

Extraordinary Meeting of the Corporate Overview and Scrutiny Committee

7 September 2026

Responses to Recommendations / Additional Information Requested

	Recommendations / Information Requested:	Response:	Accepted / Partially Accepted / Not Accepted:
Corporate Plan Delivery Plan 2026/27			
Additional Information Requested			
1	The Committee endorsed the proposed two-phase improvement approach to the Corporate Performance function but expressed concern regarding the lack of detail regarding the refreshed and rationalised performance goals. The Committee recognised that the Corporate Plan Delivery Plan will be reported to Cabinet on 22nd September however, requested that it be reported back to the Extraordinary Meeting of the Committee on 25 September 2026 with the following included within the scope of the report: a. Which Commitments and Performance Indicators have been added and which have been removed and the rationale for each; b. how the local authority performed against its targets for 2025/2026; and c. The Performance Indicator Targets 2026-27.	Included in report request and reported to an Extraordinary Meeting of the Corporate Overview and Scrutiny Committee on 25 September 2026.	Accepted

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Corporate Transformation Governance and Operating Model			
Additional Information Requested			
2	The Committee requested further detail regarding the intended relationship between the Transformation Board and other established Boards such as the Capital Programme Board, including how they will interact with each other to ensure their respective roles are clearly defined.	The transformation governance model will align the Transformation Board with the Council's wider financial oversight arrangements. The Monthly Finance Meeting has replaced the Capital Programme Board and extends its remit to both capital and revenue. The two arrangements will overlap where necessary, but will apply different governance lenses and will not create dual ownership: Transformation Board: why the change or investment is being made, what service or organisational change it must deliver, whether it remains deliverable, and whether the intended outcomes and benefits are being realised. Monthly Finance Meeting: whether the capital and revenue implications are affordable, properly funded, forecast and controlled in accordance with the Council's financial framework. For initiatives that sit under both arrangements, there will be one Senior Responsible Officer (SRO), one business case, one delivery plan, one risk register and one version of performance information. Finance and the Transformation Portfolio Office (TPO) will coordinate reporting and meeting cycles. Formal approvals will continue	Accepted

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		through the Constitution, financial procedure rules and scheme of delegation.	
3	The Committee discussed the Transformation Board's role in providing advisory challenge, requested detail regarding how the cost benefit of projects would be monitored and managed and whether the Transformation Board would have sufficient powers to prioritise and de-prioritise projects accordingly.	Project and portfolio performance will be considered through three connected lenses. First, project delivery measures will assess whether activity is on track against cost, time, scope, quality, risk, dependencies, capacity and readiness. Second, the model will link with the Council's corporate performance framework, drawing on relevant corporate and service performance indicators to assess whether transformation is improving service performance and outcomes for residents. Third, benefits realisation will track financial and non-financial benefits, including savings, cost avoidance, productivity, service and resident outcomes, whole-life cost and cost-benefit ratio where appropriate. The TPO will work with the Corporate Performance Team so that performance evidence informs portfolio priorities and realised improvements are incorporated into business-as-usual performance arrangements. SROs and delivery boards will own benefits during delivery, with continuing benefits formally transferred to named business-as-usual owners at transition or closure. Initiatives may be declined, deferred, paused, re-scoped or stopped where evidence is insufficient, benefits reduce, costs or risks increase, delivery becomes unviable,	Accepted

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		capacity is unavailable or a higher-value priority emerges.	
4	The Committee expressed concern regarding how service areas which may be most in need of transformation would be supported to bring forward a business case and requested further detail on how this will be managed and how the Transformation Model will be communicated to all areas of the Council.	The model will not rely solely on services bringing forward fully developed proposals. CMT and the TPO will proactively work with directorates to identify and develop potential priorities across all services, using evidence from performance, finance, demand, risk, resident experience, workforce, digital and data. The Transformation Team will provide proportionate support to shape viable proposals and business cases. Implementation of the Bridgend Way and the development of a network of transformation champions will support this.	Accepted
5	The Committee requested detail of how the Transformation Model will be applied to support transformation in schools.	The model will support school-related transformation where the Council has relevant responsibilities, influence, resources or dependencies. Such activity may enter the corporate portfolio where it meets the agreed criteria for significant transformation and would then receive proportionate TPO support, assurance and oversight through the same governance framework. The model will not alter the statutory responsibilities or delegated powers of governing bodies and headteachers, and any formal decisions will continue through the appropriate education, constitutional and delegated arrangements.	Accepted
6	The Committee requested that consideration be given to engaging recognised Trade Unions regarding the	The Bridgend Way will require programmes to identify workforce implications and engage staff and recognised trade unions at the appropriate stage, where these arise. The model will support	Accepted

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	Transformation Model where workforce issues arise.	effective oversight of appropriate engagement and consultation across transformation projects and programmes, while existing consultation and collective bargaining arrangements will remain unchanged.	