

Appendix 1 - BCBC response to PPA recommendations

Recommendation		Response	Delivery date	Lead officer
1	Support the new Chief Executive to develop an inspiring vision, transformation strategy, underpinning corporate strategies and the cultural shift required to produce both sustainability of services, greater cross-Council working and innovation – which involves staff, communities and partners.	<p><u>Accept</u></p> <p>The Council has set out a timetable and is developing an approach for the development of a suite of related documents including:</p> <ul style="list-style-type: none"> • A budget for 2026/27 • A transformation plan for Bridgend 2040 • An updated Corporate Plan Delivery Plan (CPDP) for 2026/27 that sets out the measures of success for the year ahead – reflecting the new vision. • More robust Service self-evaluations feeding Directorate Business Plans that outline how each Directorate will contribute to the CPDP and transformation plan. • Appraisals that set out how individual employees will contribute to the plans set out above. • Key development of enabling strategies e.g. workforce and Technology <p>Amendments to the JNC senior management structure were agreed by full council in November 2025 to support change, ensure risk is managed effectively to enable change. Consultations to support the change are complete, 2 appointments have been made and a further 2 will be advertised in February.</p>	<p>Feb 26 Mar 26 May 26</p> <p>Mar 26</p> <p>Jul 26</p> <p>Nov 26</p> <p>Jan-May 26</p>	<p>CL JM AR</p> <p>CMT</p> <p>CMT</p> <p>CMT</p> <p>JM</p>

2	Put in place leadership development for senior staff and Members to support this change.	<u>Accept</u> A two-year leadership development programme and enhanced members training is being developed with associated funding from our transformation earmarked reserve. This will be assisted by a new Head of Service with responsibility for Service transformation	Jul 26- Dec 26	PM
3	Increase the Council's appetite for innovation with a focus on the future and delivery of outcomes; supporting staff and Members to do that. This should involve reducing unnecessary bureaucracy to release capacity and empower managers.	<u>Accept</u> A Workforce Strategy will be developed in 2026 that sets out the behaviours and attributes we want in our workforce. There will also be a programme of development that makes decision making and business process reengineering part of our core business. This will speed up decision making and enable processes to be more efficient, reduce unnecessary bureaucracy and deliver savings. Work is underway to identify the capacity and skills we have and need to deliver an effective improvement programme. A corporate transformation team will be established for this purpose ensuring modernisation, led by a Corporate Director will deliver change and sustainability to the council.	Dec 26 2026-27 Jul 26	PM CL CL
4	Rapidly review corporate and strategic capacity to ensure both sustainability of service delivery and supporting the overall emerging change programme. Consider	<u>Accept</u> A new Council structure was agreed by full Council on 19 November 2025. Changes, consultations and	Apr 26	JM

	bringing together key corporate enablers to unlock the potential of the organisation: e.g. Human Resources, performance and communications.	recruitments are underway and will continue through 2026. Two have been appointed and a further two will be advertised in Feb 2026.		
5	Review and refresh the approach to digital and data to support the emerging Transformation Plan including: Funding, Systems, Skills and Culture	<p><u>Accept</u></p> <p>A formal review is underway to appraise current capacity and skills and provide recommendations for change to ensure the service is fit for purpose to act as an enabler of change and modernisation across the council.</p> <p>We are substantially behind where we need to be in relation to applying artificial intelligence. A working group, chaired by a corporate director has been established in the council to look at AI and it is envisaged some pilots will be identified to ensure some critical areas are developed where the model is proven elsewhere.</p> <p>This approach will inform a digital strategy, governance and any investment that is needed. Investment is set out in the MTFP</p>	<p>Feb 26</p> <p>May 26</p> <p>Apr 26</p>	<p>CL</p> <p>LH</p> <p>CL</p>
6	Consider a whole Council approach to promoting the work of the Council and the county of Bridgend – with pride.	<p><u>Accept</u></p> <p>Work is underway to determine how we celebrate success internally, and initial findings and quick wins have been identified.</p> <p>A new structure for the communications team has been put in place and communicating with residents about</p>	<p>Apr 26</p> <p>Jan 26</p>	<p>CMT</p> <p>AR</p>

		what we do and how we are working on the areas that are a concern to them will be key.		
7	Consider building on its good relations with partners in the public, private, community and voluntary sector in order to deliver Bridgend's vision and priorities.	<u>Accept</u> This is cross cutting all areas and engaging initially with partners and communities in the development of our transformation strategy will be critical.	CMT	Sep 26
8	As an immediate priority, the Council should improve its responsiveness to Members, stakeholders and citizens as part of building a culture of mutual respect for all.	<u>Accept</u> New arrangements will be put in place to establish clear standards and timelines of communication and to ensure where issues are not easily resolvable that members have a clear pathway to engage with officers. The arrangements will be reviewed after 6 months.	POB / AL	Feb 26