

Appendix 2 - Response to Panel Performance Assessment Report

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.	<u>Accept</u> The Council has set out a timetable and is developing an approach for the development of a suite of related documents including: • A budget for 2026/27 • A transformation plan for Bridgend 2040 • New Corporate Plan and updated Corporate Plan Delivery Plan (CPDP) for 2027/28 that sets out the measures of success for the year ahead – reflecting the new vision. • More robust Service self-evaluations feeding into the CPDP for 2026/27 and Directorate Business Plans that outline how each Directorate will contribute to the CPDP. • New 3-year Directorate Business Plans will be developed for 2027-28 aligning with the new Corporate Plan 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 Amendments to the Joint Negotiating Committee (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, 4 appointments have been made, 2	Feb 26 Nov 26 May 27 Mar 26 Jul 26 Jul 27 Jul 26 Jan 27 Jan- May 26	CL JM AR CMT AR/CMT AR/CMT CMT CMT JM

		already in post and a further 2 arriving in June and July this year.		
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 Performance and Workforce Cultural Change who is arriving in post in June 2026.	Jul 26- Dec 26	PM/SF
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 re-engineering 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 new Head of Transformation and Digital who is arriving in July 2026. Investment in this service is allocated and the process of creating the structure is underway.	Dec 26 2026-27 (ongoing) Jul- Dec 26	PM/SF CL CL/DT
4	Rapidly review corporate and strategic capacity to ensure both sustainability of service delivery and supporting the overall emerging change programme. Consider bringing together key corporate enablers to unlock the potential of the organisation: e.g.	<u>Accept and completed</u> A new Council structure was agreed by full Council on 19 November 2025. Changes, consultations and recruitments are underway and will continue through 2026.	Apr 26	JM

	Human Resources, performance and communications.			
5	Review and refresh the approach to digital and data to support the emerging Transformation Plan including: Funding, Systems, Skills and Culture	<u>Accept</u> 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. 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. This approach will inform a digital strategy, governance and any investment that is needed. Investment is set out in the MTFS	Feb 26 May 26 Apr 26	CL LH CL
6	Consider a whole Council approach to promoting the work of the Council and the county of Bridgend – with pride.	<u>Accept</u> Work is underway to determine how we celebrate success internally, and initial findings and quick wins have been identified. A new structure for the communications team has been put in place and a fresh communicating with residents about what we do – in particular in relation to public spaces. A new Head of Service arriving in June 2026 will bring fresh perspective in this area	Jun 26 Jan 26	CMT AR
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.	Sep 26	CMT

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. Improvements have been made in timeliness and engagement with members. However more work is needed. A review is underway, and we are putting in place a reference group of 6 elected members to take stock on progress and work with services to implement any re-design deemed necessary.	Oct 26	POB/DT

Glossary

AR Group Manager – Communications, Public Affairs and Policy

CL Corporate Director – Finance and Transformation

CMT Corporate Management Team

DT Head Transformation and Digital

JM Chief Executive

LH Corporate Director – Education, Early Years and Young People

MTFS Medium Term Financial Strategy

PM Group Manager – Human Resources and Organisational Development

POB Group Manager – Transformation, Business Support and Customer Services

ST Head of Performance and Workforce Cultural Change