

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	7 SEPTEMBER 2026
Report Title:	CORPORATE PLAN DELIVERY PLAN FOR 2026/27
Report Owner: Responsible Chief Officer / Cabinet Member	CHIEF EXECUTIVE CABINET MEMBER FOR CORPORATE SERVICES
Responsible Officer:	STACEY FORDE HEAD OF PERFORMANCE AND WORKFORCE CULTURAL CHANGE
Policy Framework and Procedure Rules:	Council priorities in the Corporate Plan Delivery Plan (CPDP) inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.
Executive Summary:	This report summarises the Corporate Plan Delivery Plan 2026-27. The proposed CPDP 2026-27: • Builds on recommendations set out by the Panel Performance Assessment (PPA) 2025. • Provides a balanced approach in meeting the aims of the Corporate Plan 2023-28, whilst transitioning and paving the way for new ways of working and transformational developments for 2027 and beyond. • Offers a suite of refreshed and rationalised performance goals (summarised in Appendix 1) • Comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs). • Reduces the 2025-26 combined number of Commitments and PIs from 126 to 111 (11.90% decrease).

1. Purpose of Report

- 1.1** This report presents the updated Corporate Plan and Corporate Plan Delivery Plan (CPDP) for 2026-27.

2. Background

- 2.1 Bridgend County Borough Council (BCBC) has a high-level five-year Corporate Plan 2023-28. In April 2025, Council approved introduction of supporting, annual ‘Corporate Plan Delivery Plans’ (CPDPs).
- 2.2 CPDPs are designed to support and set out the specific aims, commitments and performance indicators, used to measure and assess how the Corporate Plan priorities are being met. The first CPDP was published in 2025 (for the 2025-26 reporting year).
- 2.3 In addition to the CPDP introduction; in September 2025, the Council completed its first Panel Performance Assessment (PPA), as coordinated by the Welsh Local Government Association (WGLA).
- 2.4 The PPA concluded that BCBC is a well-performing authority. The PPA also highlighted the need and opportunities for Transformation, along with other changes to ensure long-term sustainability. Regarding the specific function of ‘Corporate Performance and Governance’, the PPA findings included:

‘Overall, the Council demonstrates strong governance arrangements and systems, with a robust performance management framework already in place. The organisation’s engagement with Trade Unions is effective, supporting positive relationships that contribute to a collaborative environment. Furthermore, the existing scrutiny arrangements are well-regarded by the majority of Members, highlighting their value overseeing the Council’s work’.

‘Performance Management: Although a good framework is in place, it needs to be more deeply embedded across the Council to ensure consistent ownership and accountability for performance goals’.

- 2.5 Building on the PPAs findings and in recognition of other drivers for change; the annual CPDP for 2026-27 is presented.

3. Current situation / proposal

- 3.1 The BCBC Corporate Performance function is currently subject to an outline two-phase improvement approach:

Phase 1 – Refocus and rationalisation (transitional year)	January 2026 – September 2026.
- Self-Evaluation meetings held with key service areas to better understand performance and opportunities for improved delivery and reporting. - Engagement with services areas to produce a smaller, more focused and stakeholder-relevant set of goals that	

meets both the Corporate Plan 2023-28 priorities, whilst developing foundational areas of work aligned to the emerging Transformation Vision/Strategy. • Greater accountability built into the design of CPDP 2026-27 e.g. introduction of named 'Head of Service' assigned to performance goals. • Improved support for service areas e.g. 'CPDP Drop-in Surgeries' and new completion guidance notes issued.	
Phase 2 – Redesign <i>(From reporting to Actionable Insights and Intelligence)</i>	September 2026 – March 2027.
• To develop and embed a modern outcomes-focused BCBC Corporate Performance Framework, co-designed with key stakeholders, that provides a clear line of sight between the council's priorities, resources, delivery and outcomes, enabling timely insight, constructive challenge and continuous improvement. Supporting training materials and accessible guidance will also be produced. • Outline of approach and likely key activities: ➤ Project plan developed (Sept 26) ➤ Stakeholder engagement and co-design (Oct-Nov 26) ➤ Technical build/solution (Nov - Jan 27) ➤ Approval (Jan - Feb 27) ➤ Stakeholder engagement, promotion and training (Feb - Mar 27) ➤ Closure - Lessons learned; adoption as business as usual (April 27)	

3.2 The proposed CPDP 2026-27 comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs). Compared to the CPDP for 2025-26, the CPDP 2026-27 reduces the combined number of Commitments and PIs from 126 to 111 (11.90% decrease).

3.3 The following table provides a breakdown of the 2026-27 Commitments and PIs per Directorate area:

Directorate	Commitments	Performance Indicators	Totals
Communities	17	11	28
Corporate Services	10	3	13
Education, Early Years & Young People	8	14	22

Finance & Transformation	11	5	16
Social Services & Wellbeing	12	20	32
Totals	58	53	111

3.4 Whilst the overall reduction of Commitments and PIs is a 11.90% decrease, many of the Commitments and PIs within the CPDP 2026-27 are:

- New measures introduced to reflect the current (and emerging) key priority areas. Areas such as establishing 'Bridgend Works'; developing a Digital Strategy; a new Workforce Strategy; and Transformation Strategy.
- A reintroduction of measures for Corporate-level reporting e.g. reinstating measures such as GCSE and A-level results; greater detail on providing ALN; along with road condition measures.
- A rebalance and appropriate reallocation of measures that are important to retain and manage via Service-Level monitoring and reporting.

3.5 Subject to Corporate Overview and Scrutiny Committee (COSC) review and feedback, the process and timeline for further review and subsequent approval (of the CPDP 2026-27) is as follows:

- Cabinet and Corporate Management Team, 8 September 2026.
- Cabinet 22 September 2026.
- Council, 23 September 2026.

3.6 Moving forward, whilst entering Phase 2 of the Corporate Performance programme of work (i.e. 'Redesign - *From reporting to Actionable Insights and Intelligence*') there will be:

- clear alignment between the 'Transformation' and 'Performance' portfolios;
- a new five-year Corporate Plan (from 2027); and
- a new Corporate Performance Framework (2027-28) will be collaboratively developed and designed to improve processes and strengthen the Council's performance culture.

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 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. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives

5.1 The CPDP 2026-27 is anchored by, and continues to map to the current, four BCBC Wellbeing Objectives:

1. A prosperous place with thriving communities
2. Creating modern, seamless public services
3. Enabling people to meet their potential
4. Supporting our most vulnerable

These objectives are a refined reflection of the Council's Corporate Plan 2023-28; which in turn reflects the objectives of the Well-being of Future Generations (Wales) Act 2015.

5.2 The five ways of working as set out in the Well-being of Future Generations (Wales) Act has contributed to the Council's own five ways of working; and the principle of these is embedded within and across the CPDP.

6. Climate Change and Nature Implications

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

- Moving towards decarbonisation and improvement of our energy efficiency'(1.1); and
- Mitigating the impact of extreme weather events (1.8).

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 direct financial consequences as a result of this report and the review of the Corporate Priorities is in line with the Council's agreed budget for 2026-27.

9. Recommendation

9.1 It is recommended that the Corporate Overview and Scrutiny Committee considers the proposed CPDP for 2026/27 as set out at **Appendix 1** and provide feedback.

Background documents

None.