Corporate Delivery Plan 2024-25

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

1.1 Providing high-quality children's and adults social services and early help services to people who need them	**SSWB55** - Percentage of eligible carers who were offered a carer's assessment
	    a) Children's Social Care.
	    b) Adult Social Care (SSWB)
	
	SSWB78 - Timeliness of visits to
	    a) Children who are care experienced.
	    b) Children on the child protection register. (SSWB)
	
	SSWB39 - 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)
	
	SSWB57 - Percentage of enquiries to the Adult Social Care front door which result in information and advice only
	
	SSWB76 - Number of packages of reablement completed during the year (SSWB)
	
	SSWB38 - Percentage of reablement packages completed that:
	    a) reduced the need for support
	    b) maintained the same level of support
	    c) mitigated need for support (SSWB)
	
	SSWB61 - Number of people who access independent advocacy to support their rights with
	    a) Children's Social Care
	    b) Adult Social Care (SSWB)
	
	DEFS29 - Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (SSWB)
		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 (SSWB)
		
		1.1.2 Help communities become more resilient, so more people will find help / support they need in their community. (SSWB)
		
		1.1.3 Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring. (SSWB)
		
		1.1.4 Improve Children's Services by delivering the actions in our three-year strategic plan. (SSWB)
		
		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)
		
		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)
		
		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)
		
		1.1.8 We will ensure that children and families access support from the right service at the right time with the aim of preventing their needs from escalating.(SSWB)

1.2 Supporting people in poverty to get the support they need / help they are entitled to	CED43 - 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) CED44 - Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX)	1.2.1 Support eligible residents to receive financial help through the Council Tax Reduction Scheme. (CEX) 1.2.2 Raise awareness of financial support available to residents. (CEX)
1.3 Supporting people facing homelessness to find a place to live	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)	1.3.1 Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (CEX)
1.4 Supporting children with additional learning needs to get the best from their education	DEFS170 - Percentage of new local authority Individual Development Plans (IDPs) delivered via the online IDP system (EEYYP) DEFS171 - Number of pupils on the waiting lists for specialist provision (EEYYP) DEFS172 - Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, that have had an annual review by 31 March of each current school year. (EEYYP)	1.4.1 Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs. (EEYYP) 1.4.2 Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)
1.5 Safeguarding and protecting people who are at risk of harm	CORPB1 - Percentage of council staff completing safeguarding awareness training (CEX/All) SSWB77 - 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) SSWB62 - Percentage of child protection investigations completed within required-timescales (SSWB) SSWB63 Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB)	1.5.1 Work as One Council to effectively safeguard children and adults at risk (SSWB/All) 1.5.2 Safeguard children, young people and adults at risk of exploitation. (SSWB)

1.6 Help people to live safely at home through changes to their homes	CED45 - Average number of days taken to deliver a Disabled Facilities Grant for:
	    a) low level access showers
	    b) stair lifts
	    c) ramps
	    d) 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	CORPB2 - Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/All) CED46 - Number of instances where CCTV supports South Wales Police in monitoring incidents (CEX) CED62 - Percentage of Assia service users reporting increased feelings of safety at their exit evaluation (CEX) CED63 – Percentage of high-risk domestic abuse victims / public protection notices received by the service contacted within 48 hours. (CEX) CED64 – Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours. (CEX)	1.7.1 Regionalise the Community Safety Partnership (CSP), creating a single CSP covering the three respective local authority areas, providing strategic oversight for VAWDASV, Contest & Serious Violence (CEX) 1.7.2 Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EEYYP)

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

Aim	Performance indicators	Commitments / projects
2.1 Helping our residents get the skills they need for work	DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM)	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) 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)
2.2 Making sure our young people find jobs, or are in education or training	DEFS80 - 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 (EEYYP)	2.2.1 Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old. (COMM) 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) 2.2.3 Bridgend Music Service will further develop links with partners to explore income generation opportunities and broaden the learning offer where appropriate. (EEYYP)
2.3 Improving our town centres, making them safer and more attractive		2.3.1 Deliver £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next two years to improve the economic sustainability of our town centres. (COMM)
2.4 Attracting investment and supporting new and existing local businesses	DCO23.03 - Number of businesses receiving support through Shared Prosperity Funding (COMM) DCO23.04 - Number of business start-ups assisted (COMM)	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) 2.4.2 Work with the Cardiff City Region (CCR) and its 10 local authorities to transition to the Corporate Joint Committee (CJC) and to continue to work regionally on strategic planning, transport and economic development (COMM)

2.5 Making the council an attractive place to work	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) CED49 - 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 b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives. (CEX) CED50 - Number of sign up of new subscribers to the staff extranet (CEX)	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)
2.6 Ensuring employment is fair, equitable and pays at least the real living wage	CED54 - Number of real living wage employers identified (CEX)	2.6.1 Encourage employers to offer growth/ training options to employees (CEX)

WBO3 - A County Borough with thriving valleys communities

Aim	Performance indicators	Commitments / projects
3.1 Investing in town centres, including Maesteg town centre	DCO23.01 - Number of commercial properties assisted through the enhancement grant scheme (COMM)	3.1.1 Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids. (COMM) 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)
3.2 Creating more jobs in the Valleys		3.2.1 Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities. (COMM) 3.2.2 Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys. (COMM)
3.4 Improving education and skills in the Valleys		3.4.1 Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontycymmer. (EEYYP) 3.4.2 Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places. (EEYYP)
3.5 Investing in our parks and green spaces and supporting tourism to the valleys		3.5.1 Develop a regeneration strategy for the valleys (including Ogmore and Garw Valleys).(COMM)
3.6 Encourage the development of new affordable homes in the valleys	CED55 - Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the Valleys (CEX)	3.6.1 Promote and encourage the development of new social housing in the valleys. (CEX) 3.6.2 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)

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	DEFS156 – Number of schools judged by Estyn to be in 'significant improvement' or 'special measures' (EEYYP) PAM032 - Average 'Capped 9' score for pupils in Year 11 (EEYYP) EDU016a/PAM007 - Percentage of pupil attendance in primary schools (EEYYP) EDU016b/PAM008 - Percentage of Pupil attendance in secondary schools (EEYYP) EDU010a - Percentage of school days lost due to fixed-term exclusions during the school year in primary schools (EEYYP) EDU010b - Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools (EEYYP) DEFS155 - Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit (EEYYP)	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' (EEYYP) 4.1.2 Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EEYYP) 4.1.3 Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP) 4.1.4 Improve the digital offer to young people, including youth led interactive website (EEYYP)
4.3 Expanding Welsh medium education opportunities	DEFS138 - Percentage of Year 1 pupils taught through the medium of Welsh (EEYYP) DEFS157 - Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 (EEYYP) DEFS158 - Number of learners studying for Welsh as a second language (EEYYP)	4.3.1 Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)
4.4 Modernising our school buildings		4.4.1 Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. (EEYYP) 4.4.2 Provide a new-build for Mynydd Cynffig Primary School. (EEYYP)

		4.4.3 Enlarge Ysgol Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)
		4.4.4 Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)
		4.4.5 Relocate Heronsbridge School to a new-build 300-place school. (EEYYP)
4.5 Attract and retain young people into BCBC employment	DOPS36 - Number of apprentices employed across the organisation (CEX) CED56 - 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	SSWB66 - Participation in targeted activities for people with additional or diverse needs (SSWB) SSWB67 - Participation in the national free swimming initiative for 16 and under (SSWB)	4.6.1 Make our leisure and culture programmes more accessible to children with additional needs (SSWB) 4.6.2 Enlarge the Food and Fun Programme for summer 2024. (EEYYP)
4.7 Work with people to design and develop services		4.7.1 Work co-productively with people to develop their own solutions (SSWB)

4.9 Being the best parents we can to our care experienced children	SSWB48 - Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the
	    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 Work with partners to deliver improved outcomes for care experienced children through the delivery of actions in the corporate parenting action plan and informed by the views of our children and young people (SSWB)
		
		4.9.3 Support the implementation of the Corporate Parenting Strategy in schools.(EEYYP)

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

Aim	Performance indicators	Commitments / projects
5.1 Moving towards net zero carbon, and improving our energy efficiency	DCO23.05 - Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) 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) CED57 - Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m^3) (CEX SRS)	5.1.1 Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes. (COMM) 5.1.2 Continue work to finalise and implement our Air Quality Action Plan, and start work on the measures to improve air quality along Park Street (CEX SRS) 5.1.3 Ensure all new build schools meet the requirement for net zero carbon (EEYYP) 5.1.4 Invest in energy efficiency improvements to Council buildings including schools. (COMM)
5.2 Protecting our landscapes and open spaces and planting more trees	DCO23.07 - Number of green flag parks and green spaces (COMM) DCO23.06 - Number of blue flag beaches (COMM)	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)
5.3 Improve the quality of the public realm and built environment through good placemaking principles	PAM/018 - Percentage of all planning applications determined within 8 weeks (COMM) PAM/019 - Percentage of planning appeals dismissed (COMM)	
5.4 Reducing, reusing or recycling as much of our waste as possible	DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM) PAM/030 – Percentage of municipal waste collected by local authorities prepared for reuse, and/or recycled, including	5.4.1 Develop our Future Waste Services Model and seek to improve our recycling rates further in line with Welsh Government targets. We will consult on the options with residents in 2024 (COMM).

	source segregated biowastes that are composted or treated biologically in any other way
	    a) prepared for reuse
	    b) prepared for being recycled
	    c) 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)	

5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses	DCO23.08 - Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM)	5.5.1 Invest in and improve flood mitigation measures throughout our communities to reduce flood risk. (COMM)

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	CORPB3 - Percentage of council staff completing Introduction to Equality and Diversity E-Learning (CEX/All)	6.1.1 Implement the agreed action plan supporting Welsh Government on race equality and LGBTQ+ (CEX) 6.1.2 Establish new BCBC staff groups for people with protected characteristic (CEX)

6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them.	CED58 - Percentage of consultation 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)
	
	CED59 - Level of engagement (Welsh / English)
	    a) across consultations
	    b) with corporate communications to residents
	    c) across all corporate social media accounts (CEX)
		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)
		
		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)

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	CED5 - Percentage first call resolutions (via Customer Contact Centre) (CEX) CED51 - Number of online transactions using the digital platform (CEX) CED52 - Number of hits on the corporate website (CEX) CED53 - Percentage of staff with Welsh language speaking skills (CEX) CORPB4 - Percentage of council staff completing Welsh Language Awareness E-Learning (CEX/All)	6.3.1 Continue to evaluate and review the communication options available to ensure information is available to all residents across the borough (CEX)
6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future.	DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM) SSWB69 - Number of people supported to have their needs met in their communities by local community co-ordinators (SSWB)	6.4.1 Invest in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)
6.5 Becoming an age friendly council		6.5.1 To work towards becoming an accredited Age Friendly Council. (SSWB)

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		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	SSWB70 - Number of visits by older adults to physical activity opportunities supported (SSWB)	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) 7.2.2 Develop an active leisure offer for older adults to improve physical and mental wellbeing. (SSWB) 7.2.3 Maintain performance against welsh public library standards. (SSWB) 7.2.4 Develop a long-term Active Bridgend plan and leisure strategy. (SSWB)
7.3 Improving children's play facilities and opportunities	DCO23.09 - Value of investment in play areas (COMM) DCO23.10 - Number of play areas that have been refurbished (COMM)	7.3.1 Improve the quantity and quality of play opportunities. We will Invest in children's play areas throughout the Borough and make sure inclusive play equipment is provided to allow opportunities for all. (SSWB/COMM)
7.4 Providing free school meals and expanding free childcare provision	DEFS163 - Percentage of eligible learners offered a free school meal (EEYYP) DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EEYYP) DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EEYYP)	7.4.1 Provide free school meals to all primary school learners by September 2024. (EEYYP) 7.4.2 Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds. (EEYYP)
7.5 Integrating our social care services with health services so people are supported seamlessly	SSWB75 - 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	CED60 - Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX)	7.6.1 Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords. (CEX)
	CED61 - Number of empty properties returned to use with local authority intervention (CEX)	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)
		7.6.3 Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CEX)

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

WOW	Performance indicators	Commitments / projects
1. Better and more targeted use of resources	Workforce Data • CORPB5 - Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) • PAM/001 - Number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence Asset management data • DCO16.9 - Realisation of capital receipts targets (COMM) • DCO19.02 – Percentage of full statutory compliance across BCBC operational buildings (COMM) • DCO23.14 - Percentage of statutory compliance across BCBC operational buildings - Big 5 (COMM) Business continuity / resilience • DOPS34abc Network Availability (CEX) Finance measures • DRE6.1.1 Percentage of budget reductions achieved (CEX)	Develop clear and agreed actions to address recommendations from regulators, including • Workforce strategy (and specific social services recruitment) • Asset management improvements • Procurement review Audit Wales • Performance management improvement plan • Digital strategy • MTFS / Capital Strategy
2. One council, working well together with partners		• A collaborative approach to achieving aims through support of regional PSB • Town and Community Council Review
3. Improving communication, engagement and responsiveness	• Customer service measures (including resolution at first point of contact) • Customer satisfaction measures (measures to be added)	• Implement recommendations of communications peer review - including officer and member relations • Implement Public participation strategy
4. Supporting and empowering communities	• SSWB69 - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB)	
5. Protecting the services that matter to you the most	• Budget and staff survey PIs	• 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