

Meeting of:	CABINET
Date of Meeting:	22 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 presents the CPDP 2026-27. CPDP 2026-27 reflects a transitional year; one that seeks to deliver BAU, whilst offering an incremental level of refocus and rationalisation of Corporate Performance measures (Phase 1). More strategically, from September 2026, the efforts, deployment and optimisation of Corporate Performance resources will be prioritized for the design and delivery of Phase 2, of the BCBC Corporate Performance improvement approach. Of note, Phase 2 is ‘redesign’; offering a step-change from the existing framework, shifting from ‘Reporting’ to ‘Actionable Insights and Intelligence’. The proposed, transitional 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 (Appendix 1) • Comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs).

	• Achieves a 11.90% rationalisation in the number of Corporate Commitments and PIs from 126 (2025-26) to 111 (2026-27).
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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 2023, 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.
- 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'.

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) ➤ Upskilling opportunities for workforce (Oct 26) ➤ Stakeholder engagement, discovery, co-design (Oct-Nov 26) ➤ Draft concept and content developed (Dec – Jan 27) ➤ Technical build/solution (Dec - Jan 27) ➤ Final concept and content agreed (Jan 27) ➤ Peer review and Testing (Feb 27) ➤ Round 1: Stakeholder engagement, promotion and system training (Feb - Mar 27) ➤ Approval (Mar 27) ➤ ‘Closure’ - Lessons learned; adoption as business as usual (April 27) ➤ (If required) Round 2: Stakeholder engagement, promotion and system training (May 27+)	

- 3.2 The proposed CPDP 2026-27 for approval is set out in **Appendix A**. This document is the totality of Corporate Performance measures (and their respective targets) for 2026-27 and is the focus for approval. For convenience, content has been updated to highlight which measures are 'new' and which have been 'updated'.
- 3.3 In total, the CPDP 2026-27 comprises of 23 Aims; underpinned by 58 Commitments and 53 Performance Indicators (PIs).
- 3.4 When compared to the CPDP 2025-26, the CPDP 2026-27 has successfully rationalised the combined number of Commitments and PIs from 126 to 111 (11.90%). Whilst an overall Corporate 'reduction' has been achieved, many of the Commitments and PIs within the CPDP 2026-27 are:
- New measures introduced to reflect the current and emerging key priority areas such as establishing 'Bridgend Works'; developing a Digital Strategy; a new Workforce Strategy; and Transformation Strategy.
 - A re-introduction of measures for Corporate-level reporting e.g. reinstating measures such as GCSE and A-level results; greater detail on providing ALN; and road condition measures.
 - A rebalance and appropriate allocation of measures more suited to operational, Service-Level monitoring and reporting processes.
- 3.5 For continuity (and as seen in Appendix 1 and specified in Section 5) all performance measures are grouped in accordance with achieving the four BCBC Wellbeing Objectives. For convenience, however, 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

- 3.6 The CPDP 2026-27 was presented to COSC 7 September 2027. Whilst the two-phase approach was broadly endorsed, COSC has requested further information is made available and is subjected to review at the next COSC meeting, 25 September 2026. Key information requested and feedback included:

- 1) A better understanding of the approach and rationale for expanding/reducing the measures; and more specifically, to clarify what had been 'removed'.
- 2) More information to understand the targets set for 2026-27 (when compared to actual performance in 2025-26).

To address these points:

- **please see Appendix 2, setting out the rationale for 2026-27 target setting and clarification on measures reassigned from Corporate level reporting.**
- The Officer will share Appendix 1 and 2 with COSC (in readiness for 25 Sept 26), along with an invitation meet with the COSC Chair (pre-Cabinet 22 Sep).
- In addition, the Cabinet Member will offer a Member-to-Member meeting with the COSC Chair, should this be helpful.

3.7 Subject to Cabinet and Council approval of the CPDP 2026-27, and to complete Phase 1 of the improvement process; the following key performance activities are scheduled:

- To ensure guidance and a clear process for the management of service-level measures is in place
- Commence Q2 reporting
- Complete Business Plans 2026-27
- Prepare and submit the statutory self-assessment; and
- Plan for self-evaluations (2026-27).

3.8 From September 2026, in addition to closing Phase 1 (above), the 3 WTE Corporate Performance Team resource will be led and dedicated to:

- Achieving alignment and optimisation of skills from across the 'Transformation' and 'Performance' portfolios;
- Supporting the design and delivery of Phase 2 (redesign), resulting in a new Corporate Performance Framework (from 2027-28) that is the product of collaborative design and a framework to strengthen the Council's performance culture; along with
- Developing a new five-year Corporate Plan (from 2027).

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 Cabinet considers and agrees the proposed CPDP for 2026-27 in **Appendix 1**.

Background documents

None.