Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Corporate Plan Delivery Plan

2026-27



WBO1: A prosperous place with thriving communities

WBO1.1: Moving towards decarbonisation and improvement of our energy efficiency

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.05 WBO1.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) ***Higher Preferred***	5%	Annual Indicator

Commitments

Code	Commitment
WBO1.1.1	Invest in energy efficiency improvements to the Council's estate and assets. (COMM)
WBO1.1.2 NEW	Initiate work on a climate adaptation plan for the Council using the Climate Change Risk Assessment undertaken by the Cwm Taf Morgannwg Public Services Board (COMM)

WBO1.2: Protect landscapes and open spaces

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.06 WBO1.2	Number of blue flag beaches (COMM) ***Higher Preferred***	3	Annual Indicator
DCO23.07 WBO1.2	Number of green flag parks and green spaces (COMM) ***Higher Preferred***	2	Annual Indicator

Commitments

Code	Commitment
WBO1.2.1	Progress our Biodiversity Plan by delivering projects such as woodland enhancement, develop and protect our natural environment in partnership with our communities and key stakeholders. (COMM)

WBO1.3: Promote the conditions for economic growth and prosperity

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO23.04 WBO1.3	Number of business start-ups assisted (COMM) ***Higher Preferred***	30	Annual Indicator

Commitments

Code	Commitment
WBO1.3.1 NEW	Develop an annual Strategic Transport Plan which outlines the key priorities including improving sustainable and active travel choices, increasing connectivity and greener travel choices (COMM)

WBO1.4: Regenerate our town centres and Valleys

Commitments

Code	Commitment
WBO1.4.1 NEW	Review the Bridgend Town Centre Masterplan. To ensure that it accounts for policy changes and completed development, whilst ensuring an up-to-date framework is there to support new and future development across the town. (COMM)
WBO1.4.2 NEW	Ensure that the Porthcawl Waterfront Masterplan is progressed by submitting an outline planning application for determination by the Local Planning Authority (LPA), to provide a framework and support development and regeneration across the waterfront. (COMM)
WBO1.4.3	Redevelop the Ewenny Road site, including new and affordable homes, small business units, open space and green infrastructure, in partnership with the adjoining landowner. (COMM)

WBO1.5: Reduce, reuse or recycle as much waste as possible

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DCO20.05 WBO1.5	Percentage of Street cleansing waste prepared for recycling (COMM) ***Higher Preferred***	40%	Annual Indicator
PAM/010 WBO1.5	Percentage of streets that are clean (COMM) ***Higher Preferred***	95%	Quarterly Indicator
PAM/030 WBO1.5	Percentage of waste reused, recycled or composted (COMM) ***Higher Preferred***	70%	Quarterly Indicator

Commitments

Code	Commitment
WBO1.5.1 UPDATED	Ensure the successful transition of the Waste & Recycling Services in house by July 2027, including a maintenance facility for vehicles and all supply chain arrangements. (COMM)

WBO1.6: Provide opportunities for culture, leisure, and play

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
SSWB83 WBO1.6	Number of active users across target population groups via health & wellbeing leisure membership provision (SSWB) ***Higher Preferred***	2000	Quarterly Indicator

Commitments

Code	Commitment
WBO1.6.1	Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust. (COMM)
WBO1.6.2 UPDATED	Complete the children's play areas refurbishment programme and make sure inclusive play equipment is provided to allow opportunities for all. (COMM)
WBO1.6.3 UPDATED	Develop a Leisure Capital Strategy (SSWB)
WBO1.6.4 NEW	Delivery of a strategy to develop community hubs with partners in Bridgend communities so people's wellbeing needs can be met in their own communities (SSWB)
WBO1.6.5 UPDATED	Improve access to wellbeing and leisure services in communities with high levels of health need and inequalities (SSWB)

NEW WBO1.7: Invest and improve the public realm in all our communities

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
PAM/020 NEW WBO1.7	Percentage of: Principal (A) roads in overall poor condition (COMM) ***Lower Preferred***	5.7%	Annual Indicator
PAM/021 NEW WBO1.7	Percentage of: Non-principal (B) roads in overall poor condition (COMM) ***Lower Preferred***	2.3%	Annual Indicator
PAM/022 NEW WBO1.7	Percentage of: Non-principal (C) roads in overall poor condition (COMM) ***Lower Preferred***	8.5%	Annual Indicator

Commitments

Code	Commitment
WBO1.7.1 NEW	Ensure the County has a safe and effective highway network by investing £4.6 million in our highway infrastructure in 2026/27, including on carriageway and footway resurfacing. (COMM)
WBO1.7.2 NEW	Complete the design & carry out major repair and replacement work on the A4061 river bridge at Blackmill, part funded by Welsh Government. (COMM)
WBO1.7.3 NEW	Complete the establishment of the Bridgend Works Initiative and start to mobilise resources to provide a visible, responsive and proactive service focused on improving the cleanliness, appearance and day-to-day condition of neighbourhoods, town centres and community spaces across the county borough, including preventative road patching, rights-of way improvements. (COMM)

NEW WBO1.8: Mitigating the impact of extreme weather events

Commitments

Code	Commitment
WBO1.8.1 NEW	Invest in flood protection measures to protect our communities against extreme weather events (COMM)
WBO1.8.2 NEW	Develop an emergency private household Flood Compensation Fund Policy (COMM)

WBO2: Creating modern, seamless public services

WBO2.1: Improving how we engage with people, listening to views & acting on them

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CED70 WBO2.1	Percentage of complaints responded to within timescales (Stage 1: 10 working days; Stage 2: 20 working days) (CS) ***Higher Preferred***	60%	Quarterly Indicator

Commitments

Code	Commitment
WBO2.1.1 NEW	Complete and secure Council approval of Bridgend 2040 Vision by 31 December 2026. (F&T)
WBO2.1.2 NEW	All School Councils and the Youth Council contribute to Corporate and Directorate Strategic Plans and receive formal feedback. (EEYYP)
WBO2.1.3 UPDATED	Improve how we communicate and engage with residents to help us become more customer focused and responsive (CS)

WBO2.1.4	Improve the way we gather and use resident views (CS)
WBO2.1.5 UPDATED	Improve the way we communicate with staff and how we gather and use staff views. (CS)
WBO2.1.6 UPDATED	Improve our complaints handling process and the way we learn from corporate complaints and compliments (CS)
WBO2.1.7 NEW	Renew our Welsh Language Strategy. (CS)

WBO2.2: Offer more information and services online, and in local areas

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CED5 WBO2.2	Percentage of first call resolutions (F&T) ***Higher Preferred***	77.58%	Quarterly Indicator
CED51 WBO2.2	Number of online transactions using the digital platform (F&T) ***Higher Preferred***	80893	Quarterly Indicator

Commitments

Code	Commitment
WBO2.2.1 UPDATED	Complete a review of the corporate front door to streamline, standardise, and enhance entry points into the council, create a prioritised list of services for digital transformation and improve the resolution at the first point of contact. (F&T)

WBO2.3: Modernise and become a more efficient council

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CHR002 (PAM/001) WBO2.3	Number of working days/shifts lost to sickness absence per full-time equivalent (FTE) BCBC employee (CS/ALL) ***Lower Preferred***	13.48 days	Quarterly Indicator
CORPB5 WBO2.3	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (CS/ALL) ***Higher Preferred***	80%	Quarterly Indicator
NEW WBO2.3	Number of services digitally transformed to enable service users to transact online (F&T) ***Higher Preferred***	5% increase	Annual Indicator

Commitments

Code	Commitment
WBO2.3.1 NEW	Complete and secure Council approval of a refreshed Digital and Data Strategy and agree a prioritised first-year delivery roadmap by 31 March 2027, aligned with Bridgend 2040, the Medium Term Financial Strategy and the Council's transformation priorities. (F&T)
WBO2.3.2 NEW	Approve and operationalise the Council's corporate transformation governance structure and establish the initial corporate transformation portfolio by end of October 2026. (F&T)
WBO2.3.3 NEW	Build the capability and capacity required to support Council-wide transformation by 31 December 2026, including approval of the proposed Transformation Portfolio Office structure, recruitment to the agreed priority roles and deployment of the initial team against the corporate transformation portfolio. (F&T)
WBO2.3.4 NEW	Develop and begin embedding version 1 of the managing change and transformation section of The Bridgend Way by 31 March 2027, providing a consistent end-to-end operating model for assessing, prioritising, designing, governing, delivering and realising benefits from transformation activity. (F&T)
WBO2.3.5 NEW	Develop, approve and begin embedding a Council-wide Risk Appetite Framework by 31 March 2027 to strengthen strategic decision-making, risk management, horizon scanning, delegation and assurance. (F&T)

WBO2.3.6 NEW	We will improve the member referral service by clarifying its purpose, standards and expectations, ensuring a more responsive, consistent and accountable approach, improved digital functionality and management information. (F&T)
WBO2.3.7 NEW	Meet major milestones for critical Education, Social Services and Finance system transitions, including BCBC's local milestones for Connecting Care. (F&T)
WBO2.3.8 NEW	Develop and embed a modern outcome-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. (CS)
WBO2.3.9 NEW	Develop a new five year Corporate Plan 2027-2032 aligned to the new Bridgend 2040 Vision (CS)
WBO2.3.10	Develop and embed a forward-looking, organisational-wide Workforce Strategy that ensures BCBC has the people, skills, leadership, culture and organisational capacity required to deliver its ambitions and respond effectively to the challenges and opportunities ahead. (CS)
WBO2.3.11 NEW	Ensure progress and delivery against the eight PPA recommendations (whilst noting that much of the work will be embedded within, and across, other specific pieces of work e.g. development of a leadership programme will be addressed as part of the Workforce Strategy development project). (CS)
WBO2.3.12 UPDATED	Continue to make the most effective use of the Corporate Estate, including working with partners and property disposals as appropriate (COMM)

WBO2.4: Improve partnership working with partners, the third sector and Town and Community Councils

Commitments

Code	Commitment
WBO2.4.1 NEW	Review the partnership framework operating across the Council identifying key partnerships, TOR, and key milestones (F&T)

WBO3: Enabling people to meet their potential

WBO3.1: Provide an effective Childcare and Early Years Offer

Commitments

Code	Commitment
WBO3.1.1	All non-maintained funded settings are judged at least 'good' by external regulators; and are supported by local authority officers to achieve their outcomes. (EEYYP)

WBO3.2: Provide safe, supportive schools with high quality teaching

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DEFS155 WBO3.2	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP) ***Higher Preferred***	100%	Annual Indicator
EDU016a (PAM/007) WBO3.2	Percentage of pupil attendance in a) primary schools (EEYYP) ***Higher Preferred***	92%	Annual Indicator
EDU016b (PAM/008) WBO3.2	b) secondary schools (EEYYP) ***Higher Preferred***	88%	Annual Indicator
PAM032 WBO3.2	Average Capped 9 Score for pupils in Year 11 (EEYYP) ***Higher Preferred***	360	Annual Indicator
EDU008a NEW WBO3.2	The number of permanent exclusions during the academic year, per 1,000 pupils, from primary schools. (EEYYP) ***Lower Preferred***	0.45	Annual Indicator
EDU008b NEW WBO3.2	The number of permanent exclusions during the academic year per 1,000 pupils from secondary schools. (EEYYP) ***Lower Preferred***	2.3	Annual Indicator

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
NEW WBO3.2	The percentage of pupils achieving 5+ A-A* at GCSE. (EEYYP) ***Higher Preferred***	18.5%	Annual Indicator
NEW WBO3.2	The percentage of pupils achieving A-A* at A Level. (EEYYP) ***Higher Preferred***	23.9%	Annual Indicator
NEW WBO3.2	Percentage attendance for pupils eligible for free school meals (eFSM) in mainstream and special schools (EEYYP) ***Higher Preferred***	85%	Annual Indicator

Commitments

Code	Commitment
WBO3.2.1 UPDATED	No Bridgend school or Pupil Referral Unit will be placed in an Estyn follow-up category. (EEYYP)

WBO3.3: Provide Welsh medium education opportunities

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DEFS138 WBO3.3	Percentage of Year 1 learners taught through the medium of Welsh (EEYYP) ***Higher Preferred***	10%	Annual Indicator

Commitments

Code	Commitment
WBO3.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)

WBO3.4: Modernise school buildings

Commitments

Code	Commitment
WBO3.4.1 UPDATED	Deliver Band B School Modernisation Projects throughout 2026-2027 working towards final completion by September 2028. • Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. • Provide a new-build for Mynydd Cynffig Primary School. • Enlarge Ysgol y Ferch o'r Sgêr to a two form-entry new-build school. • Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. • Relocate Heronsbridge School to a new-build 300-place school. • Develop a new-build Welsh-medium 'seedling' school on the existing Porthcawl Primary School site. (EEYYP)

WBO3.5: Be good parents to our care experienced children

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CH/052 WBO3.5	Percentage of care leavers who have experienced Homelessness during the year (SSWB) ***Lower Preferred***	0%	Quarterly Indicator
SSWB86 WBO3.5	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 24 months since leaving care (SSWB) ***Higher Preferred***	75%	Quarterly Indicator

NEW WBO3.5	The percentage of children looked after on 31st March who have had three or more placements during the year (SSWB) ***Lower Preferred***	10%	Quarterly Indicator
SSWB78a WBO3.5	Timeliness of visits to children who are care experienced (SSWB) ***Higher Preferred***	92%	Quarterly Indicator
SSWB39 (CH/039) WBO3.5	Number of Care Experienced Children (SSWB) ***Lower Preferred***	315	Quarterly Indicator

Commitments

Code	Commitment
WBO3.5.1 UPDATED	To ensure care-experienced children have access to stable, long-term living arrangements, access good quality education, training and employment opportunities and opportunities to enhance their social and emotional development. (SSWB)

WBO3.6: Help people get the skills they need for work

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
DEFS82 WBO3.6	Number of participants in the Employability Bridgend programme going into employment (COMM) ***Higher Preferred***	230	Quarterly Indicator
PAM046 WBO3.6	Percentage of Year 11 leavers not in education, training, or employment (NEET) (EEYYP) ***Lower Preferred***	2%	Annual Indicator

Commitments

Code	Commitment
WBO3.6.1 NEW	Support young people into education, employment or training through targeted school-based and post-16 youth work, and tailored support for those at risk of disengagement and NEET (EEYYP)
WBO3.6.2	Employability Bridgend will support participants and deliver a comprehensive employability and skills programme (COMM)

WBO4: Supporting our most vulnerable

WBO4.1: Provide high-quality children's & adults social services / early help services

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
SSWB87 WBO4.1	Percentage of reablement packages implemented with a positive outcome (SSWB) ***Higher Preferred***	68%	Quarterly Indicator
NEW WBO4.1	Reduction in number of children residing in external residential care (SSWB) ***Lower Preferred***	19	Quarterly Indicator
NEW WBO4.1	Number of hours of domiciliary care to be in the lower quartile in Wales relative to other authorities (SSWB) ***Lower Preferred***	Lower quartile	Quarterly Indicator
NEW WBO4.1	Number of adults per 100,000 population receiving support in long-term care home accommodation (SSWB) ***Lower Preferred***	Lower quartile	Quarterly Indicator

Commitments

Code	Commitment
WBO4.1.1 NEW	Build a resilient, skilled and sustainable Adult Social Care workforce. (SSWB)

Code	Commitment
WBO4.1.2 NEW	Improve the quality, consistency and impact of social work practice. (SSWB)
WBO4.1.3 NEW	Strengthen prevention, early intervention and support for carers. (SSWB)
WBO4.1.4 NEW	Deliver sustainable and sufficient care and support services through effective commissioning and partnerships (SSWB)
WBO4.1.5	Address the gaps in Adult Social Care provider services by implementing the priority commissioning areas identified in our commissioning strategies and detailed service reviews. (SSWB)

WBO4.2: Support people in poverty

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CED43 WBO4.2	Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (F&T) ***Higher Preferred***	90%	Quarterly Indicator
CED44 WBO4.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (F&T) ***Higher Preferred***	90%	Quarterly Indicator

Commitments

Code	Commitment
WBO4.2.1	Support eligible residents to receive the financial help available to them. (F&T)

WBO4.3: Support people with housing needs

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CED60 WBO4.3	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (SSWB) ***Higher Preferred***	96	Annual Indicator
DOPS39 WBO4.3	Percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation (SSWB) ***Lower Preferred***	25%	Quarterly Indicator
PAM/012 (DOPS15) WBO4.3	Percentage of households successfully prevented from becoming homeless (SSWB) ***Higher Preferred***	40%	Quarterly Indicator
UPDATED WBO4.3	Average (MEDIAN) number of calendar days taken to deliver a Disabled Facilities Grant (DFG) (SSWB) ***Lower Preferred***	542 days	Quarterly Indicator

Commitments

Code	Commitment
WBO4.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (SSWB)
WBO4.3.2	Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CS/SRS)
WBO4.3.3 NEW	Grow the number of Houses in Multiple Occupation (HMO's) that are used to temporarily support homeless households and reduce reliance on bed and breakfast and Airbnb accommodation. (SSWB)

WBO4.4: Support children with additional learning needs

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
NEW WBO4.4	Number of Additional Learning Needs (ALN) tribunals (EEYYP) ***Lower Preferred***	5	Quarterly Indicator
NEW WBO4.4	Number of learners placed in non-maintained settings out of county (EEYYP) ***Lower Preferred***	10	Quarterly Indicator
NEW WBO4.4	Average (median) waiting time (from panel decision date) for specialist placement through Access to Education. (EEYYP) ***Lower Preferred***	12 months	Annual Indicator

Commitments

Code	Commitment
WBO4.4.1 NEW	Promote inclusive education by enabling more learners with ALN to learn, participate and succeed within Bridgend's mainstream schools (EEYYP)

WBO4.5: Safeguard and protect people at risk of harm

Performance Indicators

PI Ref & Aim	PI Description and Preferred Outcome	Target 26-27	Reporting Frequency
CH/003 WBO4.5	Percentage of children's safeguarding referrals where a decision is made within 24 hours (SSWB) ***Higher Preferred***	99.5%	Quarterly Indicator
SSWB62 WBO4.5	Percentage of child protection investigations completed within required timescales (SSWB) ***Higher Preferred***	90%	Quarterly Indicator
CH/026 WBO4.5	Number of children on the child protection register (SSWB) ***Lower Preferred***	120	Quarterly Indicator
SSWB57 WBO4.5	Percentage of enquiries to the Adult Social Care front door which result in information and advice only (SSWB) ***Higher Preferred***	80%	Quarterly Indicator
SSWB78b WBO4.5	Timeliness of visits to children on the child protection register (SSWB) ***Higher Preferred***	90%	Quarterly Indicator
SSWB77 WBO4.5	Percentage of adult safeguarding enquiries which receive initial response within 7 working days (SSWB) ***Higher Preferred***	85%	Quarterly Indicator

Commitments

Code	Commitment
WBO4.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)
WBO4.5.2 NEW	All youth provision including Youth Justice and Youth Support is judged at least 'good' by external regulators. (EEYYP)

KEY:

Directorate Responsible			
ALL	All Directorates	**EEYYP**	Education, Early Years, and Young People Directorate
CS	Corporate Services	**F&T**	Finance and Transformation
COMM	Communities Directorate	**SSWB**	Social Services and Wellbeing Directorate