

Corporate Delivery Plan 2023-24

Section 1 – How we will measure our 7 Wellbeing Objectives

WBO1 - A County Borough where we protect our most vulnerable

Aim	Performance indicators	Commitments / projects
<p>1.1 Providing high-quality children's and adults social services and early help services to people who need them</p>	<p>Carers</p> <ul style="list-style-type: none"> • New - The percentage of eligible carers who were offered a carer's assessment (SSWB) <p>Children's social care</p> <ul style="list-style-type: none"> • Timeliness of visits to <ul style="list-style-type: none"> a) children who are care experienced b) children on the child protection register (SSWB) • SSWB40 - Safe reduction in the number of care experienced children (SSWB) • CH/026 - Safe reduction in the number of children on the child protection register (SSWB) <p>Adult social care</p> <ul style="list-style-type: none"> • New – Percentage of enquiries to the Adult Social Care front door which result in information and advice only • AD/010 The total number of packages of reablement completed during the year (SSWB) • SSWB38c Percentage of reablement packages completed that mitigated need for support (SSWB) • AD/033 - Number of people who access independent advocacy to support their rights (SSWB) <p>Early help</p> <ul style="list-style-type: none"> • DEFS29 Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (EFS) 	<p>1.1.1 Continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome. (EFS)</p> <p>1.1.2 Help communities become more resilient, so more people will find help / support they need in their community, with the third sector. (SSWB)</p> <p>1.1.3 Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring. (SSWB)</p> <p>1.1.4 Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)</p> <p>1.1.5 Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce. (SSWB)</p> <p>1.1.6 Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential. (SSWB)</p> <p>1.1.7 Address the gaps in social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families. (SSWB)</p>

<p>1.2 Supporting people in poverty to get the support they need / help they are entitled to</p>	<ul style="list-style-type: none"> 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 (CEX) Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) 	<p>1.2.1 Support eligible residents to receive financial help through the Council Tax Reduction Scheme and to pay their energy bills by administering the UK Government's Energy Bill Support Scheme. (CEX)</p> <p>1.2.2 Raise awareness of financial support available to residents. (CEX)</p>
<p>1.3 Supporting people facing homelessness to find a place to live</p>	<ul style="list-style-type: none"> PAM/012- Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) DOPS39 - Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation (CEX) 	<p>1.3.1 Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness (CEX)</p>
<p>1.4 Supporting children with additional learning needs to get the best from their education</p>	<ul style="list-style-type: none"> New DEFS164 - Percentage of schools that have an ALN policy in place (EFS) 	<p>1.4.1 Provide training to at least 60 school-based staff about ALN reform and how to support children with Additional Learning Needs (ALN).(EFS)</p>
<p>1.5 Safeguarding and protecting people who are at risk of harm</p>	<ul style="list-style-type: none"> CORPB1 - Percentage of council staff completing safeguarding awareness training (CEX/All) AD/024 - Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) CH/003 - Percentage of Childrens referrals where decision is made within 24 hours (SSWB) New - Percentage of child protection investigations completed within required-timescales (SSWB) 	<p>1.5.1 Work as one Council on a strategic plan to improve our safeguarding arrangements (SSWB/All)</p> <p>1.5.2 Safeguard children, young people and adults at risk of exploitation. (SSWB)</p>

	<ul style="list-style-type: none"> • New - Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) 	
1.6 Help people to live safely at home through changes to their homes	<ul style="list-style-type: none"> • New – Average number of days taken to deliver a Disabled Facilities Grant for: <ul style="list-style-type: none"> ○ low level access showers ○ stair lifts ○ ramps ○ extensions_(CEX) • DOPS41 - Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (CEX) 	1.6.1 Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX)
1.7 Support partners to keep communities safe	<ul style="list-style-type: none"> • New - Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/All) • New - Number of instances where CCTV supports South Wales Police in monitoring incidents (CEX) • New - DEFS161 - Percentage of children being released from custody who attend a suitable education, training and employment arrangement (EFS) 	1.7.1 Invest £750K 'safer streets' funding into extra CCTV, youth activities and women's self-defence classes (CEX) 1.7.2 Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EFS)

WBO 2 - A County Borough with fair work, skilled, high-quality jobs and thriving towns

Aim	Performance indicators	Commitments / projects
<p>2.1 Helping our residents get the skills they need for work</p>	<ul style="list-style-type: none"> • DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM) • DEFS84 – The number of under-employed participants leaving Employability Bridgend with an improved labour market position (COMM) • New (baseline setting) - Number of referrals to the employment service in ARC (SSWB) 	<p>2.1.1 Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place. (COMM)</p> <p>2.1.2 Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM)</p> <p>2.1.3 Help people with support needs to overcome barriers to work and get jobs (SSWB)</p>
<p>2.2 Making sure our young people find jobs, or are in education or training</p>	<ul style="list-style-type: none"> • DEFS80 - The number of participants in the Employability Bridgend programme supported into education or training (COMM) • PAM046 - Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics (EFS) 	<p>2.2.1 Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old. (COMM)</p> <p>2.2.2 Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers. (SSWB)</p> <p>2.2.3 Bridgend Music Service will further develop links with universities and conservatoires to develop music skills in young people that lead to jobs (EFS)</p>
<p>2.3 Improving our town centres, making them safer and more attractive</p>		<p>2.3.1 Deliver a further £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next three years to improve the economic sustainability of our town centres. (COMM)</p> <p>2.3.2 Prioritise the replacement of the Penprysg Road Bridge and removal of the level crossing in Pencoed and seek funding from UK Government for this project. (COMM)</p> <p>2.3.3 Redevelop Bridgend Central Station including improving the front public area with a transport interchange at the rear,</p>

		providing links between bus services and trains, in partnership with Welsh Government and Network Rail. (COMM)
2.4 Attracting investment and supporting new and existing local businesses	<ul style="list-style-type: none"> • New - Number of businesses receiving support through Shared Prosperity Funding (COMM) • New - Number of business start-ups assisted (COMM) • New - Number of local businesses attending procurement workshops (CEX) • New - Local spend on low value BCBC procurement and contracts under £100,000 (CEX) 	<p>2.4.1 Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy. (COMM)</p> <p>2.4.2 Helping local businesses to tender for public sector work through our Supplier Relation Management (SRM) project and external procurement webpage, supporting local businesses to be viable post-covid (CEX)</p> <p>2.4.3 Work with the Cardiff City Region (CCR) and its 10 local authorities to think regionally about planning, transport and economic development (COMM)</p>
2.5 Making the council an attractive place to work	<ul style="list-style-type: none"> • Staff survey – Culture CED29 - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees' ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? (CEX) • Staff survey – Employee Wellbeing New - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work: 	<p>2.5.1 Improve the Council 's culture as an employer, offering fair work opportunities to current and potential employees. Use the views of our workforce to make improvements, develop and motivate employees and improve staff retention. (CEX)</p>

	<p>b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives. (CEX)</p> <ul style="list-style-type: none"> • New - Number of sign up of new subscribers to the staff extranet (CEX) 	
<p>2.6 Ensuring employment is fair, equitable and pays at least the real living wage</p>	<ul style="list-style-type: none"> • New - Number of real living wage employers identified (CEX) 	<p>2.6.1 Encourage our suppliers to become real living wage employers (CEX)</p> <p>2.6.2 Encourage employers to offer growth/ training options to employees (CEX)</p>

WBO3 - A County Borough with thriving valleys communities

Aim	Performance indicators	Commitments / projects
3.1 Investing in town centres, including Maesteg town centre	<ul style="list-style-type: none"> • New - Number of commercial properties assisted through the enhancement grant scheme (COMM) 	<p>3.1.1 Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids. (COMM)</p> <p>3.1.2 Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use. (COMM)</p>
3.2 Creating more jobs in the Valleys		<p>3.2.1 Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities. (COMM)</p> <p>3.2.2 Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys. (COMM)</p> <p>3.2.3 Provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw (SSWB)</p>
3.3 Improving community facilities and making them more accessible	<ul style="list-style-type: none"> • New - Value of investment with CATs in Valleys (COMM) • New - Number of visits to venues for all purposes (SSWB) 	<p>3.3.1 Progress with Community Asset Transfers in the valleys, including Llangynwyd Playing Fields, to protect these valuable community assets for future generations. (COMM)</p> <p>3.3.2 Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner. (COMM)</p> <p>3.3.3 Deliver additional activities in community venues in the Valleys, including digital activities. (SSWB)</p> <p>3.3.4 Increase participation in physical and mental wellbeing programmes and leisure activities at Maesteg Town Hall, Garw and Ogmere Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre (SSWB)</p>

<p>3.4 Improving education and skills in the Valleys</p>		<p>3.4.1 Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontycymmer. (EFS)</p> <p>3.4.2 Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places. (EFS)</p>
<p>3.5 Investing in our parks and green spaces and supporting tourism to the valleys</p>		<p>3.5.1 Develop a regeneration strategy for the valleys (including Ogmore and Garw Valleys).(COMM)</p> <p>3.5.2 Work with the Cwm Taf Nature Network Project to improve access to high quality green spaces (COMM)</p>
<p>3.6 Encourage the development of new affordable homes in the valleys</p>	<ul style="list-style-type: none"> • New - Number of affordable homes built in the Valleys (CEX) 	<p>3.6.1 Promote and encourage the development of new social housing in the valleys. (CEX)</p> <p>3.6.2 Encourage the development of self-build homes on infill plots, to increase the range of housing available (COMM)</p>

WBO4 - A County Borough where we help people meet their potential

Aim	Performance indicators	Commitments / projects
4.1 Providing safe, supportive schools with high quality teaching	<ul style="list-style-type: none"> • New - DEFS156 – Number of schools judged by Estyn to be in ‘significant improvement’ or ‘special measures’ (EFS) • PAM032 - Average ‘Capped 9’ score for pupils in Year 11 (EFS) • EDU016a/PAM007 Pupil attendance in primary schools (percentage) • EDU016b/PAM008 Pupil attendance in secondary schools (percentage) (EFS) • EDU010a Percentage of school days lost due to fixed-term exclusions during the school year in primary schools • EDU010b Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools (EFS) • DEFS155 percentage of schools that have self-evaluated themselves as ‘green’ as part of their annual safeguarding audit (EFS) 	<p>4.1.1 Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as ‘not requiring any follow-up’ (EFS)</p> <p>4.1.2 Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EFS)</p> <p>4.1.3 Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EFS)</p> <p>4.1.4 Improve the digital offer to young people, including youth led interactive website (EFS)</p>
4.2 Improving employment opportunities for people with learning disabilities		4.2.1 Give young adults with learning disabilities a chance to try activities, gain new skills and fulfil their potential working across the Council and partners (SSWB)
4.3 Expanding Welsh medium education opportunities	<ul style="list-style-type: none"> • DEFS138 Percentage of Year 1 pupils taught through the medium of Welsh (EFS) 	4.3.1 Deliver the actions in the Welsh Language Promotion Strategy and WESP (EFS)

	<ul style="list-style-type: none"> • New - DEFS157 Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EFS) • New - DEFS158 Number of learners studying for Welsh as a second language (EFS) 	
4.4 Modernising our school buildings		<p>4.4.1 Enlarge Ysgol Gymraeg Bryn Ogwr to a 2.5 form-entry new build off Ffordd Cadfan in Brackla (EFS)</p> <p>4.4.2 Provide a new build for Mynydd Cynffig Primary School at the junior site in Kenfig Hill (EFS)</p> <p>4.4.3 Enlarge Ysgol Ferch o'r Sger to a two form-entry new build on the existing school site (EFS)</p> <p>4.4.4 Provide a new two form entry English-medium school at Marlas Estate, Cornelly, to replace the existing Afon Y Felin and Corneli Primary Schools. (EFS)</p> <p>4.4.5 Relocate Heronsbridge School to a new build 300 place school at Island Farm (EFS)</p>
4.5 Attract and retain young people into BCBC employment	<ul style="list-style-type: none"> • DOPS36 - Number of apprentices employed across the organisation (CEX) • New - Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX) 	4.5.1 Work with local schools to promote the Council as an employer and promote apprenticeships (CEX)
4.6 Offering youth services and school holiday programmes for our young people	<ul style="list-style-type: none"> • New - Participation in targeted activities for people with additional or diverse needs (SSWB) • New - Participation in the national free swimming initiative for 16 and under (SSWB) • New - Participation in active for life and holiday playworks programmes (SSWB) 	<p>4.6.1 Make our leisure and culture programmes more accessible to children with additional needs (SSWB)</p> <p>4.6.2 Extend the food and fun programme in Summer 2023 to at least 80 pupils (EFS)</p>

4.7 Work with people to design and develop services		4.7.1 Support communities to develop their own services (SSWB) 4.7.2 Develop our future wellbeing programmes with people who are going to use them (SSWB)
4.8 Supporting and encouraging lifelong learning	<ul style="list-style-type: none"> • New - DEFS159 Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS) 	4.8.1 Run more sessions that communities have expressed an interest in – provide 20 more in-person training sessions (EFS)
4.9 Being the best parents we can to our care experienced children	<ul style="list-style-type: none"> • SSWB48 Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the <ul style="list-style-type: none"> a)12 months since leaving care b)13- 24 months since leaving care (SSWB) • CH/052 - Percentage care leavers who have experienced homelessness during the year (SSWB) 	4.9.1 Give care experienced children love, care, safe homes to live in and opportunities to try new activities, gain new skills and fulfil their potential working across the Council and partners (SSWB) 4.9.2 Develop a Corporate Parenting strategy with care experienced children to explain what public services will do to help them meet their potential and celebrate rights of passage (SSWB)

WBO5 - A County Borough that is responding to the climate and nature emergency

Aim	Performance indicators	Commitments / projects
<p>5.1 Moving towards net zero carbon, and improving our energy efficiency</p>	<ul style="list-style-type: none"> • New – Reduction in emissions (COMM) <ul style="list-style-type: none"> ○ Buildings ○ Fleet & equipment ○ Streetlighting ○ Business travel ○ Commuting ○ Homeworking ○ Waste ○ Procured goods and services • DCO20.01 Annual Gas Consumption across the Authority (kWh) (COMM) • DCO20.02 Annual Electricity Consumption across the Authority (kWh) (COMM) • DCO20.03 Annual CO2 related to gas consumption across the Authority (tonnes) (COMM) • DCO20.04 Annual CO2 related to electricity consumption across the Authority (tonnes) (COMM) • Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) 	<p>5.1.1 Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes. (COMM)</p> <p>5.1.2 Use feedback from the consultation to agree an Air Quality Action Plan and start work on the measures to improve air quality along Park Street. (CEX SRS)</p> <p>5.1.3 Build five new net zero carbon schools. (EFS)</p> <p>5.1.4 Deliver more frontline social care services with workers using the Council’s electric vehicles. (SSWB)</p> <p>5.1.5 Invest in energy efficiency improvements to Council buildings including schools. (COMM)</p>
<p>5.2 Protecting our landscapes and open spaces and planting more trees</p>	<ul style="list-style-type: none"> • New - The number of green flag parks (COMM) • New - The number of blue flag beaches (COMM) 	<p>5.2.1 Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan. (COMM)</p> <p>5.2.2 Work with the Cwm Taf Nature Network Project to enhance and improve access to high quality green spaces in our County Borough. (COMM)</p>

		5.2.3 Plant a further 10,000 trees a year and provide a Community Planting Scheme to green our County Borough. (COMM)
5.3 Improve the quality of the public realm and built environment through good placemaking principles	<ul style="list-style-type: none"> • PAM/018 Percentage of all planning applications determined within 8 weeks (COMM) • PAM/019 Percentage of planning appeals dismissed (COMM) 	5.3.1 Adoption of the Replacement Local Development Plan (COMM)
5.4 Reducing, reusing or recycling as much of our waste as possible	<ul style="list-style-type: none"> • DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM) • PAM/030 – Percentage of municipal waste collected by local authorities <ul style="list-style-type: none"> ○ prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way ○ prepared for reuse ○ prepared for being recycled ○ as source segregated biowastes that are composted or treated biologically in another way (COMM) • PAM/043 - Kilograms of residual waste generated per person (COMM) • PAM/010 – Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness (COMM) 	<p>5.4.1 Develop our Future Waste Services Model, improving our recycling targets further and converting our vehicles. We will consult on the options with residents in 2024 (COMM).</p> <p>5.4.2 Ensure that the new Community Recycling Centre at Pyle is opened. (COMM)</p>

<p>5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses</p>	<ul style="list-style-type: none">• New - Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM)	<p>5.5.1 Invest in and improve flood mitigation measures in our valleys communities to reduce the flood risk. (COMM)</p>
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WBO6 – A County Borough where people feel valued, heard and part of their community

Aim	Performance indicators	Commitments / projects
6.1 Celebrating and supporting diversity and inclusion and tackling discrimination	<ul style="list-style-type: none"> • New - Percentage of council staff completing Introduction to Equality and Diversity E-Learning (CEX/All) 	<p>6.1.1 Finish work on current strategic equalities plan and work with communities to develop a new one, supporting WG on race equality and LGBTQ+ action plans (CEX)</p> <p>6.1.2 Establish new BCBC staff groups for people with protected characteristic (CEX)</p>
6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them.	<ul style="list-style-type: none"> • New - Public consultation (budget) - Percentage of participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months? (CEX) • New - Level of engagement (Welsh / English) <ul style="list-style-type: none"> a) across consultations b) with corporate communications to residents c) across all corporate social media accounts (CEX) 	<p>6.2.1 Review how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive. (CEX)</p> <p>6.2.2 Provide new opportunities for the community to engage with us on our regeneration plans, holding workshops with key stakeholders including town councils, learners and community groups. (COMM)</p> <p>6.2.3 Develop the Bridgend County Borough Council Climate Citizens Assembly to allow communities to shape our 2030 Net Zero Carbon Agenda. (COMM)</p>
6.3 Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh	<ul style="list-style-type: none"> • CED5 - Percentage first call resolutions (via Customer Contact Centre) (CEX) • New - Number of online transactions using the digital platform (CEX) • New - Number of hits on the corporate website (CEX) • New - Percentage of staff with Welsh language speaking skills (CEX) • New - Percentage of council staff completing Welsh Language Awareness E-Learning (CEX/All) 	<p>6.3.1 Develop more community hubs in libraries and other Council buildings so that residents can get more information and help without travelling to Civic Offices (CEX)</p>

<p>6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future.</p>	<ul style="list-style-type: none"> • DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM) • New - Value of investment with CATs (COMM) • New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) 	<p>6.4.1 Invest a further £400k in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)</p> <p>6.4.2 Develop a more coordinated approach with partners to helping people find activities and groups in their communities. (SSWB)</p>
<p>6.5 Becoming an age friendly council</p>		<p>6.5.1 Make Bridgend County Borough a great place to grow old, working with partners to improve leisure activities, accessible housing, care, and support as an Age Friendly Council. (SSWB)</p>

WBO7 - A County Borough where we support people to be healthy and happy

Detail / aim	Performance indicators	Commitments / projects
7.1 Improving active travel routes and facilities so people can walk and cycle	<ul style="list-style-type: none"> • New active travel routes (length in KM) (COMM) 	7.1.1 Improve sustainable and active travel choices, including the Metrolink bus facility in Porthcawl, to increase connectivity and greener travel choices. (COMM)
7.2 Offering attractive leisure and cultural activities	<ul style="list-style-type: none"> • New - Number of visits by older adults to physical activity opportunities supported (SSWB) • New - Number of individuals who commence programmes and complete 16 weeks of activity (SSWB) • New - Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) (SSWB) • New - Participation in the summer reading challenge in libraries (SSWB) • New - Participation in Childrens events in libraries (SSWB) 	<p>7.2.1 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)</p> <p>7.2.2 Develop an active leisure offer for older adults to improve physical and mental wellbeing. (SSWB)</p> <p>7.2.3 Increase the use of the exercise referral programme by people who may have found it hard to participate in the past. (SSWB)</p> <p>7.2.4 Complete the refurbishment of Pencoed library and provide investment into library services. (SSWB)</p> <p>7.2.5 Develop a long-term Active Bridgend plan and leisure strategy. (SSWB)</p>
7.3 Improving children's play facilities and opportunities	<ul style="list-style-type: none"> • New - Value of investment in play areas (COMM) • New - Number of play areas that have been refurbished (COMM) 	<p>7.3.1 Improve the quantity and quality of play opportunities. We will Invest in all children's play areas and make sure inclusive play equipment is provided to allow opportunities for all. (SSWB/COMM)</p> <p>7.3.2 Roll-out the Dare2Explore project in at least 1 more school. (EFS)</p>

		7.3.3 We will increase the range of after school music ensembles and activities to ensure more pupils benefit from this provision. (EFS)
7.4 Providing free school meals and expanding free childcare provision	<ul style="list-style-type: none"> • New DEFS163 - Percentage of nursery, reception, year 1 and year 2 learners offered a free school meal (EFS) • New DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS) • DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EFS) 	<p>7.4.1 Provide free school meals to all primary school learners by September 2024. (EFS)</p> <p>7.4.2 Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds. (EFS)</p>
7.5 Integrating our social care services with health services so people are supported seamlessly	<ul style="list-style-type: none"> • New - Number of people delayed in their transfer of care on the 'discharge to recover and assess' pathways (SSWB) 	7.5.1 Work even more closely with the NHS so all people receive the right health or care service at the right time. (SSWB)
7.6 Improving the supply of affordable housing	<ul style="list-style-type: none"> • New - Number of completed affordable new build dwellings provided by RSLs (CEX) • New - Total number of empty properties returned to use with local authority intervention (CEX) 	<p>7.6.1 Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords. (CEX)</p> <p>7.6.2 Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs. (CEX)</p> <p>7.6.3 Improve the way we deal with empty homes. (CEX)</p>

Section 2 – Demonstrating our 5 Ways of Working (WOWs)

WOW	Performance indicators	Commitments / projects
<p>1) Better and more targeted use of resources</p>	<p>Workforce Data</p> <ul style="list-style-type: none"> • The percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) • The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence, <p>Asset management data (capital receipts, building compliance, carbon etc)</p> <ul style="list-style-type: none"> • DCO16.9 Realisation of annual capital receipts targets (COMM) • New- Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) <p>Business continuity / resilience</p> <ul style="list-style-type: none"> • DOPS34abc Network Availability (CEX) <p>Procurement</p> <ul style="list-style-type: none"> • Climate change standards, Social value, Circular economy <p>Finance measures</p> <ul style="list-style-type: none"> • CORP6.1.1 Budget reductions achieved 	<p>Develop clear and agreed actions to address recommendations from regulators, including</p> <ul style="list-style-type: none"> • Workforce strategy (and specific social services recruitment) • Asset management improvements • Procurement review Audit Wales • Performance management improvement plan • Digital strategy • MTFS / Capital Strategy
<p>2) One council, working well together with partners</p>		<ul style="list-style-type: none"> • A collaborative approach to achieving aims, establishment of regional PSB, TCCs, RPB, Corporate Parenting, Awen & Halo, third sector • Town and Community Council Review

<p>3) Improving communication, engagement and responsiveness</p>	<ul style="list-style-type: none"> • Response to consultations • Use of citizens panel • Use of different channels • Customer service measures (including resolution at first point of contact) • Customer satisfaction measures 	<ul style="list-style-type: none"> • Communications peer review - including officer and member relations • Public participation strategy • Giving people different ways of engaging with council services and information (self-serve and self-help) • Customer care strategy - Develop a range of BCBC service standards to measure the things the public care about • Improvement of the way we respond to our elected members • Enhance our customer satisfaction measurement • Promoting the Welsh language
<p>4) Supporting and empowering communities</p>	<ul style="list-style-type: none"> • New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) (see <i>aim 6.3</i>) <p>Local Procurement (<i>see aim 2.4</i>)</p> <ul style="list-style-type: none"> • New - Number of local businesses attending procurement workshops (Annual) (CEX) • New - Local spend on low value BCBC procurement and contracts under £100,000 (CEX) 	<ul style="list-style-type: none"> • Support communities to develop their own services by engaging with service users including carers • Through Employability Team helping our residents get the skills they need for work - Employability • Help communities become more resilient, so more people will find help and support they need in their community, with the 3rd sector. • Supporting the local economy by helping local businesses to tender for public sector work through our SRM project and external procurement webpage,
<p>5) Protecting the services that matter to you the most</p>	<ul style="list-style-type: none"> • Budget and staff survey PIs • Schools' consultations 	<ul style="list-style-type: none"> • Encourage people, communities, children and young people to talk to the Council about issues that are important to them, and influence the decisions that affect their lives