

Foreword

This plan is the result of work with residents, staff, trade unions, elected members and businesses. In these tough times, a clear set of priorities (and a plan for how to meet them) is more important than ever. This plan does not cover every service we provide or every goal we want to meet. Instead, it presents our new ways of working and our well-being objectives. It responds to the short-term, financial crisis, while protecting our most vulnerable, our natural environment and helping young people meet their potential for the long-term. Sustainability is at the core of what we do, and this includes our commitment to achieving net-zero carbon status by 2030.

A big challenge for us all in coming years will be the cost-of-living crisis. Rising bills and prices put a strain on our personal finances, and on the Council's budget. This means it will be impossible to run services in the same way as we always have.

Everyone has a part to play in the success of the County borough. We have a duty to residents, and our residents have a duty to their communities and each other. Our plan sets out what we will do, and what you can do to help. In 2022 we were one of the best County boroughs in Wales at recycling. This is an example of a service improvement made possible by your efforts.

We will also continue to improve efficiency and make better use of the resources we have.

This plan also tells you how we will transform our ways of working. The pandemic forced us all to rethink how we work. Our staff, from social care to education, adapted to this change. We need to build on this agility and flexibility to respond to our new challenges.

These are challenging times, not just for us but for the whole country. By working together we can emerge stronger with healthy communities, vibrant towns and quality jobs.

We encourage you all to read this plan and get involved in building a place that future generations will be proud to inherit.















Cllr. Huw David
Leader of the Council



Mark Shephard
Chief Executive

Our Corporate Plan

Every 5 years the council publishes a new Corporate Plan. This plan describes the council's priorities, why they are important and what success will look like. The priorities, or well-being objectives, show our commitments to our citizens and our contribution to Wales's seven well-being goals: [The below will be updated in line with the wellbeing objective details]

National Well-being Goal	Bridgend Well-being Objective						
	Protecting our most vulnerable	Fair work, skilled, jobs & thriving towns	Helping people meet their potential	Responding to the climate and nature emergency	Making people feel valued, heard & part of their community	Supporting people to be healthy and happy	Creating thriving Valleys communities
A prosperous Wales							
A resilient Wales							
A healthier Wales							
A more equal Wales							
A Wales of cohesive communities							
Vibrant culture & thriving Welsh language							
A globally responsible Wales							

We have done research to learn from the past and from others and to help us develop these objectives. We have looked at –

- Our past plans and performance against them, good and bad
- Other organisations' plans and priorities – partners, the partnership and other councils
- Other people's views of us – from our regulators, staff and residents
- Data and research that tell us more about how Bridgend is doing

We have also talked to lots of people to see what they think, and make sure the priorities make sense to them. We have talked to our members, staff and trade unions, our partner organisations, residents and the youth council.

The area we cover

Bridgend county borough covers around 100 square miles with a population of 145,760 in the 2021 census. In our population –

- 50.6% are female and 49.4% are male.
- 1% of people identify as Asian, 0.5% identify as black, 1.2% identify as mixed, 96.7% identify as white and 0.3% identify as other.
- 17.8% of people are aged 0-15, 61.4% are 16-64 and 20.8% are 65+.
- 22.2% of our population have reported disabilities.

We have a diverse geography, with valleys communities in the North to the 12.5 miles of coastline and beaches to the south.

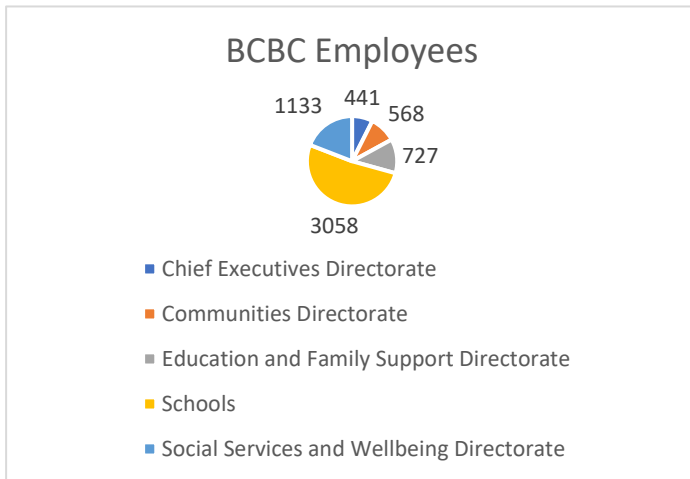
The M4 runs right through the centre of the county, and we have rail links to Cardiff and London to the East, and Swansea in the West.



The resources we use (This will become an infographic)

Our People

The council is a large organisation employing over 6,000 staff. People in our four directorates provide a range of services to support communities through all stages of life. For this, we rely on our people, from engineers to teachers to care workers.



51 Councillors represent 39 wards



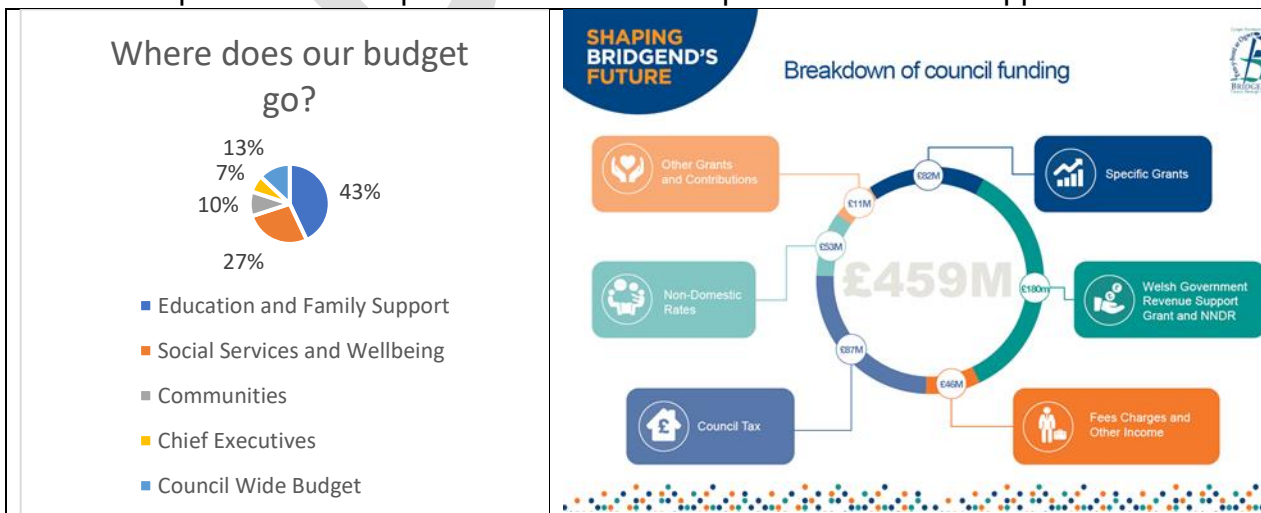
Our Assets

Our assets help us keep our communities connected and supported. Without our land, buildings and roads / footpaths we wouldn't be able to provide most of our services.

- Corporate Offices** 5
 - Leisure centres** 8
 - Community Centres** 8 directly managed by BCBC, 17 leased out to a third party
 - Residential homes** 10
 - Schools** 48 Primary, 9 Secondary, 2 special
 - Libraries** 4 plus 7 in leisure/community centres
 - Recycling centres** 3
- We also maintain **882km** of road network and **613.72 Km** of public rights of way, which include footpaths.

























Our Money

We are responsible for spending over £480 million in 2023-24. Our financial plans and the priorities in this plan have been developed in tandem to support each other.



The services we currently provide (This will become an infographic)

We currently provide around 800 different services to the community. The following diagram gives an overview of the annual cost of some of our services

<p>Home to School Transport</p>  <p>£8,192,090</p>	<p>Free Breakfast Initiative</p>  <p>£635,715</p>	<p>School Modernisation</p>  <p>£3,774,350</p>	<p>Schools Additional Learning Needs</p>  <p>£3,315,710</p>
<p>Youth Development</p>  <p>£712,829</p>	<p>School Catering</p>  <p>£776,988</p>	<p>Youth Justice</p>  <p>£362,310</p>	<p>Children's Homes</p>  <p>£4,020,389</p>
<p>Residential Nursing & Care Homes for Older People</p>  <p>£11,680,363</p>	<p>Residential & Nursing Placements (Mental Health)</p>  <p>£1,820,294</p>	<p>Commissioning & Social Work</p>  <p>£6,638,863</p>	<p>Children's Safeguarding</p>  <p>£2,408,241</p>
<p>Waste Collection</p>  <p>£6,046,520</p>	<p>Waste Disposal</p>  <p>£3,789,040</p>	<p>Street Cleaning</p>  <p>£1,674,081</p>	<p>Regeneration projects</p>  <p>£1,458,410</p>
<p>Highways</p>  <p>£3,245,070</p>	<p>Bus Stations and Concessionary Fares</p>  <p>£629,860</p>	<p>Climate change</p>  <p>£602,630</p>	<p>Street Lighting (Energy)</p>  <p>£1,096,950</p>
<p>Council Tax Reduction Scheme</p>  <p>£16,054,000</p>	<p>Housing Options and Homelessness</p>  <p>£3,628,363</p>	<p>Environmental health services</p>  <p>£1,055,523</p>	<p>Violence Against Women, Domestic Abuse and Sexual violence response</p>  <p>£352,500</p>

The changing world for local government

The world has changed a lot since the pandemic, and it is having a big impact on the way the council works. The cost-of-living crisis is making things difficult for you as residents and businesses, and it is making it harder for the council to manage too –

- Increasing energy costs e.g. for community centres & schools
- Increasing fuel costs e.g. school transport & recycling vehicles
- Changes to the cost & availability of goods e.g. food for residential homes & building materials for new schools
- Pay rises for our staff who provide indispensable services
- National Government asking us to provide extra services e.g. warm spaces
- Impacts on residents that add demand to services e.g. increased homelessness and safeguarding
- Funding for the council not increasing at the same rate as prices

This means we can't carry on providing all our services in the same way.

It is really important that we understand what matters to people in the County borough. In the economic crisis and over the last few years of living with Covid, what people want has changed. People have rediscovered the importance of their family, friends and their community. You want to live in a County borough with cleaner streets, more green spaces and more outdoor leisure facilities which are affordable, so that there are nice places to spend time with friends and family or exercise pets and happy and feel safe while you do this.

Your well-being is important. Being healthy, making sure family and friends are well and having good access to health services are important. As is protecting the most vulnerable and ensuring they have access to the support they need.

You want your children to have the best start in life and a bright ambitious future, access to good education and equal opportunities to realise their potential.

You are more aware than ever of the importance of having a secure job and work-life balance and the implications on your families of the problems in the wider economy.

With the help of your council you want to be able to build on relationships established in the community and have more opportunities to bring people together.

You want to enjoy and promote the arts in Wales, our culture and heritage and the Welsh language.

You understand that there is less money to spend so want the services that are provided by your council to be more focused on the needs of the community, with better engagement and interaction with the council.

You understand that you have a part to play in making our County borough a more pleasant place to live such as taking responsibility for your own carbon footprint, cleaning up after your dogs, reducing waste and recycling what you can.

We have agreed 5 new ways of working to set out how we will change over the next 5 years, to reflect all of these changes.

Our new ways of working

Over the next 5 years, we will continue to make sure that we invest our time and money in the right things, the things that make the most difference to local people and are most valued. We are likely to be forced to make choices and prioritise our spend, we will not be able to do everything for everyone.

We will need to get better at working with other organisations and most importantly with local people. We all need to work together to get the best local outcomes. Increasingly, we will need to play a role where we support local people and signpost them to the best advice and support, as well as directly delivering services.

Because our budget is limited and the demand for services like social care and homelessness keep rising, we will also have to make difficult decisions about stopping or reducing some other services. We will do this in an open and transparent way, asking local people about their priorities to inform our decisions.



Wellbeing Objective One – A county borough where we protect our most vulnerable (this page will be repeated for each WBO)

2/3 sentences on what that objective means – ‘Our aspirations are...’

What we've done	What we plan to do next <small>Outcome focused to include benefits to the community</small>

How you can help us...

How we will measure and show you our progress

Our corporate plan tells you our priorities, and actions needed to achieve them. But we also need to report back regularly so you can tell whether we are on track. We use a standard 'Plan, Do, Revise, Review' model to do this.

- Identify needs
- Set priorities, develop targets & actions
- Set budgets



- Deliver services
- Achieve commitments
- Gather information
- Monitor performance

- Research changing environment
- Check priorities, targets & actions
- Use lessons learned

- Review performance
- Review budgets & risks
- Review and challenge at CPA & scrutiny

We regularly take performance reports to Corporate Management Board and to members. We use meetings of the Cabinet, Scrutiny committees and council to do this, as well as a special meeting called Corporate Performance Assessment (or CPA). Here, the council's senior managers, Cabinet and Scrutiny Chairs get together to assess and challenge performance and make service changes where needed.

The cycle over a year looks like this -

	Quarter 1 (September)	Quarter 2 (December)	Quarter 3 (March)	Quarter 4 (June)
CPA	<ul style="list-style-type: none"> • Review and challenge targets • Make changes where needed 	<ul style="list-style-type: none"> • Review performance and trend data for quarter 2 • Agree actions needed if targets aren't being met 	<ul style="list-style-type: none"> • Review performance against targets for quarter 3 • Make changes where needed 	<ul style="list-style-type: none"> • Review the year's performance • Review our annual self-assessment report
Corporate Overview & Scrutiny (COSC)		<ul style="list-style-type: none"> • Challenge under performance • Refer detail to scrutiny committees 		<ul style="list-style-type: none"> • Analyse end year performance • Compare • Refer detail to scrutiny committees
Overview & scrutiny committees		<ul style="list-style-type: none"> • Investigate performance issues 		<ul style="list-style-type: none"> • Investigate performance issues

Our regulators and our own self-assessment told us we need to improve the way we manage performance. We will do this over the next 5 years, looking at –

- The quality and accuracy of our data
- Culture, roles and responsibility for performance management
- Capacity of staff and teams to manage performance
- Our performance IT system
- The way we compare our performance over time and with others

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