Meeting of:	CABINET
Date of Meeting:	19 JULY 2023
Report Title:	CORPORATE PLAN DELIVERY PLAN 2023-24 AND PERFORMANCE FRAMEWORK
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Council priorities in the Corporate Plan / Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.

Executive Summary:	• The report proposes a new one-year Delivery Plan to monitor progress against the Corporate Plan.
	• The Delivery Plan addresses criticisms posed by self-assessment 2022, Audit Wales' review of performance management and internal audit findings from a Performance Indicators (PI) audit
	• The main changes include:
	   o Having the 7 well-being objectives comprehensively reflected by 44 aims, 101 commitments and 99 Performance Indicators (PIs)
	   o Having clear and agreed aims to provide detail underneath each well-being objective and help the Council effectively monitor progress / performance
	   o Having performance indicators that more effectively measure the Council's progress on its aims, are better focused on outcomes, and can be benchmarked
	   o Placing a stronger focus on the measurement of the Council's new Ways of Working
	• A new draft performance framework is also proposed
	• The report also reflects changes from Corporate Overview and Scrutiny Committee on 3 July 2023

1. Purpose of Report

1.1 The purpose of this report is to propose a one-year Corporate Plan Delivery Plan (CPDP) to support the Council's new Corporate Plan and an updated Corporate Performance Framework to help the Council measure progress on it.

2   Background

2.1   On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan to help us monitor progress against it.

2.2   On 6 March 2023 Corporate Management Board (CMB) agreed a proposed approach and timeline to the development of the first annual delivery plan.

2.3   The approach was developed to address many of the performance management issues identified by the Council's 2021/22 Self-Assessment and the Audit Wales review of performance management, through the use of the below criteria in the development process -

- Well-being objectives should be comprehensively reflected by aims, commitments and Performance Indicators (PIs)
- Aims should be clearly defined and agreed
- Each aim should be supported by an appropriate balance of commitments (projects) and PIs (largely business as usual)
- Ensure commitments are clear and outcome focussed and able to be reported quarterly via blue, red, yellow, amber and green (BRAYG) ratings (avoiding commentary like 'work ongoing' or 'working with partners continues' every quarter).
- Performance indicators should –
  - be limited in number and not exceed 100. Additional PIs can be included in Directorate / Service Plans.
  - measure whether we are achieving our aims not simply whether we are delivering our commitments
  - balance the measurement of inputs, outputs and outcomes
  - avoid over representation of annual measures (and avoid large numbers of PIs with significant data lags or where we are not the data holders / collating body)
  - Be able to be compared over time and with other areas where possible
  - All PIs should be SMART (specific, measurable, achievable, realistic and time bound)
  - All PIs must have a target; we must move away from targets that state 'benchmarking'
- Reporting should focus on data accuracy and validation, with clear and agreed PI calculation methods and verification processes

2.4   Following agreement of the approach by CMB, Directorate Management Teams (DMTs) were convened through March and April to develop and propose PIs for the Corporate Plan Delivery Plan. In doing this, they reviewed the research and PI examples provided and the new principles and criteria set out.

2.5   Once the proposed list of PIs was developed by DMTs, a moderation exercise was undertaken at the CMB and Heads of Service quarterly meeting on 20 April 2023.

At this meeting, the group reviewed the PIs holistically, assessed whether they meet the criteria agreed, whether directorates have been relatively consistent in their approaches, and considered how to reduce any duplication and fill any gaps.

2.6   Proposed improvements to performance management arrangements also included the development of a Performance Framework.

2.7   The approach was considered by Elected Members at an all-member briefing on 15 May 2023 which focused on -

- Moving towards an approach like 'Objectives and Key Results'
- Developing performance measures the public care about
- Improving our approach to performance management

3.   Current situation / proposal

3.1   Additional work has been undertaken by the Corporate Performance Team, Directorate performance and business support staff, Heads of Service and CMB to finalise the draft Corporate Delivery Plan 2023/24 included in **Appendix 1**.

3.2   In terms of compliance with the criteria set out in March, the draft Corporate Delivery Plan 2023/24 –

- Has 7 well-being objectives that are now comprehensively reflected by 44 aims, 101 commitments and 99 Performance Indicators
- Has clear and agreed aims to provide detail underneath each well-being objective and help us effectively monitor progress and performance
- Has performance indicators that –
  o More effectively measure whether we are achieving our aims not simply whether we are delivering our commitments
  o Are better focused on outputs and outcomes although there are still numerous input and process measures
  o Appropriately balance annual and quarterly measures
  o Can be benchmarked over time and with others in many cases

3.3   Once agreed, the Corporate Performance team, Directorate performance and business support staff will commence work to develop and agree baselines, consider comparator data (both trend data and comparison with other areas if available), set SMART targets and complete data validation forms for each PI over the summer period, to be completed by the end of August. The proposed data calculation and validation forms will improve data quality and accuracy and are similar to Public Accountability Measure guidance forms that were in use until 2021.

3.4   Following earlier discussions with COSC, it is proposed that the Corporate Performance Team works with the Committee throughout 2023/24 to consider more radical changes to performance management, including further moves towards

Objectives and Key Results, and further improving our approach to performance management, particularly public satisfaction, and success measures.

3.5 Over the summer, any changes that are required to the structure of the Performance Management System (PMS) will need to be assessed and developed for implementation after the system is rolled forward in July 2023.

3.6 A newly developed, proposed performance framework for BCBC is included in **Appendix 2**. It has been developed in tandem with the CPDP, based on the Council's previous performance framework for continuity and comparability, but updated using a simple, plain English report by Denbighshire Council, recently tested at an all-Member briefing. It sets out –

- Why performance is important
- How performance is managed in BCBC
- Clarity about R, A, Y, G ratings
- Timetable of performance management
- Roles and responsibilities in performance management

3.7 Following consideration of draft documents at Corporate Overview and Scrutiny Committee on the 3 July, changes to Appendix 2 have been included as follows:

- To reflect recent changes to CPA attendance to include Group Leaders
- To clarify the contribution, rather than responsibility, that the public can have in the performance management process
- To separately define the roles and responsibilities of a member of staff
- To reinforce the message that Chief Officers and Elected Members support each other in a "One Council" approach with consistency of wording in the listed responsibilities.

3.8 COSC also asked that, in developing targets for the year ahead, references to 'baselining' are kept to a minimum. This will be completed by the end of August.

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

4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 This report proposes an approach to measure progress against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

1. A county borough where we protect our most vulnerable

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

3. A County Borough with thriving valleys communities

4. A County Borough where we help people meet their potential

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

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

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

5.2   The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6.   Climate Change Implications

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

7.   Safeguarding and Corporate Parent Implications

7.1   There are no specific implications of this report on safeguarding or corporate parenting. However, the 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 financial implications associated with these arrangements. Council agreed the budget for 2023/24 in March 2023 and that the CPDP will be achieved within that budget

9.   Recommendations

9.1   Cabinet is recommended to: -

*   Consider and agree the first draft Corporate Plan Delivery Plan 2023/24 in **Appendix 1**
*   Consider and agree the updated Corporate Performance Framework in **Appendix 2** and how best to use the document across the Council.

Background documents
None.

Section 1 – How we will measure our 7 Wellbeing Objections

WBO1 - A County Borough where we protect our most vulnerable

Aim	Performance indicators	Commitments / projects

1.1 Providing high-quality children's and adults social services and early help services to people who need them	**Carers**
	• New - The percentage of eligible carers who were offered a carer's assessment (SSWB)
	
	Children's social care
	• Timeliness of visits to
	  a) children who are care experienced
	  b) children on the child protection register (SSWB)
	• SSWB40 - Safe reduction in the number of care experienced children (SSWB)
	• CH/026 - Safe reduction in the number of children on the child protection register (SSWB)
	
	Adult social care
	• New – Percentage of enquiries to the Adult Social Care front door which result in information and advice only
	• AD/010 The total number of packages of reablement completed during the year (SSWB)
	• **SSWB38c** Percentage of reablement packages completed that mitigated need for support (SSWB)
	• AD/033 - Number of people who access independent advocacy to support their rights (SSWB)
	
	Early help
	• DEFS29 Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (EFS)
		1.1.1 Continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome. (EFS)
		
		1.1.2 Help communities become more resilient, so more people will find help / support they need in their community, with the third sector. (SSWB)
		
		1.1.3 Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring. (SSWB)
		
		1.1.4 Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)
		
		1.1.5 Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce. (SSWB)
		
		1.1.6 Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential. (SSWB)
		
		1.1.7 Address the gaps in social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families. (SSWB)

	• DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EFS)	
1.2 Supporting people in poverty to get the support they need / help they are entitled to	• Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) • Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX)	1.2.1 Support eligible residents to receive financial help through the Council Tax Reduction Scheme and to pay their energy bills by administering the UK Government's Energy Bill Support Scheme. (CEX) 1.2.2 Raise awareness of financial support available to residents. (CEX)
1.3 Supporting people facing homelessness to find a place to live	• PAM/012- Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) • DOPS39 - Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation (CEX)	1.3.1 Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness (CEX)
1.4 Supporting children with additional learning needs to get the best from their education	• New DEFS164 - Percentage of schools that have an ALN policy in place (EFS)	1.4.1 Provide training to at least 60 school-based staff about ALN reform and how to support children with Additional Learning Needs (ALN).(EFS)
1.5 Safeguarding and protecting people who are at risk of harm	• CORPB1 - Percentage of council staff completing safeguarding awareness training (CEX/All) • AD/024 - Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) • CH/003 - Percentage of Childrens referrals where decision is made within 24 hours (SSWB)	1.5.1 Work as one Council on a strategic plan to improve our safeguarding arrangements (SSWB)(ALL) 1.5.2 Safeguard children, young people and adults at risk of exploitation. (SSWB)

Aim	Performance indicators	Commitments / projects
	• New - Percentage of child protection investigations completed within required timescales (SSWB) • New - Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB)	

1.6 Help people to live safely at home through changes to their homes	• New – Average number of days taken to deliver a Disabled Facilities Grant for:
	  o low level access showers
	  o stair lifts
	  o ramps
	  o extensions (CEX)
	
	• DOPS41 - Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (CEX)
		1.6.1 Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX)

1.7 Support partners to keep communities safe	• New - Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/All) • New - Number of instances where CCTV supports South Wales Police in monitoring incidents (baseline)(CEX) • New - DEFS161 - Percentage of children being released from custody who attend a suitable education, training and employment arrangement (EFS)	1.7.1 Invest £750K 'safer streets' funding into extra CCTV, youth activities and women's self-defence classes (CEX) 1.7.2 Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EFS)

WBO 2 - A County Borough with fair work, skilled, high-quality jobs and thriving towns

Aim	Performance indicators	Commitments / projects
2.1 Helping our residents get the	• DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM)	2.1.1 Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners,

skills they need for work	• DEFS84 – The number of under-employed participants leaving Employability Bridgend with an improved labour market position (COMM) • New (baseline setting) - Number of referrals to the employment service in ARC (SSWB)	including in people and skills, supporting local businesses, and developing communities and place. (COMM) 2.1.2 Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM) 2.1.3 Help people with support needs to overcome barriers to work and get jobs (SSWB)
2.2 Making sure our young people find jobs, or are in education or training	• DEFS80 - The number of participants in the Employability Bridgend programme supported into education or training (COMM) • PAM046 - Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics (EFS)	2.2.1 Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old. (COMM) 2.2.2 Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers. (SSWB) 2.2.3 Bridgend Music Service will further develop links with universities and conservatoires to develop music skills in young people that lead to jobs (EFS)
2.3 Improving our town centres, making them safer and more attractive		2.3.1 Deliver a further £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next three years to improve the economic sustainability of our town centres. (COMM) 2.3.2 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. (COMM) 2.3.3 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. (COMM)

2.4 Attracting investment and supporting new and existing local businesses	• New - Number of businesses receiving support through Shared Prosperity Funding (COMM) • New - Number of business start-ups assisted (COMM) • New - Number of local businesses attending procurement workshops (Annual) (CEX) • New - Local spend on low value BCBC procurement and contracts under £100,000) (CEX)	2.4.1 Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy. (COMM) 2.4.2 Helping local businesses to tender for public sector work through our Supplier Relation Management (SRM) project and external procurement webpage, supporting local businesses to be viable post-covid (CEX) 2.4.3 Work with the Cardiff City Region (CCR) and its 10 local authorities to think regionally about planning, transport and economic development (COMM)
2.5 Making the council an attractive place to work	• Staff survey – Culture CED29 - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees' ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? • Staff survey – Employee Wellbeing New - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work: b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives.	2.5.1 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. (CEX)

	• New - Number of sign up of new subscribers to the staff extranet (CEX)	
2.6 Ensuring employment is fair, equitable and pays at least the real living wage	• New - Number of real living wage employers identified (by size of contract) (CEX)	2.6.1 Encourage our suppliers to become real living wage employers (CEX) 2.6.2 Encourage employers to offer growth/ training options to employees (CEX)

WBO3 - A County Borough with thriving valleys communities

Aim	Performance indicators	Commitments / projects
3.1 Investing in town centres, including Maesteg town centre	• New - Number of commercial properties assisted through the enhancement grant scheme (COMM)	3.1.1 Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids. (COMM) 3.1.2 Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use. (COMM)
3.2 Creating more jobs in the Valleys		3.2.1 Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities. (COMM) 3.2.2 Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys. (COMM) 3.2.3 Provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw (SSWB)
3.3 Improving community facilities and making them more accessible	• New - Value of investment with CATs in Valleys (COMM) • New - Number of visits to venues for all purposes (SSWB)	3.3.1 Progress with Community Asset Transfers in the valleys, including Llangynwyd Playing Fields, to protect these valuable community assets for future generations. (COMM) 3.3.2 Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner. (COMM) 3.3.3 Deliver additional activities in community venues in the Valleys, including digital activities. (SSWB) 3.3.4 Increase participation in physical and mental wellbeing programmes and leisure activities at Maesteg Town Hall, Garw and Ogmore Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre (SSWB)

3.4 Improving education and skills in the Valleys		3.4.1 Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontycymmer. (EFS) 3.4.2 Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places. (EFS)
3.5 Investing in our parks and green spaces and supporting tourism to the valleys		3.5.1 Develop a regeneration strategy for the valleys (including Ogmore and Garw Valleys).(COMM) 3.5.2 Work with the Cwm Taf Nature Network Project to improve access to high quality green spaces (COMM)
3.6 Encourage the development of new affordable homes in the valleys	• New - Number of affordable homes built in the Valleys (CEX)	3.6.1 Promote and encourage the development of new social housing in the valleys. (CEX) 3.6.2 Encourage the development of self-build homes on infill plots, to increase the range of housing available (COMM)

WBO4 - A County Borough where we help people meet their potential

Aim	Performance indicators	Commitments / projects
4.1 Providing safe, supportive schools with high quality teaching	• New - DEFS156 – Number of schools judged by Estyn to be in 'significant improvement' or 'special measures' • PAM032 - Average 'Capped 9' score for pupils in Year 11 • EDU016a/PAM007 Pupil attendance in primary schools (percentage) • EDU016b/PAM008 Pupil attendance in secondary schools (percentage) • EDU010a Percentage of school days lost due to fixed-term exclusions during the school year in primary schools • EDU010b Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools • DEFS155 percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit	4.1.1 Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as 'not requiring any follow-up' (EFS) 4.1.2 Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EFS) 4.1.3 Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EFS) 4.1.4 Improve the digital offer to young people, including youth led interactive website (EFS)
4.2 Improving employment opportunities for people with learning disabilities		4.2.1 Give young adults with learning disabilities a chance to try activities, gain new skills and fulfil their potential working across the Council and partners (SSWB)
4.3 Expanding Welsh medium education opportunities	• DEFS138 Percentage of Year 1 pupils taught through the medium of Welsh • New - DEFS157 Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4	4.3.1 Deliver the actions in the Welsh Language Promotion Strategy and WESP (EFS)

	• New - DEFS158 Number of learners studying for Welsh as a second language	
4.4 Modernising our school buildings		4.4.1 Enlarge Ysgol Gymraeg Bryn Ogwr to a 2.5 form-entry new build off Ffordd Cadfan in Brackla (EFS)
		4.4.2 Provide a new build for Mynydd Cynffig Primary School at the junior site in Kenfig Hill (EFS)
		4.4.3 Enlarge Ysgol Ferch o'r Sger to a two form-entry new build on the existing school site (EFS)
		4.4.4 Provide a new two form entry English-medium school at Marlas Estate, Cornelly, to replace the existing Afon Y Felin and Corneli Primary Schools. (EFS)
		4.4.5 Relocate Heronsbridge School to a new build 300 place school at Island Farm (EFS)
4.5 Attract and retain young people into BCBC employment	• DOPS36 - Number of apprentices employed across the organisation (CEX) • New - Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX)	4.5.1 Work with local schools to promote the Council as an employer and promote apprenticeships (CEX)
4.6 Offering youth services and school holiday programmes for our young people	• New - Participation in targeted activities for people with additional or diverse needs (SSWB) • New - Participation in the national free swimming initiative for 16 and under • New - Participation in active for life and holiday playworks programmes	4.6.1 Make our leisure and culture programmes more accessible to children with additional needs (SSWB) 4.6.2 Extend the food and fun programme in Summer 2023 to at least 80 pupils (EFS)
4.7 Work with people to design and develop services		4.7.1 Support communities to develop their own services (SSWB) 4.7.2 Develop our future wellbeing programmes with people who are going to use them (SSWB)

4.8 Supporting and encouraging lifelong learning	• New - DEFS159 Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS)	4.8.1 Run more sessions that communities have expressed an interest in – provide 20 more in-person training sessions (EFS)
4.9 Being the best parents we can to our care experienced children	• SSWB48 Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the a)12 months since leaving care b)13- 24 months since leaving care (SSWB) • CH/052 - Percentage care leavers who have experienced homelessness during the year (SSWB)	4.9.1 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 (SSWB) 4.9.2 Develop a Corporate Parenting strategy with care experienced children to explain what public services will do to help them meet their potential and celebrate rights of passage (SSWB)

WBO5 - A County Borough that is responding to the climate and nature emergency

Aim	Performance indicators	Commitments / projects

5.1 Moving towards net zero carbon, and improving our energy efficiency	• New – Reduction in emissions (COMM)
	   ○ Buildings
	   ○ Fleet & equipment
	   ○ Streetlighting
	   ○ Business travel
	   ○ Commuting
	   ○ Homeworking
	   ○ Waste
	   ○ Procured goods and services
	
	• DCO20.01 Annual Gas Consumption across the Authority (kWh)
	• DCO20.02 Annual Electricity Consumption across the Authority (kWh)
	• DCO20.03 Annual CO2 related to gas consumption across the Authority (tonnes)
	• DCO20.04 Annual CO2 related to electricity consumption across the Authority (tonnes)
	• Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS)
		5.1.1 Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes. (COMM)
		
		5.1.2 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. (CEX SRS)
		
		5.1.3 Build five new net zero carbon schools. (EFS)
		
		5.1.4 Deliver more frontline social care services with workers using the Council's electric vehicles. (SSWB)
		
		5.1.5 Invest in energy efficiency improvements to Council buildings including schools. (COMM)

5.2 Protecting our landscapes and open spaces and planting more trees	• New - The number of green flag parks (target set to maintain) (COMM) • New - The number of blue flag beaches (target set to maintain) (COMM)	5.2.1 Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan. (COMM) 5.2.2 Work with the Cwm Taf Nature Network Project to enhance and improve access to high quality green spaces in our County Borough. (COMM)

		5.2.3 Plant a further 10,000 trees a year and provide a Community Planting Scheme to green our County Borough. (COMM)
5.3 Improve the quality of the public ream and built environment through good placemaking principles	• PAM/018 Percentage of all planning applications determined within 8 weeks • PAM/019 Percentage of planning appeals dismissed	5.3.1 Adoption of the Replacement Local Development Plan (COMM)

5.4 Reducing, reusing or recycling as much of our waste as possible	• DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM)
	
	• PAM/030 – Percentage of municipal waste collected by local authorities
	   ○ prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way
	   ○ prepared for reuse
	   ○ prepared for being recycled
	   ○ as source segregated biowastes that are composted or treated biologically in another way
	
	• PAM/043 - Kilograms of residual waste generated per person (COMM)
	
	• PAM/010 – Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness (COMM)
		5.4.1 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 (COMM).
		
		5.4.2 Ensure that the new Community Recycling Centre at Pyle is opened. (COMM)

5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses	• New - Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM)	5.5.1 Invest in and improve flood mitigation measures in our valleys communities to reduce the flood risk. (COMM)

WBO6 – A County Borough where people feel valued, heard and part of their community

Aim	Performance indicators	Commitments / projects
6.1 Celebrating and supporting diversity and inclusion and tackling discrimination	• New - Percentage of council staff completing Introduction to Equality and Diversity E-Learning.	6.1.1 Finish work on current strategic equalities plan and work with communities to develop a new one, supporting WG on race equality and LGBTQ+ action plans (CEX) 6.1.2 Establish new BCBC staff groups for people with protected characteristic (CEX)
6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them.	• New - Public consultation (budget) - Percentage of participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months? • New - Level of engagement (Welsh / English) a) across consultations b) with corporate communications to residents c) across all corporate social media accounts	6.2.1 Review how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive. (CEX) 6.2.2 Provide new opportunities for the community to engage with us on our regeneration plans, holding workshops with key stakeholders including town councils, learners and community groups. (COMM) 6.2.3 Develop the Bridgend County Borough Council Climate Citizens Assembly to allow communities to shape our 2030 Net Zero Carbon Agenda. (COMM)
6.3 Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh	• CED5 - Percentage first call resolutions (via Customer Contact Centre) • New - Number of online transactions using the digital platform • New - Number of hits on the corporate website • New - Percentage of staff with Welsh language speaking skills • New - Percentage of council staff completing Welsh Language Awareness E-Learning.	6.3.1 Develop more community hubs in libraries and other Council buildings so that residents can get more information and help without travelling to Civic Offices (CEX)

6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future.	• DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM) • New - Value of investment with CATs (COMM) • New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB)	6.4.1 Invest a further £400k in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM) 6.4.2 Develop a more coordinated approach with partners to helping people find activities and groups in their communities. (SSWB)
6.5 Becoming an age friendly council		6.5.1 Make Bridgend County Borough a great place to grow old, working with partners to improve leisure activities, accessible housing, care, and support as an Age Friendly Council. (SSWB)

WBO7 - A county borough where we support people to be healthy and happy

Detail / aim	Performance indicators	Commitments / projects
7.1 Improving active travel routes and facilities so people can walk and cycle	• New active travel routes (length in KM) (COMM)	7.1.1 Improve sustainable and active travel choices, including the Metrolink bus facility in Porthcawl, to increase connectivity and greener travel choices. (COMM)
7.2 Offering attractive leisure and cultural activities	• New - Number of visits by older adults to physical activity opportunities supported (SSWB) • New - Number of individuals who commence programmes and complete 16 weeks of activity (SSWB) • New - Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) (SSWB) • New - Participation in the summer reading challenge in libraries (SSWB) • New - Participation in Childrens events in libraries (SSWB)	7.2.1 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) 7.2.2 Develop an active leisure offer for older adults to improve physical and mental wellbeing. (SSWB) 7.2.3 Increase the use of the exercise referral programme by people who may have found it hard to participate in the past. (SSWB) 7.2.4 Complete the refurbishment of Pencoed library and provide investment into library services. (SSWB) 7.2.5 Develop a long-term Active Bridgend plan and leisure strategy. (SSWB)
7.3 Improving children's play facilities and opportunities	• New - Value of investment in play areas (COMM) • New - Number of play areas that have been refurbished (COMM)	7.3.1 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. (SSWB/COMM) 7.3.2 Roll-out the Dare2Explore project in at least 1 more school. (EFS)

		7.3.3 We will increase the range of after school music ensembles and activities to ensure more pupils benefit from this provision. (EFS)
7.4 Providing free school meals and expanding free childcare provision	• New DEFS163 - Percentage of nursery, reception, year 1 and year 2 learners offered a free school meal (EFS) • New DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS)	7.4.1 Provide free school meals to all primary school learners by September 2024. (EFS) 7.4.2 Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds. (EFS)
7.5 Integrating our social care services with health services so people are supported seamlessly	• New - Number of people delayed in their transfer of care on the 'discharge to recover and assess' pathways (SSWB)	7.5.1 Work even more closely with the NHS so all people receive the right health or care service at the right time. (SSWB)
7.6 Improving the supply of affordable housing	• New - Number of completed affordable new build dwellings provided by RSLs (Annual) (CEX) • New - Total number of empty properties returned to use with local authority intervention (CEX)	7.6.1 Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords. (CEX) 7.6.2 Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs. (CEX) 7.6.3 Improve the way we deal with empty homes. (CEX)

Section 2 – Demonstrating our 5 Ways of Working (WOWs)

WOW	Performance indicators	Commitments / projects
1) Better and more targeted use of resources	**Workforce Data** • The percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) • The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence, **Asset management data (capital receipts, building compliance, carbon etc)** • DCO16.9 Realisation of annual capital receipts targets (COMM) • New- Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) **Business continuity / resilience** • DOPS34abc Network Availability (CEX) **Procurement** • Climate change standards, Social value, Circular economy **Finance measures** • CORP6.1.1 Budget reductions achieved	Develop clear and agreed actions to address recommendations from regulators, including • Workforce strategy (and specific social services recruitment) • Asset management improvements • Procurement review Audit Wales • Performance management improvement plan • Digital strategy • MTFS / Capital Strategy
2) One council, working well together with partners		• A collaborative approach to achieving aims, establishment of regional PSB, TCCs, RPB, Corporate Parenting, Awen & Halo, third sector • Town and Community Council Review

3)	Improving communication, engagement and responsiveness	- Response to consultations - Use of citizens panel - Use of different channels - Customer service measures (including resolution at first point of contact - Customer satisfaction measures	- Communications peer review - including officer and member relations - Public participation strategy - Giving people different ways of engaging with council services and information (self-serve and self-help) - Customer care strategy - Develop a range of BCBC service standards to measure the things the public care about - Improvement of the way we respond to our elected members - Enhance our customer satisfaction measurement - Promoting the Welsh language
4)	Supporting and empowering communities	- New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) (see *aim 6.3*) Local Procurement *(see aim 2.4)* - New - Number of local businesses attending procurement workshops (Annual) (CEX) - New - Local spend on low value BCBC procurement and contracts under £100,000) (CEX)	- Support communities to develop their own services by engaging with service users including carers - Through Employability Team helping our residents get the skills they need for work - Employability - Help communities become more resilient, so more people will find help and support they need in their community, with the 3rd sector. - Supporting the local economy by helping local businesses to tender for public sector work through our SRM project and external procurement webpage,
5)	Protecting the services that matter to you the most	- Budget and staff survey PIs - Schools' consultations	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

Appendix 2 - Bridgend County Borough Council Performance Framework

This document outlines Bridgend County Borough Council's Performance Management Framework. It explains what we do to monitor and report our performance, sets out the roles and responsibilities for performance in the council and outlines the timetables for reporting, challenge and publication of performance information.

In a time of decreasing budgets and increasing demand for council services, effective performance management becomes even more important.

The document is divided into two sections. The first section emphasises the importance of effective performance management within the organisation. It also explains our approach to performance management, the 'Plan, Do, Review' cycle and the way we measure and explain our progress against our corporate plan.

The second section is a practical guide, outlining the specific responsibilities and expectations of each role in the organisation. There is a section for every role, to help you understand what you need to do, when and why. You may also want to read the sections for other roles, whether you are:

• A member of the public

• An elected member

• A member of staff

We encourage you to read this document as it serves as a valuable resource to help deepen your understanding of both performance management and your own role and responsibilities.

For more information on anything in this document

Please feel free to contact the Corporate Performance Team. We are happy to help and provide any extra information you need.

Address: Corporate Performance Team
                  Corporate Performance
                  Chief Executive Directorate
                  Bridgend County Borough Council
                  Civic Offices| Angel Street| Bridgend | CF31 4WB

Phone/Ffôn: (01656) 643382

Email/E-bost: talktous@bridgend.gov.uk

Website/Gwefan: www.bridgend.gov.uk
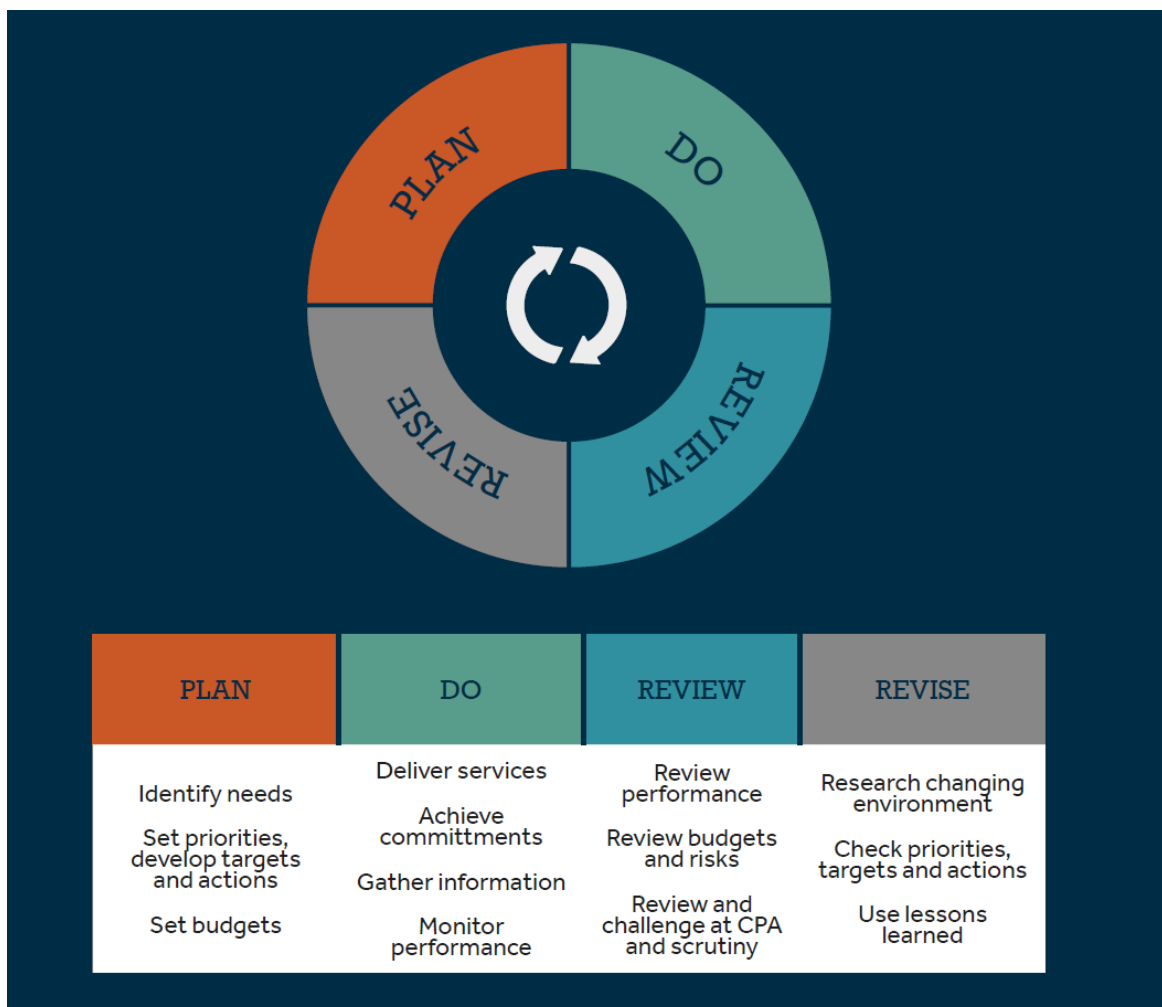
Why is performance important?

Performance management is defined as 'taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be' (Source IDeA).

Performance management is important because it:

- Demonstrates our priorities and if we are achieving them

- Is a requirement of our stakeholders and regulators

- Helps motivate and engage staff and assign accountability

- Allows us to identify and rectify poor performance

- Helps us learn from past performance and improve future performance

Performance Management Approach

We take a systematic approach to performance management, following the industry-recognised 'plan-do-review-revise' cycle.

| PLAN	DO	REVIEW	REVISE
Identify needs	Deliver services	Review performance	Research changing environment
Set priorities, develop targets and actions	Achieve committments	Review budgets and risks	Check priorities, targets and actions
Set budgets	Gather information	Review and challenge at CPA and scrutiny	Use lessons learned
	Monitor performance		

*CPA: Corporate Performance Assessment

Plan, do, review – What do we measure, where does it go?

Plan

We write plans at several levels to make sure we have clear priorities and know how we are going to achieve them. Our hierarchy of plans looks like this
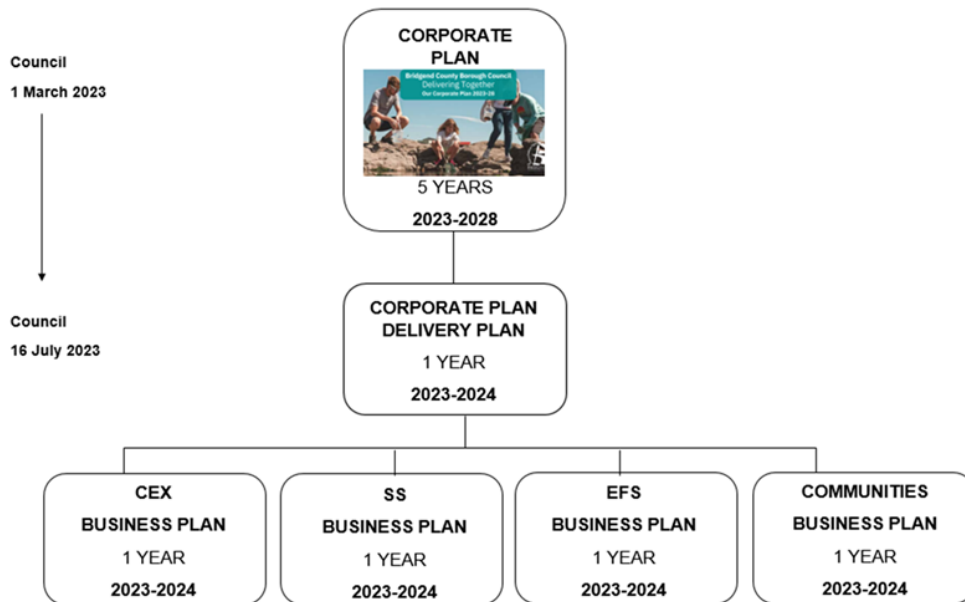
Corporate Plan and delivery plan

Every five years the Council publishes a new Corporate Plan. It is informed by the Wellbeing of Future Generations Act and a range of other data and evidence. It describes the challenges the Council is facing, how we will work, our priorities for delivery and what success will look like. Our Corporate Plan 2023-28 was agreed by Council in March 2023 and sets out the Council's priorities (which are the Council's 7 wellbeing objectives and 5 ways of working), outcomes and success measures. The way we test how well we are doing against each wellbeing objectives looks like this –

Wellbeing Objective Five - A County Borough that is responding to the climate and nature emergency		
	Commitments	**Performance Indicators**
Aim 1 – Moving towards net zero carbon, and improving our energy efficiency	5 projects	6 PI
Aim 2 – Protecting our landscapes and open spaces and planting more trees	3 projects	2 PIs
Aim 3 – Improving the quality of the built environment through good placemaking principles	1 project	2 PIs
Aim 4 – Reducing, reusing or recycling as much of our waste as possible	2 projects	4 PIs
Aim 5 – Improving flood defences and schemes to reduce flooding in our homes and businesses	1 project	1 PI

Directorate Business Plans and Service Plans

Directorate business plans are the action plans to help us achieve the Council's Corporate Plan. Each plan outlines the contribution that the directorate will make to achieve the Council's well-being objectives. It sets out key milestones against the commitments and details the performance indicators and targets. The plans also outline other directorate priorities and performance measures which are not aligned to the wellbeing objectives. CMB and directorate management teams are responsible for developing directorate business plans, which are then challenged by Corporate Management Board and scrutinised by Scrutiny chairs at CPA.

Service plans translate directorate objectives into service targets and operational activity, aligning with finance, workforce, and risk issues. Heads of Service and Group Managers are responsible for producing their service and group delivery plans.

Employee Appraisals

Employee appraisals help members of staff understand how they contribute to the council's priorities and make sure that we have clear and agreed actions to achieve all of our wellbeing objectives.

Do - Implementing and Monitoring Our Plans

The 'do' stage of performance management is about carrying out action and monitoring performance in delivering our plans. Regular performance monitoring is vital to achieve our planned outcomes, as it allows for immediate action or corrections where things aren't going to plan.

Corporate Plan

It is the responsibility of the Corporate Management Board (CMB) and Cabinet to lead the implementation and monitoring of progress on our corporate wellbeing objectives.

Directorate / Service / Employee Appraisals

Corporate Directors and their Directorate Management Teams (DMTs) are responsible for delivering their business plans and monitoring progress. It is the responsibility of the relevant Head of Service/Group Manager to deliver and monitor the progress of service or group plans. It is the responsibility of managers and employees to undertake and monitor individual objectives, as agreed in appraisals. Regular one-to-one meetings between employees and managers should also take place throughout the year. This ensures that all employees are undertaking their duties and can adjust their work plan where needed based on the 'corrective action' cascaded down from corporate, directorate or service level.

Review

The review stage assesses whether we are on course to deliver our wellbeing objectives and meet targets. It also identifies opportunities for improvement.

Corporate Performance Assessment (CPA)

Corporate Performance Assessment (CPA) is done quarterly, attended by Cabinet Members, members of the Corporate Management Board, Heads of Service, Chairs of Scrutiny Committees, and Group Leaders. It is supported by Corporate Performance team to:

- demonstrate the Council's performance, effectiveness, and impact.
- identify cross-cutting issues and overspends that affect more than one area.
- critically challenge areas of poor performance; and
- identify improvement opportunities, risks and resource implications.

Scrutiny by Overview and Scrutiny Committee(s)

The Council's Corporate Overview and Scrutiny Committee receives information reports on the Council's performance quarterly in line with CPA. The Council's Corporate Performance Team prepares the reports for the Committee, which are used to inform the Committee's forward work programme. During the year, directorate/service performance is also scrutinised by Subject Overview and Scrutiny Committees. It is the responsibility of the directorate business support team to prepare required performance information for the Subject Overview and Scrutiny Committees.

Directorate Performance Review

Directorate Management Teams (DMT) meetings regularly report and scrutinise performance against their directorate business plans. These meetings are chaired by the relevant Corporate Director and supported by the directorate business support teams. It is the responsibility of the Corporate Director to ensure effective review at the directorate level. The business support teams are responsible for providing accurate and timely performance information for the directorate review.

Service/Group/Employee Performance Review

Service or group meetings regularly report and scrutinise performance against their service plans. It is the responsibility of the Head of Service and their managers for effective review at the service or group level. The business support teams are responsible for providing accurate and timely information.

Employee appraisals are formal review meetings between individuals and their line managers. Managers and employees are jointly responsible in ensuring that appraisals and 6 monthly review meetings occur within the corporate timescales.

Regulatory tracker

To ensure that the outcomes of all audits, reviews and inspections are recorded, a regulatory tracker has been developed. This includes the outcome of inspections by Estyn, Care Inspectorate Wales and HM Inspectorates for Probation and Prisons as well as Audit Wales' work. Actions are considered and scrutinised at Corporate Management Board and Cabinet and Governance and Audit Committee receive 6-monthly updates each January and July.

Revise

This stage is about analysing and learning from the information we have gained during the 'review' stage.

We pull information together from quarterly and annual performance information, and from various other sources, including service users' feedback and findings of external inspections and audit. This is done through the formal, annual corporate self-assessment process.

We analyse what has and hasn't worked and use this to develop options for change. Based on our analysis, 'revisions' can be made at any level of the Council, from corporate priorities right through to individuals' own personal objectives. These may include a redistribution of resources, revised plans and timescales, or even a revision to our objectives and priorities in the next round of planning.

How will we mark or score ourselves

We have one simple scale for how we mark or score the council's performance. Because overall judgements, commitments and performance indicators are measured differently, the colours or judgements have different descriptions depending on which type of performance you are reviewing.

	What does this Status mean?		
	Overall / self-assessment performance	Commitments, projects or improvement plans	Performance Indicators
COMPLETE	Not applicable	Project is completed	Not applicable
EXCELLENT	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
GOOD	Strong features, minor aspects may need improvement	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	On target
ADEQUATE	Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement	Issues – More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	Off target (within 10% of target)
UNSATISFACTORY	Needs urgent improvement. Weaknesses outweigh strengths	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	Off target (target missed by 10%+)

For performance indicators, we will also show trends in performance so you can see how we are doing compared with the same period last year.

Trend	Meaning
↑	Improved performance
↔	Maintained performance (includes those at maximum)
↙	Declined performance (by less than 10%)
↓	Declined performance (by 10% or more)

Corporate Plan performance

Each quarter, the corporate performance team and directorate performance teams work together to produce a performance dashboard. This includes –

- A detailed review of progress against the Corporate Plan
- A summary of the current budget position
- An update on key directorate issues which have an impact on service performance
- An update on current directorate risks
- An update on new and ongoing consultation, engagement, and involvement exercises
- An update on progress against regulator recommendations

As well as the detailed information, the corporate performance team will provide a 'heat map' showing performance for each wellbeing objective in a single, simple diagram. This will help CMB and elected members to identify and better understand patterns in performance and diagnose where things need to be changed.

Wellbeing Objective 1						
	Commitments			Performance indicators		
	1	2	3	1	2	3
Aim 1	🟥	🟥	🟨	🟨	🟨	🟧
Aim 2	🟥	🟥	🟧	🟧	🟥	🟥
Aim 3	🟨	🟨	🟧	🟧	🟩	🟩
Aim 4	🟨	🟨	🟧	🟧	🟩	🟩
Aim 5	🟨	🟨	🟩	🟩	🟩	🟩

The performance timetable in practice

By when				By who	What	Why
Q1	Q2	Q3	Q4			
30 June 23	30 Sept 23	31 Dec 23	31 March 24	Corporate Performance	**Agree and communicate timetables** CPA timetable to be prepared and circulated	Ensure common understanding of deadlines and requirements
	5 Nov 23	6 Feb 24	tbc	Collating officers, Responsible Officers, supported by Performance Champions and Business Managers	**Collate performance data** Produce accurate PI data following guidance for calculation and including evidence where possible. Ensure data is validated and entered in the performance management system (PMS), is authorised and approved. Add comments to support data, for those that are off target or where performance is worsening Update commitments and their milestones / activities in PMS and provide BRAYG status	To ensure accurate, real time data is available on the PMS, allowing performance reports to be produced to populate directorate dashboards.
n/a	14 Nov 23	16 Feb 24	tbc	Corporate Performance Team	**Create draft dashboards** Run system reports to produce dashboard. Check for missing data, ensure trends are accurate. Check commitments to ensure comments are comprehensive, and the BRAYG is fair given the evidence provided and linked milestone progress Add other dashboard elements such as sickness information, regulatory tracker, budgets. Complete dashboard summary information with BRAYG analysis / performance heatmaps to inform judgements.	To pull information together in a comprehensive and consistent format To check for gaps / inconsistencies To provide an initial challenge on comments and BRAYG ratings before formal member challenge To allow for analysis of overall performance in the period
n/a	21st Nov 2023	23rd Feb 2024	tbc	Corporate Director/ Heads of Service supported by	**Director input and sign off** Review dashboard and address any requests highlighted by the performance team	To ensure consistency / accuracy

				Business Managers	Update Regulatory Tracker information and BRAYG Provide overall Director Comments and produce short performance summary presentation for CPA	To allow for a broad understanding of Directorate Performance / prepare for CPA To respond to initial challenges from the performance team
n/a	28th Nov 2023	1st March 2024	tbc	Corporate Performance	**Papers circulated for CPA** • Agenda • Performance dashboards • Directorate summaries	To collate all relevant information into one place To allow for well informed and constructive member challenge
n/a	4th Dec 2023	7th March 2024	tbc (June 2024)	CMB members Heads of Service Cabinet Chairs of Scrutiny committees	**CPA meeting** Broad presentation on each directorate's challenges, achievements and performance (focusing in turn on the RAYG rated indicators and commitments) Consideration of more detailed performance dashboards Constructive Member challenge and officer responses	To raise member awareness of performance issues and allow for challenge / political perspectives To ensure effective monitoring / management of performance To improve decision making and drive performance improvement
n/a	7th Dec 2023	14th March 2023	tbc	Corporate Performance team	**Papers circulated for COSC** • Cover / summary report • Performance dashboards • Feedback from CPA	To collate all relevant information into one place and allow for well informed and constructive scrutiny member challenge
n/a	14th Dec 2023	21st March 2024	tbc		**COSC meeting** Present performance overview report and feedback from CPA	To raise scrutiny awareness of performance and allow for challenge / political perspectives To ensure effective monitoring / management of performance To improve decision making and drive performance improvement

I am a Member of the Public

As a member of the public I expect:

- High quality services that meet my needs.
- Access to up-to-date performance information that is easy to understand.

I have a role to play and I can contribute by:

- Taking part in council consultations and telling them what's important to me.
- Taking responsibility for my own actions and supporting the council's work
- Challenging the council's performance and letting them know where things can be done better.

How do I do this?

- Find consultations on the council's website
- Follow us on all of our social media platforms
- Read and act on our performance priorities and reviews including 'how can I help' sections e.g. in our Corporate Plan and our annual corporate self-assessment
- View our quarterly performance reports in Cabinet or Scrutiny meetings
- You can let the council know what you think at any time in any number of ways:
    - Online: General Enquiries Form on our website.
    - Complaints, compliments and feedback
    - Phone: 01656 643643 (Monday to Friday, 8:30am to 5pm).
    - Write to us: Bridgend County Borough Council, Angel St, Bridgend CF31 4WB
    - Talk to your councillor: Find your councillor - www.bridgend.gov.uk

I am an Elected Member

As an elected member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Reviewing the performance documents and dashboards that are produced
- Challenge, ask questions, scrutinise & make recommendations for change
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Liaising and working directly with Cabinet Members and Group Leaders
- Using the councillor portal to report issues

How do I do this?

- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of the citizen.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a Cabinet Member

As a Cabinet member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Detailed and regular briefings and performance information to provide an understanding of my portfolio and inform policy decision making
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Championing the performance of my own portfolio and becoming a subject expert
- Reviewing the performance documents and dashboards that are produced
- Challenge, ask questions, scrutinise & make recommendations for change
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Using the councillor portal to report issues
- Answering performance questions on my portfolio at Council meetings

How do I do this?

- Attend Corporate Performance Assessment meetings as a Leader and subject expert
- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of my portfolio and the Cabinet.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a Member of a Scrutiny Committee

As a scrutiny committee member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Scrutinise performance and decisions relating to my scrutiny committee
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Scrutinising performance on my subject areas and becoming a subject expert,
- Asking questions, or for more information & make recommendations for change
- Reviewing the performance documents and dashboards that are produced
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Using the councillor portal to report issues

How do I do this?

- Chairs attend Corporate Performance Assessment meetings as a scrutiny champion and subject expert
- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of my scrutiny committee.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a member of staff

As a member of staff, I expect:

• Clear direction from my Corporate Management Board member and Line Manager

• For me and my team to be engaged with the Corporate Plan and self-assessment and understand our contribution

• To be given clear individual objectives and understand how these link to the corporate priorities

• To be engaged in the business planning and service planning process

• Clear expectations and timelines for any performance information that I am required to collect or produce

• Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed

I am responsible for:

• Ensuring any performance data or information I record is accurate, verified, and available when required

• Providing input, feedback and challenge within my team/directorate to ensure continuous improvement and escalate issues if they are identified

How do I do this?

• Contribute in my staff appraisal and make sure I understand my personal objectives and how they contribute to the corporate priorities

• Stay informed by reading directorate and service plans and the Corporate Plan and familiarise myself with the performance framework, roles and responsibilities and deadlines

• Analyse and scrutinise the data my directorate produces to challenge on issues, help inform decisions and identify ways to make improvements.

• Read meeting papers and performance documents to keep informed

• Raise issues / concerns with relevant managers.

I am a Corporate Management Board member or Head of Service

As a Corporate Management Board member, I expect:

- For me and my directorate to be engaged with the Corporate Plan and self-assessment understand our contribution
- Support and information from Corporate performance and Directorate business support and performance champions
- Consistent and timely business plan templates following agreement of annual delivery plans
- Clear expectations and timelines for performance information

I am responsible for:

• Accountable for development and delivery of Corporate Plan, Medium Term Financial strategy (MTFS) and other strategic plans and the annual corporate self-assessment

• Ensuring staff appraisals take place to link Corporate Plan priorities and individuals objectives

• Operational accountability for delivering priorities in the Corporate Plan and reporting accurate and timely performance information that measures our progress

• Accountable for development, scrutiny and delivery of directorate business plans and service plans

• Constructively responding to performance challenge in Corporate Performance Assessment (CPA), Scrutiny etc

• Supporting Elected Members in service delivery and monitoring progress to ensure citizens' needs are met

How do I do this?

• Provide input to Corporate Plan and self-assessment

• Produce directorate plans, service plans and individual objectives

• Sense checking quarterly performance information and providing holistic / overarching comments and presentations

• Engaging with discussions at Corporate Performance Assessment (CPA) and Scrutiny and using their feedback to improve performance

I am a Group Manager / Manager

As a Manager, I expect:

• Clear direction from the Council and senior leaders.

• For me and my team to be engaged with the Corporate Plan and self-assessment and understand our contribution

• Support and information from Corporate performance and Directorate business support and performance champions

• To be engaged in the business planning and service planning process

• Clear expectations and timelines for performance information

I am responsible for:

• Providing information for the development of Corporate Plan, Directorate Business Plans and service plans and annual Self-Assessment

• Ensuring staff appraisals take place to link Corporate Plan priorities and individuals objectives

• Operational accountability for delivering priorities in the Directorate and Service Plans and reporting accurate and timely performance information that measures our progress

• Providing accurate and timely performance targets and information and ensuring there are systems in place to capture, calculate and validate performance data

• Providing accurate and timely information on commitments and projects

• Providing additional data requested by Scrutiny committees

• Quality-assure performance data, providing data calculation and validation forms and appropriate evidence

• Supporting Elected Members in service delivery and monitoring progress to ensure citizens' needs are met

How do I do this?

• Contribute to the development of the Corporate / Directorate / Service Plan and self-assessment

• Complete staff appraisals with individuals' objectives

• Set realistic performance targets and quality assurance mechanisms

• Set realistic milestones and activities to support our commitments

• Provided quarterly data, comments and ratings / judgements on PIs and commitments and signed them off

I am a Business Manager / Directorate Performance Champion

As a Business Manager / Directorate Performance Champion I expect:

• Clear direction from my Corporate Management Board member

• For me and my team to be engaged with the Corporate Plan and self-assessment

• Support and information from Corporate performance team

• To be engaged in the business planning and service planning process

• Clear expectations and timelines for performance information in a robust performance framework

• Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed

• Buy-in from Corporate Management Board / Head of Service / Managers and all directorate staff on effective performance management

I am responsible for:

• Championing the importance of performance management in my directorate including the performance framework, roles, responsibilities and deadlines and the performance management system (PMS)

• Ensuring that Directorate / service plans are produced, and progress is monitored

• Ensuring there are processes to collect / validate quarterly performance data

• Producing and analysing performance data and drafting reports for senior managers, cabinet members and Scrutiny committees

• Providing input, feedback and challenge within my directorate to ensure continuous improvement and escalate issues if they are identified

How do I do this?

• Stay informed regarding corporate performance requirements and initiatives and familiarise myself with the performance framework, roles and responsibilities and deadlines

• Read meeting papers and performance documents to keep informed

• Raise issues / concerns with relevant managers.

• Analyse and scrutinise the data my directorate produces to challenge on issues, help inform decisions and identify ways to make improvements.

• Engage with directorate staff at all levels in order to improve the performance management culture

I am a member of the Corporate Performance Team

As a member of Corporate Performance Team I expect:

• Support from Corporate Management Board and Head of Service as corporate leads on performance

• Engagement of staff and elected members on the effective management of performance and improving the performance management culture in the organisation

• Leaders, managers and staff to understand and follow the performance framework

• Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed

• Buy-in from leaders, managers and staff on effective performance management

I am responsible for:

• Coordinating development of the Corporate Plan / delivery plan / self-assessment

• Developing and reviewing the performance framework to ensure arrangements are working and scrutiny of performance is effective

• Coordinating the development of directorate business plans to ensure alignment to the wellbeing objectives set out in the corporate plan

• Implementing the Performance Management System including quarterly performance reporting at Corporate Performance Assessment (CPA), the annual self-assessment and reporting of regulator recommendations

• Improving performance management and data quality / accuracy

• Support the development of a challenge culture, providing education, awareness raising and support to officers and elected members.

How do I do this?

• Regularly review and update the performance framework

• Lead on the Corporate Planning, business planning and self-assessment processes, reviewing best practice across Wales

• Monitor, challenge and review the performance of council's services and identify ways to make improvements. Providing constructive, evidenced challenge on directorate performance.

• Support the development of a challenge culture across the council, providing education, awareness raising and support to officers and elected members.

• Ensuring we are subject experts in performance management to champion performance management principles