

A scenic view of a beach at sunset. The sky is filled with white and grey clouds, and the sun is low on the horizon, creating a bright glow and reflecting on the water. Several kitesurfers are visible in the water, with their colorful kites (orange, yellow, and black) flying in the sky. The water is a deep blue, and the overall atmosphere is peaceful and active.

# **Bridgend County Borough Council**

**Delivering together,  
Our Corporate Plan  
2023-28**

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## Foreword

This plan is about you, the people of Bridgend. We've worked with residents, staff, trade unions, elected members and businesses to shape our ambitions for all of us in the next 5 years. 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 tells you how we will work differently and what our priorities will be. It responds to the short and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term. Sustainability is at the centre of all we do, including 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 we will have to work differently in the future.

We all have 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 build a great future for us all. In 2022 we were one of the best County Boroughs in Wales at recycling. This is an example of a service we provide made possible by your efforts.

After a decade of austerity, with more and more of our residents struggling, we will also continue to improve efficiency and making better use of the resources we have.

This plan also tells you how we will work differently in the future. The pandemic forced us all to rethink how we work. Our staff, from social care to education to waste and recycling, adapted to this change. We need to build-on this to respond to our new and future challenges.

These are challenging times for the whole County Borough. By working together and we can emerge stronger with healthy and vibrant towns and communities.

A handwritten signature in black ink that reads "Huw David".

**Cllr. Huw David**  
**Leader of the Council**





































A handwritten signature in black ink that reads "M. Shephard".

**Mark Shephard**  
**Chief Executive**

## Section 1 – What your Council does

### Our Corporate Plan

Every 5 years your Council publishes a new Corporate Plan. This plan describes what challenges your Council is facing, how we will work, our priorities for delivery and what success will look like. The Well-being of Future Generation Act 2015 says that public bodies, including your Council, must work to improve the wellbeing of Wales. We have to agree and publish a set of well-being objectives to tell you how we will contribute to the national wellbeing goals. This link is summarised in the table below.

	Your Council's Well-being Objectives						
National Well-being Goal	Protecting our most vulnerable	Fair work, skilled, jobs and thriving towns	Creating thriving Valleys communities	Helping people meet their potential	Responding to the climate and nature emergency	Making people feel valued, heard and connected	Supporting people to be healthy and happy
<b>A prosperous Wales</b>							
<b>A resilient Wales</b>							
<b>A healthier Wales</b>							
<b>A more equal Wales</b>							
<b>A Wales of cohesive communities</b>							
<b>Vibrant culture and thriving Welsh language</b>							
<b>A globally responsible Wales</b>							

We have taken time to learn from the past and from other organisations to help us develop these objectives. We have looked at –

- Our past plans and how we have performed, good and bad
- Other organisations' plans and priorities – partners, the Public Service Board 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, understand how well you think we are doing, and make sure the priorities make sense to them. We have talked to your councillors, our people and trade unions, our partner organisations, residents and your youth Council.

DRAFT

## 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.
- 94.4% of people are the same gender as registered at birth, 5.3% didn't answer, 0.12% are a different gender (0.06% trans woman, 0.05% trans man, 0.2% non-binary)
- 91% of people are straight, 6.5% didn't answer the question, 1.35% are gay / lesbian and 0.95% of people are bisexual.
- 1% of people identify as Asian, 0.5% identify as black, 1.2% identify as mixed race, 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% have disabilities that limit their day-to-day activities a little or a lot.

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

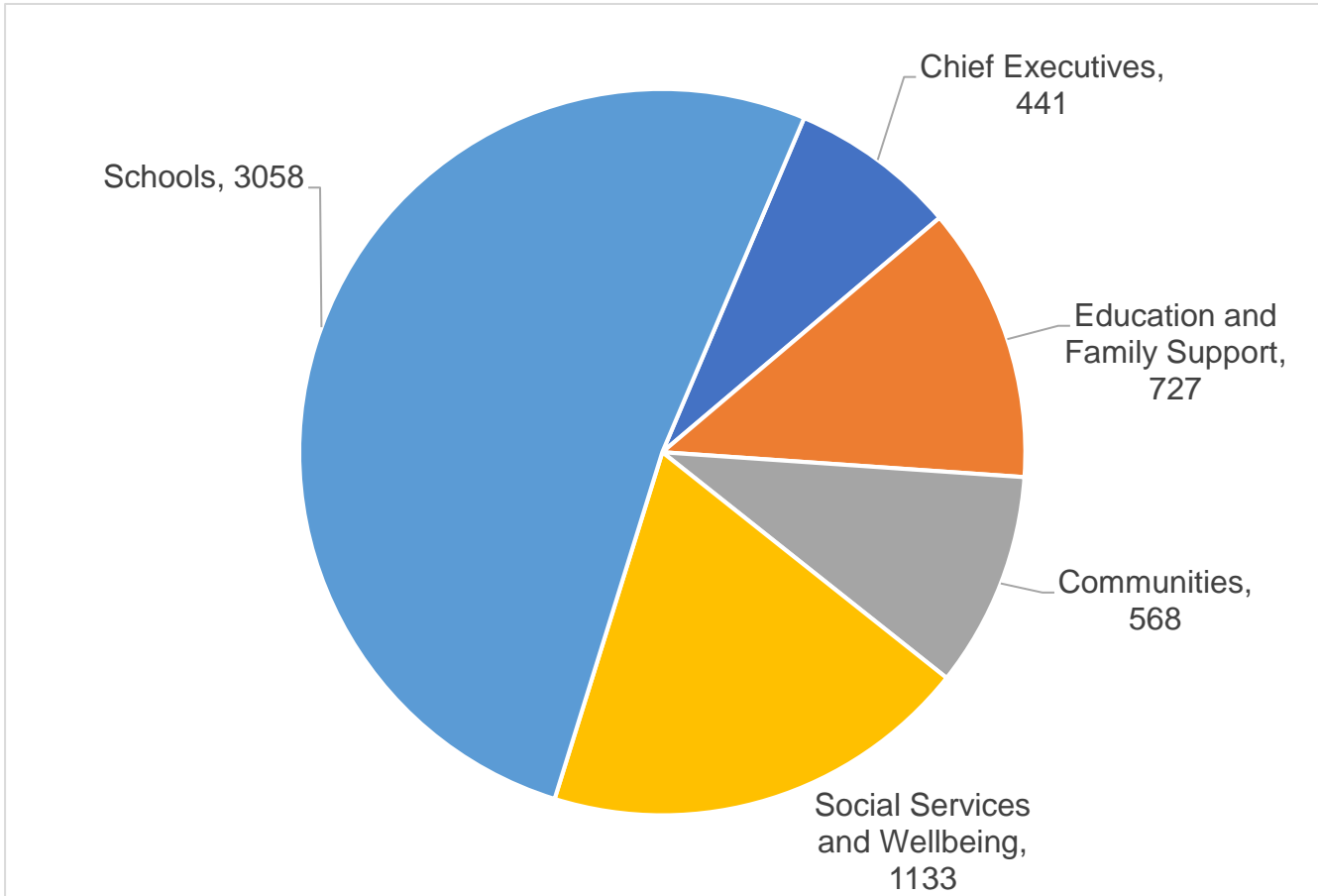
The M4 runs right through the centre of the County Borough, and we have main-line rail links to Cardiff and London to the East, and Swansea in the West.



## The resources we use

### Our People

The Council is a large organisation employing around 6,000 people. People in our four directorates provide 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 elected by you to represent 28 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.

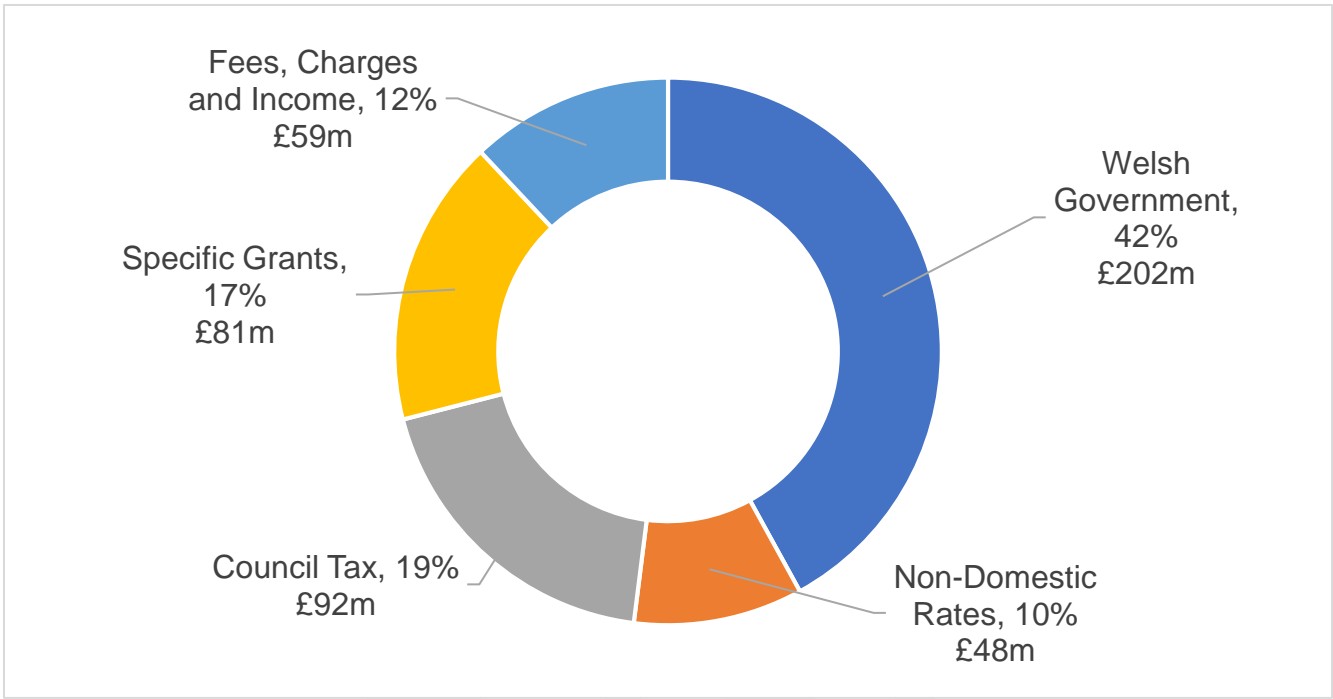
<b>Leisure centres</b>	8	<b>Libraries</b> standalone	4
<b>Primary Schools</b>	48	<b>Libraries</b> in leisure centres	7
<b>Secondary Schools</b>	9	<b>Community centres</b> managed by BCBC	8
<b>Special Schools</b>	2	<b>Community centres</b> leased to 3 <sup>rd</sup> party	17
<b>Residential homes</b>	10	<b>Recycling centres</b>	3

We also maintain **882km** of road network and **613.72 Km** of public rights of way, which include footpaths. This is further than the distance from Bridgend to John O'Groats!

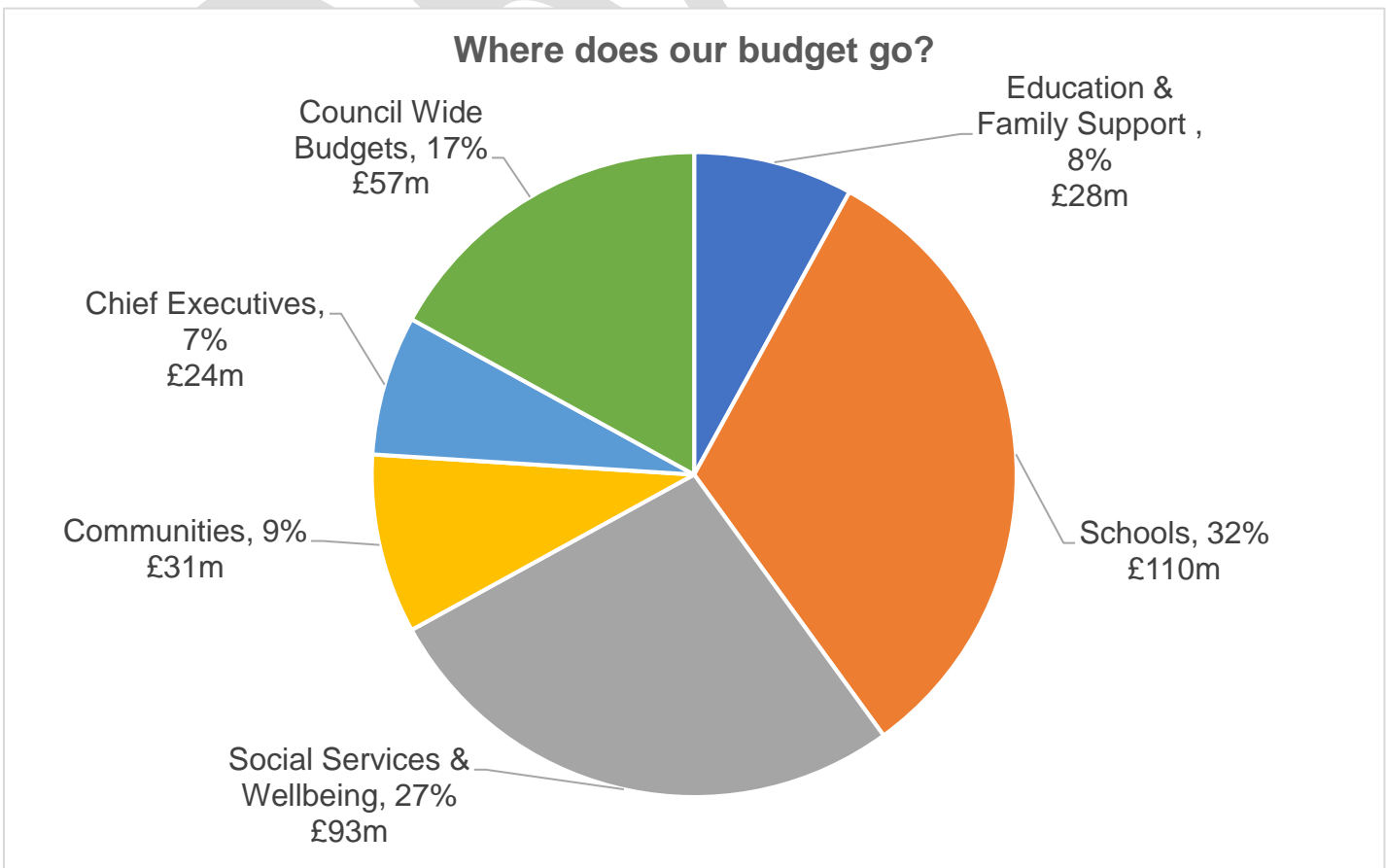
## Our Money

We will spend over £485 million in 2023/24. The priorities in this plan have been developed alongside very detailed financial plans, to make sure we can afford to deliver them.

A lot of Your Council's budget comes directly from the Welsh Government, and less than one fifth comes from Council Tax. You can see the detail in the chart below.



Nearly half of Your Council's budget is spent on our schools and another quarter is spent on social services and wellbeing. You can see the detail in the chart below.

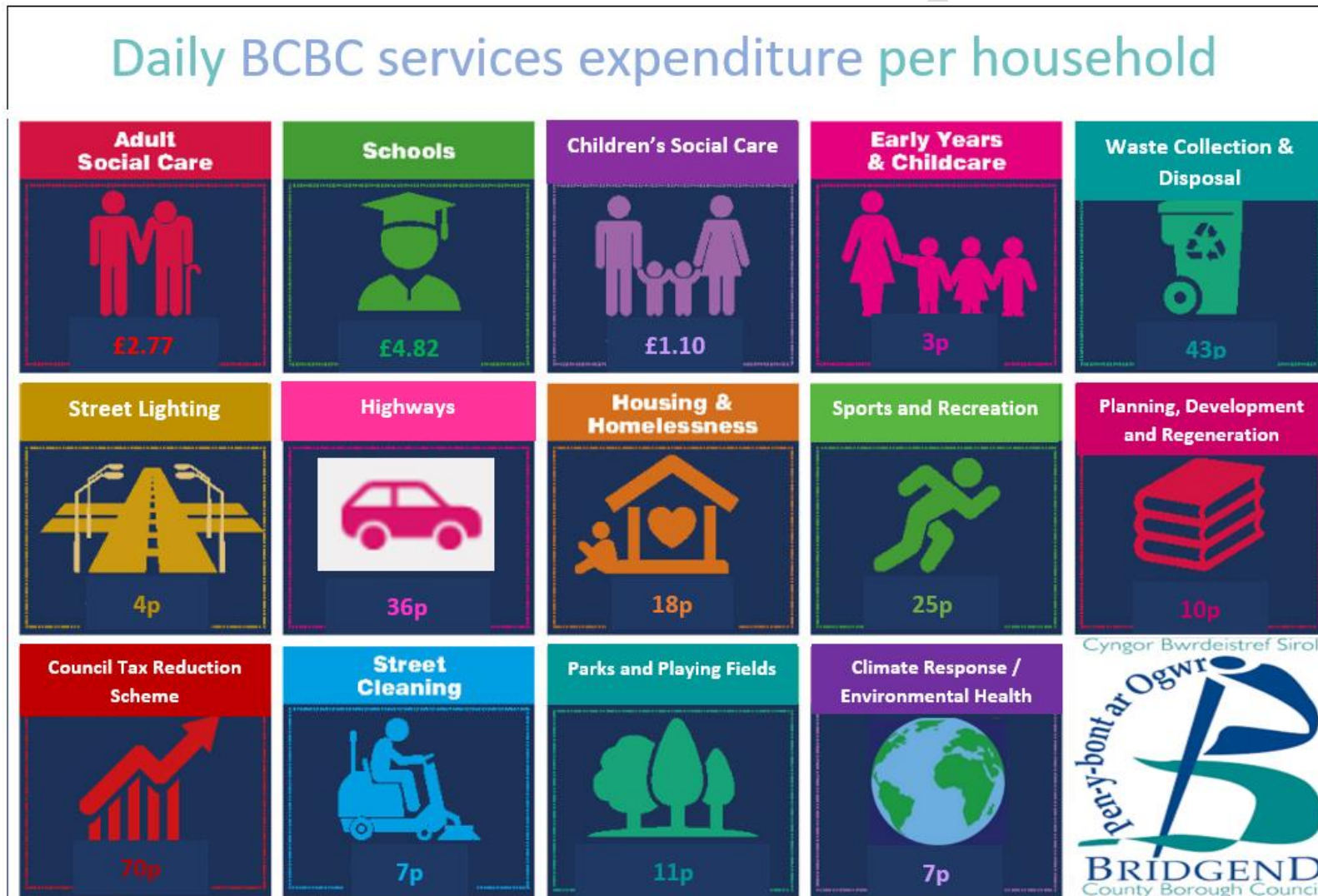






### The services we currently provide

We provide around 800 services to the community. This diagram gives an overview of the daily cost of some of our services.





## 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.

Some of the challenge your Council faces are –

- Increasing energy costs for community centres, care homes, leisure centres and schools
- Increasing fuel costs for school transport, home carers and recycling vehicles
- Changes to the cost and availability of goods like food for residential homes and building materials for new schools
- Pay rises for our staff who provide indispensable services
- National Government asking us to provide extra services like distributing cost of living payments
- Impacts on residents that add demand to services, including increased homelessness and safeguarding referrals
- Funding for the Council not increasing at the same rate as prices

This means we can't provide our services in the same way.

It is important that we understand what matters to our residents. In the economic crisis and during the pandemic, what people want has changed.

- You want cleaner streets, more green spaces and leisure facilities which are affordable, so that there are nice places to spend time with friends and family.
- Your wellbeing is important. Being healthy, including having access to health services is important. As is protecting the most vulnerable and ensuring people have support they need to live the lives they want to lead.
- 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. We all want our most vulnerable children to be safeguarded and protected from neglect and harm. Our care experienced children deserve the best opportunities to meet their full 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.
- 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, for us to listen to you and act on your views.
- You understand that you have a part to play in making our County Borough a more pleasant place to live such as cleaning up after your dogs, reducing waste and recycling what you can.

We have agreed how we will work differently to adapt to all of these changes.

## **Section 2 – Our ambition for Bridgend**

### **How we will work differently for you**

Over the next 5 years, we want to invest in the right things, the things that make the biggest difference and are most valued by you. We are faced with difficult choices about how we prioritise spending, we won't 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 outcomes for the whole County Borough. We will need to focus on supporting local people and directing them to advice and support, as well as directly delivering services.

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





# Your Council's 7 Wellbeing Objectives





# Objective One

A County Borough where we protect our most vulnerable





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

The main ways we will achieve this are:

- Providing high-quality children’s and adults social services and early help services to people who need them
- Supporting people in poverty to get the support they need or help they are entitled to
- Supporting people facing homelessness to find a place to live
- Supporting children with additional learning needs to get the best from their education
- Safeguarding and protecting people who are at risk of harm

What we’ve done	What we plan to do next
<p>Provided temporary accommodation to 2080 people between 2020 and 2022 who were homeless or in danger of becoming homeless</p> <p>Supported older and disabled people, investing £4.6 million to help them make changes to their homes</p> <p>Supported vulnerable people to stay in accommodation through alcohol, drug and mental health services working with the 3rd sector</p> <p>Spent almost £8 million Housing Support Grant to deliver our homelessness strategy</p> <p>Opened 2 learning resource centres (LRCs) (one English and one Welsh-medium) with space for 23 learners with additional learning needs</p> <p>Created the Early Help and safeguarding Locality Hub at Brynteg School to provide better support for children and their families.</p> <p>Paid over 14,700 winter fuel payments and 50,000 cost of living payments and supported over 16,000 residents to pay Council Tax.</p> <p>Provide support for families with issues such as school and education, behaviour, health, or housing, through Team Around the Family (TAF). 73% of interventions ended with a positive outcome in 2021-2022.</p>	<p>Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness</p> <p>Invest £750K ‘safer streets’ funding on extra CCTV, youth activities and women’s self-defence classes</p> <p>Improve the process and access to grants for older and disabled people who need to make changes to their home</p> <p>Provide training to at least 60 school-based staff about ALN reform and how to support children with Additional Learning Needs (ALN).</p> <p>We will continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome.</p> <p>Support eligible residents to pay their energy bills by administering the UK Government’s Energy Bill Support Scheme.</p> <p>Raise awareness of financial support available to residents.</p> <p>Help communities become more resilient, so more people will find help and support they need in their community, with the 3<sup>rd</sup> sector.</p> <p>Support the wellbeing of unpaid carers – adults and young carers - to have a life beyond caring.</p>

Provided unpaid carers with early support and advice to prevent the need for formal support or services.

Supported over 5000 vulnerable people through the pandemic working with BAVO and communities.

Made sure that all parts of the Council understand their safeguarding responsibilities.

Improved Children's Social Care which has improved outcomes for our most vulnerable children and families

Created seamless community health and social care services, to keep people healthy, independent and well-connected

Improved social work assessments to focus on what matters to each person and care plans to support them to live the lives they want to live.

Improved advocacy services, mental health and learning disability services working with people

Developed an Exploitation Strategy to safeguard children and young people at risk of criminal and sexual exploitation.

Reduced numbers of young people going into the criminal justice system from 167 per 100,000 aged 10-17 in July 2018 to 121 in 2022.

Work as one Council on a strategic plan to improve our safeguarding arrangements

Safeguard children, young people and adults at risk of exploitation.

Improve Children's Services by delivering the actions in our 3-year strategic plan.

Improve adult social care with a new 3-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce.

Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential.

Address the gaps in important social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families identified by the Council and partners.

Support the development of 'warm hubs' in partnership with Welsh Government and other partners.

Identify children who are more likely to offend and provide them with support to reduce offending behaviour.

#### How you can help us...

- Consider becoming a foster carer or adopting
- Let us know about someone rough sleeping so we can try and assist
- If you are concerned about a vulnerable child, friend or neighbour tell us so that we can help
- Submit eligible, accurate claims for financial support to speed up the payment process
- Engaging with schools and the Council to support children in a way that best meets their needs.
- Become a community volunteer to assist Bridgend Youth Justice Service delivery
- Signposting people who you feel would benefit from early help support





# Objective Two

**A County Borough with fair  
work, skilled, high-quality  
jobs and thriving towns**

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

The main ways we will achieve this are: -

- Helping our residents get the skills they need for work
- Making sure our young people find jobs or are in education or training
- Improving our town centres, making them safer and more attractive
- Attracting investment and supporting new and existing local businesses

What we've done	What we plan to do next
<p>Awarded over £2m in Transforming Town capital grants to 14 projects which have transformed old and derelict properties into new assets within our town centres.</p> <p>Awarded £255K in capital grants to 17 town centre business to help economic recovery and adapt how they operate post pandemic.</p> <p>Invested £595K in CCTV and added free public access wifi in Bridgend, Porthcawl and Pencoed town centres</p> <p>Facilitated the development of a new £48m Bridgend College Campus in the town centre working with Bridgend College and Welsh Government, which will be help town centre regeneration.</p> <p>Secured over £22m of investment from the Shared Prosperity Fund for economic and community projects, with 3rd sector and charities.</p> <p>Supported 550 new business start-ups since 2021 and awarded 23 business start-up grants in this current round, to encourage a thriving business community.</p> <p>Developed the Inspire 2 Work Programme helping over 460 young people aged 16-24 with CVs and interviews to help them find jobs or training.</p> <p>Supported 300 sixth-form students to attend Bridgend Jobs Fair in September 2022.</p>	<p>Deliver a further £1.3m of Transforming Town investment across our town centres in partnership with Welsh Government over the next three years to improve the economic sustainability of our town centres.</p> <p>Prioritise the replacement of the Penprysg Road Bridge and removal of the level crossing in Pencoed and seek funding from UK Government for this project.</p> <p>Redevelop Bridgend Central Station, including improving the front public area with a transport interchange at the rear, providing links between bus services and trains, in partnership with Welsh Government and Network rail.</p> <p>Invest £22m of Shared Prosperity Funding in Projects in the County Borough by 2025, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place.</p> <p>Invest in Business Start up's in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy.</p> <p>Increase employment / training opportunities in BCBC for young people aged 16 to 24-years-old.</p> <p>Encourage our suppliers to become real living wage employers</p>

<p>Bridgend Music Service has run regular visits to Wellington Barracks, London for learners to experience life as a professional army musician.</p> <p>Supported the local economy by improving the way we procure our goods and service, making contracts more accessible to local and small businesses</p> <p>Gained Real Living Wage employer accreditation, with the biggest impact on low paid employees and increased the number of Apprentices and Graduates we employ, growing our own workforce for the future.</p> <p>Set up a new, Council employee wellbeing group and appointed a Health and Wellbeing Officer. We have also brought-in Hybrid working so employees can work more flexibly and improve work life balance.</p> <p>Provided over £54m in grant funding from Welsh Government to support local businesses, through the Pandemic.</p> <p>Used over £7m in grant funding from the Cardiff City Region (CCR) to help with our projects and benefitted from working together as a region, investment support and training.</p>	<p>Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers.</p> <p>Bridgend Music Service will further develop links with Universities and Conservatoires to develop music skills in young people that lead to jobs.</p> <p>Helping local businesses to tender for public sector work through our SRM project and external procurement webpage, supporting local businesses to be viable post-covid</p> <p>Help people with care and support needs to overcome barriers to work and get jobs</p> <p>Improve the Council 's culture as an employer, offering fair work opportunities to current and potential employees. Use the views of our workforce to make improvements, develop and motivate employees and improve staff retention.</p> <p>Work with the Cardiff City Region (CCR) and its 10 local authorities to think regionally about planning, transport and economic development</p>
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How you can help us...

- Be ambitious, starting your own business or get a new job
- Support local businesses by buying local
- Access the support available to make the most of your business
- If you run a business, consider taking on an apprentice or work with schools to help students think about careers
- If you run a business, bid to provide goods and services for public sector partners
- Support child/ren to take advantage of the offer for application and interview skills support
- Signpost young people to the Inspire 2 Work programme
- If you are an employer, pay the real living wage



# Objective Three

A County Borough with  
thriving valleys communities





## Wellbeing Objective Three – A County Borough with thriving valleys communities

The main ways we will achieve this are:

- Investing in Maesteg town centre and creating more jobs in the Valleys
- Improving community facilities and making them more accessible
- Improving education and skills in the Valleys
- Investing in our parks and supporting tourism to the Valleys

What we've done	What we plan to do next
<p>Invested £8m into the restoration, refurbishment, and extension of the Grade II listed Maesteg Town Hall, providing a unique community and arts facility.</p> <p>Secured £3.5m from Cardiff City Region to remediate Ewenny Road site in Maesteg, with the neighbour, to develop over 200 homes, public open space, transport interchange and enterprise hub.</p> <p>Awarded £360k of capital grants to 51 Valley business and facilities to help with economic recovery.</p> <p>Built two new (1 English-medium, 1 Welsh-medium) primary schools in Bettws, with state-of-the-art learning for 420 learners aged 4 to 11 plus nursery provision.</p> <p>Redeveloped Maesteg Sports Centre for the community after its use as a covid vaccination centre.</p> <p>Invested in community centres to make them more digitally connected in partnership with Cwmpas and health partners</p>	<p>Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids.</p> <p>Develop a regeneration strategy for the Ogmore and Garw Valleys</p> <p>Progress with Community Asset Transfers in the valleys, including Llangynwyd Playing Fields, to protect these valuable community assets for future generations.</p> <p>Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use.</p> <p>We intend to establish 3 new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontycymmer.</p> <p>Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner.</p> <p>Develop funding bids for our Valleys, to enhance the economy and stimulate new job opportunities.</p> <p>Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places</p>

<p>Secured £1m capital funding through the Valleys Regional Park for Awen Cultural Trust (£636k) for Bryngarw Park and Wildlife Trust for South and West Wales (£391k) for Parc Slip nature reserve to improve visitor facilities.</p> <p>Invested in CCTV and free public access wifi in Maesteg town centre</p>	<p>Increase participation in physical and mental wellbeing programmes and leisure activities at Maesteg Town Hall, Garw and Ogmere Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre</p> <p>Promote and encourage the development of new social housing in the Valleys. Encourage the development of self-build homes on infill plots, to increase the range of housing available</p> <p>Provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw</p> <p>Deliver additional activities in community venues in the Valleys, including digital activities.</p> <p>Work with the Cwm Taf Nature Network Project to improve access to high quality green spaces</p> <p>Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys.</p>
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How you can help us...

- Support local businesses – keep more of your money in your community
- Take part in activities in our community centres and hubs
- Use our parks and nature reserves across our Valleys
- Use the health and leisure facilities in your Valleys
- If you're looking for business premises, consider sites in the Valleys
- Volunteer and get involved in your communities



# Objective Four

A County Borough where we  
help people meet their  
potential



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

The main ways we will do this are -

- Providing safe, supportive schools with high quality teaching
- Expanding Welsh medium education opportunities
- Modernising our school buildings
- Supporting and encouraging lifelong learning
- Being the best parents we can to our care experienced children
- Offering youth services and school holiday programmes for our young people

What we've done	What we plan to do next
<p>Employability Bridgend has worked with 5,650 residents, bought 1,762 training courses, and helped 1,868 residents to find jobs since January 2018.</p> <p>Supported all schools and trained 1,841 teachers and school-based staff to provide the new curriculum, working with the consortium.</p> <p>Built 5 new primary schools and remodelled a secondary school for learners with ALN.</p> <p>Helped schools to review how they provided the best possible learning opportunities to children and young people.</p> <p>Delivered safeguarding training to all schools to help them protect children from harm.</p> <p>Deliver adult learning courses that people in the community said they wanted, with 222 adult learners on courses.</p>	<p>Target unemployed people through our “inspire to work” programme and improve employability and skills</p> <p>Help schools achieve their school improvement plans by analysing needs in the plans and offering training to address them. This will make sure that all schools will be judged by Estyn as ‘not requiring any follow-up’.</p> <p>Build 2 Welsh-medium and 2 English-medium primary schools and a 300-place replacement Heronsbridge School. Open a larger, new Welsh Medium Primary School in Cornelly, a community replacement school on a single site in Kenfig Hill, expand and relocate the Welsh Medium School Ysgol Bro Ogwr in Brackla.</p> <p>Make additional digital learning training available to all school staff to improve teaching and learning in our schools</p> <p>Ensure all Bridgend schools are rated as ‘green’ following their safeguarding audit and provide support they need to improve.</p> <p>Run more sessions that communities have expressed an interest in. Following feedback from the public, provide 20 more in-person training sessions.</p> <p>Deliver the actions in the Welsh Language Promotion Strategy and Welsh in Education Strategic Plan (WESP)</p>

Set-up Welsh language immersion support which 10 children have taken part in.

Helped care experienced children, young carers and children with additional needs improve their wellbeing through summer hub activities, and discovery days.

Employed Local Community Co-ordinators to support communities and connect them to local opportunities working with our partners at BAVO.

Engaged and listened to children in all aspects of children's social care

Consulted with care experienced children to improve our understanding of what they need from our services

Opened new youth centres at Brackla and Bryntirion.

Delivered a 'Food and Fun' Programme to 71 pupils in years 4, 5 and 6 in summer 2022.

Reviewed the quantity and quality of play opportunities in Bridgend.

Work with local schools to promote the Council as an employer and promote apprenticeships

Develop of our future wellbeing programmes with people who are going to use them.

Make our leisure and culture programmes more accessible to children with additional needs.

Support communities to develop their own services

Give care experienced children love, care, safe homes to live in and opportunities to try new activities, gain new skills and fulfil their potential working across the Council and partners

Give young adults with learning disabilities chance to try activities, gain new skills and fulfil their potential working across the Council and partners

Develop a Corporate Parenting Strategy with care experienced children to explain what public services will do to help them meet their potential and celebrate their 'rights of passage'.

Extend the 'Food and Fun' Programme in Summer 2023 to at least 80 pupils.

Improve the digital offer to young people, including a youth led interactive website.

#### How you can help us...

- Encourage your child to attend school regularly and get there safely
- Support your child to get the best out of their education
- Support your local school, take part in fundraising events, consider joining the PTA or governors
- Take part in lifelong learning courses and events and promote them to your friends and family
- Report any safeguarding concerns to the local Multi-Agency Safeguarding Hub
- Engage with schools when they ask for your views and take part in consultations about new schools
- Let us know what adult learning courses you are interested in and take part in our adult learning courses
- Use our food and fun summer holiday programmes





# Objective Five

**A County Borough that is responding to the climate and nature emergency**



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

The main ways we will do this are -

- Moving towards net zero carbon
- Improving the energy efficiency of our buildings and services
- Protecting our landscapes and open spaces and planting more trees
- Reducing, reusing or recycling as much of our waste as possible
- Improving flood defences and schemes to reduce flooding of our homes and businesses

What we've done	What we plan to do next
<p>Saved over 7,000 tonnes of carbon from our operations as part of our approved 2030 Net Zero Carbon Strategy, playing our part in the Climate Emergency.</p>	<p>Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes, including the £3.5m Bridgend District Heat Network.</p>
<p>Developed a draft Air Quality Action Plan to help us improve air quality in the Park Street Air Quality Management Area.</p>	<p>Use feedback from the consultation to agree an Air Quality Action Plan and start work on the measures to improve air quality along Park Street.</p>
<p>Invested £9.5 Million in renewal / improvement of sea defences in Porthcawl to provide flood protection in partnership with Welsh Government.</p>	<p>Invest in and improve flood mitigation measures in our valleys communities to reduce the flood risk.</p>
<p>Invested over 500k in flood improvement schemes across the County Borough, including the use of alarms in storm culverts, to protect homes and businesses.</p>	<p>Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan.</p>
<p>Planted over 13,000 trees, designated Bedford Park as a new nature reserve and extended the Frog Pond Wood nature reserve to improve and protect the biodiversity of our County Borough.</p>	<p>Plant a further 10,000 trees a year and provide a Community Planting scheme in partnership with the Woodlands Trust, to green our County Borough.</p>
<p>Invested £1.5m in a Refit Energy Scheme for 19 schools to improve energy efficiency, lower energy costs and improve sustainability, replacing lighting with LEDs, upgrading lighting controls and installing solar photovoltaic panels.</p>	<p>Invest in a second round of the Refit Energy Scheme to offer energy efficiency improvements to schools.</p>



<p>Increased our recycling rate to 72.6% in 2022, the 2nd best in Wales, with the support of our residents</p> <p>Converted all our 16,000 streetlights to Energy Efficient LED light fixtures, to save energy and running costs.</p> <p>Included carbon reduction criteria in our procurement process</p> <p>Piloted electric vehicles in our home care teams</p> <p>Invested over £580K in green spaces, parks and nature reserves as part of the Cwm Taf Nature Network Project.</p>	<p>Develop our Future Waste Services Model, improving our recycling targets further and converting our vehicles. We will consult on the options with residents in 2024.</p> <p>Build five new net zero carbon schools.</p> <p>Deliver more frontline social care services with workers using the Council's electric vehicles</p> <p>Ensure that the new Community Recycling Centre at Pyle is opened</p> <p>Work with the Cwm Taf Nature Network Project to enhance and improve access to high quality green spaces in our County.</p>
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#### How you can help us...

- Reuse and recycle more, recycle right. Think about your buying habits and how we can reduce or waste
- Take pride in our County Borough by not dropping litter, fly tipping or fly posting and cleaning up after your dog.
- Use our County Borough's parks and greenspaces to get out, have fun and improve your own health and wellbeing.
- Think greener, live greener, reduce use of single use plastics and energy where possible.
- Get involved with environmental volunteering such as litter picking.
- Take responsibility for your local area by resolving, recording and reporting any issues.
- Buy local to reduce your own carbon footprint
- Think about how you can make your home more energy efficient.

A photograph of three students in school uniforms sitting at a table, looking at papers. The student on the left is a girl with a white pom-pom in her hair, the middle is a girl with glasses, and the right is a boy. They are all focused on their work. The text 'Objective Six' is overlaid in white at the top. Below it, a larger white text block reads 'A County Borough where people feel valued, heard and part of their community'.

## Objective Six

**A County Borough where  
people feel valued, heard and  
part of their community**



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

- Improving the way we engage with local people, including young people, listening to their views and acting on them
- Offering more information and advice online and your libraries and community buildings, not just in Civic Offices
- Helping clubs and community groups take control of and improve their facilities and protect them for the future
- Make sure you can talk to us and hear from us in Welsh
- Celebrating and supporting diversity and inclusion and tackling discrimination

What we've done	What we plan to do next
<p>Worked to deliver our equalities commitments, including supporting Pride events, raising awareness of hate crime, helping disabled people to apply for jobs in the Council and many other activities</p> <p>Consulted with residents, including on the budget, the local development plan and school modernisation, and consulted with staff through our staff survey. All to inform our plans and decisions.</p> <p>Made our website more accessible and intuitive. Invested in 'my account' our digital platform, to help people report issues, pay for things, resulting in a monthly average of 6500 online transactions</p> <p>Made sure our communications and information about services can all be accessed bi-lingually</p> <p>Invested over £1.1m in more than 30 Community Asset Transfers, helping clubs and community groups to improve their facilities and protect their facilities for the future.</p> <p>Engaged with the Community on major planning issues including the Bridgend Town Centre Master Plan and the Porthcawl</p>	<p>Finish the work on our current Strategic Equalities Plan and work with communities to develop a new one, supporting Welsh Government on race equality and LGBTQ+ action plans</p> <p>Review how we communicate and engage with residents, including children and young people to help us become more customer focussed and responsive.</p> <p>Develop more 'community hubs' in libraries and other Council buildings, so that residents can get more information and help without travelling to the Civic Offices.</p> <p>Invest a further £400K in Community Asset Transfers and support Clubs and Community Groups with equipment grants to improve and safeguard these facilities</p> <p>Provide new opportunities for the community to engage with us on our Regeneration Plans, holding workshops with key stakeholders including Town Council s, Learners and Community Groups.</p> <p>Encourage people, communities, children and young people to talk to the Council about issues that are important to them, and influence the decisions that affect their lives</p>

<p>Placemaking Strategy, using responses to shape the new strategies.</p> <p>Talked to adults and older adults about becoming a more Age Friendly Community and a great place to grow older.</p> <p>Community navigators and connectors have helped people find the services and support they need in the place they live</p>	<p>Make Bridgend a great place to grow old, working with partners to improve leisure activities, accessible housing, care and support as an Age Friendly Council</p> <p>Develop a more coordinated approach with partners to helping people find activities and groups in their communities (and develop new ones where there are gaps)</p> <p>Develop the Bridgend County Borough Climate Citizens Assembly to allow our communities to shape our 2030 Net Zero Carbon Agenda.</p>
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How you can help us...

- Responding to consultations, taking part in Council events, engagement and focus groups and using petitions when you need to
- Reporting issues as you see them on the report it app
- Accessing Council services digitally wherever possible
- Talking up your County Borough – be proud of the great things here and tell others about it
- Encouraging young people to be heard





# Objective Seven

A County Borough where we support people to live healthy and happy lives



## Wellbeing Objective Seven – A County Borough where we support people to live healthy and happy lives

The main ways we will do this are -

- Improving active travel routes and facilities so people can walk and cycle
- Offering attractive leisure and cultural activities
- Improving children’s play facilities and opportunities
- Providing free school meals and expanding free childcare provision
- Integrating our social care services with health services so people are supported seamlessly
- Improve the supply of affordable housing

What we’ve done	What we plan to do next
<p>Invested over £5m in active travel routes, to enable communities to make greener travel choices, with support from Welsh Government.</p> <p>Invested over £1.5m in improvements to play facilities across the County Borough with 9 facilities being completed to date.</p> <p>Brought in £18m levelling up funding for the redevelopment of the Grand Pavilion in Porthcawl</p> <p>Delivered free school meals to all reception pupils since September 22, covering 617 pupils every day</p> <p>Tried out a Dare2Explore project to support 56 learners with emotional difficulties</p> <p>Supported 1350 children (aged 0-3 years) through Flying Start every year. This was recently extended to include a further 151 children.</p> <p>Invested £400,000 and led the regional Super Agers programme supporting older adults to become more active</p> <p>Invested £1.2 million in improved wellbeing hub facilities at Bridgend and Maesteg and supported accessibility improvements in swimming pools.</p>	<p>Improve the quantity and quality of play opportunities. We will Invest in all Children’s play areas and make sure inclusive play equipment is provided to allow opportunities for all.</p> <p>Improve sustainable and active travel choices, including the Metrolink Bus facility in Porthcawl, to increase connectivity and greener travel choices.</p> <p>Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust.</p> <p>Provide free school meals to all primary school learners by September 2024.</p> <p>Increase the number of affordable homes in Bridgend in partnership with Welsh Government and social landlords</p> <p>Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs</p> <p>Improve the way we deal with empty homes</p>



<p>Expanded “books on wheels” and access to digital resources through the library service and Awen to reach more people.</p> <p>Bridgend Music Service provides after school youth music ensemble activities during term time. This includes rehearsals, concerts and social events.</p> <p>Provided an exercise referral programme helping 2,408 people with physical or mental health problems to become more active, working with Halo leisure.</p> <p>Integrated our community health and care services in community teams so people are supported by the right person at the right time</p> <p>Worked faster and more effectively with partners during the pandemic to support all homeless people</p> <p>Delivered 522 affordable houses Working in partnership with Welsh Government and Registered Social landlords.</p>	<p>Roll-out the Dare2Explore project in at least 1 more school</p> <p>Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds.</p> <p>Develop an Active Leisure offer for older adults to improve physical and mental wellbeing</p> <p>Increase the use of the exercise referral programme by people who may have found it hard to participate in the past</p> <p>Complete the refurbishment of Pencoed library</p> <p>Develop a long-term Active Bridgend plan and leisure strategy</p> <p>We will increase the range of after school music ensembles and activities to ensure more pupils benefit from this provision.</p> <p>Increase participation in leisure and cultural activities.</p> <p>Work even more closely with the NHS so all people receive the right health or care service at the right time.</p>
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#### How you can help us...

- Attend and take part in events and activities and encourage others to get involved too.
- If you are part of the County Borough’s artistic community, work with us to strengthen our cultural offer.
- Use our culture and leisure facilities
- Take part in sports or get involved by volunteering to run a local team in your area.
- Leading active and healthy lives and encouraging your children to do the same
- Signpost friends and family to check if they are eligible for the funded childcare provision for two-year-olds
- Use greener travel options – walking, cycling, car sharing and low emission vehicles.
- Encourage young musicians to attend youth music ensembles.
- If you are a landlord, provide quality homes

## 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 we can tell you whether we are on track.

We use a standard ‘Plan, Do, Revise, Review’ model to do this.

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



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

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

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

We regularly take performance reports to Corporate Management Board and to your elected 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 -

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



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 system
- The way we compare our performance over time and with others

### **How we will use your views**

Every year, we will consult on and then publish a self-assessment of how we have done in the previous year.

We will also keep asking you about our priorities and performance in our annual budget survey.

Specific performance and service issues also regularly form part of our Citizens Panel and Youth Council engagement.

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