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Bridgend County Borough Council

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Rydym yn croesawu gohebiaeth yn Gymraeg. Rhwch 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: Friday, 28 August 2026

Dear Councillor,

EXTRAORDINARY MEETING OF CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

An Extraordinary Meeting of the Corporate Overview and Scrutiny Committee will be held remotely via Microsoft Teams on **Monday, 7 September 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 Corporate Plan Delivery Plan 2026-27

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Invitees:

Councillor Melanie Evans - Cabinet Member for Corporate Services

Jake Morgan - Chief Executive

Stacey Forde – Head of Performance, Workforce and Cultural Change

Kate Pask – Corporate Policy and Performance Manager

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4 Corporate Transformation Governance and Operating Model

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Invitees:

Councillor Hywel Williams - Cabinet Member for Finance and Transformation

Jake Morgan - Chief Executive

Carys Lord - Corporate Director – Finance and Transformation

Daniel Taylor – Head of Transformation and Digital

5 Conclusions and Recommendations

6 Urgent Items

To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with the Procedure Rules set out in the Constitution.

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

Agenda Item 3

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	7 SEPTEMBER 2026
Report Title:	CORPORATE PLAN DELIVERY PLAN FOR 2026/27
Report Owner: Responsible Chief Officer / Cabinet Member	CHIEF EXECUTIVE CABINET MEMBER FOR CORPORATE SERVICES
Responsible Officer:	STACEY FORDE HEAD OF PERFORMANCE AND WORKFORCE CULTURAL CHANGE
Policy Framework and Procedure Rules:	Council priorities in the Corporate Plan Delivery Plan (CPDP) inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.
Executive Summary:	This report summarises the Corporate Plan Delivery Plan 2026-27. The proposed CPDP 2026-27: • Builds on recommendations set out by the Panel Performance Assessment (PPA) 2025. • Provides a balanced approach in meeting the aims of the Corporate Plan 2023-28, whilst transitioning and paving the way for new ways of working and transformational developments for 2027 and beyond. • Offers a suite of refreshed and rationalised performance goals (summarised in Appendix 1) • Comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs). • Reduces the 2025-26 combined number of Commitments and PIs from 126 to 111 (11.90% decrease).

1. Purpose of Report

- 1.1 This report presents the updated Corporate Plan and Corporate Plan Delivery Plan (CPDP) for 2026-27.

2. Background

- 2.1 Bridgend County Borough Council (BCBC) has a high-level five-year Corporate Plan 2023-28. In April 2025, Council approved introduction of supporting, annual ‘Corporate Plan Delivery Plans’ (CPDPs).
- 2.2 CPDPs are designed to support and set out the specific aims, commitments and performance indicators, used to measure and assess how the Corporate Plan priorities are being met. The first CPDP was published in 2025 (for the 2025-26 reporting year).
- 2.3 In addition to the CPDP introduction; in September 2025, the Council completed its first Panel Performance Assessment (PPA), as coordinated by the Welsh Local Government Association (WGLA).
- 2.4 The PPA concluded that BCBC is a well-performing authority. The PPA also highlighted the need and opportunities for Transformation, along with other changes to ensure long-term sustainability. Regarding the specific function of ‘Corporate Performance and Governance’, the PPA findings included:

‘Overall, the Council demonstrates strong governance arrangements and systems, with a robust performance management framework already in place. The organisation’s engagement with Trade Unions is effective, supporting positive relationships that contribute to a collaborative environment. Furthermore, the existing scrutiny arrangements are well-regarded by the majority of Members, highlighting their value overseeing the Council’s work’.

‘Performance Management: 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’.

- 2.5 Building on the PPAs findings and in recognition of other drivers for change; the annual CPDP for 2026-27 is presented.

3. Current situation / proposal

- 3.1 The BCBC Corporate Performance function is currently subject to an outline two-phase improvement approach:

Phase 1 – Refocus and rationalisation (transitional year)	January 2026 – September 2026.
• Self-Evaluation meetings held with key service areas to better understand performance and opportunities for improved delivery and reporting. • Engagement with services areas to produce a smaller, more focused and stakeholder-relevant set of goals that	

meets both the Corporate Plan 2023-28 priorities, whilst developing foundational areas of work aligned to the emerging Transformation Vision/Strategy. • Greater accountability built into the design of CPDP 2026-27 e.g. introduction of named 'Head of Service' assigned to performance goals. • Improved support for service areas e.g. 'CPDP Drop-in Surgeries' and new completion guidance notes issued.	
Phase 2 – Redesign <i>(From reporting to Actionable Insights and Intelligence)</i>	September 2026 – March 2027.
• To develop and embed a modern outcomes-focused BCBC Corporate Performance Framework, co-designed with key stakeholders, that provides a clear line of sight between the council's priorities, resources, delivery and outcomes, enabling timely insight, constructive challenge and continuous improvement. Supporting training materials and accessible guidance will also be produced. • Outline of approach and likely key activities: ➤ Project plan developed (Sept 26) ➤ Stakeholder engagement and co-design (Oct-Nov 26) ➤ Technical build/solution (Nov - Jan 27) ➤ Approval (Jan - Feb 27) ➤ Stakeholder engagement, promotion and training (Feb - Mar 27) ➤ Closure - Lessons learned; adoption as business as usual (April 27)	

3.2 The proposed CPDP 2026-27 comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs). Compared to the CPDP for 2025-26, the CPDP 2026-27 reduces the combined number of Commitments and PIs from 126 to 111 (11.90% decrease).

3.3 The following table provides a breakdown of the 2026-27 Commitments and PIs per Directorate area:

Directorate	Commitments	Performance Indicators	Totals
Communities	17	11	28
Corporate Services	10	3	13
Education, Early Years & Young People	8	14	22

Finance & Transformation	11	5	16
Social Services & Wellbeing	12	20	32
Totals	58	53	111

3.4 Whilst the overall reduction of Commitments and PIs is a 11.90% decrease, many of the Commitments and PIs within the CPDP 2026-27 are:

- New measures introduced to reflect the current (and emerging) key priority areas. Areas such as establishing 'Bridgend Works'; developing a Digital Strategy; a new Workforce Strategy; and Transformation Strategy.
- A reintroduction of measures for Corporate-level reporting e.g. reinstating measures such as GCSE and A-level results; greater detail on providing ALN; along with road condition measures.
- A rebalance and appropriate reallocation of measures that are important to retain and manage via Service-Level monitoring and reporting.

3.5 Subject to Corporate Overview and Scrutiny Committee (COSC) review and feedback, the process and timeline for further review and subsequent approval (of the CPDP 2026-27) is as follows:

- Cabinet and Corporate Management Team, 8 September 2026.
- Cabinet 22 September 2026.
- Council, 23 September 2026.

3.6 Moving forward, whilst entering Phase 2 of the Corporate Performance programme of work (i.e. 'Redesign - *From reporting to Actionable Insights and Intelligence*') there will be:

- clear alignment between the 'Transformation' and 'Performance' portfolios;
- a new five-year Corporate Plan (from 2027); and
- a new Corporate Performance Framework (2027-28) will be collaboratively developed and designed to improve processes and strengthen the Council's performance culture.

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 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 The CPDP 2026-27 is anchored by, and continues to map to the current, four BCBC Wellbeing Objectives:

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

These objectives are a refined reflection of the Council's Corporate Plan 2023-28; which in turn reflects the objectives of the Well-being of Future Generations (Wales) Act 2015.

5.2 The five ways of working as set out in the Well-being of Future Generations (Wales) Act has contributed to the Council's own five ways of working; and the principle of these is embedded within and across the CPDP.

6. Climate Change and Nature Implications

6.1 There are no specific implications of this report on climate change or nature. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including climate change, including refreshed and new aims such as:

- Moving towards decarbonisation and improvement of our energy efficiency'(1.1); and
- Mitigating the impact of extreme weather events (1.8).

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including safeguarding and corporate parenting

8. Financial Implications

8.1 There are no direct financial consequences as a result of this report and the review of the Corporate Priorities is in line with the Council's agreed budget for 2026-27.

9. Recommendation

9.1 It is recommended that the Corporate Overview and Scrutiny Committee considers the proposed CPDP for 2026/27 as set out at **Appendix 1** and provide feedback.

Background documents

None.

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Corporate Performance Dashboard

2026-27



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

THRIVING

A prosperous place with thriving communities



EMPOWERING

Supporting our most vulnerable



TEAM BRIDGEND

Our priorities for 2025/26

ACHIEVING

Enabling people to meet their potential



MODERNISING

Creating modern, seamless public services



WBO1: A prosperous place with thriving communities

WBO1.1: Moving towards decarbonisation and improvement of our energy efficiency

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.05 CP WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) Higher Preferred	5% reduction	Annual Indicator

Commitments

Code	Commitment
WBO1.1.1	Invest in energy efficiency improvements to the Council’s estate and assets. (COMM)
WBO1.1.2	Initiate work on a climate adaptation plan for the Council using the Climate Change Risk Assessment undertaken by the Cwm Taf Morgannwg Public Services Board (COMM)

WBO1.2: Protect landscapes and open spaces

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.06 CP WBO1.2	Number of blue flag beaches (COMM) Higher Preferred	3	Annual Indicator Comment: Maintain the 3 Current Blue Flag Sites (Rest Bay, Trecco Bay & Porthcawl Marina)
DCO23.07 CP WBO1.2	Number of green flag parks and green spaces (COMM) Higher Preferred	3	Annual Indicator Comment: Maintain the 3 Current Green Flag Sites (Bryngarw, Coychurch Crematorium & Maesteg Welfare Park)

Commitments

Code	Commitment
WBO1.2.1	Progress our Biodiversity Plan by delivering projects such as woodland enhancement, develop and protect our natural environment in partnership with our communities and key stakeholders. (COMM)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.04 CP WBO1.3	Number of business start-ups assisted Higher Preferred	30	Annual Indicator

Commitments

Code	Commitment
WBO1.3.1	Develop an annual Strategic Transport Plan which outlines the key priorities including improving sustainable and active travel choices, increasing connectivity and greener travel choices (COMM)

WBO1.4: Regenerate our town centres and Valleys

Commitments

Code	Commitment
WBO1.4.1	Review the Bridgend Town Centre Masterplan. To ensure that it accounts for policy changes and completed development, whilst ensuring an up-to-date framework is there to support new and future development across the town. (COMM)
WBO1.4.2	Ensure that the Porthcawl Waterfront Masterplan is progressed by submitting an outline planning application for determination by the Local Planning Authority (LPA), to provide a framework and support development and regeneration across the waterfront. (COMM)
WBO1.4.3	Redevelop the Ewenny Road site, including new and affordable homes, small business units, open space and green infrastructure, in partnership with the adjoining landowner. (COMM)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO20.05 CP WBO1.5	Percentage of Street cleansing waste prepared for recycling (COMM) Higher Preferred	40%	Annual Indicator
PAM/010 CP WBO1.5	Percentage of streets that are clean (COMM) Higher Preferred	95%	Quarterly Indicator
PAM/030 CP WBO1.5	Percentage of waste reused, recycled or composted (COMM) Higher Preferred	70%	Quarterly Indicator

Commitments

Code	Commitment
WBO1.5.1	Ensure the successful transition of the Waste & Recycling Services in house by July 2027, including a maintenance facility for vehicles and all supply chain arrangements. (COMM)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
SSWB83 CP WBO1.6	Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) Higher Preferred	2000	Quarterly Indicator

Commitments

Code	Commitment
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)
WBO1.6.2	Complete the children’s play areas refurbishment programme and make sure inclusive play equipment is provided to allow opportunities for all. (COMM)
WBO1.6.3	Develop a Libraries and Cultural Capital Strategy (SSWB)
WBO1.6.4	Delivery of a strategy to develop community hubs with partners in Bridgend communities so people’s wellbeing needs can be met in their own communities (SSWB)
WBO1.6.5	Improve access to wellbeing and leisure services in communities with high levels of health need and inequalities (SSWB)

WBO1.7: Invest and improve the public realm in all our communities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
PAM/020 CP WBO1.7	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	5.7%	Annual Indicator
PAM/021 CP WBO1.7	Percentage of: Non-principal (B) roads in overall poor condition Lower Preferred	2.3%	Annual Indicator
PAM/022 CP WBO1.7	Percentage of: Non-principal (B) roads in overall poor condition Lower Preferred	8.5%	Annual Indicator

Commitments

Code	Commitment
WBO1.7.1	Ensure the County has a safe and effective highway network by investing £4.6 million in our highway infrastructure in 2026/27, including on carriageway and footway resurfacing. (COMM)
WBO1.7.2	Complete the design & carry out major repair and replacement work on the A4061 river bridge at Blackmill, part funded by Welsh Government. (COMM)
WBO1.7.3	Complete the establishment of the Bridgend Works Initiative and start to mobilise resources to 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. (COMM)

WBO1.8: Mitigating the impact of extreme weather events

Commitments

Code	Commitment
WBO1.8.1	Invest in flood protection measures to protect our communities against extreme weather events (COMM)
WBO1.8.2	Develop an emergency private household Flood Compensation Fund Policy (COMM)

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	Target 26-27	Reporting Frequency
CED70 CP WBO2.1	Percentage of Complaints closed within timescales (CS) Higher Preferred	80%	Quarterly Indicator

Commitments

Code	Commitment
WBO2.1.1	Complete and secure Council approval of Bridgend 2040 (Transformation Strategy) by 31 December 2026. (F&T)
WBO2.1.2	All School Councils and the Youth Forum contribute to Corporate and Directorate Strategic Plans and receive formal feedback. (EEYYP)
WBO2.1.3	Improve how we communicate and engage with residents to help us become more customer focused and responsive (CS)
WBO2.1.4	Improve the way we gather and use resident views (CS)
WBO2.1.5	Improve the way we communicate with staff and how we gather and use staff views. (CS)
WBO2.1.6	Improve our complaints handling process and the way we learn from corporate complaints and compliments (CS)
WBO2.1.7	Renew Welsh language strategy. (CS)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CED5 CP WBO2.2	Percentage of first call resolutions (F&T) Higher Preferred	77.58%	Quarterly Indicator Comment: Maintained or increase from 25.26 actual
CED51 CP WBO2.2	Number of online transactions using the digital platform (F&T) Higher Preferred	80893	Quarterly Indicator Comment: Maintained or increase from 25.26 actual

Commitments

Code	Commitment
WBO2.2.1	Complete a review of the corporate front door to streamline, standardise, and enhance entry points into the council, create a prioritised list of services for digital transformation and improve the resolution at the first point of contact. (F&T)

WBO2.3: Modernise and become a more efficient council

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CHR002 (PAM/001) CP WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (CS/ALL) Lower Preferred	13.48%	Quarterly Indicator Comment: To maintain/improve on 25.26 figure
CORPB5 CP WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CS/ALL) Higher Preferred	80%	Quarterly Indicator
NEW REF CP WBO2.3	Number of services digitally transformed to enable service users to transact online (F&T) Higher Preferred	5% increase (awaiting data)	Annual Indicator

Commitments

Code	Commitment
WBO2.3.1	Complete and secure Council approval of a refreshed Digital and Data Strategy and agree a prioritised first-year delivery roadmap by 31 March 2027, aligned with Bridgend 2040, the Medium Term Financial Strategy and the Council's transformation priorities. (F&T)
WBO2.3.2	Approve and operationalise the Council's corporate transformation governance structure and establish the initial corporate transformation portfolio by end of October 2026. (F&T)
WBO2.3.3	Build the capability and capacity required to support Council-wide transformation by 31 December 2026, including approval of the proposed Transformation Portfolio Office structure, recruitment to the agreed priority roles and deployment of the initial team against the corporate transformation portfolio. (F&T)
WBO2.3.4	Develop and begin embedding version 1 of the managing change and transformation section of The Bridgend Way by 31 March 2027, providing a consistent end-to-end operating model for assessing, prioritising, designing, governing, delivering and realising benefits from transformation activity. (F&T)
WBO2.3.5	Develop, approve and begin embedding a Council-wide Risk Appetite Framework by 31 March 2027 to strengthen strategic decision-making, risk management, horizon scanning, delegation and assurance. (F&T)
WBO2.3.6	We will improve the member referral service by clarifying its purpose, standards and expectations, ensuring a more responsive, consistent and accountable approach, improved digital functionality and management information. (F&T)
WBO2.3.7	Meet major milestones for critical Education, SSWB and Finance system transitions, including BCBC's local milestones for Connecting Care. (F&T)
WBO2.3.8	Corporate Performance Framework 2027: <i>From reporting to Insights and Intelligence</i> . To develop and embed a modern outcome-focused BCBC Corporate Performance Framework, co-designed with key stakeholders, that provides a clear line of sight between the council's priorities, resources, delivery and outcomes, enabling timely insight, constructive challenge and continuous improvement. Supporting training materials and accessible guidance will also be produced. (CS)
WBO2.3.9	To develop a new five year Corporate Plan 2027-2032 aligned to the new Transformation Strategy 2040 and vision (CS)
WBO2.3.10	BCBC Workforce Strategy 2027: To develop and embed a forward-looking, organisational-wide Workforce Strategy that ensures BCBC has the people, skills, leadership, culture and organisational capacity required to deliver its ambitions and respond effectively to the challenges and opportunities ahead. (CS)
WBO2.3.11	Respond to recommendations of Panel Performance Assessment (2025) To ensure progress and delivery against the eight PPA recommendations (whilst noting that much of the work will be embedded within, and across, other specific pieces of work e.g. development of a leadership programme will be addressed as part of the Workforce Strategy development project). (CS)
WBO2.3.12	Continue to make the most effective use of the Corporate Estate, including working with partners and property disposals as appropriate (COMM)

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

Commitments

Code	Commitment
WBO2.4.1	Review the partnership framework operating across the Council identifying key partnerships, TOR, and key milestones (F&T)

WBO3: Enabling people to meet their potential

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

Commitments

Code	Commitment
WBO3.1.1	All (100%) non-maintained funded settings are judged at least Good by external regulators; and are supported by local authority officers to achieve their outcomes. (EEYYP)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
EDU016a (PAM/007) CP WBO3.2	Percentage of pupil attendance in a) primary schools (EEYYP) Higher Preferred	92%	Annual Indicator
EDU016b (PAM/008) CP WBO3.2	b) secondary schools (EEYYP) Higher Preferred	91%	Annual Indicator
PAM032 CP WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) Higher Preferred	360	Annual Indicator
EDU008a CP WBO3.2	The number of permanent exclusions during the academic year, per 1,000 pupils, from primary schools. (EEYYP) Lower Preferred	Reduce by 25%	Annual Indicator
EDU008b CP WBO3.2	The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools. (EEYYP) Lower Preferred	Reduce by 25%	Annual Indicator
DEFS2 CP WBO3.2	The percentage of pupils achieving 5+ A-A* at GCSE. (EEYYP) Higher Preferred	Improve on 25/26 results	Annual Indicator
NEW REF CP WBO3.2	The percentage of pupils achieving A-A* at A Level. (EEYYP) Higher Preferred	Improve on 25/26 results	Annual Indicator
NEW REF CP WBO3.2	100% service areas judged Good or above in safeguarding audits (EEYYP) Higher Preferred	100%	Annual Indicator
NEW REF CP WBO3.2	Percentage of pupil attendance across vulnerable groups (mainstream and special schools) (EEYYP) Higher Preferred	90.50%	Annual Indicator

Commitments

Code	Commitment
WBO3.2.1	No Bridgend school or Pupil Referral Units will be placed in an Estyn follow-up category. (EEYYP)

WBO3.3: Provide Welsh medium education opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DEFS138 CP WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) Higher Preferred	10%	Annual Indicator Comment: (WESP target 2032 is 14%)

Commitments

Code	Commitment
WBO3.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)

WBO3.4: Modernise school buildings

Commitments

Code	Commitment
WBO3.4.1	Deliver Band B School Modernisation Projects throughout 2026-2027 working towards final completion by September 2028. o Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. o Provide a new-build for Mynydd Cynffig Primary School. o Enlarge Ysgol y Ferch o'r Sgêr to a two form-entry new-build school. o Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. o Relocate Heronsbridge School to a new-build 300-place school. (EEYYP)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CH/052 CP WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) Lower Preferred	10%	Quarterly Indicator
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	75%	Quarterly Indicator
NEW REF CP WBO3.5	Placement stability - number of moves (SSWB) Lower Preferred	10%	Quarterly Indicator
SSWB78a CP WBO3.5	Timeliness of visits to children who are care experienced (SSWB) Higher Preferred	100%	Quarterly Indicator

SSWB39 (CH/039) CP WBO3.5	Number of Care Experienced Children (SSWB) Lower Preferred	315	Quarterly Indicator
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Commitments

Code	Commitment
WBO3.5.1	To ensure care-experienced children have access to stable, long-term living arrangements, access good quality education, training and employment opportunities and opportunities to enhance their social and emotional development. (SSWB)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DEFS82 CP WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) Higher Preferred	230	Annual Indicator
PAM046 CP WBO3.6	Percentage of Year 11 leavers not in education, training, or employment (NEET) (EEYYP) Lower Preferred	2%	Annual Indicator

Commitments

Code	Commitment
WBO3.6.1	Support young people into education, employment or training through targeted school-based and post-16 youth work, and tailored support for those at risk of disengagement and NEET (EEYYP)
WBO3.6.2	Employability Bridgend will support participants and deliver a comprehensive employability and skills programme (COMM)

WBO4: Supporting our most vulnerable

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
SSWB87 CP WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) Higher Preferred	68%	Quarterly Indicator
New CP WBO4.1	Reduction in number of children residing in external residential care (SSWB) Lower Preferred	19	Quarterly Indicator
New CP WBO4.1	Based on as a snapshot at every quarter, our position relative to the other authorities in Wales is to be in the lower quartile of providers of Domiciliary care (measured by hours) (SSWB) Lower Preferred	Lower quartile	Quarterly Indicator
New CP WBO4.1	Number of adults per 100,000 population receiving support in long-term care home accommodation (SSWB) Lower Preferred	Lower quartile	Quarterly Indicator

Commitments

Code	Commitment
WBO4.1.1	Build a resilient, skilled and sustainable Adult Social Care workforce. (SSWB)
WBO4.1.2	Improve the quality, consistency and impact of social work practice. (SSWB)
WBO4.1.3	Strengthen prevention, early intervention and support for carers. (SSWB)
WBO4.1.4	Deliver sustainable and sufficient care and support services through effective commissioning and partnerships (SSWB)
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)
WBO4.1.6	Grow the number of Houses in Multiple Occupation (HMO's) that are used to temporarily support homeless households and reduce reliance on bed and breakfast and Airbnb accommodation. (SSWB)

WBO4.2: Support people in poverty

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	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 (F&T) Higher Preferred	85%	Quarterly Indicator
CED44 CP WBO4.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (F&T) Higher Preferred	85%	Quarterly Indicator

Commitments

Code	Commitment
WBO4.2.1	Support eligible residents to receive the financial help available to them. (F&T)

WBO4.3: Support people with housing needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
CED60 CP WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (SSWB) Higher Preferred	96	Annual Indicator
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 (SSWB) Lower Preferred	25%	Quarterly Indicator
PAM/012 (DOPS15) CP WBO4.3	Percentage of households successfully prevented from becoming homeless (SSWB) Higher Preferred	40%	Quarterly Indicator
PAM/015 (PSR002) CP WBO4.3	Average (MEDIAN) number of calendar days taken to deliver a Disabled Facilities Grant (SSWB) Lower Preferred	542 days	Quarterly Indicator

Commitments

Code	Commitment
WBO4.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (SSWB)
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. (CS/SRS)

WBO4.4: Support children with additional learning needs

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
NEW REF CP WBO4.4	Number of ALN tribunals (EEYYP) Lower Preferred	5	Quarterly Indicator Performance:
NEW REF CP WBO4.4	Number of placements that are non-maintained providers out of county (EEYYP) Lower Preferred	10	Quarterly Indicator Performance:
NEW REF CP WBO4.4	Average (median) waiting time (from referral date) for specialist placement through Access to Education. (EEYYP) Lower Preferred	No target Baseline to be established	Annual Indicator Performance:

Commitments

Code	Commitment
WBO4.4.1	Promote inclusive education by enabling more learners with ALN to learn, participate and succeed within Bridgend's mainstream schools (EEYYP)

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

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
CH/003 CP WBO4.5	Percentage of Children’s safeguarding referrals where a decision is made within 24 hours (SSWB) Higher Preferred	100%	Quarterly Indicator
SSWB62 CP WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	100%	Quarterly Indicator
CH/026 CP WBO4.1	Number of children on the child protection register (SSWB) Lower Preferred	91	Quarterly Indicator
SSWB57 CP WBO4.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) Higher Preferred	80%	Quarterly Indicator
SSWB78b CP WBO4.1	Timeliness of visits to children on the child protection register (SSWB) Higher Preferred	100%	Quarterly Indicator
SSWB77 CP WBO4.5	Percentage of adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	85%	Quarterly Indicator

Commitments

Code	Commitment
WBO4.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)
WBO4.5.2	All youth provision including Youth Justice and Youth Support is judged at least Good by external regulators. (EEYYP)

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	7 SEPTEMBER 2026
Report Title:	CORPORATE TRANSFORMATION GOVERNANCE AND OPERATING MODEL
Report Owner / Responsible Chief Officer / Cabinet Member	CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION
Responsible Officer:	DANIEL TAYLOR, HEAD OF TRANSFORMATION AND DIGITAL
Policy Framework and Procedure Rules:	Corporate Plan, Medium Term Financial Strategy, the emerging Bridgend 2040 Transformation Strategy, the Constitution and Scheme of Delegation of Functions.
Executive Summary:	This report presents the Corporate Transformation Governance and Operating Model endorsed by Corporate Management Team (CMT) for the Committee’s consideration before the proposal proceeds to Cabinet. The model is intended to strengthen corporate governance of transformation. The proposed Transformation Board is expressly advisory and oversight-focused: all formal decisions will remain with Cabinet, Council, Corporate Management Team, statutory officers or other authorised bodies and officers in accordance with the Constitution, Scheme of Delegation of Functions and Financial Procedure Rules. The Committee is recommended to consider whether the proposed arrangements provide sufficient clarity, proportionality, accountability and independent visibility, and to make any recommendations it considers appropriate.

1. Purpose of Report

- 1.1 To present the Corporate Transformation Governance and Operating Model to the Corporate Overview and Scrutiny Committee (COSC) for consideration before reporting to Cabinet for approval.

- 1.2 The proposal is being brought to COSC because it establishes new corporate arrangements for Member oversight, governance and assurance across a significant portfolio of organisational change.
- 1.3 The Committee is asked to consider whether the proposal provides an effective model for strengthening and improving corporate governance of transformation activities and investment of time and resources on such work.
- 1.4 The Committee's observations and comments will inform the final proposal to Cabinet.

2. Background

- 2.1 The Council is delivering an increasing volume of significant service change, major programmes and enabling work informed by the Corporate Plan, the Medium Term Financial Strategy, service demand and complexity, and other drivers.
- 2.2 While many transformation projects and programmes have effective local governance arrangements, the Council lacks a corporate view of and means to govern the overall portfolio of transformation work, through which to oversee and manage priorities, cumulative risks and dependencies, and direct scarce organisational capacity towards the work of greatest value.
- 2.3 The model proposed helps address the gap identified through the Panel Performance Assessment (PPA), which found that the Council should strengthen its strategic and corporate capacity to manage and deliver transformation, maintain or improve performance and measure impact.
- 2.4 The initial proposition was tested with the Leader, the Cabinet Member for Finance and Transformation, the Chief Executive, Corporate Directors, Heads of Service, Transformation and ICT Group Managers and selected officers. The overall response was very positive. The testing and subsequent advice strengthened the proposal by clarifying the Transformation Board's role and composition and the respective roles of Corporate Management Team (CMT), the Transformation Portfolio Office (TPO) and Senior Responsible Officers (SROs).

3. Current situation / proposal

- 3.1 The proposal is to establish a single, connected governance and operating model for significant transformation across the Council. Its purpose is to provide a corporate view of the overall portfolio so that priorities, risks, dependencies, capacity and benefits can be managed more consistently, while retaining service ownership and proportionate governance for individual initiatives. For strategic grouping and reporting, the portfolio will be organised around the three Bridgend 2040 outcome areas: People, Place and Prosperity. Information will be captured once and reused across project, programme, portfolio, performance and Member reporting wherever possible.

- 3.2 For the purposes of this model, transformation means deliberate, coordinated change to services, systems, operating models or ways of working that is intended to create measurable value for residents and communities. This definition distinguishes transformation from routine service delivery and minor improvement activity and will guide which initiatives are considered for inclusion in the corporate transformation portfolio.

Governance structure, roles and authority

- 3.3 A Transformation Board will be established as an advisory and oversight forum, chaired by the Leader. Its core membership will comprise three other Cabinet Members, both opposition Group Leaders and the Chief Executive, with the Monitoring Officer attending in an advisory capacity. Relevant SROs will report to the Board and specialist officers attend as required. The Head of Transformation and Digital will support its operation and, through the TPO, connect it to portfolio assurance.
- 3.4 The Board will provide political oversight, strategic direction, assurance and constructive challenge. It will not manage the portfolio or programmes, approve business cases, allocate budgets, commission expenditure or exercise delegated powers. Formal decisions will remain with Cabinet, Council, CMT, statutory officers and other authorised bodies or officers in accordance with the Constitution, Scheme of Delegation of Functions and Financial Procedure Rules. Any Board advice or recommendation requiring formal action would proceed through the appropriate constitutional route.
- 3.5 CMT will act as the corporate portfolio board: prioritising the portfolio; overseeing strategic risks; managing dependencies and capacity; receiving SRO highlight reports; and deciding matters within existing officer responsibilities and delegations.
- 3.6 Scrutiny will continue to receive reports on significant transformation activity and periodic visibility of the corporate portfolio.
- 3.7 SROs will be Corporate Directors or Heads of Service and will remain accountable for delivery. Existing programme and project boards will remain, progressively adopting proportionate common minimum standards.

Transformation Portfolio Office and the Bridgend Way

- 3.8 Led by the Head of Transformation and Digital the TPO will be the Council's centre for portfolio management, transformation standards, insight and proportionate assurance. It will support CMT, connect SROs and delivery boards with CMT and the Transformation Board, but will not own service outcomes or replace delivery teams.
- 3.9 The TPO will develop and maintain the Council's corporate method for managing change, the 'Bridgend Way'. Covering portfolio entry, project and programme disciplines, practical tools, delivery and assurance standards,

benefits transition and evaluation, its requirements will be tiered by strategic significance, cost, benefit, risk, complexity, scope and organisational exposure.

- 3.10 The TPO will coordinate governance papers for the model, produce and quality-assure highlight and portfolio reports, maintain the portfolio, strategic risk register and challenge programme and project reporting. A detailed report on the 'Bridgend Way' will be presented back to COSC, subject to Cabinet approval of this model.
- 3.11 Working with the Council's Corporate Performance Team, the TPO will ensure that performance evidence informs potential priorities and realised benefits transfer into business-as-usual arrangements. With Finance, it will support viability assessment, proportionate financial modelling and analysis of affordability and financial performance across initiatives and the portfolio.

Assurance and performance

- 3.12 CMT will decide what enters the portfolio and how corporate change capacity is deployed, based on proportionate evidence of viability, strategic fit, anticipated value, affordability, risk and organisational capacity.
- 3.13 Portfolio performance will combine relevant corporate and service indicators with controls for time, cost, scope, quality, risk, dependencies, capacity and readiness. Value measures will include financial and non-financial benefits, cost avoidance, productivity, resident and service outcomes, whole-life cost and cost-benefit ratio where appropriate.
- 3.14 The TPO will provide CMT and the Transformation Board with management assurance on delivery confidence and portfolio control, independent of day-to-day delivery. This will complement, not replace, internal or external audit, Scrutiny, statutory officer advice, technical assurance or the role of the Governance and Audit Committee.
- 3.15 SROs and delivery governance will own benefits plans during delivery. At transition or closure, continuing benefits will pass formally to named business-as-usual owners.

Implementation and reporting

- 3.16 Subject to Cabinet approval, implementation will begin immediately and be phased, with the governance structure intended to be operational from October 2026. The Terms of Reference and membership of the Transformation Board will be finalised, a Council-wide stocktake will establish the initial transformation portfolio and pipeline, the TPO will be established and the cycle of meetings scheduled.
- 3.17 CMT will meet monthly and the Transformation Board every six weeks, with frequency and flow reviewed after six months.

- 3.18 CMT reporting will focus on portfolio health, decisions, interventions, risks, dependencies, affordability, capacity, benefits and SRO accountability. The Transformation Board will receive a concise strategic overview, exceptions, barriers, major benefits and a focused deep dive. The TPO will organise and quality-assure papers, reusing existing reporting wherever possible, while periodic scrutiny reports will provide independent visibility of portfolio health, material risks, financials and delivery confidence.
- 3.19 After six months, the Head of Transformation and Digital will review the model and report to CMT, the Transformation Board and COSC. Success will mean improved corporate visibility, prioritisation, reporting, escalation, delivery confidence, benefits discipline and management of cumulative risk and capacity, without disproportionate bureaucracy.

Matters for COSC's consideration

- 3.20 The Committee is invited to consider whether the model:
- addresses the PPA findings and current limitations in corporate governance of transformation
 - clearly separates advisory oversight from formal decision-making
 - defines key roles and accountabilities, including where material risks require additional resources or formal Member decisions
 - adequately manages both current fragmentation and the implementation and operating risks of the new model
 - will provide scrutiny with timely and useful information.

Risks, ownership and escalation

- 3.21 Without a consistent corporate portfolio approach, significant change may continue to be considered mainly project by project, limiting visibility of cumulative cost, risk, dependencies and capacity; weakening comparison of priorities; and allowing inconsistent business cases, controls and reporting. It also increases the risk of duplication, uncoordinated change and unaffordable commitments.
- 3.22 Principal implementation risks are insufficient capacity or pace, an incomplete stocktake, inconsistent adoption of the Bridgend Way, duplication of effective local governance and unnecessary bureaucracy. Mitigations include phased implementation, proportionate tiering, reuse of existing information, engagement with services and boards, clear terms of reference and the six-month review.
- 3.23 Risk ownership will remain with the accountable officer or body. A response requiring formal approval, additional budget or another formal decision will proceed through the appropriate constitutional route.
- 3.24 At the meeting of COSC on 7 September 2026, the Head of Transformation and Digital will provide Members with a presentation outlining the proposed Model.

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 The proposal supports the sustainable development principle by improving how the Council chooses, shapes and oversees significant change. Its contribution against each of the five ways of working is set out below:

5.1.1 **Long term:** The model will help the Council look beyond immediate pressures when deciding where to focus its transformation effort. Bringing significant change into one portfolio will provide a clearer view of future demand, financial sustainability, organisational capacity and the lasting benefits and consequences of decisions.

5.1.2 **Prevention:** A more connected and integrated approach to considering transformation work will support more proactive preventative work.

5.1.3 **Integration:** The model will help the Council consider transformation activity as a whole and understand how proposed changes affect different services, communities and well-being outcomes. This should reduce isolated decision-making and help align change with the Council's wider objectives and commitments.

5.1.4 **Collaboration:** Significant change often depends on different services, professional disciplines and partner organisations working together. The model will provide a clearer basis for that shared effort, while retaining clear responsibility for decisions and delivery.

5.1.5 **Involvement:** The governance model will expect individual transformation initiatives to involve residents, service users, staff, Members and other stakeholders in ways appropriate to the change, so that proposals are informed by the people who use, deliver or are affected by services.

- 5.2 Taken together, these arrangements will support the Council's well-being objectives and corporate priorities by helping it direct limited capacity towards change that delivers better and more sustainable outcomes for People, Place and Prosperity.

6. Climate Change and Nature Implications

- 6.1 The establishment of the governance model has no significant direct climate or nature implications. It will, however, provide a more consistent route for considering decarbonisation, climate resilience, biodiversity and wider environmental effects when transformation initiatives enter the portfolio and as they are developed, delivered and evaluated.

- 6.2 Individual initiatives will remain responsible for completing any proportionate environmental assessment required and for identifying relevant benefits, adverse effects and mitigations.

7. Safeguarding and Corporate Parent Implications

- 7.1 The establishment of the governance model does not directly change safeguarding services, responsibilities or procedures. The Council's duty to safeguard and promote the well-being of children, young people and adults at risk, and to ensure effective safeguarding practice across Council and commissioned services, will continue to apply to all transformation activity.

8. Financial Implications

- 8.1 A total of £1.6 million of recurrent Digital and Transformation revenue funding was approved by Council in February 2026 as part of the Medium Term Financial Strategy 2026-27 to 2029-30.
- 8.2 The TPO will be supported by the Head of Transformation and Digital, dedicated portfolio capacity and relevant existing corporate functions. There is a plan for recruitment to the proposed roles to support the wider transformation, digital, data and delivery capacity.
- 8.3 The timely establishment of sufficient TPO and wider delivery capacity is a key dependency for the proposed model. Once the deployment proposal is agreed, appointments and commissioning will proceed through the Council's normal workforce, procurement and delegated decision-making arrangements.

9. Recommendations

- 9.1 The Corporate Overview and Scrutiny Committee is recommended to:
- a) consider the proposed Corporate Transformation Governance and Operating Model and the assurance it provides in relation to portfolio visibility, prioritisation, delivery, risk, capacity and benefits realisation;
 - b) provide observations on the design and planned phased implementation of the model, including the matters identified at paragraph 3.20;
 - c) note that the Transformation Board will be advisory and oversight-focused only, and that all formal decisions will remain with the proper constitutional bodies and authorised officers;
 - d) make any recommendations it considers appropriate for consideration before the proposal is presented to Cabinet for approval.

Background documents

None.

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