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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: Friday, 18 September 2026

Dear Councillor,

EXTRAORDINARY MEETING OF CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

An Extraordinary Meeting of Corporate Overview and Scrutiny Committee will be held Hybrid in Committee Rooms 1/2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Friday, 25 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).

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3 Corporate Plan Delivery Plan for 2026/27 5 - 38

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
Stacey Forde – Head of Performance, Workforce and Cultural Change

4 Emerging Bridgend County Borough 2040 Transformation Vision 39 - 60

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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
Daniel Taylor – Head of Transformation and Digital
Stacey Forde – Head of Performance, Workforce and Cultural Change
Anya Richards – Group Manager – Communication, Public Affairs and Policy

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 Hybrid meeting, and Members and Officers will be attending in Committee Rooms 1/2/3, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you would like to view this meeting live, please contact cabinet_committee@bridgend.gov.uk 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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Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**25 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:	**At the request of the Committee at its meeting of 7 September 2026, further information to clarify the specific changes, content and targets within the proposed CPDP 2026-27 is presented. Members are requested to note that the CPDP will be presented to Cabinet and Council for approval on 22 and 23 September 2026 respectively.** **The CPDP 2026-27 reflects a transitional year; one that seeks to deliver business as usual (BAU), whilst offering an incremental level of refocus and rationalisation of Corporate Performance measures (Phase 1).** **More strategically, from September 2026, the efforts, deployment and optimisation of Corporate Performance resources will be prioritized for the design and delivery of Phase 2, of the BCBC Corporate Performance improvement approach. Of note, Phase 2 is ‘redesign’; offering a step-change from the existing framework, shifting from ‘Reporting’ to ‘Actionable Insights and Intelligence’.** **The proposed, transitional 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 (Appendix 1)** **Comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs).** **Achieves a 11.90% rationalisation in the number of Corporate Commitments and PIs from 126 (2025-26) to 111 (2026-27).**

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 2023, 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.

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'.

3. Current situation / proposal

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

Phase	Timescale
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 (***From reporting to Actionable Insights and Intelligence)***	**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) ➢ Upskilling opportunities for workforce (Oct 26) ➢ Stakeholder engagement, discovery, co-design (Oct-Nov 26) ➢ Draft concept and content developed (Dec – Jan 27) ➢ Technical build/solution (Dec - Jan 27) ➢ Final concept and content agreed (Jan 27) ➢ Peer review and Testing (Feb 27) ➢ Round 1: Stakeholder engagement, promotion and system training (Feb - Mar 27) ➢ Approval (Mar 27)	

➢ ‘Closure’ - Lessons learned; adoption as business as usual (April 27) ➢ (If required) Round 2: Stakeholder engagement, promotion and system training (May 27+)	

3.2 The proposed CPDP 2026-27 is set out in **Appendix 1.** This document is the totality of Corporate Performance measures (and their respective targets) for 2026-27. For convenience, content has been updated to highlight which measures are ‘new’ and which have been ‘updated’.

3.3 In total, the CPDP 2026-27 comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs).

3.4 When compared to the CPDP 2025-26, the CPDP 2026-27 has successfully rationalised the combined number of Commitments and PIs from 126 to 111 (11.90%).

3.5 Whilst an overall Corporate ‘reduction’ has been achieved, many of the Commitments and PIs within the CPDP 2026-27 are:

- New measures introduced to reflect the current and emerging key priority areas such as establishing ‘Bridgend Works’; developing a Digital Strategy; a new Workforce Strategy; and Transformation Strategy.

- A re-introduction of measures for Corporate-level reporting e.g. reinstating measures such as GCSE and A-level results; greater detail on providing ALN; and road condition measures.

- A rebalance and appropriate allocation of measures more suited to operational, Service-Level monitoring and reporting processes.

3.6 For continuity (and as seen in **Appendix 1** and specified in Section 5 of this report) all performance measures are grouped in accordance with achieving the four BCBC Wellbeing Objectives. For convenience, however, 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

3.7 Whilst the CPDP 2026-27 was presented to COSC on 7 September 2026, a request for key information and general feedback from Members included:

1) A better understanding of the approach and rationale for expanding/reducing the measures; and more specifically, to clarify what had been 'removed'.

2) More information to understand the targets set for 2026-27 (when compared to actual performance in 2025-26).

To address these points:

- **Appendix 2** sets out the rationale for 2026-27 target setting and clarification on measures reassigned from Corporate level reporting.

3.8 Subject to Cabinet and Council approval of the CPDP 2026-27, and to complete Phase 1 of the improvement process; the following key performance activities are scheduled:

- To ensure guidance and a clear process for the management of service-level measures is in place
- Commence Q2 reporting
- Complete Business Plans 2026-27
- Prepare and submit the statutory self-assessment; and
- Plan for self-evaluations (2026-27).

3.9 From September 2026, in addition to closing Phase 1 (above), the 3 FTE Corporate Performance Team resource will be led and dedicated to:

- Achieving alignment and optimisation of skills from across the 'Transformation' and 'Performance' portfolios;
- Supporting the design and delivery of Phase 2 (redesign), resulting in a new Corporate Performance Framework (from 2027-28) that is the product of collaborative design and a framework to strengthen the Council's performance culture; along with
- Developing a new five-year Corporate Plan (from 2027).

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 COSC endorses the CPDP and that COSC feedback will be used to inform the shaping of Phase 2; ensuring improvement of the performance framework and management processes overall.

Background documents

None.

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

Corporate Plan Delivery Plan

2026-27

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 WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) ***Higher Preferred***	5%	Annual Indicator

Commitments

Code	Commitment
WBO1.1.1	Invest in energy efficiency improvements to the Council's estate and assets. (COMM)
WBO1.1.2 NEW	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 WBO1.2	Number of blue flag beaches (COMM) ***Higher Preferred***	3	Annual Indicator
DCO23.07 WBO1.2	Number of green flag parks and green spaces (COMM) ***Higher Preferred***	2	Annual Indicator

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 WBO1.3	Number of business start-ups assisted (COMM) ***Higher Preferred***	30	Annual Indicator

Commitments

Code	Commitment
WBO1.3.1 NEW	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 NEW	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 NEW	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 WBO1.5	Percentage of Street cleansing waste prepared for recycling (COMM) ***Higher Preferred***	40%	Annual Indicator
PAM/010 WBO1.5	Percentage of streets that are clean (COMM) ***Higher Preferred***	95%	Quarterly Indicator
PAM/030 WBO1.5	Percentage of waste reused, recycled or composted (COMM) ***Higher Preferred***	70%	Quarterly Indicator

Commitments

Code	Commitment
WBO1.5.1 UPDATED	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 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 UPDATED	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 UPDATED	Develop a Leisure Capital Strategy (SSWB)
WBO1.6.4 NEW	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 UPDATED	Improve access to wellbeing and leisure services in communities with high levels of health need and inequalities (SSWB)

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NEW 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 NEW WBO1.7	Percentage of: Principal (A) roads in overall poor condition (COMM) ***Lower Preferred***	5.7%	Annual Indicator
PAM/021 NEW WBO1.7	Percentage of: Non-principal (B) roads in overall poor condition (COMM) ***Lower Preferred***	2.3%	Annual Indicator
PAM/022 NEW WBO1.7	Percentage of: Non-principal (C) roads in overall poor condition (COMM) ***Lower Preferred***	8.5%	Annual Indicator

Commitments

Code	Commitment
WBO1.7.1 NEW	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 NEW	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 NEW	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)

NEW WBO1.8: Mitigating the impact of extreme weather events

Commitments

Code	Commitment
WBO1.8.1 NEW	Invest in flood protection measures to protect our communities against extreme weather events (COMM)
WBO1.8.2 NEW	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 WBO2.1	Percentage of Complaints closed within timescales (CS) ***Higher Preferred***	80%	Quarterly Indicator

Commitments

Code	Commitment
WBO2.1.1 NEW	Complete and secure Council approval of Bridgend 2040 Vision by 31 December 2026. (F&T)
WBO2.1.2 NEW	All School Councils and the Youth Council contribute to Corporate and Directorate Strategic Plans and receive formal feedback. (EEYYP)
WBO2.1.3 UPDATED	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 UPDATED	Improve the way we communicate with staff and how we gather and use staff views. (CS)
WBO2.1.6 UPDATED	Improve our complaints handling process and the way we learn from corporate complaints and compliments (CS)
WBO2.1.7 NEW	Renew our 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 WBO2.2	Percentage of first call resolutions (F&T) ***Higher Preferred***	77.58%	Quarterly Indicator
CED51 WBO2.2	Number of online transactions using the digital platform (F&T) ***Higher Preferred***	80893	Quarterly Indicator

Commitments

Code	Commitment
WBO2.2.1 UPDATED	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) WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (CS/ALL) ***Lower Preferred***	13.48 days	Quarterly Indicator
CORPB5 WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CS/ALL) ***Higher Preferred***	80%	Quarterly Indicator
NEW REF NEW WBO2.3	Number of services digitally transformed to enable service users to transact online (F&T) ***Higher Preferred***	5% increase	Annual Indicator

Commitments

Code	Commitment
WBO2.3.1 NEW	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 NEW	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 NEW	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 NEW	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 NEW	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 NEW	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 NEW	Meet major milestones for critical Education, Social Services and Finance system transitions, including BCBC's local milestones for Connecting Care. (F&T)
WBO2.3.8 NEW	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 NEW	Develop a new five year Corporate Plan 2027-2032 aligned to the new Bridgend 2040 Vision (CS)
WBO2.3.10	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 NEW	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 UPDATED	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 NEW	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 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
DEFS155 WBO3.2	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP) ***Higher Preferred***	100%	Annual Indicator
EDU016a (PAM/007) WBO3.2	Percentage of pupil attendance in a) primary schools (EEYYP) ***Higher Preferred***	92%	Annual Indicator
EDU016b (PAM/008) WBO3.2	b) secondary schools (EEYYP) ***Higher Preferred***	91%	Annual Indicator
PAM032 WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) ***Higher Preferred***	360	Annual Indicator
EDU008a NEW WBO3.2	The number of permanent exclusions during the academic year, per 1,000 pupils, from primary schools. (EEYYP) ***Lower Preferred***	0.45	Annual Indicator
EDU008b NEW WBO3.2	The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools. (EEYYP) ***Lower Preferred***	2.3	Annual Indicator
DEFS2 NEW WBO3.2	The percentage of pupils achieving 5+ A-A* at GCSE. (EEYYP) ***Higher Preferred***	18.5%	Annual Indicator
NEW REF NEW WBO3.2	The percentage of pupils achieving A-A* at A Level. (EEYYP) ***Higher Preferred***	23.9%	Annual Indicator
NEW REF NEW WBO3.2	Percentage attendance for pupils eligible for free school meals (eFSM) in mainstream and special schools (EEYYP) ***Higher Preferred***	85%	Annual Indicator

Commitments

Code	Commitment
WBO3.2.1 UPDATED	No Bridgend school or Pupil Referral Unit 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 WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) ***Higher Preferred***	10%	Annual Indicator

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 UPDATED	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 WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) ***Lower Preferred***	0%	Quarterly Indicator
SSWB86 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 NEW WBO3.5	The percentage of children looked after on 31st March who have had three or more placements during the year. (SSWB) ***Lower Preferred***	10%	Quarterly Indicator
SSWB78a WBO3.5	Timeliness of visits to children who are care experienced (SSWB) ***Higher Preferred***	100%	Quarterly Indicator
SSWB39 (CH/039) WBO3.5	Number of Care Experienced Children (SSWB) ***Lower Preferred***	315	Quarterly Indicator

Commitments

Code	Commitment
WBO3.5.1 UPDATED	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 WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) ***Higher Preferred***	230	Quarterly Indicator
PAM046 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 NEW	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 WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) ***Higher Preferred***	68%	Quarterly Indicator
New NEW WBO4.1	Reduction in number of children residing in external residential care (SSWB) ***Lower Preferred***	19	Quarterly Indicator
New NEW WBO4.1	Number of hours of domiciliary care to be in the lower quartile in Wales relative to other authorities (SSWB) ***Lower Preferred***	Lower quartile	Quarterly Indicator
New NEW 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 NEW	Build a resilient, skilled and sustainable Adult Social Care workforce. (SSWB)
WBO4.1.2 NEW	Improve the quality, consistency and impact of social work practice. (SSWB)
WBO4.1.3 NEW	Strengthen prevention, early intervention and support for carers. (SSWB)
WBO4.1.4 NEW	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)

WBO4.2: Support people in poverty

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
CED43 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 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 WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (SSWB) ***Higher Preferred***	96	Annual Indicator
DOPS39 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) WBO4.3	Percentage of households successfully prevented from becoming homeless (SSWB) ***Higher Preferred***	40%	Quarterly Indicator
NEW REF UPDATED WBO4.3	Average (MEDIAN) number of calendar days taken to deliver a Disabled Facilities Grant (DFG) (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)
WBO4.3.3 NEW	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)

WBO4.4: 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 NEW WBO4.4	Number of Additional Learning Needs (ALN) tribunals (EEYYP) ***Lower Preferred***	5	Quarterly Indicator
NEW REF NEW WBO4.4	Number of learners placed in non-maintained settings out of county (EEYYP) ***Lower Preferred***	10	Quarterly Indicator
NEW REF NEW 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

Commitments

Code	Commitment
WBO4.4.1 NEW	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

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PI Ref, Type & Aim	PI Description and Preferred Outcome	Target 26-27	Performance this period
CH/003 WBO4.5	Percentage of children's safeguarding referrals where a decision is made within 24 hours (SSWB) ***Higher Preferred***	100%	Quarterly Indicator
SSWB62 WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) ***Higher Preferred***	100%	Quarterly Indicator
CH/026 WBO4.5	Number of children on the child protection register (SSWB) ***Lower Preferred***	91	Quarterly Indicator
SSWB57 WBO4.5	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) ***Higher Preferred***	80%	Quarterly Indicator
SSWB78b WBO4.5	Timeliness of visits to children on the child protection register (SSWB) ***Higher Preferred***	100%	Quarterly Indicator
SSWB77 WBO4.5	Percentage of adult safeguarding enquiries 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 NEW	All youth provision including Youth Justice and Youth Support is judged at least 'good' by external regulators. (EEYYP)

KEY:

	Directorate Responsible
ALL	All Directorates
CS	Corporate Services
COMM	Communities Directorate
EEYYP	Education, Early Years, and Young People Directorate
SSWB	Social Services and Wellbeing Directorate
F&T	Finance and Transformation

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Appendix 2

Corporate Plan Deliver Plan 2026-27 Performance Indicator Targets

Section A – Corporate Plan Performance Indicators and Targets 2026-27

WBO 1 - A prosperous place with thriving communities

Aim 1.1 Moving towards decarbonisation, and improving our energy efficiency

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Actual Year-end Trend	2026-27 Target	Rationale for Target
Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking and waste) (COMM) *(Annual Indicator, higher preferred)*	5%	**5% YELLOW**	↓	5%	To see a reduction in emissions and progress our corporate energy efficiency

Aim 1.2 Protect landscapes and open spaces

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of green flag parks and green spaces (COMM) *(Annual Indicator, higher preferred)*	2	**2 YELLOW**	↔	2	Maintain the 2 current Green Flag sites (Coychurch Crematorium and Maesteg Welfare Park
Number of blue flag beaches (COMM) *(Annual Indicator, higher preferred)*	3	**3 YELLOW**	↔	3	Maintain the 3 current Blue Flag sites (Rest Bay, Trecco Bay and Porthcawl Marina)

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Aim 1.3 Promote the conditions for economic growth and prosperity

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of business start-ups assisted (COMM) *(Annual Indicator, higher preferred)*	30	**52 YELLOW**	↓	30	Continue to assist and capitalise on the strong new business demand

Aim 1.5 Reduce, reuse or recycle as much waste as possible

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of street cleansing waste prepared for recycling (COMM) *(Annual Indicator, higher preferred)*	40%	**41.25% GREEN**	↑	40%	To maintain the existing targets which remain challenging to achieve
Percentage of streets that are clean (COMM) *(Quarterly Indicator, higher preferred)*	99%	**88.59% RED**	↓	95%	Target reviewed to more realistic level based on current service delivery model
Percentage of waste reused, recycled or composted (COMM) *(Quarterly Indicator, higher preferred)*	70%	**69.08% AMBER**	↙	70%	To maintain the existing targets which remain challenging to achieve

Aim 1.6 Provide opportunities for culture, leisure, and play

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) *(Quarterly Indicator, higher preferred)*	700	**2,360 YELLOW**	New 25-26	2,000	2025/26 was the first year this PI was introduced. The target for 2026/27 has been set slightly below the 2025/26 actual figure to allow for any initial issues with data collection

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Aim 1.7 Invest and improve the public realm in all our communities

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of: Principal (A) roads in overall poor condition (COMM) *(Annual Indicator, lower preferred)*	4%	**5.7 RED**		5.7%	To maintain 2025-26 performance
Percentage of: Non-principal (B) roads in overall poor condition (COMM) *(Annual Indicator, lower preferred)*	4%	**2.3% GREEN**		2.3%	To maintain 2025-26 performance
Percentage of: Non-principal (C) roads in overall poor condition (COMM) *(Annual Indicator, lower preferred)*	8%	**8.5% AMBER**		8.5%	To maintain 2025-26 performance

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WBO 2 - Creating modern, seamless public services

Aim 2.1 Improving how we engage with people, listening to views & acting on them

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of Complaints closed within timescales (CS) *(Quarterly Indicator, higher preferred)*	80%	**39.35% RED**	⬆	80%	To see improvement in performance

Aim 2.2 Offer more information and services online, and in local areas

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage first call resolutions (via Customer Contact Centre)(F&T) *(Quarterly Indicator, higher preferred)*	75.92%	**77.58% GREEN**	⬆	77.58%	To maintain or improve on 25-26 annual actual
Number of online transactions using the digital platform (F&T) *(Quarterly Indicator, higher preferred)*	81,034	**80,893 AMBER**	↙	80,893	To maintain or improve on 25-26 annual actual

Aim 2.3 Modernise and become a more efficient council

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) Bridgend County Borough Council employee (CS/ALL) *(Quarterly Indicator, lower preferred)*	No target	13.48 days	⬆	13.48 days	To maintain or improve on 25-26 annual actual.
Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CS/ALL) *(Quarterly Indicator, higher preferred)*	80%	**67.05% RED**	↙	80%	Target set to ensure all eligible staff have an annual review
Number of services digitally transformed to enable service users to transact online (F&T) *(Annual Indicator, higher preferred)*	New 26-27	awaiting data	n/a	5% increase	To increase in online delivery options for customers

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WBO 3 - Enabling people to meet their potential

Aim 3.2 Provide safe, supportive schools with high quality teaching

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of schools that have self-evaluated themselves as ‘green’ as part of their annual safeguarding audit (EEYYP) *(Annual Indicator, higher preferred)*	100%	**93% AMBER**	↔	100%	Target set line with guidance, to ensure schools are exercising their legal safeguarding obligations.
Percentage pupil attendance in primary schools (EEYYP) *(Annual Indicator, higher preferred)*	94%	**93.1% AMBER**	↑	92%	Targets have reduced as the vulnerability profile of children has become more pronounced, with increasing numbers presenting multiple and overlapping indicators of vulnerability and complexity that affect their participation in and engagement with learning.
Percentage pupil attendance in secondary schools (EEYYP) *(Annual Indicator, higher preferred)*	92%	**87.6% AMBER**	↑	91%	
Average ‘Capped 9’ score for pupils in Year 11 (EEYYP) *(Annual Indicator, higher preferred)*	360	**358.80 AMBER**	↑	360	Target maintained
Number of permanent exclusions during the academic year, per 1,000 pupils, from primary schools (EEYYP) *(Annual Indicator, lower preferred)*	New 2026-27	0.6	n/a	0.45	25% reduction on 2025-26 performance
Number of permanent exclusions during the academic year per 1,000 pupils from secondary schools (EEYYP) *(Annual Indicator, lower preferred)*	New 2026-27	3.1	n/a	2.3	25% reduction on 2025/26 performance
Percentage of pupils achieving 5+ A-A* at GCSE (EEYYP) *(Annual Indicator, higher preferred)*	New 2026-27	19.7%	n/a	18.5%	2025/26 results were above previous trend. Target set to see 0.5% improvement on all Wales average results

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Percentage of pupils achieving A-A* at A Level (EEYYP) *(Annual Indicator, higher preferred)*	New 2026-27	22.4%	n/a	23.9%	Improve on 2025/26 results
Percentage attendance for pupils eligible for free school meals (eFSM) in mainstream and special schools (EEYYP) *(Annual Indicator, higher preferred)*	New 2026-27	85.91%	n/a	85%	To continue to narrow the gap between eFSM and non-eFSM learners at a time when complexity of learner's needs are intensified.

Aim 3.3 Provide Welsh medium education opportunities

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of Year 1 pupils taught through the medium of Welsh (EEYYP) *(Annual Indicator, higher preferred)*	8.85%	**8.2% AMBER**	↙	10%	Target to increase learners studying through the medium of Welsh as per Welsh in Education Strategic Plans (Wales) Regulations 2019. To achieve 14% target by 2032

Aim 3.5 Be good parents to our care experienced children

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of care leavers who have experienced homelessness during the year (SSWB) *(Quarterly Indicator, lower preferred)*	10%	**7.69% GREEN**	↑	0%	To Improve performance. No care leavers to have experienced homelessness
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) *(Quarterly Indicator, higher preferred)*	65%	**70.42% GREEN**	↑	75%	To continue to improve performance
Percentage of children looked after who have experienced three or more placements (SSWB) *(Quarterly Indicator, lower preferred)*	New 26-27	New 26-27	n/a	10%	To improve placement stability

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Timeliness of visits to children who are care experienced (SSWB)*(Quarterly Indicator, higher preferred)*	87%	**90.54% GREEN**	⬆	100%	To improve performance
Number of care experienced children (SSWB) *(Quarterly Indicator, lower preferred)*	325	**316 GREEN**	⬆	315	Continue to safely reduce the number of care experienced children

Aim 3.6 Help people get the skills they need for work

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of participants in the Employability Bridgend programme going into employment (COMM) *(Quarterly Indicator, higher preferred)*	290	**241 RED**	Trend not applicable	230	Funding arrangements can vary from year to year therefore target set to maximise use of funding secured for the year.
Percentage of Year 11 leavers not in education, training, or employment (NEET) in the Careers Wales annual destination statistics (EEYYP) *(Annual Indicator, lower preferred)*	2%	**1.8% GREEN**	⬆	2%	Previous target retained in recognition of the increasing needs that young people are currently presenting with. The increase is in line with a national rise in numbers of pupils presenting as NEET.

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WBO 4 - Supporting our most vulnerable

Aim 4.1 Provide high-quality children's & adults social services / early help services

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of reablement packages implemented with a positive outcome (SSWB) *(Quarterly Indicator, higher preferred)*	69%	**68.66% AMBER**	↙	68%	Maintain performance given that more older and frailer people require rebablement services
Reduction in number of children residing in external residential care (SSWB) *(Quarterly Indicator, lower preferred)*	New 26-27	New 26-27	n/a	19	Target set in line with safer reduction strategy
Number of hours of domiciliary care to be in the lower quartile in Wales relative to other authorities (quarterly snapshot) (SSWB) *(Quarterly Indicator, lower preferred)*	New 26-27	New 26-27	n/a	Lower Quartile	Based quarterly snapshot, our position relative to the other authorities in Wales is to be in the lower quartile of providers of Domiciliary care (measured by hours)
Number of adults per 100,000 population receiving support in long-term care home accommodation (SSWB) *(Quarterly Indicator, lower preferred)*	New 26-27	New 26-27	n/a	Lower Quartile	Based quarterly snapshot, our position relative to the other authorities in Wales is to be in the lower quartile

Aim 4.2 Support people in poverty

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
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) *(Quarterly Indicator, higher preferred)*	85%	**96% YELLOW**	⟷	85%	Target retained

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Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (F&T) *(Quarterly Indicator, higher preferred)*	85%	**98% GREEN**	↑	85%	Target retained

Aim 4.3 Support people with housing needs

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (SSWB) *(Annual Indicator, higher preferred)*	110	**177 GREEN**	↑	96	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.
Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation (SSWB) *(Quarterly Indicator, lower preferred)*	20%	**26.6% RED**	↙	25%	Target set to see reduction in the number who fall into the final legal duty category. This is where the Authority has not been able to relieve homelessness within 56 days.
Percentage of households successfully prevented from becoming homeless (SSWB) *(Quarterly Indicator, higher preferred)*	20%	**43.3% GREEN**	↑	40%	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
Average (median) number of calendar days taken to deliver a Disabled Facilities Grant (DFG) (SSWB) *(Quarterly Indicator, lower preferred)*	542 days	Awaiting data	n/a	542 days	The target reflects increased demand for DFGs and limited annual capital funding

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Aim 4.4 Support children with additional learning needs

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Number of Additional Learning Needs (ALN) tribunals (EEYYP) *(Quarterly Indicator, lower preferred)*	New 26-27	0	n/a	5	Target set at 5 or fewer to allow for cases outside the Council's control while maintaining strong performance in preventing tribunals through early resolution
Number of learners placed in non-maintained settings out of county (EEYYP) *(Quarterly Indicator, lower preferred)*	New 26-27	5	n/a	10	Due to a higher demand on specialist services and increased permanent exclusions it is anticipated that out of county placement may increase.
Average (median) waiting time (from referral date) for specialist placement through Access to Education. (EEYYP) *(Annual Indicator, lower preferred)*	New 26-27	New 26-27	n/a	No target Baseline to be established	No target set as we need to establish a baseline. This measure will demonstrate how quickly a child/young person with identified ALN can access specialist provision.

Aim 4.5 Safeguard and protect people at risk of harm

Performance Indicator Description	2025-26 Target	Actual 2025-26 & RAYG	Trend	2026-27 Target	Rationale for Target
Percentage of Childrens safeguarding referrals where decision is made within 24 hours (SSWB) *(Quarterly Indicator, higher preferred)*	99.5%	**99.86% YELLOW**	↙	100%	To sustain high performance and ensure children are protected from harm and

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					target takes account of occasional system glitches.
Percentage of child protection investigations completed within required timescales (SSWB) *(Quarterly Indicator, higher preferred)*	80%	**82.47% YELLOW**	↙	100%	To continue to improve performance
Number of children on the child protection register (SSWB) *(Quarterly Indicator, lower preferred)*	120	**91 YELLOW**	↓	91	Sustain safe reduction in the Child Protection Register
Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) *(Quarterly Indicator, higher preferred)*	83%	**77.73% AMBER**	↙	80%	To improve on 2025-26 performance
Timeliness of visits to children on the child protection register (SSWB) *(Quarterly Indicator, higher preferred)*	87%	**90.49% GREEN**	↑	100%	To improve performance
Percentage of Adult safeguarding enquiries which receive initial response within 7 working days (SSWB) *(Quarterly Indicator, higher preferred)*	85%	**88.62% GREEN**	↑	85%	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.

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Section B – This section provides clarity on the previously reported Performance Indicators as rationalised for 2026-27. Where appropriate, service-level monitoring and reporting of these PIs will be in place.

WBO 1 - A prosperous place with thriving communities

Aim 1.1 Moving towards decarbonisation, and improving our energy efficiency

Performance Indicator Description
Levels of nitrogen dioxide (NO_2) pollution in the air (micrograms per m^3) (CS/SRS) *(Annual Indicator, lower preferred)*
Annual Gas Consumption across the Authority (kWh) (COMM) *(Annual Indicator, lower preferred)*
Annual Electricity Consumption across the Authority (kWh) (COMM) *(Annual Indicator, lower preferred)*

Aim 1.3 Promote the conditions for economic growth and prosperity

Performance Indicator Description
Number of businesses receiving support through Local Growth Fund (previously SPF) (COMM) *(Quarterly Indicator, higher preferred)*

Aim 1.4 Regenerate our town centres and Valleys

Performance Indicator Description
Number of commercial properties assisted through the enhancement grant scheme (COMM) *(Annual Indicator, higher preferred)*

Aim 1.6 Provide opportunities for culture, leisure, and play

Performance Indicator Description
Number of play areas that have been refurbished (COMM) *(Annual Indicator, higher preferred)*
Participation in the national free swimming initiative for 16 and under (SSWB) *(Annual Indicator, higher preferred)*

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WBO 2 - Creating modern, seamless public services

Aim 2.1 Improving how we engage with people, listening to views & acting on them

Performance Indicator Description
Level of engagement (Welsh / English) across consultations (CS) *(Annual Indicator, higher preferred)*
Level of engagement (Welsh / English) with corporate communications to residents using the digital communications platform (CS) *(Annual Indicator, higher preferred)*

Aim 2.3 Modernise and become a more efficient council

Performance Indicator Description
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) *(Annual Indicator, higher preferred)*

Aim 2.4 Improve partnership working with partners, the third sector and Town and Community Councils

Performance Indicator Description
Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (F&T) *(Quarterly Indicator, higher preferred)*
Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours (F&T) *(Quarterly Indicator, higher preferred)*
Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours (F&T) *(Quarterly Indicator, higher preferred)*
Number of active referrals supported by Local Community Coordinators (SSWB) *(Quarterly Indicator, higher preferred)*
Number of children and young adults supported during school holidays (SSWB) *(Annual Indicator, higher preferred)*

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WBO 3 - Enabling people to meet their potential

Aim 3.1 Provide an effective Childcare and Early Years Offer

Performance Indicator Description
Number of two-year-olds accessing childcare through the Flying Start programme (EEYYP) *(Quarterly Indicator, higher preferred)*

Aim 3.2 Provide safe, supportive schools with high quality teaching

Performance Indicator Description
Percentage of school days lost due to fixed-term exclusions during the school year in primary schools (EEYYP) *(Annual Indicator, lower preferred)*
Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools (EEYYP) *(Annual Indicator, lower preferred)*

Aim 3.3 Provide Welsh medium education opportunities

Performance Indicator Description
Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EEYYP) *(Annual Indicator, higher preferred)*
Number of learners studying for Welsh as a second language at AS Level and A Level (EEYYP) *(Annual Indicator, higher preferred)*

Aim 3.6 Help people get the skills they need for work

Performance Indicator Description
Number of participants in the Employability Bridgend programme supported into education or training (COMM) *(Quarterly Indicator, higher preferred)*

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WBO 4 - Supporting our most vulnerable

Aim 4.1 Provide high-quality children's & adults social services / early help services

Performance Indicator Description
Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome (SSWB) (Quarterly Indicator, higher preferred)
Number of people recorded as delayed on the national pathway of care (SSWB) *(Quarterly Indicator, lower preferred)*

Aim 4.3 Support people with housing needs

Performance Indicator Description
Percentage of people who feel they can live more independently as a result of receiving a Disabled Facility Grant in their home (SSWB) *(Quarterly Indicator, higher preferred)*

Aim 4.4 Support children with additional learning needs

Performance Indicator Description
Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system (EEYYP) *(Quarterly Indicator, higher preferred)*
Number of pupils on the waiting lists for specialist provision (EEYYP) *(Quarterly Indicator, lower preferred)*
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) *(Annual Indicator, higher preferred)*

Aim 4.5 Safeguard and protect people at risk of harm

Performance Indicator Description
Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) *(Quarterly Indicator, lower preferred)*

Meeting of:	**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**
Date of Meeting:	**25 SEPTEMBER 2026**
Report Title:	**EMERGING BRIDGEND COUNTY BOROUGH 2040 TRANSFORMATION VISION**
Report Owner / Corporate Director:	**CHIEF EXECUTIVE**
Report Owner: Responsible Chief Officer / Cabinet Member	**DANIEL TAYLOR, HEAD OF TRANSFORMATION AND DIGITAL**
Policy Framework and Procedure Rules:	**Corporate Plan, Medium Term Financial Strategy.**
Executive Summary:	**This report provides the Corporate Overview and Scrutiny Committee with an update on the development of the emerging Bridgend 2040 Transformation Vision. It sets out the emerging vision, core content and direction of travel; the engagement and consultation that has informed development to date; and the proposed steps and process for finalising the vision.** **The vision is intended to provide a long-term strategic direction and framework for the county borough and the Council to 2040, connecting civic renewal and organisational transformation. The Committee is invited to scrutinise the development process, consider whether the emerging content has the right ambition and focus, and provide feedback before the vision is finalised and submitted through the appropriate approval route.**

1. Purpose of Report

1.1 To provide the Corporate Overview and Scrutiny Committee (COSC) with an update on progress in developing the emerging Bridgend 2040 Transformation Vision, including its core content and direction of travel, the engagement and consultation that has informed its development thus far, and the steps and process for finalisation.

1.2 The report gives the Committee an opportunity to scrutinise the development process and provide feedback before the vision is finalised and presented through the appropriate decision-making route. The Chief Executive will present a short series of slides at the meeting of 25 September 2026 to supplement this report.

1.3 The version described in this report remains emerging and will continue to be refined in response to further consultation, quality assurance and Member feedback.

2. Background

2.1 The Council began work in November 2025 to develop a long-term transformation vision for Bridgend County Borough. The work responds to the need for a clearer long-term direction for change and to findings from the Panel Performance Assessment.

2.2 The transformation vision is intended to look beyond the next Corporate Plan and describe the county borough the Council, working with partners, want to help create by 2040. The core vision statement is: “A county borough where people thrive, places are vibrant and prosperity grows for everyone.”

2.3 The 2040 horizon is consistent with the Local Government Association’s LG2040 futures work, which encourages councils to look beyond immediate pressures and consider the forces likely to shape local government and places over the longer term. For Bridgend, 2040 is sufficiently far beyond current political, leadership and planning cycles to pursue significant transformational change - roughly the period from a child starting school to completing their education - while remaining close enough to provide a meaningful and practical focus for decisions taken now.

2.4 The vision is being developed as both a strategic direction for civic renewal, regeneration and a framework for organisational transformation. It is intended to set the long-term direction to influence and frame Corporate Plans, Directorate business plans and transformation programmes, rather than duplicate those plans or operate as a further short-term delivery plan.

2.5 Development has been iterative. The emerging content has been tested and refined through significant internal and external engagement, as set out in detail below. The broad structure was shaped in August 2026, following initial engagement and consultation, and has continued to evolve as further feedback has been received.

3. Current situation / proposal

Emerging vision and structure

3.1 The emerging vision is built around three connected long-term aims: People Thrive, Places are Vibrant and Prosperity Grows for Everyone. Together they provide a single framework for the Council’s long-term ambitions for people, place and prosperity.

3.2 The proposed planning “golden thread” places the Transformation Vision at the top of the Council’s planning framework. It would set the direction to 2040;

future Corporate Plans would define the Council's focus for each five-year period; the annual delivery plan would set out projects, milestones and resources; and Directorate business plans would translate these commitments into service activity. Securing approval of the vision in December 2026 is intended to allow it to inform development of the next Corporate Plan and Medium Term Financial Strategy during 2027, alongside relevant statutory, partnership, regional and place-based plans.

3.3 The emerging Transformation Model identifies a set of priorities through which the vision would be pursued. These currently include Prevention First, Pride in Place, Digital and Data, Inequality and Opportunity, Financial Sustainability, Workforce for the Future, Community Empowerment and One Council. The priorities have evolved through engagement and will continue to be refined before final approval. Further detail on the emerging aims, themes and content of the vision is provided in **Appendix 1,** *Bridgend County Borough 2040: Key Emerging Themes and Content.*

3.4 The Council's proposed Corporate Transformation Governance and Operating Model will provide the mechanism through which significant transformation activity is considered as a single corporate portfolio. The model was considered by COSC on 7 September 2026 and is due to be presented to Cabinet for approval on 22 September 2026. Subject to Cabinet approval, it will support deliberate choices about which transformation proposals proceed, their relative priority and sequencing, and where the Council should stop, pause or reshape activity when demand exceeds available capacity. Corporate Management Team (CMT) will make decisions within its authority, with formal Member decisions continuing through the appropriate constitutional route. The advisory Transformation Board will provide political oversight, constructive challenge and assurance that portfolio choices remain aligned with Bridgend 2040, the Corporate Plan and the Medium Term Financial Strategy.

Consultation and engagement

3.5 The vision has been developed through a broad, iterative programme of engagement. To date, the Council has held several sessions with communities across the county borough; all political groups have had the opportunity to consider the emerging direction; and CMT, managers and other staff have contributed. The current phase is extending engagement to trade unions, voluntary and community organisations, key formal partners, Town and Community Councils and young people.

3.6 The engagement has largely taken the form of facilitated discussions and workshops, enabling residents, Members, staff and partners to explore the emerging ideas, challenge assumptions and identify what matters most in their communities. This has provided qualitative insight that has directly influenced the shape, emphasis and priorities of the emerging Vision.

3.7 Resident engagement has been undertaken across a range of communities and settings within the county borough, including Ogmore Valley, Pencoed, Bridgend, Porthcawl, Maesteg and the Garw Valley. The sessions have been deliberately discussion-based, providing opportunities for residents to describe their experience of living in their communities, identify what they value and want to protect, and discuss what they would like to see change by 2040. While the emphasis varied between places, the engagement has provided a broadly consistent picture of the issues that matter most to residents.

3.8 The local context matters to residents and different communities identified different priorities and concerns reflecting their distinctive circumstances, assets and challenges. For example, discussions in the valleys placed particular emphasis on transport and accessibility, retaining local identity and community facilities, opportunities for young people and employment, and the condition and use of existing buildings and community assets. In Porthcawl, there was a strong focus on protecting its identity as a seaside town, infrastructure and housing growth, green space, leisure provision and the future of the town centre. In Bridgend and Pencoed, residents particularly highlighted town centre vitality, cleaner communities, transport, community safety and the need to support local businesses and employment.

3.9 Alongside these local differences, several consistent themes emerged across the engagement. Residents want to live in communities that are clean, safe, attractive and well maintained, with good quality public spaces, access to green space, effective waste and recycling services and pride in the places where they live. The quality and reliability of roads, public transport and wider infrastructure was repeatedly raised, both as an everyday quality-of-life issue and as a barrier to accessing employment, education, healthcare and community life.

3.10 Children and young people and future opportunity were also recurring themes. Residents want young people to have access to good education, skills, apprenticeships, vocational training, employment and meaningful activities, alongside safe spaces and opportunities to participate in community life. There was a consistent desire for young people to be able to see a future for themselves within Bridgend County Borough. Residents also highlighted the importance of ensuring that growth in housing and population is matched by appropriate infrastructure, services and facilities.

3.11 The strength of local communities, identity and community assets was another consistent message. Residents across different areas described strong community spirit, supportive neighbours, local organisations, volunteering, leisure and cultural facilities and valued local heritage as important strengths to protect and build upon. At the same time, there was a strong desire for greater investment in existing places and assets, including town centres and community facilities, and for local communities to have a greater role in shaping their future.

3.12 Residents also consistently emphasised the importance of a Council that is visible, accessible, responsive and willing to listen. This included concerns about the responsiveness of services and communications, the importance of being able to contact the Council through non-digital as well as digital channels, and a desire to see how residents' views have influenced decisions. Across several sessions, residents expressed a wish for clearer communication about plans and developments, and more meaningful and ongoing involvement in decisions affecting their communities.

3.13 Taken together, the engagement has therefore broadly reinforced the direction of the emerging Vision while helping to sharpen its emphasis. It has strengthened the focus on People, Place and Prosperity, with particular emphasis on young people and future opportunity, pride in place, transport and connectivity, community strength, housing and infrastructure, and responsive public services. It has also reinforced the importance of recognising the distinctive character and needs of different communities rather than applying a single approach across the county borough. These messages have informed the further development of the Vision, including greater emphasis on partnership working, the Council's role in leading and convening across the place, and a continuing relationship with communities beyond the development and formal adoption of the Vision.

How the emerging vision is different

3.14 The intended approach differs from a conventional council strategy in four main respects: it takes a long-term view to 2040; combines civic renewal with organisational transformation; establishes one framework linking the vision, transformation priorities, investment and delivery; and gives greater prominence to listening, trust, partnership and co-production with communities.

Governance, ownership and delivery

3.15 CMT will own Bridgend 2040 corporately and be accountable for maintaining its strategic coherence and ensuring that it informs Council priorities, resources and organisational activity. Cabinet and the advisory Transformation Board will provide political oversight, challenge and assurance, while formal decisions will remain with Cabinet, Council, CMT, statutory officers or authorised officers in accordance with the Council’s constitutional arrangements. Senior Responsible Owners will be accountable for the major programmes and other key pieces of work through which the vision is delivered, supported by programme and project boards and service-led delivery arrangements. COSC will provide independent scrutiny and make recommendations through the normal committee cycle.

3.16 The vision will not contain the full detail of every programme or project. Subject to approval, delivery will be taken forward through future corporate plans, the Medium Term Financial Strategy, the corporate transformation portfolio, annual delivery arrangements, statutory and partnership plans, and directorate business plans. The governance model will connect these arrangements by providing a corporate view of strategic fit, resources, capacity, risks, dependencies, delivery confidence and benefits. This is intended to keep Bridgend 2040 long term and strategic while creating a clear route from ambition to decisions, delivery and accountability.

3.17 Progress will be assessed through a focused set of approximately 10 to 15 top-level, long-term strategic outcomes covering People, Place and Prosperity. These outcomes will describe the changes the Council and its partners want to see by 2040 and will inform the Council’s corporate performance framework.

More detailed measures, baselines, milestones and benefits will sit within successive Corporate Plans, the transformation portfolio and relevant service and partnership plans. Performance reporting will provide CMT, Cabinet, the Transformation Board and scrutiny with evidence of progress and support changes in priority or approach where outcomes are not moving as intended.

Finalisation, success measures and approval process

3.18 The remaining work is planned in phases. During the remainder of September 2026, consultation and scrutiny feedback will continue to be gathered and reviewed. During October 2026, the main vision will be rewritten and refined, incorporating consultation feedback and final quality assurance. The emerging vision and response to feedback will return to COSC on 22 October 2026. During November 2026, translation, graphic design, communications planning and governance checks are planned. Final consideration and approval are planned for December 2026 through CMT, Cabinet and Council.

3.19 The main vision is the immediate priority. Following approval, the Council intends to develop more accessible supporting communications, potentially including an executive summary, a plan on a page or short-form summary, and multi-channel storytelling such as video or animation.

3.20 The timetable is demanding and will require consultation and scrutiny feedback to be incorporated while drafting and assurance continue. The quality of the final vision, clarity about delivery and ownership. A credible set of long-term outcomes, and a demonstrable link between consultation and the final content will therefore be important tests before approval.

Matters for the Committee's consideration

3.21 The Committee is invited to consider whether:

- the emerging vision, thematic areas and priorities provide a clear, appropriate and sufficiently ambitious direction for Bridgend County Borough to 2040;
- the relationship between the long-term vision, future Corporate Plans, delivery plans and directorate business plans is sufficiently clear;
- the engagement and consultation undertaken and planned provide an credible and inclusive basis for producing the final vision;
- the proposed governance, ownership and delivery arrangements provide sufficient clarity about who owns, oversees, decides, assures and delivers the vision;
- the proposed approach to long-term outcomes and performance provides a credible basis for measuring success and adapting delivery;
- the proposed finalisation and approval process provides sufficient opportunity for Member scrutiny, quality assurance and transparent consideration of feedback.

Risks and mitigations

3.21 The principal risks at this stage are that the vision becomes too broad to guide choices; that it lacks clear delivery mechanisms or measurable outcomes; that governance and accountability are not sufficiently understood; that the relationship between long-term ambition and successive plans and budgets is not clear; that consultation does not reach or adequately reflect all relevant communities; or that the timetable limits the opportunity to respond meaningfully to feedback.

3.22 Mitigations include maintaining a clear purpose for the vision; testing the proposals with a wide range of internal and external audiences; defining the governance, ownership, performance and delivery arrangements; linking Bridgend 2040 to the Corporate Plan, Medium Term Financial Strategy and corporate transformation portfolio; tracking feedback against the emerging themes; retaining an iterative drafting process; returning to scrutiny on 22 October 2026; and undertaking final quality, equality, financial and governance assurance before approval.

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

4.1 The protected characteristics identified within the Equality Act 2010, the Socio-economic Duty and the impact on the Welsh language have been considered in preparing this report. The vision is still emerging and these implications will continue to be assessed as its content is refined.

4.2 The consultation approach includes staff, Members, partners, communities and young people. The remaining consultation and assurance stages will seek to ensure that the final vision is informed by diverse experiences, including people and communities who may be less likely to engage through conventional methods; is available through accessible and Welsh-language routes; considers inequalities of outcome; and supports opportunities to use Welsh. An Equality Impact Assessment will accompany the final vision through the decision-making process.

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

5.1 The emerging vision is explicitly long term and is intended to provide a coherent direction for how the Council invests, transforms and works with communities to 2040. Its development reflects the sustainable development principle and the five ways of working as follows:

5.1.1 Long term: The vision looks beyond the next planning cycle to the outcomes the Council and its partners want to help achieve by 2040. It is intended to guide future Corporate Plans, investment decisions and transformation programmes while recognising future demand, financial sustainability and the interests of future generations.

5.1.2 Prevention: Prevention First is an emerging transformation priority. The vision seeks to shift emphasis from responding when problems reach crisis point towards earlier action, support and investment that can reduce avoidable demand and improve long-term outcomes.

5.1.3 Integration: The three aims of People, Place and Prosperity are deliberately connected. The vision is intended to align civic, organisational, service, financial, workforce, digital and community considerations within one framework and connect them to future corporate and service planning.

5.1.4 Collaboration: The emerging vision recognises that many long-term challenges lie beyond the Council's direct control. Its development involves staff, Members, partners, Town and Community Councils and communities, and its delivery will require sustained partnership working.

5.1.5 Involvement: The vision has been developed iteratively through workshops, focus groups and consultation. The remaining process includes further involvement of communities, young people, staff, trade unions and partners, with feedback tracked and used to refine the content.

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 This progress report has no significant direct climate or nature implications. The emerging vision's long-term focus, place-based ambition and proposed connection to future plans provide a route for climate resilience, decarbonisation, biodiversity and nature recovery to be considered as the vision is finalised and translated into delivery.

6.2 The final vision and subsequent programmes will need to identify relevant environmental outcomes, impacts and mitigations at the appropriate level, supported by proportionate assessment through the normal governance process.

7. Safeguarding and Corporate Parent Implications

7.1 This report does not directly change safeguarding responsibilities, services or procedures. The emerging People Thrive aim and the emphasis on prevention and young people are relevant to the Council's safeguarding and Corporate Parent responsibilities. These implications will need to remain visible as the final vision and subsequent delivery arrangements are developed.

8. Financial Implications

8.1 There are no additional funding decisions arising directly from this report. The Committee is being asked to consider the emerging vision and its development process, not to approve expenditure.

8.2 The vision is intended to guide future choices about transformation and investment. Any proposals requiring additional resources or creating financial commitments will be subject to the Council's Medium Term Financial Strategy, budget process, business case requirements and normal decision-making and financial procedure rules.

8.3 Financial sustainability is an emerging transformation priority. The proposed governance model will support corporate consideration of affordability, capacity, relative priority, dependencies and the cumulative resource demands of the transformation portfolio. The final vision will need to be clear that long-term ambition will be translated into deliverable priorities through the Medium Term Financial Strategy, budget process, Corporate Plan and properly assessed business cases.

9. Recommendations

9.1 The Corporate Overview and Scrutiny Committee is recommended to:

a) consider the progress made in developing the emerging Bridgend 2040 Transformation Vision, its core content and direction of travel;
b) consider the engagement and consultation undertaken and planned, and whether it provides a sound and inclusive basis for finalising the vision;
c) provide observations on the emerging vision, aims, transformation priorities, governance, delivery and proposed approach to measuring success, including the matters identified at paragraph 3.21;
d) consider the proposed steps and process for finalisation and
e) make any recommendations it considers appropriate before the vision is finalised and presented to Cabinet and Council.

Background documents

- None.

Bridgend County Borough 2040

Our Vision for the Future – Corporate Overview and Scrutiny Committee Discussion Version

OUR VISION
A county borough where people thrive, places are vibrant and prosperity grows for everyone

Purpose

This short version of the Vision has been prepared to support discussion and scrutiny by the Corporate Overview and Scrutiny Committee. It sets out the long-term future we want for Bridgend County Borough, why change is needed, and the framework through which the Council will help make that future possible.

The Vision is deliberately a long-term direction rather than a fixed blueprint. The projects, priorities and actions that support delivery will evolve over time, but our ambition will remain constant. The transformation is the means by which we help deliver the Vision; the Vision belongs to the whole county borough, not to the Council alone.

What is the Vision?

At its heart is a simple ambition:

A county borough where people thrive, places are vibrant and prosperity grows for everyone.

Our opportunity

Bridgend County Borough is a place of opportunity, resilience and ambition. From the Garw, Llynfi and Ogmore Valleys to the Heritage Coast, and from Bridgend to Porthcawl, Maesteg and Pencoed, our county borough combines proud communities, rich heritage, natural assets and growing economic opportunity.

Our strengths include our location, communities, natural environment, businesses, schools, social care and wellbeing services, and the determination of people who care deeply about where they live. Our area has repeatedly adapted to change – from its industrial heritage to advanced manufacturing, the emerging digital economy and a growing visitor economy.

The Council's role is to help make the Vision possible: by changing how we work, focusing our resources where they can have the greatest impact, working differently with communities and partners, and creating the conditions for people, places and prosperity to flourish.

This Vision underpinned by the Transformation Model set out how we will achieve civic renewal and organisational transformation.

2. Why We Must Change

Bridgend County Borough has much to be proud of, but the opportunities and challenges experienced by communities are not the same everywhere. Our approach therefore needs to recognise the distinctive character and needs of our towns, valleys, coast and rural communities.

The forces shaping our future

- Growing and changing demand for public services, alongside continuing financial pressure.
- Changing expectations of how residents access services and engage with the Council, driven in part by technology.
- Artificial intelligence, automation and the transition to a greener economy changing the skills people will need.
- Extreme weather and climate change creating new pressures for communities and services.
- Unequal access to economic opportunity, employment, transport and services across the county borough.
- The need to prepare children and young people for a changing world of work and future opportunities.
- The importance of protecting and strengthening community identity, heritage and the Welsh language.

What residents have told us

Resident engagement has helped shape this Vision. Residents value Bridgend County Borough as a place to live, but want improvements in the things that affect daily life most. They want:

- Strong, connected communities and opportunities to participate and influence.
- Cleaner, safer and more attractive places, including well-maintained streets, parks and public spaces.
- Thriving town centres and local facilities that reflect the distinctive character of different communities.
- Reliable transport and infrastructure that keeps pace with growth.
- More opportunities for children and young people and confidence about their future.
- Good quality, affordable housing and access to services and facilities.
- A Council that listens, responds to concerns, explains decisions and acts on what matters.
- Local identities, heritage and the Welsh language being valued and celebrated.

A KEY IMPLICATION
We cannot do everything at once. We will use evidence, insight and engagement to focus resources and energy on the things that matter most and where we can have the greatest impact.

This approach reflects the principles of the Well-being of Future Generations Act: thinking long term, focusing on prevention, working collaboratively, involving people and seeking sustainable solutions.

3. The Future We Want

By 2040, we want Bridgend County Borough to be a place where people feel proud of where they live and confident about their future. The Vision is built around three interconnected aims.

Where People Thrive

We want more people to be healthy, independent and able to fulfil their potential throughout their lives.

- Children and young people achieve more and are equipped with the knowledge, skills and confidence needed for the future.
- People are healthier and able to live well and independently for longer.
- People who need support are protected and receive the right help at the right time.
- Communities are strong, connected and resilient, with opportunities to participate and influence decisions.
- Inequalities are reduced and life chances improve.
- People feel valued, connected and able to contribute; sporting clubs and community groups thrive.

Vibrant Places

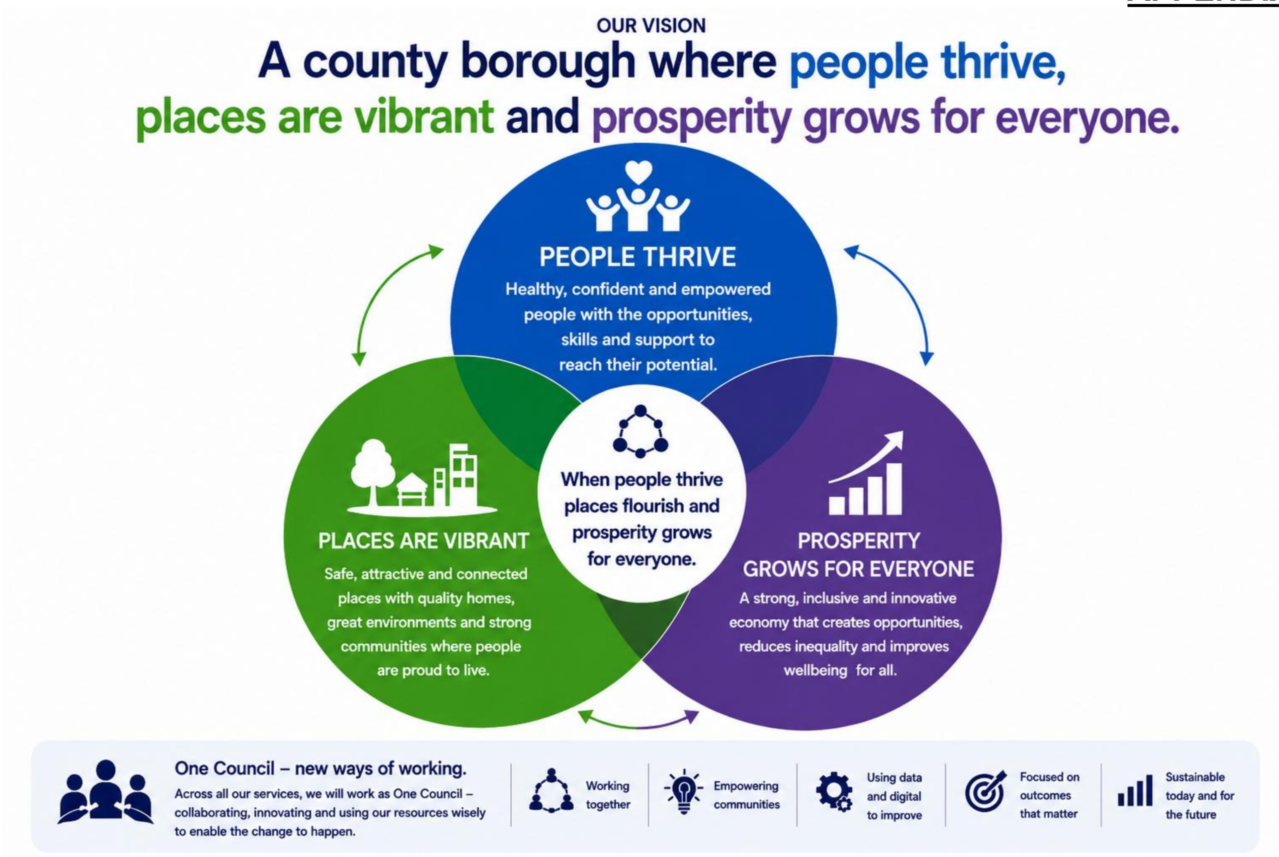
We want every community to feel proud of its distinctive character and confident about its future.

- Places are clean, safe, attractive and well maintained.
- Town centres and smaller communities are vibrant, sustainable and welcoming.
- Roads, pavements and public spaces are maintained effectively.
- People have access to good quality, safe and affordable housing that meets their needs.
- Growth and development are planned alongside the infrastructure, services, amenities and community facilities people need.
- The natural environment, local identity, heritage and Welsh language are protected, celebrated and enjoyed.
- Leisure, cultural, wellbeing and tourism opportunities are accessible and well used.

Prosperity Grows for Everyone

We want a strong and inclusive economy that creates opportunity for current and future generations.

- Businesses grow and invest, attracting more external investment into the county borough.
- More and better jobs and pathways into local employment are created.
- People have the skills, confidence and adaptability needed for a changing economy.
- People can access employment, education, services and community life through good transport and digital connectivity.
- Poverty is reduced and prosperity is shared more fairly across communities.
- Young people see a future for themselves in Bridgend County Borough.



The vision reflects what people have told us matters most: strong communities, attractive places, opportunity for future generations and a council that works with people to create positive change.

This vision is about more than delivering services. It is about creating the conditions for Bridgend County Borough to succeed in the long-term. It is about building on our strengths, unlocking our potential and creating a future where no community feels left behind and everyone has the opportunity to contribute and benefit.

THE THREE AIMS ARE CONNECTED
When people thrive, communities become stronger. When places are vibrant, people are healthier and more connected. When prosperity grows, investment and opportunity increase. Together they create a positive cycle of confidence, growth and renewal.

4. Our Transformation Model

The Vision describes the future we want for Bridgend County Borough. Transformation is how the Council will change, improve and work differently to help make that future possible.

The challenges facing the county borough are interconnected. Rising demand, financial pressures, changing expectations, climate change, technological advances and demographic change cannot be addressed by individual services acting alone. They require a coordinated, whole-council approach that focuses effort and resources on the outcomes that matter most.

The Council is therefore developing a corporate transformation model to provide a clearer and more consistent approach to improvement, transformation and investment. It will help the Council identify the changes that are most important, make informed choices about priorities and ensure that transformation activity supports the long-term Vision.

How the model will work

The model will be supported by:

- a single corporate transformation portfolio, providing a clear view of significant transformation activity across the Council;
- the Bridgend Way, providing a common and proportionate approach to assessing, developing, delivering and reviewing change;
- clear arrangements for prioritisation, governance, assurance and escalation;
- stronger use of evidence, data, insight and engagement to inform decisions;
- clear accountability for the delivery of programmes and projects;
- a focus on intended outcomes, measurable benefits and value for money; and
- regular oversight and constructive challenge of the overall transformation portfolio.

A Transformation Board will provide political oversight, strategic direction, assurance and constructive challenge. Formal decisions will continue to be taken through the Council's established constitutional and officer arrangements.

The Transformation Board will not replace the responsibilities of Cabinet, Council, the Corporate Management Team, senior responsible owners, programme boards, scrutiny, audit or the Council's statutory officers. Its purpose will be to strengthen oversight and constructive challenge, identify barriers and dependencies, and ensure that matters are referred to the appropriate decision-maker when formal action is required.

Key themes supporting delivery of the Vision

The following themes describe the areas in which change and improvement will be needed. They are connected areas of focus rather than a fixed list of projects. The specific programmes and initiatives within them will evolve as needs, opportunities and priorities change.

Place and community

- **Prevention First –** helping people remain healthy, independent and connected for longer, intervening earlier and reducing avoidable long-term demand.
- **Pride in Place –** creating clean, safe and attractive places, supporting good housing and investing in our towns, communities and public spaces.
- **Community Empowerment –** strengthening community hubs, local assets, participation, co-production and local leadership. This means involving residents earlier, listening carefully, explaining decisions and showing how people's views have influenced outcomes.
- **Prosperity and Opportunity –** supporting sustainable economic growth, skills, employment, transport and digital connectivity, investment and the visitor economy.

Organisational capability

- **One Council –** breaking down silos, simplifying processes and designing services around people, places and outcomes.
- **Digital and Data –** using technology, data, insight and artificial intelligence responsibly to improve decisions, modernise services, improve the customer experience and reduce unnecessary bureaucracy.
- **Workforce for the Future –** developing the skills, leadership, behaviours and culture needed for an adaptable, collaborative and confident workforce.
- **Financial Sustainability –** making responsible long-term decisions, delivering value for money and creating the capacity to invest in future priorities.

A single connected model

Each theme has a distinct purpose, but none can be delivered in isolation. Stronger communities can help prevent problems from escalating. Better data and insight support better decisions. A skilled and engaged workforce enables innovation and improvement. Financial sustainability creates the capacity to invest in long-term priorities.

The model will connect these themes to the Council's corporate transformation portfolio and provide a consistent route from identifying a problem or opportunity through to prioritisation, delivery, assurance, closure and benefits realisation.

It will also support difficult choices. The Council cannot pursue every possible initiative at the same time. Proposals will therefore need to demonstrate how they contribute to the Vision, respond to evidence and need, make effective use of resources and deliver clear benefits for residents, communities or the organisation.

THE KEY IDEA
The Transformation Model is not a fixed list of projects. It provides a consistent approach for identifying, prioritising, governing and assuring change across the Council. It will help ensure that transformation activity remains focused on delivering the Vision, achieving measurable benefits and making the best use of available resources.

5. A New Relationship with Our Communities

Creating the future we want will require more than transforming Council services. It will require a stronger relationship between the Council, residents, businesses, voluntary organisations, community groups, Town and Community Councils and public service partners.

From consultation towards collaboration

Communities are not simply recipients of public services. People volunteer, support neighbours, run organisations, care for others, protect local heritage, organise activities, grow businesses and help create places where people want to live. These strengths are a major asset for the future.

Consultation will continue where appropriate, but we will increasingly move towards a more continuous and collaborative relationship. Residents and communities should have greater opportunities to influence decisions, shape local priorities and help design solutions that reflect the needs and aspirations of different places.

What this means in practice

- Involving people earlier and being clear about where decisions can be influenced.
- Combining professional expertise with local knowledge and lived experience.
- Showing how residents' views have shaped decisions and outcomes.
- Being open about financial pressures, difficult choices and the reasons for decisions.
- Working differently in different places where local circumstances, assets and aspirations require it.
- Supporting volunteering, community organisations, local networks, community hubs and opportunities for civic participation.
- Building community confidence and capacity so that communities can increasingly lead change themselves.

Purposeful partnership

Many of the ambitions in the Vision cannot be achieved by the Council acting alone. We will work with residents, communities, businesses, Town and Community Councils, the voluntary and community sector, public services and regional organisations around shared priorities.

Partnership will be particularly important in areas such as transport, economic development, health, education and community wellbeing, where better outcomes depend upon organisations working together.

THE RELATIONSHIP WE WANT
Transformation will not be something the Council does to communities. It is something we will achieve together with them.

6. Changing How We Work

Delivering the Vision will require us to change how we work within the Council. We want to be a collaborative, agile, responsive and forward-looking organisation: confident enough to innovate, accountable for outcomes and equipped to respond to future challenges.

Our principles for working differently

Prevention

We will increasingly focus on preventing problems before they escalate, intervening earlier and supporting people to remain independent, resilient and well.

One Council

Residents experience one Council, not separate departments. We will break down organisational silos, share information and expertise and design services around people, places and outcomes.

With communities, not just for communities

We will involve residents earlier in shaping decisions, services and places and progressively increase the level of co-production across the organisation.

Focus on what matters most to residents

We will prioritise the things that have the greatest impact on people's daily lives and confidence in their communities, including neighbourhood cleanliness, roads, pavements, potholes and public spaces.

Digital, data-driven and modern

We will make better use of technology, data and insight to improve services, reduce bureaucracy and support better decision-making. We will be digital first, but not digital only.

Invest in our workforce and leadership

Our people are central to delivering the Vision. We will develop skills, leadership and culture, encourage innovation and continuous improvement, and create an organisation where staff feel valued, empowered and supported to succeed. We will continue to work constructively with recognised trade unions and support strong social partnership.

Make long-term decisions

We will take a longer-term view of investment, planning and resource allocation, prioritising sustainable solutions that deliver lasting benefits for residents, communities and future generations.

Be open, honest and accountable

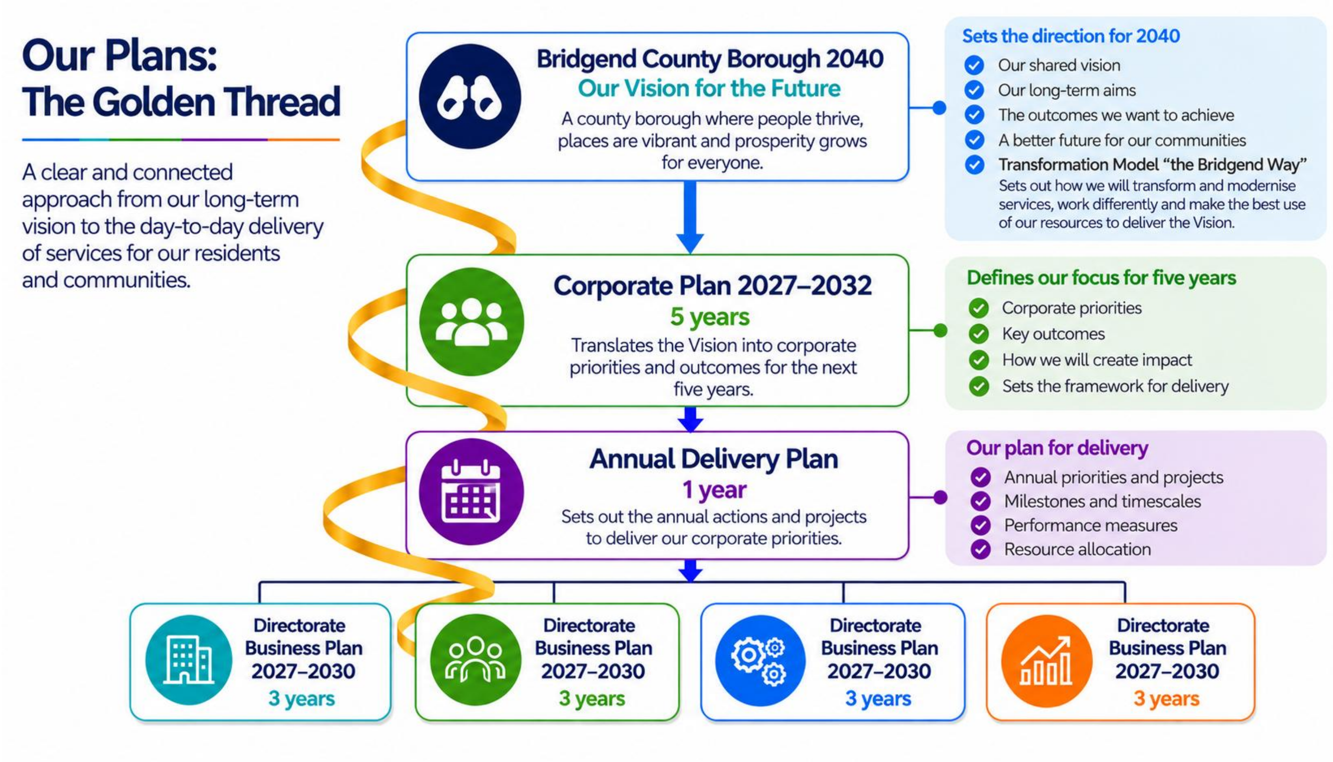
Trust is built through transparency, integrity and meaningful engagement. We will communicate clearly, explain decisions openly and hold ourselves accountable for the outcomes we deliver.

WHAT CHANGES

These principles are the cultural and organisational foundations needed to deliver the Transformation Model and, ultimately, the Vision for Bridgend County Borough.

7. Delivering the Vision

The Vision provides long-term direction. Delivery will require strong leadership, effective partnerships, disciplined prioritisation and a relentless focus on outcomes. We cannot do everything at once, so resources, energy and investment will be focused on the areas where they can have the greatest impact.



How we will know we are making a difference

Success will not be measured simply by the number of projects delivered. We will use a combination of performance measures, outcome indicators, resident feedback and organisational measures.

- People Thrive – wellbeing, education, independence, community resilience and reducing inequality.
- Vibrant Places – environment, housing, community wellbeing, pride in place and resident satisfaction.
- Prosperity Grows for Everyone – employment, skills, business growth, investment, transport and economic inclusion.
- Transformation and organisational performance – financial sustainability, workforce capability, digital maturity, customer experience, service performance, community engagement and delivery of priority projects.

A Living Vision

Circumstances will change and new opportunities will emerge. Progress will be reviewed regularly through the Council's performance framework and reporting arrangements so that delivery can be strengthened, priorities can be adjusted and the Vision remains relevant throughout its lifetime.

OUR FUTURE

We believe Bridgend County Borough's best years are still ahead of us. By working together, embracing innovation and building on our strengths, we can create lasting improvements that people will see and experience in their everyday lives.

Onwards with Confidence.