment is based) form part of the Policy Framework.
Executive Summary:	This report seeks the Committee's views on the Council's self-assessment 2025-26. Key points are – • This is the fifth self-assessment report and third year judging performance against the Council's Corporate Plan 2023-28. • Draft judgements / scores were developed based on the objective methodology agreed by Cabinet Corporate Management Team (CCMT) and the Governance and Audit Committee in 2024. • A moderation exercise has been completed with Heads of Service and Corporate Management Team. • All Wellbeing Objective scores are yellow (good). • Use of resources score is yellow (good). • Governance score is yellow (good).

1. Purpose of Report

- 1.1 The purpose of this report is to seek Corporate Overview and Scrutiny Committee's view on the draft self-assessment for 2025-26.

2. Background

- 2.1 This is Bridgend County Borough Council's fifth self-assessment report, which reviews the 2025-26 year. One of the requirements of the Local Government and Elections (Wales) Act 2021 is for the Council to make and publish a self-assessment report once each financial year. The self-assessment report has to set out conclusions on whether the Council met the 'performance requirements'

during that financial year, and actions needed to improve. The 'performance requirements' focus on –

- Are we exercising our functions effectively;
- Are we using our resources economically, efficiently and effectively;
- Is our governance strong.

- 2.2 The self-assessment report also acts as our annual report, our wellbeing report and our social partnership duty report.
- 2.3 Our approach to developing the self-assessment report has evolved over time since the first report was published in October 2022. In the writing of every report we have had the opportunity to reflect on and learn from the year being reviewed, celebrating achievements as well as identifying areas of improvement. Every year our approach seeks to improve the data and evidence base used to form our judgements and ensure they are fair and robust.
- 2.4 The self-assessment process also focuses our attention on the challenges we face. These are important because we need to continue to adapt to meet these challenges in order to ensure our services are sustainable and continue to identify opportunities to raise performance levels, identify efficiency savings, or both.
- 2.5 The self-assessment report should assure Welsh Government that we are performing well, using our money and other resources properly, and making decisions in a sensible, open way. Most importantly, the report must tell local residents, businesses and all stakeholders how we are doing. Welsh Government and the Welsh Local Government Association published guidance that told us how to develop our self-assessment and what evidence to use to judge ourselves.

3. Current situation / proposal

- 3.1 In May 2026 we outlined the intended approach to producing this year's self-assessment, which was reviewed and noted by the Governance and Audit Committee. It was agreed that the performance section of the self-assessment report for 2025/26 follows the same process as in 2024/25 but with the addition of more qualitative data in the form of case studies, regulator views and resident views where possible and pertinent to the wellbeing objective. This section includes –
- A performance overview summarising performance against the whole corporate plan, using two graphs showing how are we doing on our commitments / projects and how are we doing on our performance indicators.
 - A performance section for each wellbeing objective to include a graph showing performance, a summary of performance against each aim with a Red Amber Yellow Green (RAYG) rating for each and a short narrative section, what we will we do to improve and case studies.
- 3.2 The same methodology was used for developing an initial RAYG rating for each of the wellbeing objectives and aims as we have used for the previous two years.

This means that the RAYG is objective and based on performance on the commitments and performance indicators (PIs) in the 2025-26 Corporate Plan Delivery Plan.

- 3.3 The approach gives a score to each commitment and PI based on their RAYG rating. The individual scores are then combined to give an overall score for the aim (as a proportion of the maximum), using the approach provided in the performance framework. This methodology has worked well for the previous two years. A score for each aim is developed and a narrative provided for each aim that summarises the key information within the commitments and PIs from the year-end performance dashboards.
- 3.4 Slightly different for this year, we have included additional qualitative data where possible if it provides additional insight into how we are performing against the wellbeing objective, for example recent regulator views and any service user perspective data. This has been looked at in conjunction with the quantitative score to form a final more balanced score which has been tested with Heads of Service and Corporate Management Team (CMT) to produce a final set of judgements.
- 3.5 Progress against the second performance requirement on use of resources has followed the same process as last year with seven use of resources templates reviewed and updated by the lead officers to provide theme judgements, which have then been combined to provide an overall use of resources judgement.
- 3.6 The third performance requirement, on governance, is covered by the Annual Governance Statement (AGS) which is scrutinised by the Governance and Audit Committee. Key findings and areas of improvement from the AGS have been used to produce the governance judgement and narrative provided in the draft Self-Assessment Report (**Appendix 1**).
- 3.7 The draft findings from each of the three performance requirements have been brought together into a single presentation for officer scrutiny and challenge in the first instance. Moderation exercises were completed by Heads of Service at their meeting on 24 June 2026 and CMT on 8 July 2026. Cabinet and Corporate Management Team then tested these judgements on 14 July 2026.

Summary of Judgements for 2025-26

- 3.8 The draft self-assessment judgements are included in **Appendix 1** and are summarised below -

WBO1: A prosperous place with thriving communities	GOOD (YELLOW)
WBO2: Creating modern, seamless public services	GOOD (YELLOW)
WBO3: Enabling people to meet their potential	GOOD (YELLOW)
WBO4: Supporting our most vulnerable	GOOD (YELLOW)

3.9 The Use of Resources judgement has been evaluated as 'Good'.

3.10 The Governance judgement remains at 'Good'.

Next Steps

3.11 Following consideration at Corporate Overview and Scrutiny Committee the draft self-assessment will be presented to the Governance and Audit Committee on 24 September 2026.

3.12 There will also be engagement on the draft document with -

- Trade unions through the Council's regular meeting programme.
- Town and Community Councils at the Town and Community Council Forum (TCCF).
- Partners and neighbouring local authorities at the Public Services Board (PSB).

3.13 After considering all feedback and making necessary amendments and improvements, the final draft self-assessment 2025-26 will be presented to Cabinet and Council in October 2026.

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. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives

5.1 This report reviews the following corporate wellbeing objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

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 been included in the Council's wellbeing objectives. The ways of driving and measuring them is also contained in the Corporate Plan Delivery Plan.

6. Climate Change and Nature Implications

6.1 There are no specific implications of this report on climate change. However, the self-assessment will help us assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the self-assessment considers the Council's performance on areas including safeguarding and corporate parenting.

8. Financial Implications

- 8.1 There are no financial implications of this report.

9. Recommendation

- 9.1 It is recommended that the Corporate Overview and Scrutiny Committee:-
- Consider and provide views on the draft self-assessment report attached as **Appendix 1.**

Background documents

None

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Bridgend County Borough Council Corporate Self-Assessment 2025-26**1. The purpose of this report**

Bridgend County Borough Council is committed to continually improving the services we provide, making the best use of public resources and being open and accountable to the people we serve.

This Corporate Self-Assessment is an important part of that commitment. It provides an honest assessment of our performance during 2025–26, recognising where we have delivered well, where we have made progress, and where further improvement is needed. It demonstrates our commitment to learning, continuous improvement and good governance. This is a year of transition with a new approach to performance to be launched in 2027 alongside a whole new corporate planning framework linked to the new vision we are developing throughout the rest of this year. A new transformation team with programme and project management capacity is in the process of being established – these will be underpinned by a new workforce and digital strategy early in 2027 as the two new Heads of Service in these areas establish themselves.

The Local Government and Elections (Wales) Act 2021 requires every council in Wales to publish an annual self-assessment considering whether it is:

- exercising its functions effectively;
- using its resources economically, efficiently and effectively; and
- maintaining effective governance arrangements.

This report also fulfils the Council's annual reporting responsibilities under the Well-being of Future Generations (Wales) Act 2015) and the Social Partnership and Public Procurement (Wales) Act 2023, bringing together our assessment of performance, governance and organisational improvement into a single document.

This is our fifth annual self-assessment and, each year, our approach has evolved and matured. We continue to strengthen the quality of evidence we use, broaden the range of insight that informs our judgements and improve the way we evaluate our performance. Increasingly, our self-assessment is not simply about measuring what we have achieved, but understanding what we have learned and how we can improve.

Throughout the year we have drawn upon performance information, financial monitoring, regulator findings, resident feedback, partner engagement, service self-evaluations and scrutiny to develop a balanced assessment of how we are performing.

Above all, this report is intended to provide transparency. It explains to residents, members, businesses, partners and Welsh Government how we are performing, the challenges we face and the actions we are taking to build an even stronger Bridgend County Borough.

2. Looking Ahead – A Year of Reflection and Transformation

2025–26 has been a significant year for Bridgend County Borough Council.

It has been a year of reflection, learning and preparing for the future.

The appointment of a new Chief Executive has provided fresh impetus for organisational change and has prompted us to take a longer-term view of the future for the county borough. During the year we have reflected on our strengths, listened carefully to residents, staff, members and partners, and considered how we must continue to evolve to take the opportunities and meet the challenges of the decades ahead. We have reflected that this council had become too defined by COVID and austerity and that despite having good services we were at a crossroads in our development.

Key external regulatory reports have given us confidence that many of our key services are in a very strong place. After some challenging years and considerable investment, the CIW reported that we now have strong and improving Children's Services with demand being managed well. Youth Services are judged by Estyn and HMI Probation as excellent and our education services are high performing with our schools amongst the best in Wales.

These external reviews confirmed the findings of our first Panel Performance Assessment coordinated through the Welsh Local Government Association that we are a good performing authority. However, whilst performing well in these key statutory areas it is evident that there are areas that will need to change if we are to be fit for purpose in the future.

Regeneration activity has increased alongside the risk appetite for the council to prioritise the development of our towns. The purchase of the Rhiw Shopping Centre will be a catalyst for the regeneration of Bridgend Town and have, alongside ambitious plans for Porthcawl and investment in capacity to improve our public spaces, set the tone that this council intends to be increasingly proactive at intervening to improve our county.

Internally, we introduced new style Service Self-Evaluations across our major service areas, creating a more consistent and evidence-based understanding of performance.

These assessments across 20 key service areas found a broad spread of performance from adequate to excellent. Crucially self-awareness and capacity to improve was high where services, even those struggling could articulate a clear view of what they needed to do to get better.

Importantly, it has started the process that will embed a stronger culture of learning, accountability and continuous improvement across the organisation.

At the same time, the environment in which local government operates continues to change rapidly.

Demand for services continues to increase while financial pressures remain constant. Technology, digital transformation and artificial intelligence are reshaping how residents expect to access services and how organisations operate. Four AI projects – expanding the use of Co-pilot, Assist Legal services, Social work recording and improving customer service are going ahead whilst we deploy our investment in capacity and implement new systems for Education, Social Services and Finance.

Extreme weather events, demographic change, ongoing financial constraints, international conflicts, and national socio-economic conditions as well as increasing complexity in areas such as social care, homelessness, housing and additional learning needs continue to place growing pressure on all public services.

The future world of work is also changing rapidly. Advances in technology, automation and the transition to a greener economy are creating new opportunities while changing the skills that future generations will need. Preparing our children and young people for that future, whilst supporting our existing workforce to develop new skills and adapt to change, will be increasingly important.

These challenges cannot be addressed by the Council working alone. Success will depend upon strong partnerships with communities, recognised trade unions, businesses, public services and the voluntary sector, alongside greater collaboration across the organisation itself.

These factors have been the catalyst for developing our new Vision and Transformation Strategy 2027–2040.

The strategy will set out an ambitious long-term vision for Bridgend County Borough: **a county borough where people thrive, places are vibrant and prosperity grows for everyone**. It will provide the framework for how we will continue transforming the Council, investing in our communities and building confidence in the future of Bridgend County Borough.

The work undertaken during 2025–26 marks the beginning of that journey.

During 2026–27 our focus will be on translating this long-term ambition into practical transformation priorities, working collaboratively with residents, members, staff, recognised trade unions, partners and businesses to shape the next phase of our organisational and community transformation.

A governance framework will be developed for cabinet and Scrutiny to ensure there is oversight of the transformation of our county borough and council.

3. Our progress against last year's areas for improvement

In our 2024-25 Annual Self-Assessment we identified a series of areas that needed specific improvements in 2025-26. Below is an update on the work we have undertaken in these areas during 2025-26. More detail is provided on actions to date, and those that are still planned in each detailed section of this report.

Wellbeing Objective One - A County Borough where we protect our most vulnerable

What did we say we would do to improve?	What we did in 2025-26
Continue implementation of the Children's and Adult Services three-year strategic plans.	Strong progress was made across Children and Adults Services. In children's services, improvements to workforce stability have reduced reliance on agency staff, supported by training initiatives like the "Grow Your Own" programme and strong support for international staff. Quality assurance is developing, with increased focus on learning from feedback and strengthening the voice of children, although more work is needed in this area. Progress has also been made in family support and early help services, helping to safely reduce the number of children requiring care, but further work is needed around mental health, substance misuse, domestic abuse and advocacy. Efforts to recruit foster carers continue, with improved retention seen this year. In adults' services, an independent review confirmed a strong, outcome-focused approach is in place. Work is ongoing to further embed this model, improve quality assurance, and deliver financial efficiencies, alongside continued improvements to systems and processes. Overall our children and adults are performing well.
Implement the Early Help Commissioning Strategy.	A Family Support Commissioning Strategy has been agreed, with a new multi-agency board created to oversee delivery and ensure partners work together effectively. Early progress has been made, particularly on early help and re-commissioning key services, but further work is needed in areas such as mental health, substance misuse and domestic abuse. Ongoing coordination across local and regional groups will be important to ensure actions are delivered
Create a Strategic Carers Group to ensure unpaid carers' views are heard.	We have started a Carers Steering Group to deliver improvements in our internal systems and processes and increase the offer of assessment to unpaid carers. This includes every social work team having a link worker to cascade and promote best practice in relation to unpaid carers. We have also undertaken a series of listening events with unpaid carers during February and April 2026. From this feedback, we are developing an action plan and operating guidance for staff which we will take back to carers for their input.
Take part in Welsh Government's Local Authority Benefit Take-up Pilot to identify residents who are missing out on entitlements to financial	Take-up was concentrated on Pension Credit and Free School Meals (FSM): Pension credit: out of 165 households contacted throughout the year, 39 households (24%) were awarded

APPENDIX 1

support and undertake targeted campaigns to help them	Pension Credit. Adding this to all campaigns undertaken since 2023, brings the total claimed to over £616k per annum (calculated as initial award x 52 weeks). Free School Meals (FSM): 781 households were contacted, with 172 children qualifying for FSM. All campaigns undertaken also promoted the School Essentials Grant and where appropriate, included a leaflet promoting the support that the Employability Team can provide, including helping people back into work. In partnership with Welsh Government's Nest Warm Home Programme, letters to promote awareness were sent to 2,837 households in September 2025 identified as those that could potentially benefit from the Nest scheme.
Develop and consult on a new social housing allocation policy.	Consultants have been engaged to lead on the development of a new Social Housing Allocation Policy. A consultation exercise has taken place with statutory and not statutory partners, Registered Social Landlords (RSLs) and a 12-week consultation for members of the public despite the only duty to consult being with RSLs. External counsel was also consulted who made recommendations for changes requiring a further consultation period with RSL's. The Policy was approved by Cabinet and is in the process of being implemented.
Maximise the budget for Disabled Facilities Grants (DFGs) so that we can complete as many projects as possible in 2025-26	The core capital budget for DFG's (£1.75M) in 2025-26 reached full spend, along with both ENABLE and Housing with Care Fund (HCF) grants claimed in full. A total of 205 jobs were completed. Further work is needed to improve the timeliness of works in this area.
Identify schools to host three new learning resource centres – a Foundation Phase Observation Class, a Foundation Phase Nurture Class for pupils with Emotional, Social and Behavioural Difficulties (ESBD) and a Secondary Communication, Autism Resource Education (CARE) base. Open these provisions in September 2025.	Porthcawl Comprehensive School has been identified for a secondary CARE base and Tondy Primary School for a Foundation Phase observation class. Both schools have accepted pupils as part of an early transition, with agreed funding allocated to support the temporary provision. Nottage Primary School was identified for the Foundation Phase ESBD class, but the governing body did not approve the proposal, so alternative settings are being explored for a September 2026 opening. Due to delays in the public consultation process, the official opening of the provisions will not take place until the consultation is finalised.
Stay on track to meet the Additional Learning Needs (ALN) commencement orders by 31 August 2025.	This was completed by 31 August 2025.
Host a session on the online Individual Development Plan (IDP) system for Additional Learning Needs Coordinators (ALNCos) at	An overview of the IDP system was presented at the ALNCo Forum in May 2025 in preparation for rollout of the system to schools. All settings are now enabled to use the

the next forum in May, testing the system before rollout in schools.	online IDP system, with 100% of new Early Years IDPs created digitally.
Complete actions from Day Opportunities and Accommodation Based Service reviews.	The programme for remodelling our day opportunities is established with four key workstreams; remodel internal services, develop external provisions, pathways to work project for working age adults, and develop social enterprise opportunities. A project plan is in place with key milestones and targets agreed for the programme. We have begun to see the positive impact on people who use the services where support is tailored to their specific needs. This has been co-produced with people and their families within the Integrated Demetia Service.
Complete a deep dive into Adult Safeguarding.	A deep dive has been completed by the Transformation Principal Officer. Forms and practice models have changed, and a consultation process has been introduced. Daily allocations meetings are now held, to consider all referrals within 24 hours. We have introduced standard formats for how we respond to ensure consistency and proportionality, which includes the standard format for determinations. The impact of this has been consistent improved performance in all areas.

Wellbeing Objective Two - A County Borough with fair work, skilled, high-quality jobs and thriving towns

What did we say we would do to improve?	What we did in 2025-26
Continue our comprehensive Employability Programme.	Employability Bridgend continued delivering tailored, community-based support for unemployed and under-employed residents, exceeding engagement targets. Programmes included mentoring, training, job search support, and in-work progression. The new Bridgend Employer Support Training (BEST) project offered 6-month paid placements in local businesses, benefiting both participants and employers, with achievements recognised at the 2026 awards. The Bridgend Employability Network expanded, including a health-focused subgroup to improve referrals across health and social care, and remains a regional best practice model. Becoming an Agored Cymru centre enabled continued Essential Skills delivery alongside development of new vocational courses aligned to participant needs.
Award grants from Welsh Government's Transforming Towns	We have secured over £5.1m of Transforming Towns grant funding from Welsh Government in 2025-26 used across

Scheme, to contribute towards regenerating our town centres.	three grants - placemaking grant, development funding, and strategic funding. The placemaking grant funding secured was £822,098, with two BCBC projects and eight private projects supported in high street or commercial property projects. The development funding was used to match-fund feasibility work or development work and £170,673 was secured for four BCBC projects and one for Valleys to Coast. Strategic grant funding secured £4,127,457 towards the acquisition of The Rhiw Shopping Centre, and the Wyndham House project on behalf of Valleys to Coast.
Further develop plans for the Porthcawl waterfront regeneration area.	Extensive work to complete an aspirational masterplan which aims to bring together local needs and aspirations has taken place. A lengthy consultation exercise was completed between November 2025 and January 2026 as part of the pre-application consultation process. This now has been submitted for outline planning consent with a further commitment to deliver a LIDO on the sea front.
We are running Business Start-up Grants and a series of engagement events through Bridgend Business Forum.	A total of 52 start up grants were awarded during 2025-26. A number of engagement events took place as planned along with growing the Bridgend Business Forum through empowering the members in the organisation of the events.
Provide opportunities for short-term, test trading through 'For a Limited Time Only'.	Maesteg Pop-Up Shop scheme offered a free trading space in Maesteg Market for businesses to test their trade in a market environment. It ran from May to December 2025 and attracted 89 applicants and provided space for 12 businesses on an individual basis. Maesteg Market Square hosted a Pop-Up Food and Drink Market on Saturday 25 October 2025, bringing together the very best of the Borough's food and drink producers. Christmas shoppers enjoyed 'A Very Merry Maesteg Christmas Market', on Saturday 13 December 2025 in Maesteg Market Square. The festive event transformed the square with local stalls, handmade gifts, and seasonal food and drink, creating a warm and inviting atmosphere for families, residents, and visitors.
Execute the package of Shared Prosperity Fund (SPF) activities for the transition year, 2025-26, as agreed by Cabinet in January 2025.	The programme of projects that was agreed by Cabinet was delivered successfully throughout the year with achievement of outputs being delivered.
Bridgend Music Service will further develop links with partners to broaden the learning offer including members of the BBC National Orchestra of Wales visiting Bridgend in May 2025 to deliver two concerts to pupils.	BBC National Orchestra of Wales visited Bridgend Music Service in May 2025, who delivered an orchestra concert to seven primary schools in the Maesteg Area. Bridgend Music Service combined Youth Orchestra (Primary, Secondary and Senior Orchestras) performed at the National Music for Youth festival in Birmingham Symphony Hall in July 2025. Three Music Service pupils have been accepted into the

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	National Youth Orchestra of Wales and two pupils have secured reserve places in the National Youth Choir of Wales and the National Youth Orchestra of Wales.
Complete the change to a biannual staff survey supported by surveys tailored to frontline staff at different times of the year.	Ahead of the planned staff survey launch for 2026, managers across all directorates were consulted to identify the most suitable timing and any additional support required for frontline staff. The survey ran from April to July 2026 and was promoted through staff emails, Managers Forum, the intranet and the Chief Executive's staff video messages to maximise awareness and participation.

Wellbeing Objective Three - A County Borough with thriving valleys communities

What did we say we would do to improve?	What we did in 2025-26
Approve and adopt the Placemaking Plan for Maesteg.	The Placemaking Plan is complete and will be considered for adoption.
Continue to award Commercial Property Enhancement Grants to enhance and consolidate high street in commercial areas across our valley areas.	Properties were invested in as part of the Valley High Street Property Improvement Scheme, through the Shared Prosperity Fund. In 2025-26, 9 grants were awarded totalling £130,931, including properties in the Garw, Nantymoel, Ogmore Vale, Kenfig Hill – Please see the promo video link below which demonstrates the impact the grants can have in local commercial areas. https://vimeo.com/1179219277?share=copy&fl=sv&fe=ci
Complete and adopt the Valleys Regeneration Strategy.	The Valley's Regeneration Strategy is complete and will be considered for adoption. In the meantime, the plan is already being utilised to support funding conversations and to ensure we are able to prioritise investment when it becomes available.
Keep working on the release of funds for business units in the valleys through the Northern Valleys Initiative (NVI).	Following a change in staff in the Northern Valleys Initiative project, further meetings with Cardiff Capital Region have taken place and positive progress has been made. Negotiations will continue to deliver the new business units.
Implement the proposed delivery plan for the universal expansion of Flying Start childcare (phase three) from April 2025.	We implemented two years of the delivery plan within 12 months, meaning that Flying Start expansion is a year ahead of schedule.
Complete the tender process for Welsh-medium childcare provision in Blackmill.	The tender process for the Blackmill hub concluded in August 2025 and the successful provider has since been appointed to run the site.
Complete the sale of the Ewenny Road site to a housing developer.	The development of the Ewenny Road Site is continuing. A sale to a housing developer has been agreed and remediation work is nearing completion, and a planning application for the site is currently being considered, as a condition of the sale.

Wellbeing Objective Four - A County Borough where we help people meet their potential

What did we say we would do to improve?	What we did in 2025-26
Work to increase governor engagement with safeguarding training.	Regular safeguarding training is delivered to school governors through a comprehensive, structured and multi-format programme designed to ensure that governing bodies fully understand their statutory safeguarding responsibilities. This training is offered both online and

	face-to-face, enabling accessible, flexible learning and ensuring that governors across all school phases can participate regardless of availability or location. The current school year has seen a notable increase in governor participation in Designated Safeguarding Person (DSP) safeguarding training delivered by the Education Engagement Team.
Support the school in 'special measures' to enact the post-inspection action plan.	When a school is placed in special measures, the improvement partner works with the school leadership team to develop the post inspection action-plan. This plan addresses the inspection recommendations. The Performance and Financial Monitoring board and School Improvement Group receive updates on the progress of schools causing concern. Where necessary additional actions are considered to secure improvement and appropriate progress. Bridgend County Borough has amongst the lowest proportion of its schools in any form of Estyn monitoring of any authority in Wales.
Through the 'Weapons-Related Incidents in Bridgend Educational Settings Strategy Group' look at the use of violence and weapons within schools, to identify trends and themes including areas of best practice to address violence in school.	We continued to operate the multi-agency Weapons-Related Incidents Group to organise developmental activity in relation to weapon related incidents. A draft policy has been produced for schools in line with a good practice document produced through the Serious Violence project activity for Wales. This policy will be finalised and shared with schools and education provisions by December 2026.
Support schools to complete attendance audits to identify best practice and development needs.	As part of the local authority's strengthened attendance assurance framework, the Education Engagement Team will complete attendance audits with all schools by the end of the spring term.
Complete work to improve persistent absence levels in primary schools.	The local authority has updated and implemented a revised School Attendance Enforcement Policy (2025–2028) which confirms education welfare officers' role in applying a graduated, child-centred approach prior to enforcement.
Work with school leaders to improve capped 9 scores by sharing effective practice, the role of improvement partners, brokering support, developing leadership capacity, local authority network groups, evaluating the quality of teaching and judging the impact of teaching on the outcomes for learners.	Sharing best practice is a standing item on the School Improvement Group Agenda. Practice is shared as identified from school inspections or other effective practice as identified from schools across the local authority. Following their recent positive inspection, the headteacher and deputy headteacher from Pencoed Comprehensive School delivered a presentation to primary headteachers about distributed leadership highlighting areas of good practice.
Continue to support and promote education through the medium of Welsh, with a variety of groups, projects and initiatives in place to increase opportunities for children to use the Welsh language.	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 2024-25 are receiving post-sabbatical support.

Continue to progress our plans for School Modernisation	Progress has been made across all school development projects at varying stages. At Heronsbridge School, Kier Construction has been appointed following a tender process via the Southeast and Mid Wales Collaborative Construction Framework and has advanced design development, established a project timeline, and updated ecological assessments. Planning and funding approvals are in place for Ysgol Ferch o'r Sgêr and the new two-form English-medium school, though contractor appointment is currently delayed due to an unresolved land swap. At Mynydd Cynffig Primary, site clearance is underway, design work is nearing completion, and preparations for tender are progressing. For Ysgol Gymraeg Bro Ogwr, key agreements on access have been secured, site clearance completed, and ecological arrangements put in place, although site investigations have been delayed by adverse weather; the school opening has been rescheduled to September 2027.
Prepare an options paper for the Food and Fun Programme to consider how barriers to schools' participation could be reduced.	We have restructured the service, with responsibility for Food and Fun passing to a more experienced officer. As a result, participation is expected to increase from four schemes in 2025 to ten schemes in 2026.

Wellbeing Objective Five - A County Borough that is responding to the climate and nature emergency

What did we say we would do to improve?	What we did in 2025-26
Complete and consult on the draft Net Zero Strategy.	The Net Zero Strategy was reviewed by a specialist contractor who reported on progress and proposed changes. An updated strategy was presented to the Communities, Environment and Housing Overview and Scrutiny Committee in November 2025 before being put out for public consultation between November 2025 and January 2026.
Commence the REFIT2 Scheme in Spring 2025.	The latest ReFit Framework did not launch until Summer 2025, renamed Energy Performance Contracting. Based on the scope of work required, financing options, setup costs, and previous experience of the framework, BCBC energy efficiency activity has been delivered through other procurement mechanisms. The framework is in place until 2030 so will be considered for future activities.
Make a Local Places for Nature 2025-27 application.	The application was developed and submitted and secured the funding. This continued to employ two members of staff in supporting the Local Nature Partnership and delivering biodiversity enhancement schemes. Through the Local Placed for Nature funding, new 'cut and collect' grass

	cutting machinery was also purchased for Parks and Green Spaces.
Implement the catchment wide study of the Nant Cefn Glas following the Bryntirion flooding event in September 2024 with funding from WG FCERM (Flood and Coastal Erosion Risk Management) Capital Pipeline.	The area-wide catchment study undertook onsite surveys, and creation of models for watercourse flows during 2025-26. The analysis of these is continuing into 2026-27.
Continue work on Supplementary Planning Guidance (SPG) to support the Local Development Plan (LDP).	SPG on retail, affordable housing, houses in multiple occupation (HMOs) and outdoor recreation are now adopted. SPG on education, parking and planning obligations are in preparation for consultation and adoption in 2026-27.
Continue work to bring the Waste Service in-house.	A project delivery structure was put in place with workstream leads to complete milestone tasks. Key members of staff have been recruited. Progress continues to be monitored at monthly board meetings attended by relevant Cabinet members and senior officers. Overall progress to date has been very good and will continue into 2026-27.

Wellbeing Objective Six - A County Borough where people feel valued, heard and part of their community

What did we say we would do to improve?	What we did in 2025-26
Implement the action plan for the Strategic Equalities Plan.	The Strategic Equality Plan Action Plan has continued to be implemented throughout the year, with progress monitored and reported through established governance arrangements. Actions delivered have contributed to advancing equality, fostering inclusion and improving outcomes for people with protected characteristics across the county borough.
Approve and implement our new Digital Strategy.	A public consultation was undertaken between 2 June and 13 July 2025 on a proposed Digital Strategy. Since the Corporate Overview and Scrutiny Committee meeting in July 2025, further review of the strategy was undertaken to ensure our transformation vision and aspirations are reflected. A transformation programme is now being developed with digital being one of the key enablers within that approach. A new more ambitious strategy will be launched in early 2027.
Review and improve the corporate front door.	Work has continued to develop the corporate front door, specifically to support Adult Social Care in relation to Early Intervention and Prevention Hub, and the Network teams. A new online self-referral form for Adult Social Care has

	been developed, and funding has been secured to develop a digital front door specifically for Social Services to help provide online information, advice and assistance which will be available to customers 24/7.
Reflect on findings from the National Residents Survey and take action to address issues.	Analysis of the National Residents Survey has provided valuable insight into residents' experiences and priorities. The findings are being used to inform service planning and support evidence-based decision-making, helping to ensure that council policies and services continue to reflect the needs of local communities. An updated survey will be carried out during autumn/winter 2027.
Start tracking Community Asset Transfers that move from short-term leases to longer-term leases.	We are now tracking Community Asset Transfers (CATs) in 2 categories: new CATs (7 completed in 2025-26), and short-term agreements moved to long-term agreements (4 completed in 2025-26)

Wellbeing Objective Seven - A County Borough where we support people to be healthy and happy

What did we say we would do to improve?	What we did in 2025-26
Continue the redevelopment of Porthcawl Grand Pavilion.	The Grand Pavilion Project is making good progress on site. The main contractor has been on site since September 2025 and will progress work over the next 18 months. A Programme Board has been established for some time to oversee the project. It will open in 2027 as a key part of our regeneration of the town.
Phase three expansion of Flying Start will target new areas in 2025-26.	We implemented two years of the delivery plan within 12 months, meaning that Flying Start expansion is a year ahead of schedule. 84% of Lower Super Output Areas are now eligible.
Complete the Play Sufficiency Assessment looking at what we have already and what we need for the future.	The Play Sufficiency Action Plan was co-designed with the development of clear action points and is awaiting sign-off from Cabinet. The draft plan has been shared with Welsh Government in line with the requested submission date.
Complete engagement on the long-term strategy for libraries.	An initial engagement exercise was undertaken in summer 2025. Raw data is currently being analysed to develop a first-phase draft of the Libraries, Culture and Community Hub Strategy.
Continue to target long-term empty properties.	Use of higher council tax premiums has reduced the number of long-term empty properties across the borough by over 28% in 2025-26 (795 as of 31 March 2025 to 568 as of 31 March 2026). Additional income of over £780k has been collected in 2025-26 by way of the council tax premium.
Support childcare settings to prepare for Care Inspectorate Wales inspections.	An extensive programme of professional development has been offered to settings and opportunities for sharing best practice have been created. Investment (through the Early Years Small Capital Grant) in the buildings, their grounds

	and resources has enhanced indoor and outdoor learning environments so that they fully align with the Framework for Early Childhood Education and Care.
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4. How is the council performing in 2025-26? Are we exercising our functions effectively?

Every 5 years the council publishes a new Corporate Plan. A new Corporate Plan was published in April 2023 to cover a 5-year period. It describes the council's priorities, why they are important and how progress will be measured. The priorities, or well-being objectives, show our commitments to citizens and our contribution to Wales's seven well-being goals –

	A prosperous place with thriving communities	Creating modern, seamless public services	Enabling people to meet their potential	Supporting our most vulnerable
A prosperous Wales				
A resilient Wales				
A healthier Wales				
A more equal Wales				
A Wales of cohesive communities				
Vibrant culture & thriving Welsh language				
A globally responsible Wales				

In line with the Future Generations Act and the sustainable development principle, when we developed this 5-year corporate plan, we thought hard about how we could work differently to respond to short- and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term.

Each year, we allocate resources through the development of an annual budget. This is set in line with the priorities in the Corporate Plan. Alongside this, we publish a detailed delivery plan that sets out the specific priorities for the year and how we will measure them.

We have a process for measuring how we are doing on our priorities. We use –

- performance indicators,
- evidence on delivery of our projects,
- feedback from residents, businesses, and partners, and
- the views of our regulators and auditors.

Each part of the council pulls this information together and presents it to councillors who look at the data, check it and ask questions. This was done for the year 2025-26 in June and July 2026.

We use all of this information to come to overall judgements on progress against each of our aims and wellbeing objectives using this scale -

	What does this Status mean?		
	Overall / self-assessment performance	Commitments, projects or improvement plans	Performance Indicators
COMPLETE (BLUE)	Not applicable	Project is completed	Not applicable
EXCELLENT (GREEN)	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
GOOD (YELLOW)	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
ADEQUATE (AMBER)	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)
UNSATISFACTORY (RED)	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%+)

Performance Overview

To support the 5-year Corporate Plan, every year we develop a 1-year delivery plan. The delivery plan for 2025-26 is more focussed than in the previous two years following a robust review, aligning with the current corporate priorities and resources.

Our Wellbeing Objectives (WBOs) were reduced from seven to four with some merged or subsumed into others. The four that remain focus on –



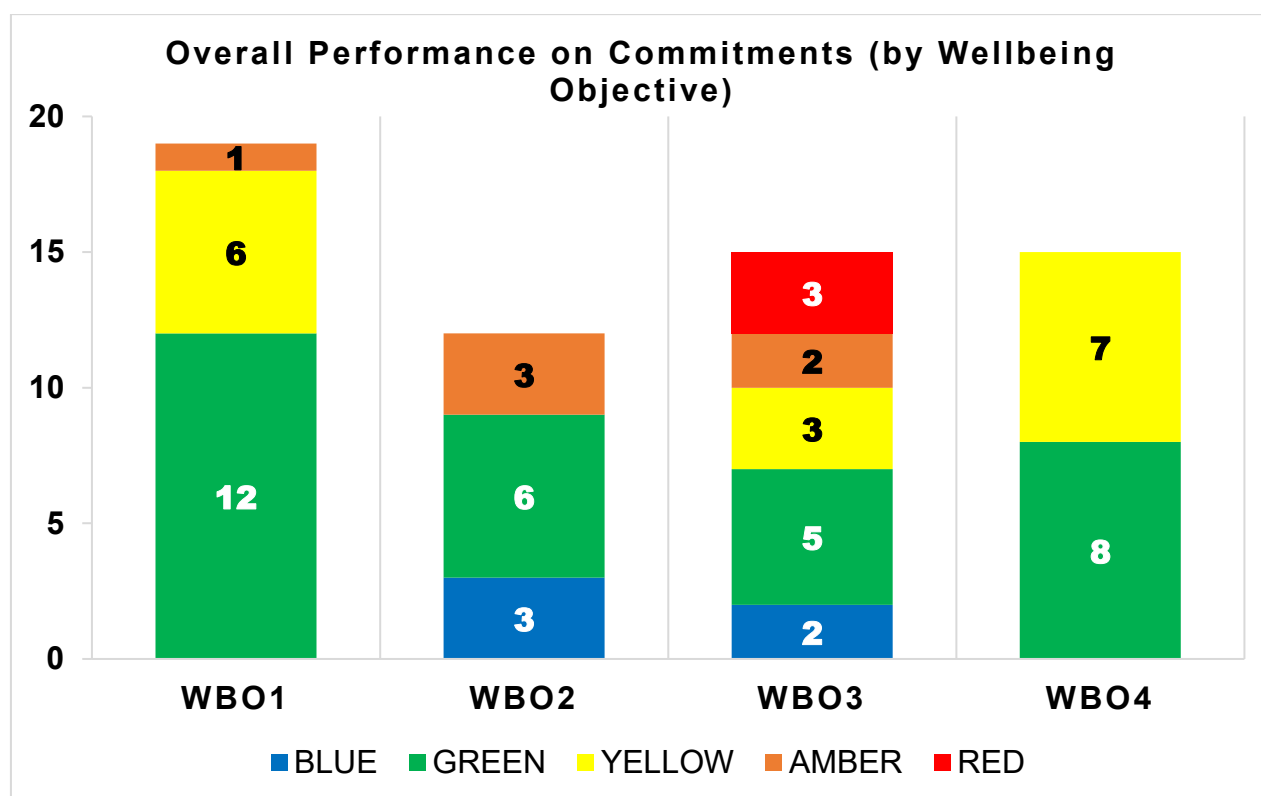
To underpin these 4 Wellbeing Objectives there are 21 Aims, made up of –

- 61 commitments (projects) the council will do to help us achieve our aims, for example, starting construction works on Porthcawl Pavilion.
- 65 performance indicators to measure our day-to-day activities, for example, collecting and recycling your household waste.

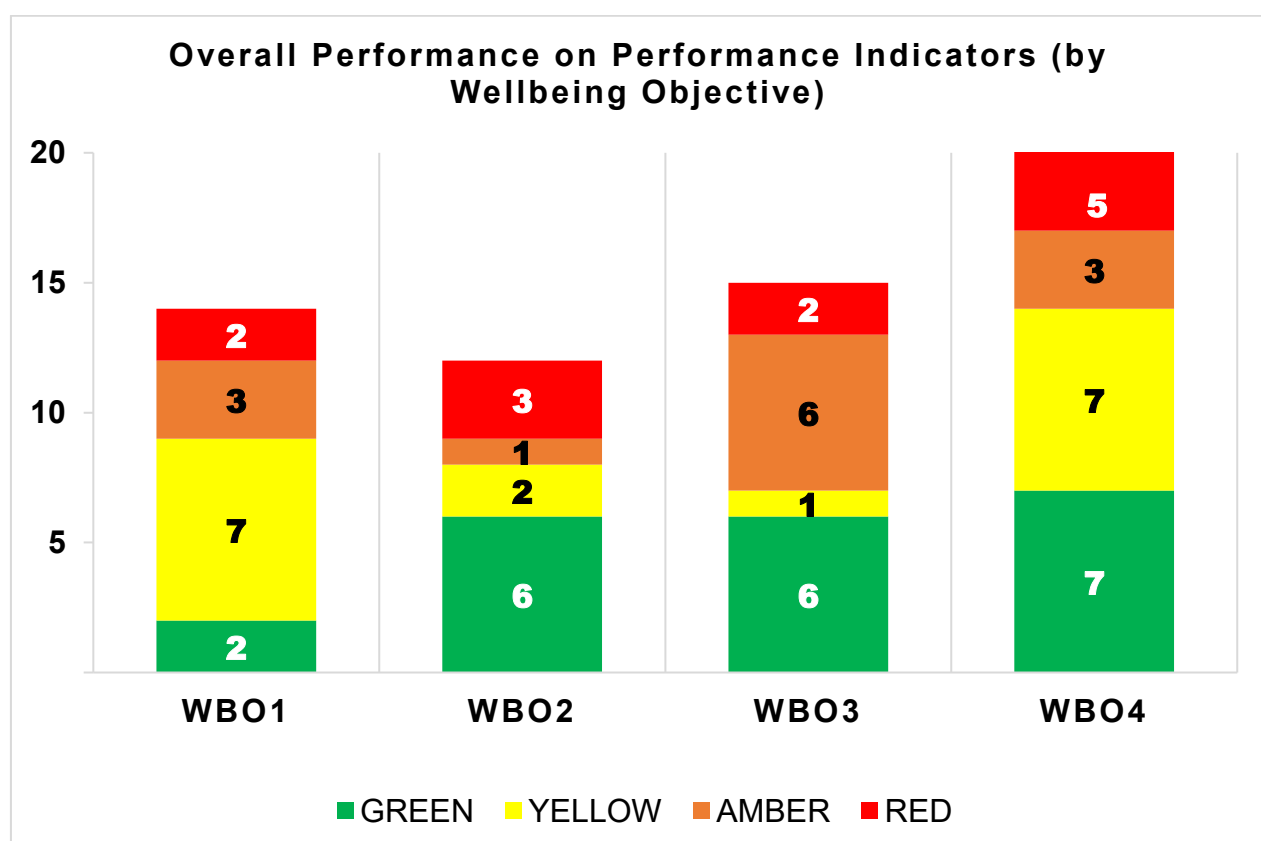
Each one of these has been given a blue, red, amber or green rating to show you whether they are completed, on target or if we are struggling to achieve them, and the two graphs below summarise these.

Alongside the self-assessment, we have published a separate, short performance document that details our progress against each performance indicator and commitment.

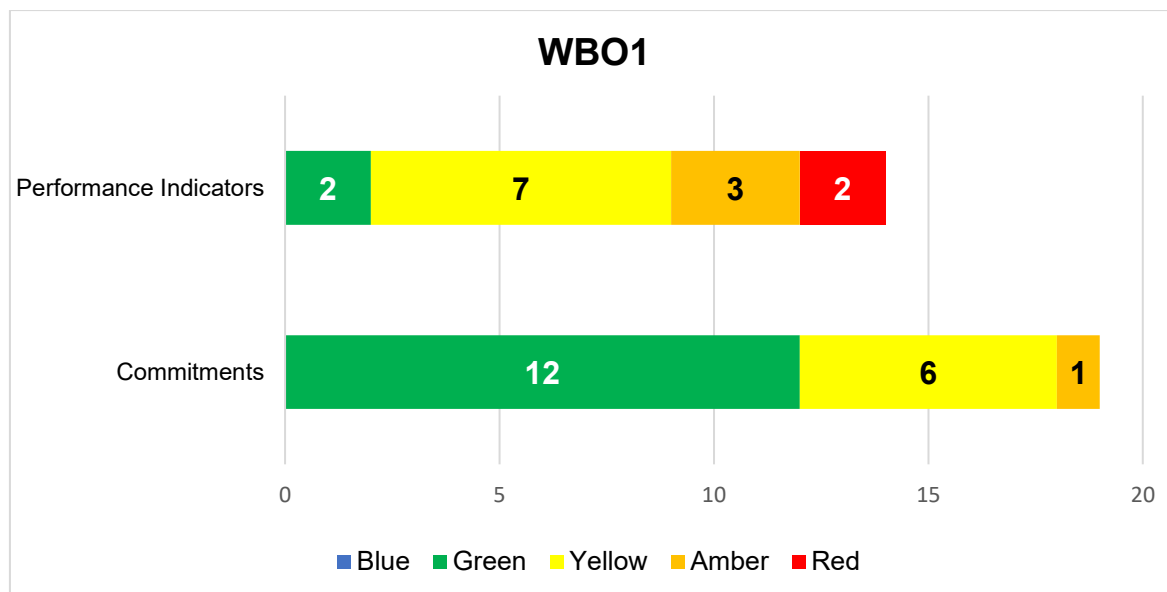
Graph 1 – How we are doing on our commitments / improvement projects



Graph 2 – How we are doing on our performance indicators.



Wellbeing Objective	Score
1 - A prosperous place with thriving communities	Good



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

Aim	Status	Description
Move towards net zero carbon, and improve our energy efficiency	Good	- Work has continued to deliver energy efficiency measures across assets, including LED lighting, improved insulation, solar PV installations and electric vehicle charging infrastructure. This contributes to an overall reduction in energy consumption, although progress has been moderated by the transition from gas to electricity heating and increased use of electric vehicles. - Electricity consumption has risen slightly as a result of decarbonisation measures such as heating system conversions and fleet electrification. However, overall emissions monitoring across buildings, fleet, streetlighting, travel, commuting, homeworking and waste shows a continued year-on-year reduction. - We have reviewed our Net Zero Strategy to reflect policy changes, technological developments, delivery challenges and progress to date, and conducted public consultation from November 2025 to January 2026. The revised strategy adopts a more realistic and deliverable approach by focusing on decarbonisation rather than achieving full net zero by 2030 and the Council remains committed to reducing emissions, enhancing biodiversity and seeking external funding to support long-term climate action. - The Air Quality Action Plan has been implemented, with monitoring strengthened through the installation of two real-time indicative monitors on Park Street following a successful bid for Welsh Government funding.

		Air quality data indicates continued improvement, with NO₂ concentrations on Park Street reducing from 43.8 µg/m³ in 2024 to 42.1 µg/m³ in 2025, and modelling showing that compliance with the 40 µg/m³ target is on track to be achieved by the end of 2026.
Protect landscapes and open spaces	Good	- Coychurch Crematorium and Maesteg Welfare Park have maintained their Green Flag status, while Rest Bay, Trecco Bay and Porthcawl Marina have retained their Blue Flag status, demonstrating continued high standards in green spaces and coastal management. - Partnership working with communities and stakeholders has continued to support projects such as woodland enhancement and environmental protection, with initiatives incorporated into the Local Places for Nature application for 2025–27. - The inaugural Bridgend Nature Festival was successfully delivered in July 2025, at Newbridge Fields. Hosted by the Bridgend Local Nature Partnership the family-friendly event featured engaging guided nature walks, interactive wildlife workshops, and hands-on conservation activities. Planning for Nature Fest 2026 is ongoing ready for the summer. - Local Nature Reserve safety inspections have been completed, alongside commissioning ecological surveys through the One Common Connection Project. The updated Biodiversity and Resilience of Ecosystems Duty Plan for 2026–2029 has been finalised. - The Climate Change Response Team has continued with increasing tree cover across the County Borough through planting schemes in Cornelly, Porthcawl and Bryncethin. Partnerships to support woodland management have also been strengthened, including extending the agreement with Llais y Goedwig for Bedford Park until August 2026 and ongoing collaboration with Tremains Rangers in Tremains Wood. Initial work is underway exploring options to deliver Forest School activities at Bedford Park and Frog Pond Wood.
Promote the conditions for economic growth and prosperity	Good	- Work has continued to secure and align major funding programmes to support economic growth, including preparations for the Local Growth Fund (estimated at £5.9m) and the Connect to Work programme to support jobs and skills. - Support for new and growing businesses has continued through grant funding and professional advice, including 52 start-up grants, 30 business development grants, and feasibility support for new projects. - Funding support has been provided through collaboration with Business Wales, UK Steel Enterprise and the UK Government Shared Prosperity Fund, helping to invest in new business activity and support the development of local enterprises. - Innovative initiatives have supported local businesses and town centres, including a Pop-Up Shop space in Maesteg Market supporting 12 start-ups, and a shared retail space in Bridgend town centre developed in partnership with the Ospreys Rugby Team.

		- Plans are in place to deliver targeted workshops in 2026–27 to encourage more applications and improve take-up of business grants, following a reduction in application levels during the current year. - Shared Prosperity Funding has supported local growth through business grants and investment in communities, successfully, with activity transitioning to the Welsh Government Local Growth Fund for 2026-27. - Work is progressing to improve sustainable and active travel, with funding secured from Welsh Government to support new infrastructure and plans being developed to progress future schemes.
Regenerate our town centres and Valleys	Good	- Progress has continued on the Placemaking Strategies for Maesteg and Porthcawl, which are being used to align grant and funding opportunities with priority projects, helping to maximise investment and support local regeneration. - The Transforming Towns Placemaking Programme exceeded the initial allocation for 2025–26, with over £1m in grants awarded to projects across Maesteg, Porthcawl and Bridgend. In addition, £176k supported project development, and £4m in grant funding was secured for three strategic schemes, strengthening the pipeline of future investment. - The Valley High Street Property Improvement Grant, funded through the Shared Prosperity Fund, has supported improvements to nine commercial properties, with £131k awarded across locations including the Garw, Nantymoel, Ogmere Vale and Kenfig Hill. This has enhanced shopfronts and helped bring vacant properties back into use. - Development of the Ewenny Road site is progressing, with a sale agreed to a housing developer. A planning application is currently under consideration, and completion remains subject to final sign-off of remediation works undertaken in January 2026. - A reserved matters application has been submitted and is being considered by the planning authority. The development will deliver new and affordable homes, alongside an enterprise hub, open space and green infrastructure, supporting sustainable community growth.
Reduce, reuse or recycle as much waste as possible	Excellent	- A strong track record as one of the best-performing recycling authorities in Wales has been maintained, delivered in partnership with residents and demonstrating continued commitment to reducing waste and increasing recycling. - The percentage of street cleansing waste prepared for recycling has exceeded target at 41.25%, improving on last year's performance and reflecting ongoing progress in maximising recycling from operational activities. - Overall, the percentage of waste reused, recycled or composted also exceeded target at 70.67% but shows a marginal fall in performance compared to last year, primarily due to delays in processing collected garden waste.

		• Significant volumes of material continue to be successfully recycled, including over 23,212 tonnes from kerbside collections and 9,941 tonnes at community recycling centres, highlighting sustained high levels of resident participation. • Progress has continued towards bringing the waste service back in-house by July 2027, including the recruitment of key officers and the development of transition plans working alongside the current contractor. This approach will support stronger operational oversight, greater flexibility to respond to service issues, and better alignment with evolving Welsh Government targets. • Street cleanliness has declined during the year, with performance reducing from 99.35% to 88.59%, largely due to ongoing staffing challenges. Internal monitoring and targeted improvement actions are underway to support improvements in the coming year.
Provide opportunities for culture, leisure, and play	Good	• The Grand Pavilion redevelopment project has continued to progress with a main contractor on site and delivering over the next 18 months. The construction contract commenced in September 2025 and is overseen by the Programme Board. An additional £678k was secured from the Arts Council in January 2026 to support the project. • Opportunities for culture, leisure and play have continued to be delivered, with 21 play areas refurbished and returned to community use during 2025–26, including Phase 4 of the programme and Brackla Skate Park. While this is below the annual target, delays to later phases mean delivery will now extend into 2026–27 alongside additional schemes, including Maesteg Welfare Skate Park. • The Food and Fun programme was delivered in four schools in summer 2025, down from six in 2024, primarily due to staff availability. This provision supported 160 children with 2,730 meals, 144 physical activity sessions and 32 nutrition sessions. The programme is planned to expand to 10 schemes in 2026, supported by recruitment of a Healthy Child Coordinator and enhanced catering capacity. • Participation in the free swimming initiative for children and young people has been lower than anticipated at 10,344 attendances. This is primarily due to data recording issues across sites, with work underway alongside HALO to review and validate attendance data. • A new measure of active users across targeted health and wellbeing memberships has been introduced, with 2,360 users recorded. This provides a strong baseline and reflects good take-up of accessible leisure provision designed to reduce barriers to participation. • Participation in targeted wellbeing initiatives remains high, with over 21,500 attendances across programmes supporting older adults, families and vulnerable groups, helping to promote healthier and more active lifestyles. • Progress continues in strengthening strategic approaches, including development of the Play Sufficiency Action Plan, Healthy Living

		Partnership Strategy, and Community Hub Strategy, although some elements remain in development and will progress further in 2026–27. • Bridgend Library Service continues to perform strongly, meeting all Welsh Public Library Standards core entitlements and most quality indicators, while leading nationally in event attendance and maintaining strong engagement with young people and communities.
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What will we do to improve?

- Hold targeted workshops with Business Start-ups to improve the quality of applications
- Invest £6.12m of Local Growth Funding in projects in the County Borough, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place
- Develop active travel funding bids for submission in 2027-28
- Continue the Ewenny Road site development through the planning process
- Monitor cleaner streets inspection process to improve performance
- Continue with transition to bring our Waste Service in-house by July 2027, including a maintenance facility for vehicles and supply chain arrangements
- Review the Bridgend Town Centre Masterplan.
- Deliver the Hillsboro South public realm scheme
- Progress the Porthcawl Waterfront Masterplan to outline planning consent
- Complete the Children's Play Area Refurbishment Programme
- Run 10 Food and Fun Schemes during Summer 2026 and recruit a Healthy Child Co-ordinator to grow the programme further for summer 2027.
- Bridgend Works will provide a visible, responsive and proactive service focused on improving the cleanliness, appearance and day-to-day condition of neighbourhoods, town centres and community spaces across the county borough, including preventative road patching, rights-of way improvements.

Case study – Electric vehicles



Electric vehicles comprise approximately 13% of the BCBC vehicle fleet and BCBC has an ongoing programme of installing electric vehicle charging infrastructure across the estate to support the use of electric vehicles. Going into 2025-26 there were 73 sockets installed at 14 sites.

In 2025-26, using grant funding totalling £97,000 from Welsh Government matched with capital from the BCBC Decarbonisation Programme, a further 29 sockets were installed at Waterton, Bryncethin and Tondy Depots which included higher capacity chargers that allow for faster charging of vehicles during the working day. Increased battery storage was also installed at Bryncethin depot to capture more of the electricity generated by solar panels at that site and used to charge vehicles and power the building.

Funding from the same sources was also used to meet the additional costs over the diesel equivalents for four new electric vans and an electric mini-digger.

It is estimated that carbon emissions have been reduced by at least 53,519.77 kg.CO₂e in 2025-26 by using electric vehicles instead of diesel and petrol.

Case study – ‘For a Limited Time Only...?’



‘For a Limited Time Only...?’ was a six-month pop-up initiative launched in May 2025 at Unit 14, Maesteg Market. Delivered by Bridgend County Borough Council’s Economic Development and Enterprise Team, the initiative was created to support local start-ups, creatives, makers, small businesses, social enterprises and community groups to test their trade in a real town-centre setting.

The initiative provided a flexible, low-risk space at no cost where participants could showcase products, trial trading, engage with customers, promote their business and build confidence before considering longer-term premises. It also supported Maesteg Market by bringing new activity into the space and encouraging people to visit.

The project benefitted early-stage businesses and community users across Bridgend County Borough, while also contributing to wider town-centre regeneration aims. Activities included pop-up retail, creative showcases, community engagement and opportunities for local traders to raise their profile.

The initiative proved popular as it offered an accessible route for people who may not otherwise have had the confidence or resources to take on a commercial unit. It demonstrated the value of temporary space as a practical tool for enterprise support and town-centre activation and resultantly, there has been an increase in the number of

enquiries from local businesses regarding occupying the vacant Market units long-term, with one of pop-up participants signing a lease on unit 14.

Case Study – Bridgend Nature Festival 2025



On Friday the 25 July 2025 the Bridgend Local Nature Partnership hosted the first Bridgend Nature Festival at Newbridge Fields. This event brought together a range of non-governmental organisations, community groups and public bodies to deliver an array of engagement activities such as nature treasure hunts, fungi identification sessions, bird spotting strolls and a variety of educational talks, all focused on highlighting the importance and diversity of nature in Bridgend. The event was entirely free for attendees and held at the start of the summer holidays, which meant it was particularly well attended by families and young people. The event attracted approximately 500 people and feedback was overwhelmingly positive, which has led to a repeat of the event being scheduled for the 31

July 2026. The event also contributed to the growth of the Bridgend Local Nature Partnership and an increase in engagement with Local Places for Nature projects in Bridgend.

Case study - Brackla Skatepark

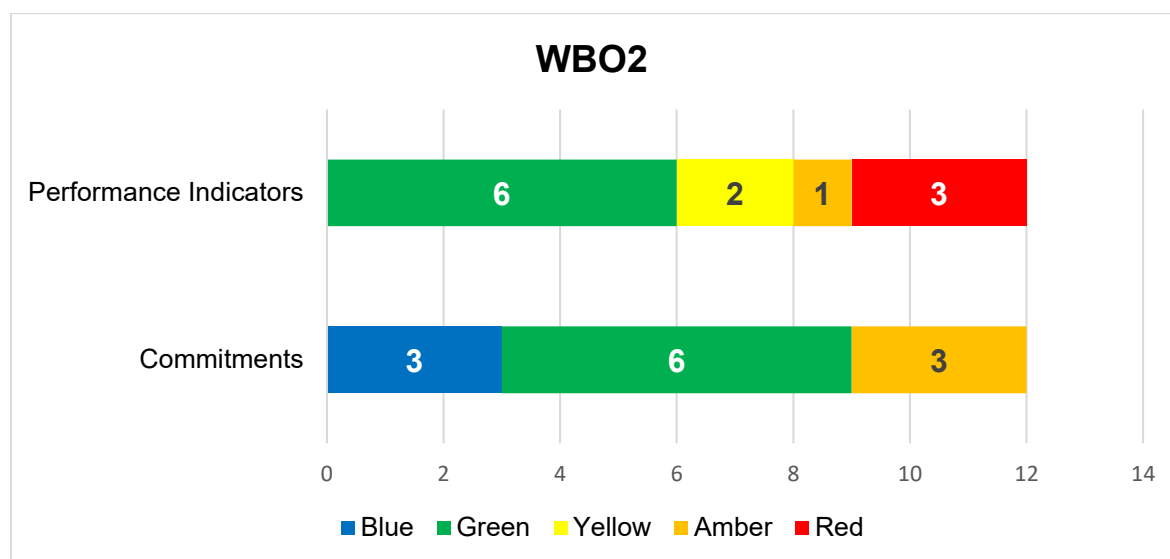


Through effective collaboration from Bridgend County Borough Council and our delivery partner, Maverick, Brackla Skatepark has been redeveloped to a very high standard. Maverick held a local engagement session on site alongside an online engagement which was very well received and the

concept drawing had great public support. Once completed, a programme was put together and agreed by the Council. Conditions on site were far from favourable, but the in-house Maverick team completed the build early and to a very high standard. On

Wednesday 1st April 2026, local skaters, riders and families came together for an afternoon of rider demos, music and competitions. There was strong engagement from all ages and abilities. The event had key involvement from Bridgend County Borough Council, Team Rubicon, pro riders and EPIC brands / prize sponsors.

Wellbeing Objective	Score
2 - Creating modern, seamless public services	Good



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

Aim	RAYG	Performance this year
Improve how we engage with people, listening to views & acting on them.	Good	- Digital engagement reached a record 1.23 million interactions, exceeding the target and demonstrating significant growth in how the Council connects with residents online. - Opportunities for children and young people to take part in consultations have been strengthened through targeted engagement activities, including dedicated youth events and closer working with youth services, helping ensure their views are better reflected in decisions. - Communication has been strengthened through the introduction of a new media protocol, regular member bulletins, improved video content for residents, and the implementation of a new social media scheduling platform, enabling more timely, consistent, and accessible updates. - Staff engagement has been strengthened through the introduction of a corporate narrative, an improved staff survey, and regular video updates, helping to keep employees informed, connected, and involved.

		• Progress is being made on a new bilingual intranet, which will improve accessibility and support both Welsh and English language use. • While the percentage of complaints closed within timescales has improved, progress continues to be limited by delays in responses from service areas. • A new complaints system and performance dashboard is being introduced to improve monitoring, accountability, and learning across services. • The Council has continued to deliver its Strategic Equality Plan through enhanced equality and Welsh language training, improved engagement with under-represented groups, and initiatives to improve service accessibility and employment opportunities, strengthening inclusion across the organisation. • A series of listening events with unpaid carers were conducted during February and April 2026. These provided opportunity for carers to feedback on services and provide valuable insights to help shape future plans.
Offer more information and services online, and in local areas.	Good	• The Council has improved its ability to resolve customer enquiries at the first point of contact (77.58%), supported by ongoing performance reviews and upskilling of customer service advisors to deliver quicker and more effective responses. • Online services continue to be widely used by residents, reflecting strong demand, while ongoing development and promotion of digital services is making it easier to access support online alongside alternative channels. • A review of the Council's front door access to services has been completed, identifying opportunities to simplify and improve how residents contact and access services. • A new online self-referral form for Adult Social Care has been developed, improving how residents can request support, with plans to launch shortly. • Work is underway to develop a digital front door for Adult and Children's Social Care, helping to provide more streamlined and accessible digital services in the future.
Modernise and become a more efficient council	Adequate	• Work has continued to strengthen workforce performance through active absence management, ongoing promotion of staff wellbeing support, and targeted training and guidance for managers, helping to improve attendance and increase completion of staff appraisals across the organisation. • The Council has exceeded its target for Community Asset Transfers. 11 initial transfers or transfers from short term arrangements to long term arrangements were completed in 2025-26, including Heol y Cyw Playing Fields, North Cornelly Community Centre and Garth Park Bowls Green successfully transferred to community organisations.

		• Over £500k of funding has been invested in community groups to support asset transfers and improve local facilities, including community centres, sports pitches, parks, and pavilions managed by local groups, alongside ongoing work to develop further opportunities. • A number of additional transfer agreements are in progress, including leases and licences currently being finalised, with further opportunities being explored with community groups and town and community councils. • A draft Digital Strategy has been developed, with further work being aligned to a wider transformation programme to ensure a coordinated approach to modernising services. • A new Head of Transformation and Digital has been appointed to lead the development of a corporate transformation strategy and delivery plan, helping to address delays and provide clearer direction. • Ongoing work to review and better use the Council's estate has helped to maximise the use of buildings through shared use and community-focused approaches. • Plans are in place to introduce a new Integrated Works Management System, which will improve how council assets are managed and support longer-term planning.
Improve partnership working with partners, the third sector and Town and Community Councils	Good	• Strong partnership working has ensured all high- and medium-risk domestic abuse victims were contacted within target timescales, including over 850 high-risk and 600 medium-risk cases supported through coordinated multi-agency responses. • The Assia Domestic Abuse Service has supported over 1,300 individuals, with all reporting increased feelings of safety at exit, reflecting effective collaboration with specialist partners and tailored safety planning. • Local Community Coordinators have supported over 1,100 residents, including helping individuals move from formal services into community-based support, strengthening independence and reducing reliance on statutory services. • Partnership working with external organisations has expanded provision for children and young people, including holiday support programmes delivered during the February, Easter and summer half terms in 2026. • A new regional agreement with health partners has been implemented, supporting integrated working between health and social care teams to better support frail older people in the community. • Work with Town and Community Councils has included a review of local arrangements, helping to clarify roles and responsibilities, with further review now being progressed through the local Boundary Commission.

		• Co-productive working has supported communities to develop their own solutions and build resilience, including multi-agency approaches led by Local Community Coordinators, development of a community referral pathway, and support to help individuals and families transition into local support networks. • Estyn recognised the strength of the 'Team Bridgend' culture, highlighting how collaboration between the local authority, schools and third-sector partners breaks down organisational silos and improves outcomes. Alongside this, modernised financial monitoring and resource allocation have helped manage budget pressures while enhancing the quality of localised care and support. • The Bridgend Youth Justice Service (BYJS) Management Board exemplifies the "One Council, Working Well with Partners" approach. The establishment of the Restorative and Victim Subgroup has strengthened collaboration with key partners, including the Probation Service and South Wales Police, creating a unified, multi-agency approach to delivering strategic priorities.
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What will we do to improve?

- Develop new web and intranet pages - new consultation feedback section.
- Deliver fully bilingual staff intranet by July 2026
- Launch the new complaints and compliments form/process in June 2026.
- Obtain sign-off and launch the new online self-referral form for Adult Social Care.
- Secure EMR funding to progress the development of a digital front door for Adult and Childrens Social Care.
- Develop a Transformation Strategy by December 2026.
- Develop a new Digital Strategy by March 2027.
- Procure and implement a new Integrated Works Management System.
- Commission an external independent review of Bridgend community preventative pathway.

Case Study- Expansion of our Crimestopper Zones

Bridgend County Borough Council first teamed up with well-known charity Crimestoppers and Valleys to Coast Housing to introduce the first ever Crimestoppers Zone in Wales in 2024. The zone, located in Wildmill, Bridgend was introduced to encourage communities to give crime information anonymously and empower everyone to play a role in addressing anti-social behaviour and criminal activity in their local area to support keeping Bridgend neighbourhoods safe. Following this success a second zone has been launched in Brynmenyn in May 2025.

Residents are encouraged to speak up about criminal activity through the charity's unique reporting service, safe in the knowledge that the information they have provided will remain a hundred per cent confidential. The charity guarantees total anonymity when capturing crime information in over 140 different languages. If required, a translator can be available within a couple of minutes for those calling Crimestoppers.



Case study – Budget Challenge Day

A Post-16 Budget Challenge Day was held in January 2026 at the Civic Offices, involving sixth-form learners from all Bridgend secondary schools. The event was designed to amplify young people's voices in the budget process, improve understanding of local government finances, and gather learner-led priorities to complement wider public consultation feedback.

Learners took part in structured sessions exploring the Council's financial position, followed by breakout discussions on key themes including education, early years, young people, wellbeing, communities, prevention and social care. Working collaboratively, learners developed and presented budget proposals to elected members and senior officers, outlining their priorities and the rationale behind them.

The activity demonstrated strong engagement and provided valuable insight into the services learner's value most, alongside increasing awareness, financial literacy and understanding of the complexity of budget decisions.



Case study – Male victim support at Assia

Sara Matthews in Assia was recognised as highly commended for her work with the male domestic abuse victims and their focus group at the Wales Safer Communities Network.

The focus group works with men who have been victims of domestic abuse, who previously were unlikely to engage with the service. The group has been established as a safe space for male victims to share their experiences of abuse knowing they will be believed and not judged and have support from their peers. The co-productive element of the group, with the men picking what they want to focus on or receive advice on is at the heart of everything. This group and the ongoing support have given those attending the confidence to report abuse and ongoing incidents to the Police, and other partners to prevent further escalation. Sara's passion and commitment to advocate for the male victims she works with is critical to the group's success.



Case Study – Unpaid Carers Listening Events

Unpaid carers came together at listening events to share their experiences and views on the support available to them. The events provided an opportunity for carers to speak openly about how they feel and discuss the issues that matter most to them. Many welcomed the opportunity to be heard and valued the chance to contribute their ideas and experiences.

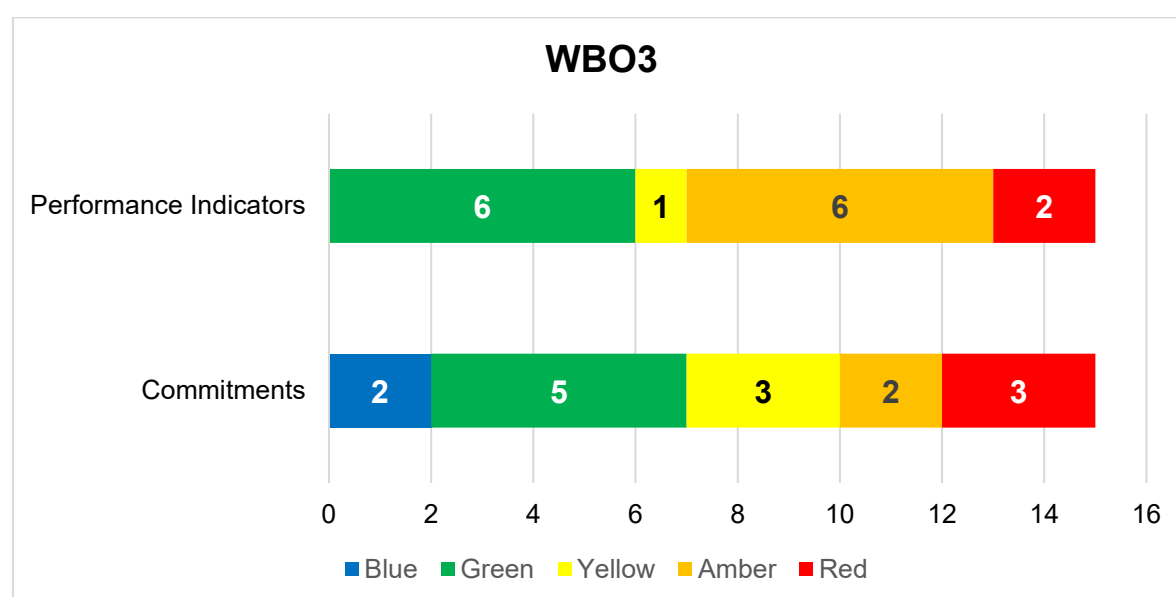


Carers highlighted the importance of having a voice and being able to share their perspectives directly with people who were willing to listen. Feedback from attendees showed that simply being asked for their views made them feel valued and included in conversations about future support and services. One attendee commented: "We do now feel valued because we've been listened to."

The events were intended to be the start of an ongoing conversation with unpaid carers. Participants and organisers shared a commitment to continuing engagement and working together to develop a plan that reflects the priorities of carers themselves. This approach aims to ensure that future actions are shaped not only for carers, but with carers.

A key message from the events was the importance of turning feedback into action. By listening to carers, understanding what matters to them and continuing to involve them in discussions, the intention is to develop a shared plan that can be owned and delivered together. Organisers committed to reporting back on what carers have said and what has subsequently been achieved, helping to build trust and demonstrate the impact of ongoing engagement.

Wellbeing Objective	Score
3 - Enabling people to meet their potential	Good



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

Aim	Status	Description
Provide an effective Childcare and Early Years Offer	Excellent	- The Flying Start programme has expanded significantly, with participation increasing from 530 in 2023–24 to 721 in 2025–26, surpassing the target of 620. This strong overperformance has been driven by expansion activity that is approximately one year ahead of schedule and now reaches 84% of Lower Super Output Areas, supported by ongoing promotion to maximise uptake. - Maintained early years settings continue to perform at a high level, with 79% of Care Inspectorate Wales inspection judgements rated excellent, underpinned by a clear and ambitious strategic vision positioning them as Centres of Advanced Practice to lead and influence quality across the sector.

		- Targeted capital investment has enhanced buildings, outdoor spaces, and learning resources, ensuring that environments are high quality and fully aligned with the Framework for Early Childhood Education and Care, thereby improving learning experiences for children. - Strong governance and leadership arrangements are in place, with all settings confirmed as compliant with National Minimum Standards through the use of a leadership toolkit, alongside structured mentoring, workforce development, and timely completion of mandatory training for staff. - Non-maintained early years settings also demonstrate consistently high quality, with 91% of inspection outcomes rated good or better, supported by effective challenge and support from the Early Years team. - Sector-wide improvement is being strengthened through the identification of three good-practice hub settings and the delivery of a comprehensive professional learning offer, including leadership development, collaborative learning communities, and Froebelian training completed by 23 practitioners. - Collaborative networks such as the Bridgend Froebel Network are promoting peer-to-peer learning and sharing of best practice, while future plans include expanding provider capacity, increasing access to flexible online training, and developing a further cohort of specialist training.
Provide safe, supportive schools with high quality teaching	Good	- Safeguarding remains strong overall, with 93% of schools self-evaluating as 'green', supported by targeted local authority monitoring and improved governor training arrangements, although further work is required to strengthen consistency in training uptake and evaluative practice. - Fixed-term exclusions have reduced in both primary and secondary schools, with primary school days lost falling to 0.021% and secondary to 0.142%, reflecting the positive impact of targeted interventions, including effective use of strategies such as the Managed Move process in secondary schools. - Primary school attendance has improved to 93.1%, above the all-Wales average, demonstrating effective engagement strategies, while enhanced analytical approaches and attendance audits are being introduced to further drive targeted improvement and share good practice. - Secondary school attendance has also improved to 87.6%, although it remains below the all-Wales average. Strengthened data analysis, cluster reviews, and a robust attendance assurance framework is being

		implemented to better identify patterns and support schools. • Educational outcomes remain positive overall, with the average Capped 9 score increasing to 358.8 and exceeding the all-Wales average, although disparities persist for pupils eligible for free school meals, highlighting the need for continued targeted support to improve equity. • School improvement arrangements are effective, with 100% of secondary schools and 96% of primary schools not requiring Estyn follow-up, supported by strong partnership working, strengthened governance through improved insights from the skills audit, and tailored professional learning aligned to school priorities. • Investment in digital learning has been successfully delivered to schools, including AI training, online safety education, national engagement events, and updated policies, alongside participation in pilot programmes and international learning to strengthen innovation and streamline processes. • The digital offer for young people has been enhanced through a youth-led website, interactive tools, and social media engagement, increasing accessibility, participation, and opportunities for young people to share their views, with further consultation and online safety initiatives planned. • Estyn recognised the exceptional quality of the Pupil Referral Unit (PRU) and Educated Other Than At School (EOTAS) provision. The therapeutic and nurturing learning environments help pupils facing barriers to mainstream education re-engage with learning, achieve positive outcomes and fulfil their potential. Bridgend schools continue to achieve the lowest rate of post-inspection follow-up categories in Wales.
Provide Welsh medium education opportunities	Adequate	• Activity to increase Welsh-medium uptake has included targeted promotion and expansion activity, resulting in an additional 38 Reception applications for September 2025 and increased Nursery interest, particularly in Maesteg. • Schools have adapted their Welsh qualification offer at Key Stage 4, with some introducing Agored Cymru courses as an alternative pathway to GCSE Welsh, impacting how participation is recorded. • Post-16 Welsh provision has been supported through the establishment of a Welsh Leaders Network to promote AS and A Level Welsh and facilitate the sharing of good practice, alongside encouragement of

		increased learner uptake for the 2025–2026 academic year. • The Welsh in Education Strategic Plan has been progressed through the establishment of the 'Pont Iaith' late immersion provision at Ysgol y Ferch o'r Sgêr, alongside expanded Cymraeg i Blant sessions in Porthcawl, which are operating at full capacity with waiting lists. • Early years Welsh-medium provision has been further developed through plans to open a new Cylch Meithrin in Porthcawl and continued promotion of Welsh-medium education through visible campaigns, including banners across Bridgend train stations. • Strategic development work on Welsh-medium catchment areas has experienced delays due to limited GIS capacity; however, plans are in place to engage the private sector to undertake an independent review to support future planning.
Modernise school buildings	Adequate	• Across all five schemes, key progress has been made in securing planning approvals, funding, design development, and early site works; however, delivery timelines continue to be impacted by external factors such as land-swap agreements, ecological requirements, and site conditions, requiring ongoing mitigation and project management to maintain momentum. • Progress on the Ysgol Gymraeg Bro Ogwr new-build has included site clearance, agreement on highway access and active travel routes, and Cabinet approval to revise the opening date to September 2027, alongside preparatory work for the pre-application consultation and ecological arrangements such as a reptile translocation site, although site investigation has been delayed due to ground conditions. • Development of the new Mynydd Cynffig Primary School has advanced through Cabinet approval to tender, ongoing preparation of the Bill of Quantities, agreement of a dormouse mitigation strategy with Natural Resources Wales, continued site clearance including relocation of allotment users, and near-completion of detailed design work. • The Ysgol Ferch o'r Sgêr enlargement project has progressed through securing planning approval, Welsh Government approval of the Full Business Case, and Council capital funding approval, although progression to contractor appointment is currently constrained by the outstanding land-swap agreement. • The project to replace Afon Y Felin and Corneli Primary Schools has similarly secured planning approval, Full

		Business Case approval, and capital funding, with progress currently limited by the need to finalise the land-swap agreement to enable contractor appointment. • Development of the new Heronsbridge School has progressed through completion of ground investigations, appointment of Kier Construction via the regional framework to lead design development, ongoing engagement with planning and transport stakeholders, updated ecology reports, and Cabinet approval to revise the opening date to autumn term 2028. • Estyn highlighted how the council's investment in school buildings is improving schools not only as physical structures but also by supporting the successful delivery of the Curriculum for Wales. Through a strong school modernisation programme, capital investment has been aligned with progressive teaching and learning, creating modern learning environments that support educational achievement while contributing to thriving communities, local prosperity and environmental pride.
Be good parents to our care experienced children	Good	• Work to prevent homelessness among care leavers has included multi-agency reflective reviews, leading to joint training and implementation of a joint assessment protocol. As a result, homelessness rates remain below target, although further preventative work is ongoing. • Support for care leavers' participation in education, employment and training has been sustained through corporate parenting workstreams, with performance exceeding target, alongside development of a new council-wide work placement initiative to further improve long-term outcomes. • The Corporate Parenting Board has strengthened governance through regular multi-agency meetings and by embedding the voice of care-experienced young people, informed by a summit, with priorities for 2026–2027 aligned to this feedback. • Engagement activity has increased, with growth in membership of the youth forum and continued partnership with Tros Gynnal Plant to meet advocacy needs and promote young people's rights to representation and support. • Strategic development activity has progressed, including plans to establish an operational working group and further develop the 'care experienced' protected characteristic, alongside aligning priorities across partner organisations.

		- Schools have implemented the Corporate Parenting Strategy through effective use of Pupil Development Grant for children looked after (PDGCLA) funding, with evaluations evidencing positive impacts on wellbeing, behaviour, engagement, and attendance, including a significant increase in primary attendance for looked-after children and continued improvement in secondary attendance. - Targeted improvement work includes engagement with emerging Welsh Government guidance and the development of a structured quality assurance programme for Personal Education Plans to ensure consistency, timeliness, and impact across all schools.
Help people get the skills they need for work	Good	- The Employability Bridgend programme has supported 265 participants into education or training, exceeding the target of 219. - Employment outcomes reached 241 participants entering work, achieving 83.1% of the 290 target, with additional job outcomes pending, expected to increase performance in 2026-27 following initial delays caused by service restructure and the implementation of a new CRM system. - Performance in reducing young people not in education, employment or training (NEET) remains strong at 1.8%, improving from 1.9% in 2024–25 and outperforming the all-Wales average of 2.1%, placing Bridgend joint 8th nationally. - Employability services have continued to adapt to funding changes, including reduced external funding streams, while maintaining strong partnership working with Careers Wales and Jobcentre Plus to support vulnerable young people. - Activity to increase employment and training opportunities has included continued delivery through the Bridgend Employability Network, alongside the development of a health-focused sub-group to strengthen support for individuals with additional health-related barriers. - A comprehensive employability and skills offer has been delivered through partnership working with funders and stakeholders, supporting residents to access basic, essential, and vocational skills training tailored to individual needs. - Engagement and outreach activity has been strengthened through multi-channel promotion, including social media, print, and radio campaigns, alongside large-scale events such as the Porthcawl and Maesteg Jobs Fairs, each attracting over 300 attendees and 60 employers.

		• Programme delivery has remained strong, contributing to exceeding annual engagement targets, and ongoing provision of mentoring and in-work support to help individuals secure and sustain employment.
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What will we do to improve?

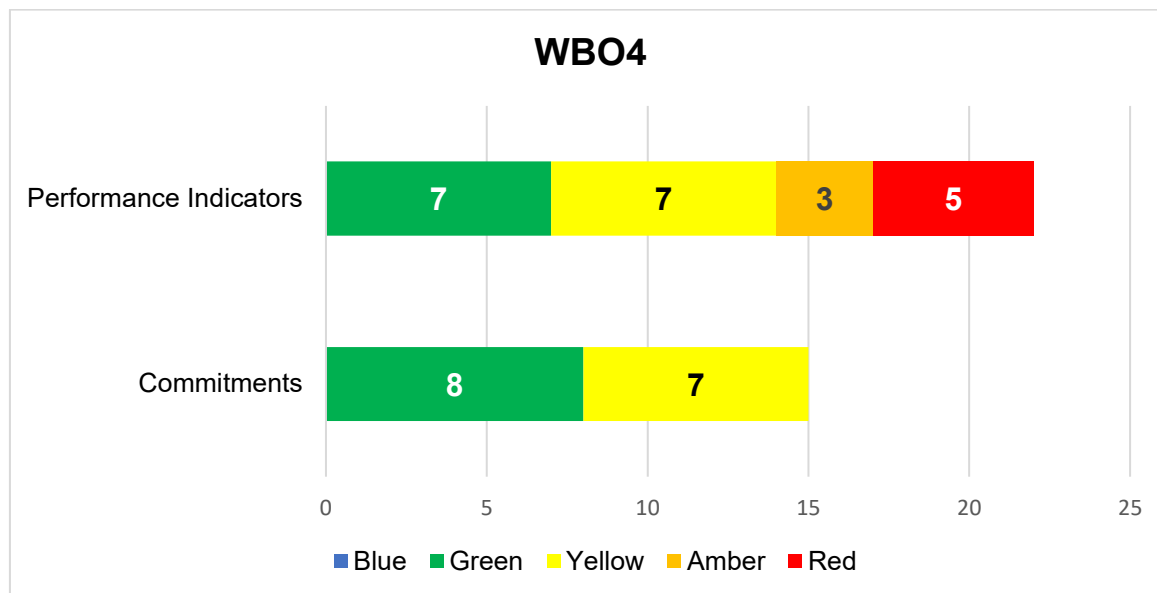
- Carry out a restructure of senior roles to ensure continued strong leadership as the number of early years settings increases.
- Produce a suite of online, recorded professional learning that colleagues can access at a time that suits them.
- Provide the opportunity for a second cohort of practitioners to complete the Froebelian Approach modules between September 2026 and March 2027.
- Education Engagement Team (EET) will complete attendance audits with all schools by the end of the spring term.
- Following the completion of annual school attendance audits, the EET will produce a detailed good practice example that captures and showcases effective strategies implemented across Bridgend's schools.
- Share this year's 'School On A Page' (SOAP) documents with schools by July 2026, to aid reflection and self-improvement.
- Dysgu, the national professional learning and leadership body will develop resources and professional learning for delivery in the next academic year.
- Conduct a young person consultation to gather broader feedback on the setup, design, and future development plans of our digital offer.
- Provide Online Safety workshops for Year 7 pupils in Brynteg School and Coleg Cymunedol Y Dderwen.
- Pursue the Capital Grant application to re-locate Pont Iait.
- Engage with the private sector to progress an independent review of Welsh-medium catchment areas in 2026-2027.
- Undertake translocation of reptiles and site investigation at Ysgol Gymraeg Bro Ogwr and finalise the technical information and commence the PAC process.
- Mynydd Cynffig Primary School - Corporate Management Team will consider the land the financial resources required for the dormouse mitigation strategy and give a future commitment in this regard. The planning application will be considered by Development Control Committee.
- Corporate Landlord Department will obtain the necessary approval for the land swap for Ysgol Ferch o'r Sgêr and the new two-form entry English-medium school.
- Heronsbridge School - The pre-application consultation will commence, work packages will be tendered and the outcome of the ground investigation will be confirmed.
- Create an engagement workplan for 2026-27.
- The Education Engagement Team and Children and Family Support Services will jointly initiate a structured quality assurance programme for Personal Education Plans (PEPs) by April 2027.

Case study – Safer Internet Day



On 10 February 2026, nine secondary schools and three special schools from Bridgend took part in Wales' national Safer Internet Day event at the Principality Stadium, focusing on the theme "Smart tech, safe choices – Exploring the safe and responsible use of AI." With more than 63 practitioners and learners attending, Bridgend was the most represented local authority. Participants joined learner and practitioner sessions exploring AI, online safety, and critical digital decision-making. The event strengthened learners' understanding of online risks, enhanced practitioner confidence in teaching AI and online safety, supported whole-school digital resilience, and amplified learner voice in national discussions about ethical and responsible technology use.

Wellbeing Objective	Score
4 - Supporting our most vulnerable	Good



The information below gives you more detail on how we are doing on each aim under this wellbeing objective.

Aim	Status	Description
Provide high-quality children's & adults social services / early help services	Excellent	- The number of children on the Child Protection Register and those in care remained well managed and largely on track, reflecting effective prevention work and appropriate decision-making. - Outcomes for Team Around the Family plans remained at a satisfactory level overall, although slightly below target due to a number of more complex cases. Increased management oversight is being implemented to improve consistency. - Performance for statutory visits to children remained strong and above target, at over 90% for both care experienced children and those on the Child Protection Register, demonstrating sustained high-quality safeguarding practice. - Support for unpaid carers was strengthened through expanded engagement (including 130 attendees at the Young Carers Network Event), growth of the Young Carer Ambassador Programme and establishment of a Carers Steering Group to shape services. - Planning is in place for a Dementia Action Week event at Bryngarw, supported by BAVO. Partners are promoting dementia-friendly activities, community sessions, and awareness, alongside ongoing forums to support organisations.

		- Children's Services saw significant workforce and practice improvements, including delivery of the Grow Our Own model resulting in 12 newly qualified social workers, reduced reliance on agency staff and improved recruitment and retention. - The Most Significant Change Panel was held with leaders and decision-makers, alongside continued facilitation of the youth forum, enabling the meaningful voices of families and young people to be captured and used to inform service delivery and development. - Adult Social Care progressed through development of a forward improvement plan, alongside an ongoing review of front door practice to improve decision-making consistency, inform staff training, and support peer learning focused on quality outcomes. - Significant commissioning and transformation progress was achieved, including development of a 15-year capital programme, completion of the recommissioning of care-at-home services with new contracts commencing in April 2026, approval of the Placement Commissioning Strategy and approved business cases for four new residential homes to expand local provision.
Support people in poverty	Good	- Support for residents to access financial help remained strong, with 96% of people supported through the Financial Assistance and Support Service (FASS) increasing their income, reflecting effective advice and expanded outreach activity in local communities. - Support to manage and reduce household debt exceeded target at 98%, with key issues including fuel costs, water arrears and Council Tax, highlighting continued demand for advice services alongside wider cost of living pressures. - Targeted take-up campaigns helped increase access to key benefits, including Pension Credit and Free School Meals, generating over £616k per annum (since 2023) in additional Pension Credit income and supporting 172 children to access Free School Meals. - Outreach activity was strengthened to improve access for harder-to-reach residents, with positive feedback from communities and increased awareness of available financial and employability support - Faith in Families Cwtch Mawr Multibank has launched pilot deliveries in Bridgend, working with BCBC, BAVO and local partners to provide essential goods to families facing hardship. Through trusted community organisations, items such as clothing, toiletries and household essentials are distributed quickly and with dignity. The pilot aims to address growing need linked to the cost-of-living crisis while supporting plans to expand the service across the county borough.

Support people with housing needs	Adequate	• Delivery of affordable housing exceeded expectations, with 177 new homes provided against a target of 110, supported by strong partnership working and investment through the Social Housing Grant programme. • Homelessness prevention improved significantly, with over 43% of households successfully supported to remain in their homes, supported by increased use of private rented accommodation and expansion of the Welsh Government Leasing Scheme. • Demand for homelessness services remained high, with increasing use of temporary accommodation, limited housing supply across both social and private sectors, and more complex cases requiring specialist or adapted accommodation. • Disabled Facilities Grants continued to support independence, with over 98% of recipients reporting improved ability to live independently, despite a slight dip in satisfaction linked to minor delivery issues. • Delivery times for Disabled Facilities Grants remained significantly above target due to increased demand and limited resources, with 205 cases completed within available budgets and ongoing work to reduce legacy cases. • Housing and homelessness services progressed through key strategic actions, including approval of a revised Social Housing Allocation Policy, a planned review of homelessness services to inform a future strategy, and continued collaboration with Registered Social Landlords and Welsh Government. • Additional housing capacity was expanded through the purchase of HMOs, with further acquisitions in progress, supported by a three-year rolling Social Housing Grant programme of over £13m. • Progress was made in bringing long-term empty homes back into use, including properties becoming occupied, sold or under renovation, alongside enforcement action, Welsh Government funding, and implementation of the Empty Homes Strategy 2025–2030.
Support children with additional learning needs (ALN)	Good	• Estyn highlighted the Pupil Referral Unit provision as a significant strength, identifying that nearly all pupils achieve qualifications and progress successfully to post-16 education, employment or training. • Estyn recognised Additional Learning Needs (ALN) provision as a substantial strength of the local authority, reflecting a clear strategic commitment to inclusion and improving outcomes for learners with ALN. • Welsh-medium ALN provision was highlighted by Estyn as a notable strength, with bilingual Learning Resource

		Centres and specialist services enabling learners to access support in their preferred language. • Outstanding feedback has been received regarding ALN governance, early years multi-agency interventions, and the BYJS trauma-informed approach. Estyn's evaluation highlights sector-leading multi-agency early years interventions that identify developmental needs before formal schooling begins. Robust ALN governance ensures that children with complex needs have access to high-quality, specialised sensory environments within the borough, enabling care to remain local and empowering families. • Implementation of the online IDP system progressed, with 22% of new IDPs created online and all schools trained, with full rollout continuing across school-based IDPs during 2026–27. • Transition planning for pupils with additional learning needs improved, with around 76% of pupils with a transition plan having received a review. Further work is underway to ensure earlier involvement of post-16 services in all cases. • Waiting lists for specialist provision increased to 57 pupils, reflecting rising demand, more complex needs, and limited capacity. All pupils identified and put on a waiting list for specialist placement receive an offer of provision within a 12-month maximum period or are prioritised when they are in a transition year. • A five-year ALN Provision Plan (2025–2030) was approved to respond to increasing demand, including proposals for new observation provision, an Emotional, Social and Behavioural Difficulties (ESBD) Foundation Phase class, and additional Communication Autism Resource Education (CARE) bases in both primary and secondary settings. Challenges remain, particularly for the ESBD Foundation Phase provision, with further consultation and site identification planned. • Throughout Autumn 2025, a new training programme was delivered over 18 training sessions for 217 staff from 19 schools. This programme has been developed further, with data and outcomes collated over the summer period. • Between September 2025 and January 2026, the number of children supported through the Early Years Panel increased from 146 to 157. • Positive inspection outcomes were secured at The Bridge PRU (2025) and Ysgol Bryn Castell (2026), alongside continued recognition of high-quality specialist provision across the authority. This resulted in The Bridge Receiving 3 spotlights and Ysgol Bryn Castell receiving 1 spotlight in the final reports.
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		• Low tribunal rates and successful mediation processes demonstrate effective partnership working with families and early resolution of concerns. The local authority had no educational tribunals for the third year.
Safeguard and protect people at risk of harm	Excellent	• Children's safeguarding decisions continued to be made promptly, with over 99% completed within 24 hours, ensuring children at risk are identified and protected without delay • Timely completion of child protection investigations remained above target, supporting effective assessment of risk and enabling appropriate safeguarding actions to be put in place • Adult safeguarding enquiries were responded to quickly, with performance exceeding target, helping ensure timely support and protection for adults at risk. • Waiting times for Deprivation of Liberty Safeguards (DoLS) assessments remained within target, supporting timely decision-making for individuals requiring safeguards to protect their rights and wellbeing. • Corporate safeguarding arrangements were strengthened through regular Corporate Safeguarding Board oversight and a positive internal audit outcome. Safeguarding audits were carried out across all schools, alongside implementation of the new Cwm Taf Morgannwg (CTM) Safeguarding Threshold Document to support consistent understanding of risk and intervention across partners. • Early intervention and prevention activity was strengthened through Youth Service outreach and improved collaboration between services via a single referral pathway (via Multi-agency Safeguarding Hub or Early Help), supporting identification and engagement of children at risk of anti-social behaviour before escalation. • Work to strengthen early identification of children at risk of offending is ongoing in partnership with South Wales Police, although progress has been slower than planned due to delays in establishing a consistent early notification system. A supporting application has been developed to support timeliness of information sharing and effective identification of children at risk. • His Majesty's Inspectorate of Probation (HMIP), in its inspection of the BYJS in November 2025, acknowledged BYJS' highly individualised approach which allows victims to dictate their own level and frequency of support. HMIP also noted how the BYJS successfully reduces youth crime and manages complex cases effectively. • By mapping out how trauma affects their home environment, the BYJS actively safeguards vulnerable young people. HMIP noted how this prevents escalation into deeper crisis and offers targeted care and support.

		• By breaking the cycle of reoffending through positive engagement, the BYJS directly helps young people reroute their lives toward productive, brighter futures. HMIP noted how the service's multi-agency approach looks at the root causes of behaviour. This holistic view helps entire families build resilience, equipping young people with the skills to overcome barriers.
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What will we do to improve?

- Complete a review of front door practice for Adult Social Care.
- Commence review of TuVida contract.
- In Q1 2027 we will establish a strategic group for Bridgend which will include unpaid carers.
- Develop and plan for the new 3-year planning cycle for SSWB Directorate.
- Carry out a review of the MSC framework and the impact on service development.
- Develop a meaningful framework for Adult Social Care for capturing the voices of individuals who access the service.
- Conclude consultation on proposed changes to the Shared Lives service.
- Undertake Care home analysis to inform further feasibility analysis on specific sites in the county borough.
- Development of the Market Position Statement.
- Mobilise delivery of 2 residential homes Finalise Harwood House/ Heronsbridge School business case and submit Expressions of Interest via the capital board
- Establish a delivery programme for the Placement Commissioning Strategy, with oversight and where possible performance monitoring.
- Commence development of the Market Position Statement.
- Launch CONNECT once appointments have concluded and refresh the early help screening teams' approach to assessments.
- Undertake a self-evaluation in line with the standards in the Anti Racism Wales Action Plan.
- Develop business cases for peripatetic social work and social care roles to reduce reliance on agency due to unavoidable long-term absence (such as, maternity leave)
- Public consultation for the expansion of Learner Resource Centres will go to Cabinet for approval in September 2026.
- Feasibility study and report for expansion of ESBD provision (The Bridge and Ysgol Bryn Castell)
- The Designated Safeguarding Person (DSP) Forum for the 2025–26 school year will be formally scheduled for December 2026.
- Progress development of a new identification system with South Wales Police.

Case study – High Sheriff of Mid Glamorgan Youth Awards 2026



Two learners with Multi-Sensory Impairment (MSI) were nominated for the High Sheriff of Mid Glamorgan Youth Awards; one pupil attends Bridgend College and one attends Year 12 at Porthcawl Comprehensive School. This award highlights an extraordinary achievement in community contribution and personal resilience. Both received their awards at Coed y Mwstwr Hotel on 15 April 2026, with one, who is supported by the Visual Support Team, awarded first prize and a cheque for £1500.

Case Study – Tackling Long-term Empty Properties

Our Shared Regulatory Service continues to make strong progress in tackling long-term empty properties through a combination of support, funding and enforcement measures. During 2025-26, three of the top 20 priority empty homes have been brought back into occupation, four are sold subject to contract and five are undergoing renovation. Enforcement activity remains a key driver of progress, with one enforced sale ongoing and a further case being progressed following works in default. We have also secured funding through four successful Welsh Government grants, enabling further intervention in challenging cases. Alongside enforcement, work continues to deliver the objectives of the Empty Homes Strategy 2025–2030, including the introduction of a targeted communications plan and the delivery of the first Empty Homes Support Session, which received positive feedback from property owners. Together, these actions are helping to increase housing availability, support neighbourhood regeneration and reduce the number of long-term empty homes across the county borough.



Case Study: Faith in Families Cwtch Mawr Multibank



Faith in Families' Cwtch Mawr Multibank, Wales' first and only multibank, has been operating in Bridgend for the past six months with support from Bridgend County Borough Council (BCBC) and Bridgend Association of Voluntary Organisations (BAVO). The initiative provides an innovative solution to tackling poverty and reducing waste by redistributing brand-new surplus goods from businesses to children, families and individuals experiencing hardship.

Each day, essential items such as clothing, bedding, toiletries, baby essentials and household goods are received, sorted and distributed through a trusted network of

more than 140 partner organisations. Since April, the Cwtch Mawr Multibank has supported 380 individuals – an average of 38 people per active week – as well as 170 households, with around 40 per cent of households accessing support on more than one occasion. By ensuring unused goods reach those most in need quickly and efficiently, the Cwtch Mawr Multibank is helping to improve the wellbeing of local residents while strengthening community support across the county borough.

Case Study – Supporting Young Carers to Feel Valued, Connected and Heard



During 2025-26, Bridgend County Borough Council's Prevention and Wellbeing Service continued to strengthen support for young carers through the Bridgend Young Carers Network. Led by Young Carer Ambassadors aged 11–25, the network provides a safe space for young carers to connect with others, share their experiences and help shape local support.

Working alongside schools, Halo Leisure, Awen Cultural Trust, Bridgend Inclusive network group and over 60 partner organisations, the service delivered termly network events, weekly wellbeing sessions and “We Are Valued Days”, giving young carers opportunities to take a break from caring responsibilities, improve wellbeing and build friendships. During the year, 160 young carers attended the Network Day and 136 attended We Are Valued events. The Young Carer Ambassador programme also grew significantly, increasing from 3 to 33 ambassadors.



The service supported the rollout of 852 Young Carers ID cards and provided 403 Halo memberships for young carers, alongside 927 memberships for household members. Feedback from young people highlights that these activities help reduce isolation, increase confidence and ensure young carers feel recognised, valued and supported within their communities.

5. How is the council using its resources?

We have always had to report how well we are using our resources. For example, telling Audit Wales about our spending, workforce and buildings. Until recently, we did not have a process for reviewing how we are managing all our different resources. To help us write this report, we developed a process to look at:

- Financial Management
- Risk management,
- Commissioning and procurement,
- Corporate planning
- Performance management,
- Workforce planning, and
- Asset management.

To come to our judgements, we used:

- performance indicators e.g. staff vacancy levels and building maintenance,
- evidence on delivery of our projects and improvement plans,
- feedback from customers, staff and trade unions, and
- the views of regulators e.g. Audit Wales report on workforce planning

We asked questions based on the Well-being of Future Generations Act, including:

- Do we focus on prevention, not just putting things right when they go wrong?
- Are we making strong long-term plans?
- Do we share ideas, plans and resources with partner organisations?
- Are we making links and doing things consistently across the council?
- Are we involving the community and customers in key plans and decisions?

We presented findings to councillors who scrutinised them, checked and asked questions, and used the same judgement scale from excellent to unsatisfactory.

Use of resources	Good	Use of resources overall is good. Some things have got better – Performance Management and Financial Planning have improved judgments due to progress made within the year. Other things have stayed the same or got worse - Risk Management has a downgraded judgement due to recent regulator recommendations. We have strong frameworks and robust processes for day-to-day management of resources, with clear and agreed working models and good working relationships between corporate teams and directorates. However, longer-term planning, addressing capacity in corporate and directorate teams, improving proactiveness and developing our corporate services to meet changing demands remain difficult with the resource issues we face. Our Panel Performance Assessment (PPA) Report (September 2025) said that the Council demonstrates strong financial management and effective use of resources, supported by robust monitoring, collaborative budget-setting involving Members, and positive relationships with partners. However, there are opportunities to strengthen alignment between financial planning and the Council's strategic vision, particularly ensuring the budget
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		and Medium-Term Financial Strategy clearly support future priorities. There is also a need to encourage greater innovation in how services are delivered. Additionally, developing a stronger “Team Bridgend” culture, with improved cross-service collaboration and a more consistent, organisation-wide approach to communication, will help reduce silos and support more effective and joined-up working. Our planned activities in response to the PPA findings and recommendations are already underway which will support improvements in use of resources going forward.
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Theme judgements

Our overall judgement looks at use of resources of all types. We also have a specific judgement for each resource type, to help us with our improvement planning.

Financial Planning	Good	Financial Planning is good overall. This is based on positive internal and external judgements from regulators, consistent balanced budgets, and unqualified Statements of Accounts signed off by the Auditor General for Wales and strong governance frameworks in place. Although the Council ended 2025–26 with a £13.4m underspend, forecasting during the year was difficult and volatile. Much of the underspend came from one-off funding, and some planned budget reductions were not delivered, creating future pressures. Whilst reserves were increased at year-end using our underspend, they have generally reduced in recent years and are largely committed. This creates a risk to future financial sustainability, as reserves may not be sufficient to support budgets. The Council faces ongoing financial challenges, including rising costs (pay, inflation), service demand pressures, and reduced council tax collection rates linked to the cost-of-living crisis and limited enforcement options. The 2026–27 budget balanced based on achieving £2.35m of savings and a 4.7% council tax increase, with continued uncertainty in future funding and a difficult financial outlook. The financial position is set out in detail in regular reports, for members and the public to review. Through these processes the Council demonstrates a high level of compliance with the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Financial Management Code, Principles and Standards. Overall, while the framework is solid, financial resilience is under increasing pressure, and stronger forward planning will be critical Key Areas for improvement: ○ Earlier and more robust long-term financial planning ○ Development of deliverable savings and income generation options ○ Greater engagement with members ○ Tight budget management by services
Corporate planning	Good	Corporate planning is good. We have updated and significantly reprioritised the corporate plan delivery plan (CPDP) for 2025-26 to reflect the ambitions of elected members, staff and partners as well

		as challenges and limitations. The CPDP was agreed by Cabinet / Corporate Management Board on 4 March 2025 with a communication plan and directorate business plans prepared to outline service level contributions for the year. In the recent Panel Performance Assessment (PPA), one of the recommendations provided was to support our new Chief Executive to develop an inspiring vision, a Transformation Strategy, underpinning corporate strategies and the cultural shift required to produce both sustainability of services, greater cross-Council working and innovation – which involves staff, communities and partners. This work has begun in 2025-26 and will carry on into 2026-27. From this a new Corporate Plan will be produced to align with this strategy. There are opportunities for further improvement, including starting the review process earlier and engaging better with staff / trade unions as part of the social partnership duty. Key Areas for improvement: ○ Complete work on the Transformation Strategy Bridgend 2040 ○ Begin a process of revising all key plans to align with the long-term vision, starting with the 5-year Corporate Plan ○ Improve the process for annual review and business planning ○ Improve engagement with the Corporate Planning process, with members, residents, staff and Trade Unions and Partners
Risk management	Adequate	Risk management is adequate. There is a Corporate Risk Management Policy in place which was updated and approved by Governance and Audit Committee in January 2026. This is supported by a risk management guidance document which has been signposted to all staff. Reports and the reporting process for risk are straightforward and accessible, including for members and Risk update reports were considered by Cabinet and Corporate Management Team regularly during 2025-26. Reviews undertaken by Audit Wales and Internal Audit of the Council's Corporate Risk Management processes, completed in 2025, concluded that the Council needs to strengthen its risk management culture, improve how risk is identified and monitored and review the overall risk appetite for the Council. External capacity has been sourced to work with the Council to address the issues raised and ensure that risk management identification, reporting and monitoring is robust and timely.
Commissioning and Procurement	Adequate	Procurement and commissioning are adequate. Procurement is well established, with updated Contract Procedure Rules aligned to the UK Procurement Act 2023 and the Welsh Social Partnership and Public Procurement (Wales) Act 2023. Practices have been enhanced to embed social value, carbon reduction, and safeguarding requirements within tenders, alongside improved supplier engagement through our website, corporate contracts register, guidance, and standard terms and conditions. Cost control measures, such as price caps and purchasing card authorisations, have also proven effective and continue to be applied.

		Commissioning, however, remains variable across directorates. While some areas demonstrate good practice through early engagement with procurement, co-production, and long-term planning, others lack robust strategies and consistent delivery. This inconsistency can lead to reactive approaches and missed opportunities to maximise value and collaboration. Audit Wales (June 2025) concluded that the Council cannot yet assure itself that it consistently achieves value for money in commissioning. It recommended strengthening strategic commissioning arrangements, improving compliance and consistency, and embedding evaluation and continuous improvement. The overall judgement is assessed as adequate based on the need for improved capacity in the corporate and directorate teams, and an improved and more consistent approach to commissioning needed across directorates. Key Areas for improvement: ○ Improve understanding of commissioning and procurement requirements across the organisation ○ Address Audit Wales recommendations to strengthen commissioning arrangements ○ Improve corporate alignment of commissioning and procurement to share learning and identify efficiencies
Performance management	Good	Performance management is good, with continued progress made since the last self-assessment and a “substantial assurance” outcome received from internal audit in March 2026. There is a strong well-established framework in place and evidence of strong performance management processes and effective use of data in some service areas, although this needs to be replicated across all services to fully embed this performance culture. We successfully completed our first PPA in September 2026, informing future improvements. PPA feedback told us <i>“Although a good framework is in place, it needs to be more deeply embedded across the Council to ensure consistent ownership and accountability for performance goals”</i> Performance reporting arrangements have been strengthened with reports providing progress judgements, trend data and summary charts. There is strong scrutiny by Corporate Management Team, Cabinet and Scrutiny Committees. Regulatory tracker reporting has also been strengthened introducing escalation where issues persist. There has been a clear focus on improving data quality and accuracy through guidance, audits, and stronger use of evidence, alongside targeted support for group managers and performance leads to enhance reporting consistency and timeliness. The approach to self-assessment continues to be improved, enabling more balanced and robust judgements on performance. Greater emphasis has been placed on collating and using service user perspectives, including residents survey data in collaboration with Data Cymru and Welsh Local Government Association (WLGA), and

		learning from best practice through sector networks. The introduction of Service Self Evaluations has improved accountability, requiring Heads of Service and Group Managers to clearly articulate and evidence the performance position of their areas. Key Areas for improvement: ○ Stronger challenge and use of performance information ○ Better use of performance tools for insight ○ Increased capacity and resilience across teams and systems
Workforce planning	Adequate	Workforce management is adequate. Feedback from employees, managers, trade union representatives and internal audits is generally positive. Managers are assisted to deal effectively with people issues through appropriate and timely support from the HR / Organisational Development service. The HR operating model aims to give managers an improved service focused on proactive and preventative HR services and an incremental reduction in the need for and provision of reactive support services. Improvements have been made to our Strategic Workforce Planning along with further development of HR policies and procedures, such as the introduction of automation in the recruitment process. Support has been provided for managers to reduce and manage sickness absence. HR Briefings delivered to provide support and coaching on a range of topics, with positive feedback used to shape future briefings. We continue to focus on organisation wellbeing, supporting both employees and managers. Key Areas for Improvement: ○ Further development of HR processes and digital automation ○ Need for additional capacity in both management and HR ○ Stronger emphasis on long-term workforce planning, including succession planning
Asset management	Adequate	Asset management is adequate. Whilst considered theoretically robust it is currently operationally strained. The council is excellent at identifying what it wants to achieve and has delivered major standalone wins. Until resourcing is addressed and the new Integrated Workplace Management System (IWMS) implemented, Asset Management will remain limited by its reactive constraints. The service is functionally sound enough to maintain a high level of compliance and secure major long-term objectives, but currently lacks the structural stability required to move from a reactive mode into a truly proactive model. Despite these challenges, the performance is not considered unsatisfactory. Reaching a 91% building compliance rate is an historic high for the council and continuing to reduce backlog maintenance and assisting partners in facilitating an £80m town centre college campus proves that the team possesses deep competency and strong partnership capabilities. The team successfully maintains fiscal responsibility and high compliance standards, operations remain fundamentally reactive

		rather than proactive due to these capacity constraints. Forecasts for the current period are positive, with recruitment activity ongoing, the IWMS being implemented and the new strategic asset management plan being prepared we aim for Asset Management to move into “Good” in the future. Key Areas for Improvement: ○ Strengthening Strategic Asset Planning and Alignment ○ Improving Asset Management Systems and Data Use ○ Enhancing Governance, Monitoring, and Reporting ○ Building Capacity and Embedding the Corporate Landlord Model ○ Addressing Compliance, Maintenance, and Collaboration ○ Need for additional capacity in both management and HR
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6. How good is the council's governance?

Organisations that have good governance use clear decision-making processes and communicate openly about what they are doing. They work well with their stakeholders, manage the risks they face, and take responsibility for their assets.

We have always had to report on our governance, to Audit Wales. There is a clear process for developing an 'Annual Governance Statement' (AGS) that has existed for many years. The information below summarises the Council's AGS for 2025-26.

What is our judgement?

Governance	Good
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Our governance arrangements are good, and work well.

Decision making

Our Governance Framework, the Code of Corporate Governance, explains how we work, how we are accountable, and how decisions are made. In 2022 we developed a new constitution with a simple guide to help members of the public understand it. Through these documents (along with the Member's Code of Conduct, Standards Committee and role of Internal Audit) the Council operates with integrity, ethical values and within its legal powers.

Governance arrangements are reviewed each year and included within the Annual Governance Statement (AGS), which is reviewed and approved by the Governance and Audit Committee.

We are committed to ensuring we have good governance principles and management practices. These are used right across the council to make sure we have the public's trust. The arrangements the council has for Corporate Governance are set out below.

1	Bridgend County Borough Council Code of Corporate Governance	The Council's Code of Governance provides a public statement that sets out the way in which the Council meets and demonstrates compliance with the CIPFA Governance principles.
2	The Governance Framework	The Council's Code of Corporate Governance is underpinned by a Governance Framework which comprises the policies, procedures, behaviours and values by which the Council is governed and controlled.
3	The Annual Governance Statement	The Annual Governance Statement provides assurances regarding the Council's governance arrangements, together with identifying areas of future focus and improvement. The purpose of the Annual Governance Statement is to report publicly on the extent to which the Council

		complies with its Code of Corporate Governance. It identifies those areas which have been identified as needing improvement following self-assessment.
4	Annual Governance Statement Action Plan	The Council continues to review the areas for improvement identified within the Governance Statement which are monitored through the Annual Governance Statement Action Plan.

A number of significant issues were identified in the 2024-25 AGS, to be taken forward during 2025-26. During the year we have made improvements including –

- Progressing the development of the Socially Responsible Procurement Strategy
- Continued to progress the transfer of the Waste service back to the Council
- Ensuring Governance and Audit Committee members received the necessary training to support their role
- Reviewed the process of the Budget Research and Evaluation Panel (BREP) and set up a new Scrutiny Budget Working Group to replace BREP and to review and contribute to the final budget for the Council.
- Monitoring and supporting schools with a budget deficit at year end to deliver their deficit recovery plans
- Continued to work at local, regional and national levels to support recruitment in hard-to-fill services, building on successful approaches used within Children's Social Services.

A number of significant issues were identified in the Council's 2025-26 AGS which will require actions moving forward to address them. The key issues identified are:

- Change Management Governance – ensuring the transformation across the Council has sound governance arrangements in place to agree priorities and to monitor progress
- Risk Management – to address the issues raised in an Audit Wales review to ensure the identification and management of risk is robust
- System Development and Change – to manage and ensure the safe implementation of major new software systems, the safe introduction of Artificial Intelligence for services and protect the Council from a cyber-attack
- Oversight and governance of delegated budgets – increased school budget deficits may impact on the ability of schools to deliver and may result in financial pressure for the Council as a whole, so work will be done with schools to ensure deficit plans are robust and are managed.

7. Listening to the views of others

The council provides services to all residents of Bridgend. Some of our services are universal – used by all residents – like roads and pavements, and waste and recycling. When we are developing, reviewing and changing these services, we need to try and talk to the whole population of Bridgend to help us decide what to do. We have a range of different methods for doing this, from formal consultations on major changes, public drop-in sessions and discussions, and the regular, day-to-day engagement from our social media.

Other services are more specialist – and used by smaller numbers of residents – like school transport and services for people with learning disabilities or young people leaving care. When we are developing, reviewing and changing these services, we need to try and talk to the people who rely on those services and their families to help us decide what to do. We have a range of methods for doing this, from consultation and engagement sessions, to coproducing those services directly with the users and their families.

Over the last year, we have completed a huge range of activities to understand and use service user perspectives, and the opinions of our regulators. The main ones are summarised below.

Consultation and engagement

During 2025–26, the Council undertook a comprehensive programme of consultation and engagement activity to inform key strategic, policy and service decisions. This programme reflects a strong commitment to involving residents, partners and stakeholders in shaping services and responding to emerging challenges.

Engagement activity covered a wide range of priorities, including budget setting, service redesign, climate change, transport, housing and community safety. Levels of participation varied across consultations, with particularly high engagement seen in budget-related and public protection consultations.

Corporate consultations are promoted bilingually to the council's social media channels, shared through weekly resident bulletins and weekly staff messages throughout the consultation period. Up to three consultations a year are shared with our citizen panel to raise awareness and encourage participation. Face to face engagement sessions are held where necessary and our Youth council are involved with relevant consultations.

We consulted on a number of our key strategies to inform long-term strategic planning, for example

- The *Time to Talk Cultural Services* consultation attracted over 1,300 responses and helped shape the future direction of libraries, community hubs and cultural provision, ensuring compliance with statutory duties while reflecting local needs.
- The Digital Strategy consultation supported the development of a modern, inclusive approach to service delivery, highlighting the importance of accessible online services, digital skills development and emerging technologies such as artificial intelligence

- Housing and infrastructure proposals were also shaped through targeted engagement. Consultation on the Social Housing Allocation Policy gathered feedback from both housing providers and residents to inform a fair and transparent approach to allocating social housing.
- Transport and placemaking initiatives, including Bridgend Town Centre access proposals and the Ewenny Road Active Travel scheme, sought community views on improving accessibility and connectivity, balancing the needs of different users, and supporting sustainable travel.
- Climate change and decarbonisation were a key focus of engagement activity. Consultations on the Net Zero Carbon Strategy, Electric Vehicle Charging Strategy and Active Travel and Climate Change proposals collectively gathered views on how the council can support behaviour change, reduce carbon emissions and improve health and wellbeing. Feedback emphasised the importance of practical, accessible solutions and the need to address barriers to sustainable travel.

Other strategies and services are coproduced with service users and their families to help us create services that are more responsive, inclusive and effective. For example this year we have held Carers Listening Events, which have informed our Carers Action Plan, and we intend use future events to co-produce the service specification for the Carers Support Service in the year ahead.

We also consulted on some significant proposed changes to the way the council or our services work. Some of the main consultations in 2025-26 were –

- The Annual Budget Consultation January 2026 generated significant levels of feedback, with over 1,200 responses. It highlighted clear public priorities, including strong resistance to reductions in services supporting vulnerable people, education and child protection. At the same time, respondents demonstrated an understanding of financial pressures facing the council, with a majority supporting council tax increases at or above 4.5%. The consultations provided valuable evidence to support difficult financial decision-making and align spending priorities with community expectations.
- Community safety and environmental quality were also addressed through consultation, most notably the Public Space Protection Order (PSPO) on dog fouling, which attracted over 1,200 responses. This high level of engagement demonstrated strong public interest in maintaining clean and safe public spaces and informed proposals to strengthen enforcement and responsible behaviour.

Consultation	Your feedback and how we used it
Bridgend Town Centre Access (Apr–May 2025)	755 responses; gathered views on improving access and balancing needs of users, including parking, cycling, loading times and flexible access arrangements.
Time to Talk Cultural Services (Jun–Aug 2025)	1,377 responses; informed future strategy for libraries, hubs and cultural services, focusing on legal duties, resident priorities and future delivery models.

Digital Strategy 2025–2029 (Jun–Jul 2025)	250 responses; explored digital priorities, improving online services, inclusion, digital skills and use of technology including AI.
Bridgend Social Housing Allocation Policy (Jul–Oct 2025)	161 total responses; reviewed how social housing is allocated with input from both landlords and the public.
Ewenny Roundabout to Brynteg School Community Engagement Survey (Oct–Nov 2025)	79 responses; sought feedback on Active Travel route proposals connecting Brynteg School.
Active Travel and Climate Change (Nov 2025–Feb 2026)	127 responses; gathered views on encouraging walking, wheeling and cycling and addressing barriers to active travel.
Bridgend Net Zero Strategy (Nov 2025–Jan 2026)	129 responses; informed development of the 2030 Net Zero Carbon Strategy reflecting local priorities.
Electric Vehicle Charging Strategy (Nov 2025–Jan 2026)	88 responses; focused on developing an equitable and scalable EV charging network to support decarbonisation.
Time to Talk Budget 2026–27 (Jan 2026)	1,216 responses; engaged residents on budget pressures, savings options and spending priorities.
Public Space Protection Order – Dog Fouling (Mar–May 2026)	1,274 responses; strong engagement on proposals to tackle dog fouling and improve responsible dog ownership.

Complaints and compliments

We have a clear and agreed two stage process for dealing with complaints. We report to Governance and Audit Committee on complaints each year.

• Informal Complaint Stage

Informal complaints should be dealt with quickly and where possible informally. It advises customers to contact the office responsible for the service to provide an opportunity to solve the problem. Informal complaints are logged by our Information Team and we report on them every quarter to the Public Services Ombudsman. In 2025-26 we had the following informal complaints –

	Number	Resolved	Upheld	Discontinued or withdrawn	Ongoing
Adult Social Care	1	0	0	0	1
Benefits Administration	9	8	0	0	1
Children's Social Services	1	1	0	0	0
Community Facilities	4	1	0	0	3
Complaints handling	0	0	0	0	0

Education	19	9	0	1	9
Environment	0	0	0	0	0
Finance & Council Tax	37	22	1	0	14
Housing	14	4	0	0	10
Planning & Building Control	11	4	3	1	3
Roads & Transport	10	2	0	0	8
Various/Other	24	10	0	1	13
Waste & Refuse	0	0	0	0	0

- **Formal Complaint Stage**

Formal complaints can be lodged by email, telephone, letter or online complaint form. All formal complaints with the exception of schools and social services (which have their own statutory procedures) are received, logged and acknowledged centrally by the Information Team within five working days. These complaints are sent to a Head of Service who appoints a senior officer from the service to investigate the complaint and respond directly within 20 working days. The Information Team is provided with a copy of the response. We monitor numbers of complaints, time to respond, category of complaint and where in the Borough they come from. The Information Team has received, logged, acknowledged and referred a total of 24 formal complaints during 2025-26 –

	Number	Resolved	Upheld	Discontinued or withdrawn	Ongoing
Adult Social Care	0	0	0	0	0
Benefits Administration	4	2	0	0	2
Children's Social Services	0	0	0	0	0
Community Facilities	1	0	0	0	1
Complaints Handling	0	0	0	0	0
Education	4	1	0	0	3
Environment	0	0	0	0	0
Finance & Council Tax	3	2	0	0	1
Housing	2	1	0	0	1
Planning & Building Control	5	1	0	0	4

APPENDIX 1

Roads & Transport	1	0	0	0	1
Various/Other	4	1	0	0	3
Waste & Refuse	0	0	0	0	0

There are separate processes for dealing with social services complaints, Elected Member conduct concerns and school-based complaints.

Improvements made and still planned

Following an internal audit of the corporate complaints process in 2024-25, and a review of the current complaints system and process, a range work on a range of improvements started. Below is what we said we would do and a progress update for 2025-26 –

Area of Improvement Identified	Progress made in 2025-26	Actions for 2026-27
An e-learning module for all complaint handlers.	Completed	
A more consistent way of working to collate, record and report complaints and compliments as well as documenting working procedures to support all officers involved in the complaints process.	Partially completed	Procedure will be included as part of new complaints system.
Improving the process for customers to make both complaints and compliments (incorporating stage one and stage two complaints in the same system).	Ongoing	
An improved triage and escalation process.	Ongoing	
Improvements to customer feedback and communication.	Ongoing	To be developed as part of the new complaints system.
Automating elements of the process where possible to streamline the whole process from beginning to end.	Ongoing	To be developed as part of the new complaints system.
Developed a process to capture and record all complaint feedback consistently - Tracking whether complaints are upheld and actions taken - Ensuring lessons learned are identified and recorded - Enable analysis of data to identify trends and improvement areas - Identify priorities for further learning and development	Ongoing	

Reviewing and developing monitoring reports.	The Team produce an annual report for GAC.	
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8. Regulator views

Our regulators play an important role in ensuring local councils operate lawfully, spend public money responsibly and provide services of an acceptable standard. They provide essential oversight, monitor our performance, investigate concerns, and help drive improvement. They help us maintain accountability to our residents and service users.

Our engagement with regulators is strong and systematic. Regular meetings take place between regulators and senior officers in the Council to discuss regulators' work and the council's improvement plans.

We take the feedback from our regulators very seriously and regularly test our progress against the views and recommendations of our regulators, through a regulatory tracker, which is reported to Governance and Audit Committee (GAC) in April and October each year, and in July and January if there are areas of concern.

Regulator Reports

• Panel Performance Assessment September 2025

One of the requirements of the new local government improvement regime set out in the Local Government and Elections (Wales) Act is for the Council to undertake a Panel Performance Assessment, or PPA, between each local government election. The PPA has to set out conclusions on whether the Council met the 'performance requirements' during that financial year, and make recommendations on actions needed to improve. The 'performance requirements' focus on -

- Are we exercising our functions effectively;
- Are we using our resources economically, efficiently and effectively;
- Is our governance strong.

Our first PPA took place this year with the panel on site between 16-19 September 2025. They undertook interviews with a range of elected members, council officers and partners. They also held focus groups with users of council services and community representatives, including Trade Unions, Town & Community Councils, the business community, Youth Council, older people, citizens and headteachers.

In addition to the three statutory 'performance requirements', we asked the panel to focus on three further areas

- **Transformation** – The development of a transformation strategy that meets political and key stakeholder aspirations that is underpinned by effective arrangements for delivery, performance management and a culture of constructive challenge. A clear need to focus on mechanisms and capacity

for transformation that will improve citizens experience and create an organisation that is sustainable in the medium and long term.

- **Addressing workforce challenges** – Building on strengthened workforce planning, address challenges in recruitment in key areas, and improve succession planning, to help the Council create a long-term workforce strategy.
- **Improving engagement** – Building on improvements to strategic communication, improve the Council's engagement and relationships internally with councillors and externally with local communities and town and community councils to help it become more citizen focused.

For each of the three performance requirements and the three areas raised by the Council, the panel outlined strengths and areas for improvement. The panel also provided eight recommendations.

The assessment recognised the Council as performing well, with strong leadership, a committed workforce, and clear self-awareness, but highlighted a need to accelerate change to ensure long-term sustainability.

The headline findings of the PPA were that –

- Bridgend is a good Council with untapped potential.
- There is a political and managerial leadership that is ambitious for Bridgend.
- The workforce is enthusiastic, committed, and cares deeply about the Council and the communities it serves.
- The Council has high levels of self-awareness - clear and shared assessment of strengths and the challenges ahead.
- The Council is ready for change and positive about the future.

We have developed a response to the PPA report, accepting all eight recommendations and outlining both progress to date and further planned improvements. Some of the actions have already been taken, including organisational changes and strengthening strategic capacity, with further work planned around transformation, workforce development, and engagement.

The full panel [report](#) and our formal [response](#) outlining the actions proposed has been published and can be found on our website.

Audit Wales

Audit Wales have completed 3 audits in 2025-26. These are:

- A review of our arrangements for Commissioning Services which was published in June 2025. It concluded that the Council does not have arrangements to assure itself that it consistently secures value for money when it commissions services and provided 3 recommendations related to strengthening commissioning arrangements, monitoring compliance and evaluating effectiveness through review. Commissioning will play a pivotal role in the Transformation agenda and therefore processes will be reviewed and adapted as the Transformation Strategy develops.

- A review of the Planning and Development Service was published in December 2025. It found that the Council's limited understanding of the service's strategic role, combined with weaknesses in resource and risk management and a lack of planning and performance oversight, but has strong governance arrangements in place for the Development Control Committee. It made four recommendations to the Council which focus on resource management, service planning, risk and performance management. Our response focuses on strengthening the foundations of the Planning and Development Service through increased staffing and sustainable funding arrangements, formalised risk management processes, introduction of a service plan and enhanced performance monitoring arrangements.
- Review of Risk Management was published in December 2025. It found that The Council's risk management arrangements are not working effectively to fully support the delivery of its strategic objectives, and made three recommends focussed on strengthening risk culture, and improving systems to identify and monitor risk, and evaluating the effectiveness of risk management arrangements. External support is being sought to undertake this work, which will begin in early 2026- 27.

Care Inspectorate Wales

- A Care Inspectorate Wales (CIW) improvement check of children's social care services was published in September 2025. It concluded through sustained leadership and workforce investment, there have been significant improvements in Bridgend's children's services, particularly in workforce stability and quality assurance.
- A CIW inspection report on Foster Wales Bridgend was published in September 2025. This inspection follows a previous inspection in November 2023 where eight areas were identified as requiring significant improvement. This inspection has found the service has improved in five areas.
- CIW conducted inspections on three childcare settings from April 2025 to March 2026. This includes one setting, Flying Start Garth, that achieved an 'excellent' outcome across all inspection criteria and received a spotlight related to parental and community engagement. All settings received at least a 'good' judgement in all areas. Recommendations focused on strengthening Welsh language and cultural diversity, keeping policies up to date with legislation, improving how actions from inspections are monitored, and maintaining robust health and safety practices. Additional areas included promoting children's independence and ensuring accurate staff record-keeping.
- CIW conducted inspections of four adult residential care homes during the reporting period. One setting, Bryn Y Cae, achieved an 'excellent' rating for Wellbeing and 'good' ratings across all other domains, while the remaining three homes (Ty Ynysawdre, Ty Cwm Ogwr and Ty Llwynderw) achieved 'good' ratings across all inspection areas. Inspections highlighted consistently positive outcomes for residents, including person-centred care, effective leadership, robust governance arrangements and safe, welcoming environments. Inspection feedback also identified areas where services could continue to build on existing strengths, including enhancing opportunities for meaningful activities, maintaining person-centred review processes and supporting ongoing workforce development. No formal areas for improvement or priority action notices were identified across the inspected services.

Estyn

- Estyn's 2025 enhanced local authority link inspector (LALI) visit found that Bridgend is making good progress in improving pupil attendance and delivering its Welsh in Education Strategic Plan (WESP). Inspectors highlighted strong leadership, effective partnership working and a collaborative approach, which have contributed to improved attendance and positive developments in Welsh-medium education. While further work is needed to strengthen data use, evaluate WESP outcomes and ensure the sustainability of attendance initiatives, Estyn concluded that the Council has strong foundations and a clear commitment to driving continued improvement.
- A report on Bridgend Youth Support Service was completed in February 2026. It found that Bridgend Youth Support Service is a high-performing, well-regarded service that deliver strong outcomes for vulnerable young people, provides inclusive, high-quality support and works effectively with partners, but needs to strengthen Welsh language provision and Impact-focused evaluation
- Estyn conducted an inspection of Education Services in Bridgend County Borough Council in March 2025. The report was extremely positive and found that the Council provides well-led education services with a strong collaborative culture and effective support for schools, leading to generally positive outcomes. Inclusion was found to be a key strength, particularly for pupils with additional learning needs and vulnerable groups, supported by strong multi-agency working and robust safeguarding arrangements. However, it identifies areas for improvement, including the need to strengthen self-evaluation, sharpen improvement planning, and ensure more consistent outcomes for all learners, particularly those from disadvantaged backgrounds.
- During the academic year, 11 schools were subject to core inspection (two secondary schools, one special school and eight primary schools). Estyn identified 14 spotlights of effective practice, including one additional case study, and undertook a further 16 interim visits across one secondary and 15 primary schools, providing a comprehensive evidence base of school performance across the local authority. While one school was placed in a statutory category of follow-up, all schools received support to address their recommendations, including targeted, bespoke in-school support where required. Key areas for improvement identified include strengthening the quality and impact of self-evaluation and improvement planning, improving the progressive development of cross-curricular skills, ensuring appropriate challenge for all pupils, and further developing pupil independence. Inspection findings are used to guide targeted professional learning and support, helping to strengthen leadership, improve teaching, and raise outcomes for learners.

Joint inspection

- During the 2025–2026 financial year, CIW and Estyn conducted two joint inspections on childcare settings. Both settings received 'good' judgements across all inspection criteria. Estyn produced a case study of good practice from one setting, which focused on the way in which children with ALN are supported and fully included, ensuring access to all areas of provision, including quiet/sensory spaces. Recommendations centred on formalising and recording staff supervision and increasing opportunities to promote children's understanding of cultural diversity.

Internal Audit

Internal Audit is also a statutory requirement in Local Government. The Council's internal audit is undertaken by the Regional Internal Audit Service, a partnership shared service between Bridgend County Borough Council, Merthyr Tydfil County Borough Council and hosted by the Vale of Glamorgan Council.

In 2025-26 59 audit assignments were included in the audit plan, with 54 completed during the year.

- 12 audit reviews had no audit opinion, as these are routine internal audit work, for example advice and guidance, external audit liaison, fraud and irregularity work, audit planning and recommendation monitoring.
- 42 were with an audit opinion. Based on the testing of the effectiveness of the internal control environment, an audit opinion of Substantial Assurance has been given to 14 audit reviews (33%) and an opinion of Reasonable to 26 audit reviews (62%). The remaining 2 audit reviews (5%) have been given an audit opinion of Limited Assurance, that is only limited assurance can be placed on the current systems of internal control. There were no 'No Assurance' opinions.

Taking into account the results of the internal audit reviews completed during 2025-26, the Head of Internal Audit's annual opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control for 2025-26 is: "Reasonable Assurance". Which means based on the work they have done, no significant cross-cutting control issues have been identified that would impact on the Council's overall control environment, and any weaknesses that have been identified are service specific.

9. Staff and Trade Union views - Social Partnership Reporting Duty 2025-26

Since 1 April 2024 the Council has been subject to the Social Partnership duty under the Social Partnership and Public Procurement (Wales) Act 2023. This means that we have to explain how we have worked with staff and trade unions within the year, and any areas for improvement we have identified.

Relations with the recognised Trade Unions are extremely positive at present and their support is welcomed to ensure we are working in a true social partnership

Regular work

There is a monthly meeting with Trade Unions, where a range of officers present on a variety of topics, trade union colleagues views are tested and any issues discussed.

The Trade Unions involved in these regular meetings represent staff across the Council, this includes Unison, Unite, GMB, ASCL, NEU, NASUWT, NAHT and UCAC

In 2025-2026 we had 9 monthly meetings, that took place on 16 May, 11 July, 18 September, 17 October, 13 November and 12 December 2025, and 22 January, 27 February and 20 March 2026.

Throughout the year the Chief Executive, Corporate Director for Education, Early Years and Young People, Head of Learning, Corporate Director - Finance & Transformation and Cabinet Member for Resources have attended these meetings.

The Trade Unions also have daily direct access to senior HR officers and there is regular and open communication to work together. Trade Unions are involved regularly in workforce and other related meetings.

All policies, protocols and programmes are shared with the relevant Trade Unions at the earliest opportunity to include their views and thoughts.

Planning the year ahead

As part of the annual budget development process, the Corporate Director - Finance & Transformation attended the regular Trade Union meetings in November 2025 to provide an update on the process, the approach, assumptions made (and later the draft settlement from Welsh Government) and savings proposals.

Trade Unions played an integral part in the development of the Council's 5-year, high level Corporate Plan 2023-28. They were involved at 3 key points – firstly, developing the approach, then developing, setting and agreeing the wellbeing objectives and finally at the draft report stage. Trade Unions will also be engaged with in the development of the new Bridgend 2040 Transformation Strategy which will be presented to the in their September meeting.

Reviewing the year behind

Each year since its inception, Trade Unions have been involved in the development of the Council's Corporate self-assessment. As part of the development of the corporate self-assessment 2025/26 the corporate policy and performance manager, attended the regular Trade Union meeting in September 2026 and presented the key points and

judgements from the draft self-assessment and took views, areas for development and any issues from the trade unions in attendance. The draft report itself was also circulated to Trade Unions for review and any additional comments or changes.

Areas for improvement

- Develop a more engaging / interactive process for involving Trade Union colleagues in the self-assessment process
- Involve Trade Union colleagues in the development and review of the 1-year Corporate Plan Delivery Plan.
- Providing training or awareness raising to employees / Trade Union representatives on how the Social Partnership Duty is being implemented
- Working to confirm updated Trade Union facilities time.

10. Our Strategic Equality Plan

Our new Strategic Equality Plan was developed and consulted on in early 2024 and outlined our six strategic equality objectives, which will shape how we plan, provide, and deliver our services to reflect the diversity of our communities.

We have developed a Strategic Equality Action Plan for 2024-2028 which was approved in July 2024 and has now been published on our website. Work towards achieving these actions will continue over the next 4-year lifespan of the SEP.

Progress on the plans is regularly reported to the Corporate Equality Network, and responsibility for operational delivery lies with all service areas and teams. Our Cabinet Committee Equalities monitors and scrutinises delivery against the objectives.

How do we identify and collect relevant information?

We are committed to collecting and using data to identify where some protected characteristic groups experience a disproportionate impact or where we could deliver services in a different way. We collect data on customers and residents via our consultation and engagement activities and on our employees via our own internal systems. We will collect and use the following equality data:

- Employment profile data for all protected characteristics;
- Service user data to understand the characteristics of our service users;
- Job applicants for all protected characteristics.

This data will be published annually as part of our Strategic Equality Plan annual reporting process (which will now include the full equality impact assessments undertaken). In addition we will publish annually:

- The Strategic Equality Plan annual report.
- Welsh language standards annual report

How effective are the council's arrangements for identifying and collecting relevant information?

Each year we try to improve the Equality Monitoring Data we hold for employees, revising the data capture to include more characteristics. We encourage employees to update information regularly through communications, appraisals and other methods.

What do our arrangements tell us regarding the equality of access to employment, training and pay?

Every year, we report our 'equalities in the workforce' report to Cabinet Committee Equalities. This tells us about a range of things including the numbers of employees with protected characteristics where declared. It also tells us about pay, recruitment and training of employees with protected characteristics. This is all put together and included in the strategic equality Plan. Areas for development are included in the strategic equality plan action Plan.

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	27 JULY 2026
Report Title:	FORWARD WORK PROGRAMME UPDATE
Report Owner/ Responsible Chief Officer / Cabinet Member:	CHIEF OFFICER – LEGAL, REGULATORY AND ELECTORAL SERVICES
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY
Policy Framework and Procedure Rules:	The work of the Overview & 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.
Executive Summary:	The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee. 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, note the Recommendations Monitoring Action Sheet for this Committee and the Forward Work Programmes for each of the Subject Overview and Scrutiny Committees attached for information.

1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the 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 for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at previous meetings; and
- e) Present the Forward Work Programmes for the other Overview and Scrutiny Committees attached as **Appendices C, D and E** for information, following consideration in their respective Committee meetings.

2. Background

- 2.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 2.2 The Council's Constitution also provides for each of the other Overview and Scrutiny Committees 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 maximise 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

Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 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 this Scrutiny Committee 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 draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each of the other Overview and Scrutiny Committees 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 the Committee 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 revisited at each COSC meeting and any updated information gathered from Forward Work Programme Planning meetings with Corporate Directors.

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 COSC is attached as **Appendix A** for the Committee's consideration.

3.10 The Recommendations Monitoring Action Sheet to track outstanding responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.

3.11 The Forward Work Programmes for the other Overview and Scrutiny Committees are attached as **Appendices C, D and E** for information.

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 Forward Work Programme for this 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; and
 - e) Note the Forward Work Programmes for the other Subject Overview and Scrutiny Committees attached as **Appendices C, D and E for information**, following consideration in their respective Committee meetings.

Background documents

None.

Corporate Overview and Scrutiny Committee
2026-27 Draft Forward Work Programme

Monday 29 June 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Revenue Budget Outturn 2025-26		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director – Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal, Regulatory and Electoral Services.
Age Friendly Baseline	Pre-Decision	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Service – Public Realm; and Group Manager – Prevention and Wellbeing.
Play Sufficiency	Pre-Decision	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Group Manager – Prevention and Wellbeing.
Scrutiny Budget Working Group		N/A
Corporate Parenting Champion Nomination		N/A
Nominations to the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg		N/A
Forward Work Programme Update		N/A

APPENDIX A

Monday 27 July 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2026-27 – Quarter 1 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director – Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal, Regulatory and Electoral Services.
Corporate Performance Quarter 4 / Year End 2025-26		As above plus: Corporate Performance Manager
Self-Assessment 2025-26		As above.

Friday 25 September 2026 at 10.00am		
Extraordinary Meeting		
Report Topics	Any Specific Information Requested	Invitees
Transformation Strategy		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director – Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal, Regulatory and Electoral Services; Head of Transformation and Digital; and Corporate Performance Manager

Thursday 22 October 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2026-27 – Quarter 2 Revenue Forecast		<u>All Cabinet Members</u> Chief Executive; Director – Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing;

APPENDIX A

		Corporate Director – Communities; and Chief Officer Legal, Regulatory and Electoral Services.
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Thursday 10 December 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Corporate Performance Quarter 2 2026-27		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director - Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal, Regulatory and Electoral Services; and Corporate Performance Manager.

Thursday 21 January 2027 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Draft Medium Term Financial Strategy 2027-28 to 2030-31 and Budget Proposals		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director - Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal, Regulatory and Electoral Services; Corporate Policy and Public Affairs Manager; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate; and Finance Manager – Education, Early Years and Young People / Communities Directorate.
Capital Strategy 2027-28		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance; <u>Officers</u>

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		Director – Finance and Performance; and Group Manager – Chief Accountant
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Thursday 11 March 2027 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Corporate Performance Quarter 3 2026-27		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director – Finance and Transformation; Corporate Director - Education and Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Electoral; Corporate Policy and Public Affairs Manager Corporate Performance Manager; and Group Manager – Human Resources and Organisational Development.
Budget Monitoring 2026-27 – Quarter 3 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Director – Finance and Transformation; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal, Regulatory and Electoral Services.

Reports to be Scheduled

Report Topics	Any Specific Information Requested	Invitees
Corporate Plan Delivery Plan Review		
Council's response to major incidents and events	To include how information is communicated to Members and residents.	
Scrutiny Annual Report 2024/25 & 2025/26		N/A
Corporate Arrangements for Commissioning Services (once the National report is available)		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance

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or internal thematic analysis report is complete)		<u>Officers</u> Chief Executive; and Chief Officer - Finance, Housing and Change.
Whole-Council response to Climate Change and the Environment / Council's Preparedness to Respond to Storms and Adverse Weather to include the Council's Strategy regarding Flood Response and Prevention	Information on how the Council manages contingencies for emergency responses, e.g. the impact on the Highways budget due to recent storm damage. Council's Preparedness to Respond to Storms and Adverse Weather, to include: - Preventative measures against foreseeable damage; - Impact of adverse weather and any fallout (e.g. loss of power) on vulnerable residents; - Invitees from Communities and Social Services; and - Information shared during internal and Local Resilience Forum debrief sessions held following Storm Darragh and any other inclement weather events.	<u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment; <u>Officers</u> Chief Executive; Chief Officer – Finance, Housing and Change; Corporate Director – Communities; Corporate Director – Social Services and Wellbeing; and Corporate Director – Education, Early Years and Young People.
Staff Survey	Including responses, outcome of staff focus groups and future staff surveys.	<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Group Manager – Communications and Public Affairs
Engagement and Participation Strategy Action Plan	Update to be provided within 12 months	TBC
Workforce Strategy Monitoring Action Plans	To monitor progress / implementation of Action Plans	<u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Electoral; Group Manager – Human Resources Organisational Development

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Independent review and transfer of Early Help service from the Education, Early Years and Young People Directorate to the Social Services and Wellbeing Directorate	Recommendation from COSC 30 June 2025	To be discussed in work planning meeting.
Quarterly Updates from the Transformation Programme Board once established.	Recommendation from COSC 27 January 2025	

Briefings and Workshops:

<u>Topic</u>	<u>Information Required / Committee's Role</u>	<u>Invitees</u>
Funding arrangements with, and the steps being undertaken to ensure fair contributions from, partner organisations, including the Health Board, for the provision of residential placements and the delivery of social care.	Recommendation from COSC on 24 October 2024.	<u>Cabinet Members</u> Cabinet Member for Social Services and Wellbeing; <u>Officers</u> Corporate Director – Social Services and Wellbeing
School Modernisation Programme	To include detailed updates on each school modernisation and upgrade projects. Recommendation from COSC 16 March 2026	<u>All Member</u>

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2026-27

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
29 June 2026	Revenue Budget Outturn 2025/26	Members discussed schools projecting deficit budgets and individual school deficit recovery plans, expressed concern regarding addressing the deficits individually and recommended that consideration be given to managing and dealing with the deficits as a single debt and to setting up a task force or project to clear it.	Corporate Director Education, Early Years and Young People / Corporate Director – Finance and Transformation	Circulated for response.	
29 June 2026	Revenue Budget Outturn 2025/26	The Committee were advised of the interconnectivity between all Council Directorate budgets and recommended that consideration be given to adding a section to future budget reports to include an all Council-contextual overview before detailing individual Directorate positions.	Corporate Director – Finance and Transformation / Chief Executive	Circulated for response.	
29 June 2026	Revenue Budget Outturn 2025/26	Members requested a breakdown of the value for each anonymised schools' projected deficit or surplus budget and that consideration be given to	Corporate Director Education, Early Years and Young People		

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		including this information in future Budget reports.			
29 June 2026	Revenue Budget Outturn 2025/26	The Committee were advised that the Committees Directorate are implementing a new Integrated Work Management System and requested that Communities, Environment and Housing Overview and Scrutiny Committee consider requesting a report regarding the new system.	Scrutiny / CEH OSC		
29 June 2026	Revenue Budget Outturn 2025/26	The Committee discussed the ongoing review of the Council's Cemeteries Strategy and requested that consideration be given to exploring: a. whether cemeteries should be considered by a Joint Committee building on the success of Coychurch Crematorium; and b. alternative burials such as natural and hydro given that cemetery space is limited.	Corporate Director - Communities		
29 June 2026	Revenue Budget Outturn 2025/26	The Committee discussed the cessation of the Council's Pest Control Service and requested information regarding the	Corporate Director – Finance and Transformation		

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		number of complaints regarding pests since October 2025, set out by Ward if possible.			
29 June 2026	Revenue Budget Outturn 2025/26	The Committee discussed the shortfall on Department for Work and Pensions' subsidy contributions towards housing benefit payments and requested more information regarding the number of cases supported, detail and impact of those costs and the number of any legacy cases which may be having an impact.	Corporate Director – Finance and Transformation		
29 June 2026	Revenue Budget Outturn 2025/26	The Committee discussed the grant funding received by the Service to assist refugees and those seeking asylum and requested: a. the level of grants received in previous years, and the level anticipated to continue in future years; b. an update on outcomes achieved from the grant funding received and the numbers being supported by the Authority, set out by Ward if possible; and	Corporate Director – Finance and Transformation / Corporate Director - Social Services and Wellbeing		

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Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		c. an all-Member briefing regarding the support offered by the Service.			
29 June 2026	Age Friendly Baseline	The Committee recommended that the reference to work being undertaken with the following be included in the Age Friendly Bridgend Baseline Assessment: a. Transport for Wales; and b. Faith-based organisations including Churches, Mosque and Hindu Temple.	Claire Sophie and Ady		
29 June 2026	Play Sufficiency	The Committee recommended that consideration be given to better signposting to parents and carers of play opportunities in their local areas including better communication via the Council's website and social media.	Claire/Jaine and Soph		
29 June 2026	Forward Work Programme Update	The Committee requested that the following items be added to their Forward Work Programme: a. The Council's response to major incidents and events to include how information is communicated to Members and residents; and	Scrutiny/Chair of COSC		

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		b. A quarterly progress update on the Council’s Transformation agenda commencing October 2026.			

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2025-26

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee recommended that consideration be given to the establishment of a Transformation and Change Working Group and that regular updates be provided to the Committee but that there be a separation of powers between the Group and the Committee to allow clear scrutiny of the process.	Chief Executive / Chief Officer – Legal and Regulatory, HR and Corporate Policy	Circulated for response. Chased.	
11 Dec 2025	Corporate Performance Quarter 2 2025-26	The Committee expressed concern regarding the performance against WBO2.1.4 relating to the handling of corporate complaints and that delays or failure to receive requested information from service areas appeared to be impacting on the ability to respond to complaints in a timely manner and requested a corporate response from the Chief Executive explaining how this will be addressed.	Chief Executive	Circulated for response. Chased.	

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Education and Youth Services Overview and Scrutiny Committee
2026-27 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	<u>Cabinet Member</u> Cabinet Member for Education and Young People <u>Officers</u> Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – School Improvement <u>Youth Council Representative</u> <u>Headteacher Nominees</u> Invitees to be confirmed <u>External</u> Representatives from Central South Consortium

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

Monday, 21 September 2026 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
Review of Additional Learning Needs (ALN) Support	To include an update on Commitment WBO4.4.2 <i>to develop a five-year plan to meet increasing demand on support services, specialist provision and schools</i> and any impact from progress against Commitments in WBO 3.4 <i>Modernise School Buildings</i>. 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. To include detail of the increased costs of delivering support and services for Additional Learning Needs due to increased demand and complexity.	<u>Cabinet Member</u> Cabinet Member for Education and Young People; <u>Officers</u> Corporate Director – Education, Early Years and Young People; Head of Learning; Group Manager – School Improvement; <u>Youth Council Representative</u> <u>Headteacher Nominees</u> Invitees to be confirmed

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

Monday, 1 February 2027 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
Close Current 3 year Strategic Plan and Open New 3 Year Strategic Plan	To include review of Post Inspection Plan What the authority were doing to prevent school leavers becoming (NEET) not in education, employment or training and whether there was a policy to help schools.	<u>Cabinet Member</u> Cabinet Member for Education and Young People <u>Officers</u> Corporate Director – Education, Early Years and Young People; Head of Learning; Head of Strategy, Early Years and Youth; <u>Youth Council Representative</u> <u>Headteacher Nominees</u> Invitees to be confirmed

Monday, 1 March 2027 at 11am		
Report Topic	Information Required / Committee's Role	Invitees
School Modernisation	An audit of the condition of all schools in Bridgend County. An analysis of the lessons learned from the school modernisation projects that have happened or in the process of being planned and built, 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. The future demography of the County Borough, and the impact of new and proposed housing developments, and the potential knock-on impact on school	<u>Cabinet Member</u> Cabinet Member for Education and Young People; Cabinet Member for Communities and Environment; <u>Officers</u> Corporate Director – Education, Early Years and Young People; Corporate Director - Communities; Head of Learning; Deputy Head of Finance; Accountant – Capital and Grants; Head of Operations; Manager (Sustainable Communities for Learning); Group Manager – Corporate Landlord; Senior Portfolio Surveyor, Education and Wellbeing; <u>Youth Council Representative</u> <u>Headteacher Nominees</u> Invitees to be confirmed

School Maintenance (Communities – Corporate Landlord)	catchment areas and pupil numbers. The future of school modernisation and project finance in Wales. To include an on the progress of increasing specialist provision. To include an update on progress against Commitments in WBO 3.4 <i>Modernise School Buildings</i> and 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>	
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Items to be Scheduled to the Committee's 2027-2028 Forward Work Programme

- Attendance in Schools – (TBC)
To include:
 - i) The Councils position regarding prosecutions for non-attendance;
 - ii) Incentives to keep children in school; and
 - iii) Variance in attendance between different schools and possible reasons
- 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
School Modernisation	Update briefing before the main report scheduled in March	EYS OSC Members
Support for Home-Educated Learners		All Member Briefing
New Estyn Inspection Framework / Local		

Government Education Services (LGES)		
Update on Effective School Governing Bodies – Appointment, Support and Funding	Invitation to be extended to Governors Association	
School Safeguarding Audits Summary		TBC in 2026
Pupil and Learner Attainment Outcomes	To include Validated Exam Results	TBC in 2026

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Social Services, Health and Wellbeing Overview and Scrutiny Committee
2026-27 Forward Work Programme

Monday, 8 June 2026 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
'Our Bravery Brought Justice' – the Bridgend response to the North Wales Child Practice Review		<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Education and Youth Services <u>Officers</u> Corporate Director – Social Services and Wellbeing; Corporate Director – Education, Early Years and Young People; and Head of Children and Family Services.

Thursday, 9 July 2026 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
Shared Lives	Pre-Decision and mid consultation	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; and Commissioning and Service Development Officer.

Thursday 10 September 2026 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Social Services Annual Report 2025-26	Pre-Decision	<u>Cabinet Member</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director - Social Services and Wellbeing; Head of Adult Social Care; Head of Children and Family Services. Group Manager - Prevention and Wellbeing;

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		Group Manager – Commissioning; and Group Manager - Business Strategy, Performance & Improvement.
Social Services Representations and Complaints 2025-26	Pre-Decision	<u>Cabinet Member</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director - Social Services and Wellbeing; and Compliments and Complaints Resolution Manager.
Shared Lives	Pre-Decision	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; and Commissioning and Service Development Officer.

Monday, 9 November 2026 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Annual Corporate Safeguarding Report 2025-26		<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care; Head of Children and Family Services; Group Manager – Information, Advice and Assistance and Safeguarding; Team Manager – Older People Mental Health; and Education and Community Safety Leads
Provision of Accommodation Based Regulated Support Services in Bridgend	Post implementation progress report To include information setting out the provision of accommodation based regulated support services in Bridgend to include the following: a. whether they are private, public or charity sector; b. how staff are contracted; and	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Adult Social Care; and Group Manager – Commissioning.

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	c. the ownership of the buildings.	
Partnership with AWEN	To include MTFS saving proposal.	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing; Group Manager – Prevention and Wellbeing <u>External</u> Representatives from Awen

Thursday, 4 February 2027 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Support for Care Leavers	Including input from Housing and Employability. The Committee have requested that Care Experienced young people be invited for this item. Joint report between Social Services, Health and Wellbeing and the Communities and Housing Directorates	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing. <u>External</u> Care Leaver invitees

Thursday, 4 March 2027 at 10.00am

Report Topic	Information Required / Committee's Role	Invitees
Integrated Health and Social Care Services	To include: Progress against the Regional Partnership Agreement	<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u> Corporate Director – Social Services and Wellbeing. <u>External</u>
Future Arrangements for Advocacy for Adults and Children		<u>Cabinet Member</u> Deputy Leader and Cabinet Member for Social Services, Health and Wellbeing <u>Officers</u>

		Corporate Director – Social Services and Wellbeing. <u>External</u>
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Items to be Scheduled to the Committee's Forward Work Programme

- Review of the Fostering Service – to include actions arising from Elimination of Profit Legislation. June 2027
- External Review of Strength Based Outcome Focused Practice Model being embedded into Adult Social Care – post inspection of Adult Social Care in 2026/27
- Further Report regarding the Community Hubs Strategy (at the appropriate time in 2026/27)

Briefings and Workshops:

Topic	Information Required / Committee's Role	Invitees
Regional Operating Model of the Emergency Duty Team	Out of hours operation	Representatives from RCT
Overview – Social Services & Wellbeing Directorate / Social Services and Wellbeing (Wales) Act	Attendance from: Corporate Director – Social Services and Wellbeing Head of Adult Social Care Head of Children and Family Services Group Manager – Prevention and Wellbeing	To be scheduled post Annual Council depending on changes of Membership to Committee
The Replacement System for CareDirector (WCCIS)	The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to procure and implement major ICT systems which support critical services such as a replacement system for CareDirector (WCCIS). <i>CareDirector</i> is a Cloud-based case management solution for social care organisations that supports integrated working across health and social care.	Members and officers for the Briefing and Workshop – TBD. To be scheduled in partnership with IT and Head of Transformation and Digital – once appointed
Use of Artificial Intelligence within Social Services and Wellbeing Directorate	The Committee recommended that there be an all Member briefing on the use of artificial intelligence within the Social Services and Wellbeing	This will form part of the Digital Strategy and to be scheduled in partnership with IT and Head of Transformation and Digital – once appointed

	Directorate and how it is envisaged it could safely aid a reduction in staff numbers.	
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Communities, Environment and Housing Overview and Scrutiny Committee
2026-27 Forward Work Programme

Monday, 15 June 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Bathing Water Quality Issues and Impacts of the River Ogmore	Representatives from Dwr Cymru Welsh Water and Natural Resources Wales to be invited.	<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance and Transformation; Cabinet Member(s) for Communities and Environment. <u>Officers</u> Chief Executive; Chief Officer – Legal, Regulatory and Electoral Services <u>External</u> Operational Manager - Enterprise and Specialist Services (SRS); Representatives from Natural Resources Wales and Dŵr Cymru Welsh Water. Representative from A Peace for Nature
Audit Wales Report – Bridgend County Borough Council Planning and Development Service	Update on Recommendations	<u>Cabinet Members</u> Cabinet Member for Regeneration and Housing <u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager Planning and Development Services.

Monday, 13 July 2026 at 4pm		
Report Topic	Information Required / Committee's Role	Invitees
Bridgend Town Centre Masterplan & Regeneration		<u>Cabinet Member</u> Cabinet Member for Regeneration and Housing; <u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager – Strategic Regeneration.
Bridgend County Borough Council Net Zero Strategy	Pre-Decision	<u>Cabinet Members</u> Cabinet Member(s) for Communities and Environment.

		<u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager Green Spaces and Sustainability; Decarbonisation Programme Manager.
Bridgend County Borough Council Electric Vehicle Charging Strategy Post Consultation	Pre-Decision	<u>Cabinet Members</u> Cabinet Member(s) for Communities and Environment. <u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager Green Spaces and Sustainability; and Sustainable Development Manager.

Monday, 12 October 2026 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
Condition of the Highways and Status of Road Resurfacing Programme	Update on progress and budget: - Repairs and maintenance; - Road resurfacing and potholes; - Network management of utilities; and - The development of internal metrics for repairs and closing referrals. - To include information on the new Hotbox Teams, number of potholes filled and investment. - Work being undertaken to enhance road safety including any traffic calming measures. - What enforcement action is being taken against drivers who park illegally, particularly against persistent offenders.	<u>Cabinet Member</u> Cabinet Member(s) for Communities and Environment; <u>Officers</u> Corporate Director – Communities; Head of Operations – Communities; Group Manager – Highways and Infrastructure; Highways Network Manager.
Maesteg Town Hall TBC	Impact and outcomes Outcome of survey re: use of venue To include a walkaround the week before the meeting. Lessons learned to include: - Reasons for the overall project cost; - Details of the challenges encountered that led to increased	<u>Cabinet Member</u> Cabinet Member for Regeneration and Housing; <u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager – Strategic Regeneration. <u>External</u> Representatives from Awen

Grand Pavillion TBC	costs (within the overall envelope); and - An appraisal of what could have changed or been done differently. Project Update To include a walkaround the week before the meeting .	<u>Cabinet Member</u> Cabinet Member for Regeneration and Housing; <u>Officers</u> Corporate Director – Communities; Head of Public Realm; Group Manager – Strategic Regeneration.
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Monday, 7 December 2026 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
Local Lettings Policy – Porthcawl	Housing	<u>Cabinet Member</u> Cabinet Member for Regeneration and Housing; <u>Officers</u> Corporate Director – Social Services and Wellbeing; Group Manager – Housing and Homelessness Services.
Fleet Services Review	Pre-Decision	<u>Cabinet Member</u> Cabinet Member(s) for Communities and Environment; <u>Officers</u> Corporate Director - Communities; Head of Operations - Communities; Group Manager - Highways and Infrastructure.

Monday, 15 February 2027 at 4pm

Report Topic	Information Required / Committee's Role	Invitees
TBC		<u>Cabinet Member</u> Cabinet Member(s) for Communities and Environment / Regeneration and Housing <u>Officers</u> Corporate Director – Communities.

<u>Monday, 15 March 2027 at 4pm</u>		
Report Topic	Information Required / Committee's Role	Invitees
TBC		<u>Cabinet Member</u> Cabinet Member(s) for Communities and Environment / Regeneration and Housing <u>Officers</u> Corporate Director – Communities.

Items to be Scheduled to the Committee's Forward Work Programme - To be discussed in next Scrutiny Forward Work Programme Planning Meeting

- Integrated Work Management System
- Cemeteries Review (June 2027)
- Street / Utility work including charges
- Car Parking Charging Review, to include:
- Outcome of the review;
- Free parking offers; and
- The difference in revenue between the free parking period and a full charging model
- Housing (with Registered Social Landlord Invitees)
- A report on the CAT Programme to be added to the Forward Work Programme in 12-18 months to evaluate progress, including an update on the recommendations of an internal audit which took place in April 2025, set out in paragraph 2.1.6 of the report.
- Final UKSPF monitoring report, including a complete analysis of the successes and the lessons learned for future projects and to include:
- details of how the public, businesses and community organisations were informed and supported to make full use of available funding, including how the Bridgend County Prosperity Co-Production Framework had informed decision-making about the UKSPF.
- detailed information regarding the feasibility studies funded by the UKSPF and how many have or will become viable projects.
- detailed evaluation of the sustainability of jobs created across the three themes as a result of UKSPF funding, to include the monitoring processes and the support offered by BCBC; and
- detailed information about the impact the cut in funding during the transition year had on projects in the community

Briefings:

Topic	Information Required / Committee's Role	Invitees
Update regarding Maesteg Town Hall and the Grand Pavilion	Request made by CEH OSC on 15 June 2026.	
Future Waste Services	Including information regarding complaints see referral from COSC / GAC below *	All Member Briefing pre-Council - July 2026
Corporate Joint Committees Regional Responsibilities		All Member Briefing Date to be confirmed

Revised Social Housing Allocation Policy	The changes especially in respect of the bands and how properties will be allocated.	All Member Briefing Date to be arranged in line with final adoption of Policy
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***Referral from Corporate Overview and Scrutiny Committee – 11 December 2025**

The Committee discussed the Corporate Complaints report presented to the previous meeting of the Governance and Audit Committee (GAC) on 27 November 2025 where concerns were raised regarding the number of complaints regarding waste contract, the majority of which were upheld. The Committee were given some reassurance by the Corporate Director and advised that GAC have requested further information but requested that the issue be referred to the Communities, Environment and Housing Overview and Scrutiny Committee for information in the meantime. Potentially if Members wish this could be included in the Briefing on future waste services.

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