

The Statement Of Internal Control

1. Scope of responsibility

Bridgend County Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the County Borough Council's functions and which includes arrangements for the management of risk.

2. The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place at Bridgend County Borough Council for the year ended 31st March 2007 and up to the date of approval of the annual report and accounts and, except for the details of significant internal control issues at section 5, accords with proper practice.

3. The internal control environment

The key elements of the Council's internal control environment are summarised below. Where reference is made to documents within the Council, details are available from the Council on request or can be found on the Council's website :- www.bridgend.gov.uk.

The key elements are :-

(a) Establishing and monitoring the achievement of the Council's objectives

- The Corporate Improvement Plan 2006-2009
- The external audit of the Corporate Improvement Plan
- The Community Strategy
- Policy Agreement – Bridgend CBC & Welsh Assembly Government
- Cabinet & Corporate Management Board Leadership Plan 2006/07
- Directorate Business Plans
- Service Level Plans
- Strategic Plans
- Joint Risk Assessment – carried out with Wales Audit Office & our regulators

- Cabinet and Council
- Scrutiny
- Three year revenue budget and capital programme
- Corporate Management Board
- Welsh Assembly Government – ‘Making the Connections’
- Relationship Manager’s Annual Letter

(b) Facilitation of policy and decision-making

- The Council’s Constitution
- Cabinet and Council
- Cabinet Committees
- Scrutiny
- Policy Forums
- Welsh Assembly Government’s Spatial Plan
- Corporate Management Board
- Published Cabinet reports, agenda and minutes
- Corporate Officers/Members Working Group
- Delegated powers

(c) Ensuring compliance with established policies, procedures, laws and regulations

- Cabinet and Council
- Scrutiny
- Audit Committee
- Monitoring Officer and Section 151 Officer
- Financial Procedure Rules
- Contract Procedure Rules
- Internal audit
- External audit and inspection
- Risk Management Policy
- Anti Fraud & Corruption Strategy
- Discipline and grievance policies
- Equality procedures
- Whistle Blowing Policy
- Money Laundering Policy
- Codes for conduct of Council employees and Members
- Health and Safety Policies
- Quality Standards and Assurances
- Professional Standards
- Corporate Governance Framework

(d) Ensuring the economical, effective and efficient use of resources and secure continuous improvement in the way functions are exercised

- Cabinet and Council
- Audit Committee
- Scrutiny
- Performance Management Framework
- Corporate Improvement Group
- Procurement arrangements

- Asset Management Plan
- Policy Agreement
- Wales Programme for Improvement (W.P.I)
- Audit and inspection
- Quarterly Business Reviews
- Budget Monitoring Reports to Cabinet
- Operational budget monitoring
- Published Statement of Accounts

(e) Facilitating the financial management of the Council

- Cabinet and Council
- Audit Committee
- The Council's Constitution
- Financial procedure rules
- Audit and inspection
- Scrutiny Committee
- A medium term financial planning process
- Quarterly revenue and capital monitoring reports to Cabinet
- Directorate Finance Officers Working Group

(f) Facilitating the performance management of the authority and its reporting

- Performance Management Framework
- National Performance Measurement Framework for Wales
- Local Performance Indicators
- Benchmarking clubs
- Staff appraisal system
- Statutory and W.P.I. Core Indicator Set
- Policy and Performance Management Unit
- Corporate Improvement Group

The control environment has developed since 1996 evolving to meet new demands and pressures on the Council. The key elements to the framework detailed above can be categorised as :-

- Corporate controls – These comprise a large number of policies, processes and strategies by which the Council exercises control over the operation of all activities within its remit. The Council's Constitution provides the framework for its financial rules, decision making processes and details procedures and codes of conduct for Members and officers. The Corporate Improvement Plan, Corporate Governance and Performance and Risk Management frameworks are other significant policies within this area.
- Departmental controls – These comprise all the processes chief officers have in place within their departments and in particular include departmental approaches to performance and risk management.
- Independent review – This includes the views of Internal Audit, External Audit, Welsh Assembly Government and the various inspection regimes that comment on the operations of the Council to examine ways of ensuring the economic, effective and efficient use of resources.

4. Review of Effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. This review is informed by:

- the Executive Directors within the Council who have responsibility for the development and maintenance of the internal control framework;
- the work of the internal auditors, who submit to the Council's Audit Committee regular reports which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement;
- the comments made by the external auditors in their management letters and other reports;
- the reports of other independent inspection bodies and Welsh Assembly Government.

The process for maintaining and reviewing the effectiveness of the system of internal control includes:-

- The Council has adopted a constitution (revised 29/03/06), which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.
- There are five Overview and Scrutiny Committees which oversee the portfolios of the Cabinet Members and which support the work of the Cabinet and the Council as a whole. They allow citizens to have a greater say in Council matters by undertaking investigations into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. They also monitor the decisions of the Cabinet and can `call-in` a decision which has been made by the Cabinet but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision.
- The Monitoring Officer is responsible for maintaining an up-to-date version of the Constitution to ensure that its aims and principles are given full effect. After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the full Council or to the Cabinet in relation to an executive function if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered. He also receives and acts on reports made by the Ombudsman and decisions of the case tribunals.
- The Council has an Audit Committee which is a key component of corporate governance. It provides a source of assurance about the Council's arrangements for managing risk, maintaining an effective control environment, and reporting on financial and non-financial performance.
- The Corporate Improvement Group, an officer working group, is responsible for the on-going monitoring of arrangements for performance management across the Council.

- The Council published its Policy for the Management of Risk in February 2006. It identifies that all Elected Members and employees of the Council need to make themselves aware of risks in the decision making process and everyday work situations. The Policy describes some key roles within risk management including the Risk Management Programme Board. This receives and scrutinises operational risks from the Directorate Management Teams and recommends the addition of key operational risks to the Council's Risk Register. It is responsible for reporting on Risk Management issues to Council on a bi-annual basis.
- The Corporate Management Board is responsible for the management of risks in all areas under their control. It considers various risk control options for areas designated as requiring priority attention identified within the Corporate Improvement Plan and monitors the effectiveness of the risk management policy.
- Internal Audit is responsible for monitoring the Council's operations in order to review, evaluate and test the adequacy of the Council's systems of internal control as contributions to the proper, economic, efficient and effective use of resources. The three year Internal Audit plan is based on a needs and risk assessment process. Internal Audit reports include recommendations for improvements included in a Management Action Plan that requires agreement or rejection by service managers in a given timeframe. The Chief Internal Auditor prepares an annual report and opinion on the Council's internal control system which is presented to Audit Committee. This report concludes that internal controls within the Authority provide a **satisfactory** level of assurance.
- External Audit present their comments on financial aspects of corporate governance and performance management in their annual audit letter and other reports. For the financial year ending 31st March 2006, the Annual Audit Letter concluded that effective financial management arrangements are in place, although there are some areas for improvement. An 'unqualified opinion' was issued for the annual accounts for 2005/06. There was also praise for the move to a three year Corporate Improvement Plan for the first time and improved performance in the timeliness of the preparation of the year end accounts.

In 2005/06 a Statement of Internal Control Workshop took place as a key element of the Review of Effectiveness. The Workshop membership consisted of the Leader of the Council, all Cabinet Members and the Executive Directors. It was facilitated by the Chief Accountant, the Chief Internal Auditor and the External Audit manager for the Council.

An overview of the S.I.C. process was given that described the process for reviewing and gathering the assurances needed for the review of effectiveness to ensure that risk is being managed and controls are working appropriately. The Group examined examples of assurances together with evidence of documents within the Council to support the assurances. The outcome of the Workshop was an identification of the significant internal control issues that should be included within the Statement. There have been additional internal control issues that were identified during the Joint Risk Assessment that are included within this Statement.

For 2006/07, a desktop review of documents to support assurances has been carried out., along with an exercise to update the Action Plan identified as part of the 2005/06 exercise.

The Corporate Management Board has reviewed this exercise and agreed the Statement of Internal Control that was to be presented to Audit Committee for review on 31st May 2007.

5. Significant Internal Control Issues

In producing this Statement, the following internal control issues have been confirmed as being the main issues still facing the Authority:-

- *Children's Services*
- *Flagship Projects*
 - Human Resources
 - Performance Management
 - Procurement
- *Waste management*
- *School reorganisation & funding*
- *Assessment and care management services and arrangements for the protection of vulnerable people*
- *Failure to achieve efficiencies to realise cashable gains*
- *Asset Management Planning*
- *Leadership and business continuity*
- *Existing patterns of service provision for school meals, school transport and leisure services (NEW)*
- *Potential financial liabilities including waste disposal penalties, equal pay claims, pension fund deficits and an overcommitted Capital Programme. (NEW)*

The Action Plan prepared in 2005/06 which shows how these risks are to be addressed has been updated to show the latest position. Additional actions to address new issues have also been included. This will continue to be monitored throughout 2007/08 as a vital part of the on-going review of the effectiveness of internal controls within the Authority.

Signed:

Executive Director – Resources..... Date.....

Chief Executive Officer..... Date.....

Leader of the Council.....Date.....

**Statement of Internal Control – Action Plan
Updated April 2007**

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
1. Children's Services	<p>Progressing the Children's Services improvement programme :-</p> <ul style="list-style-type: none"> • Maintain progress with undertaking assessments, reviews and other case work within statutory timescales • Reduce overall numbers of looked after children and LAC cases supported in independent sector foster/residential care settings 	<ul style="list-style-type: none"> • September 2006 & ongoing • March 2007 	<ul style="list-style-type: none"> • Good progress has been made in improving performance in these areas of work and this has been acknowledged by the SSIW. More recently, performance has not been sustained in some areas but this position is now improving. • This action point has been problematical. LAC numbers have continued to increase but there has been a reduction in the small number of children placed in specialist residential settings. Reducing LAC numbers remains a priority but this must be done safely. The Social Services Improvement Agency is funding a project within Bridgend which is seeking to identify the preventative and supportive services necessary to achieve a reduction in LAC numbers. 	Executive Director – Community

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
1. Children's Services (cont)	<ul style="list-style-type: none"> <li data-bbox="546 347 1012 405">• Strengthen capacity within Social Work teams <li data-bbox="546 555 1012 612">• Improve levels and quality of supervision of fieldwork staff <li data-bbox="546 798 1012 916">• Develop team based administrative support and reconfigure business processes to improve data capture 	<ul style="list-style-type: none"> <li data-bbox="1039 347 1339 373">• July 2006 <li data-bbox="1039 555 1339 580">• Ongoing <li data-bbox="1039 798 1339 823">• July 2006 	<ul style="list-style-type: none"> <li data-bbox="1366 347 1758 523">• See Issue 5 (Assessment and Care Management Services and arrangements for the protection of vulnerable people) – third bullet point for current position. <li data-bbox="1366 555 1758 762">• Progress has been made in this area. The mentoring work being undertaken with managers referred to under the Assessment/Care Management Update will be beneficial in this context. <li data-bbox="1366 798 1758 1155">• Significant progress has been made with this action and more administrative staff are based within the social work teams. Data capture arrangements within the social work teams have been strengthened and work on business processes is being progressed on a phased basis linked with the implementation of ICS. 	Executive Director – Community

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
1. Children's Services (cont)	<ul style="list-style-type: none"> Develop/increase use of IT and electronic case recording by all staff in social work teams 	<ul style="list-style-type: none"> December 2006 	<ul style="list-style-type: none"> There has been much activity within the social teams based in Sunnyside Offices. Social work staff in the Assessment Team have been undertaking electronic recording of their case work since the summer of 2006. In addition, this objective is being progressed in parallel with the implementation of the use of ICS exemplars. These cover assessment, care management and looked after children functions and implementation is a national requirement. Social work staff are being trained in keyboard skills and use of IT on an ongoing basis to support the implementation plan. 	Executive Director – Community

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
1. Children's Services (cont)	<p><u>New Actions 2007/08</u></p> <ul style="list-style-type: none"> Failure to sustain improvements in Children's Services following invocation of the intervention protocol by the Social Services Inspectorate remains a significant risk for the Authority. Whilst incremental improvements have been made since the protocol was invoked in September 2005 a corporate plan is in the process of being discussed to improve these services more rapidly than we have done to date. This risk area is currently being considered as part of the Authority's Joint Risk Assessment and an updated action plan will be produced following this exercise. 	<ul style="list-style-type: none"> To be determined 		Executive Director – Community

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>2. Corporate Cultural Review –</p> <p>(i) Human Resources (HR)</p>	<ul style="list-style-type: none"> A Programme Board is to be created to oversee the implementation of changes to the existing organisational arrangements for the provision of Human Resource Management, Payroll and Occupational Health support services within the Council 	<ul style="list-style-type: none"> April 2007 	<ul style="list-style-type: none"> The Programme Board continues to meet regularly to steer the project. A structure has now been agreed which offers significant potential efficiency gains. The new Assistant Director, HR, has started and appointments to the new structure are currently being made. 	<p>Executive Director - Community</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
(ii) Performance Management	<ul style="list-style-type: none"> • Production of Performance Management Guidelines for managers. Development of workshops for managers and use of team meetings to cascade principles of performance management. • Implementation of the Performance Management Framework to raise standards across all service areas. <p><u>New Actions 2007/08</u></p> <p>Responsibility transferred to Executive Director – Strategic Change</p>	<ul style="list-style-type: none"> • September 2006 • September 2006 	<ul style="list-style-type: none"> • Guidelines completed and circulated. Pilot training sessions completed and being used to inform future training. • Pilot QBRs completed and arrangements in place for roll-out in 2007/08. 	Executive Director - Learning

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
(iii) Procurement	<ul style="list-style-type: none"> • A Procurement Development Group comprising of 'Procurement Champions' nominated by each Directorate Management Team has been established • Results of a Baseline Audit on procurement and associated costs will be reviewed and forward work programme produced. • Further analyse results of the interrogation of the creditor system to identify potential areas for joint collaborative approach to procurement and potential efficiency. 	<ul style="list-style-type: none"> • On-going • On-going • July 2006 	<ul style="list-style-type: none"> • Group meets every 4 to 6 weeks to review policies, procedures and agree strategy. Feedback also received re. Directorate specific issues. • Costs and roles of procurement staff across BCBC have been determined. Work plan devised based on needs identified following interviews with key procurement staff. Corporate procurement structure for function being developed. • Completed for 2004/5 and 2005/6 Financial years. Potential collaborative arrangements identified and commenced. Transaction cost reduction programme has begun to improve operational efficiency 	Executive Director - Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
(iii) Procurement (continued)	<ul style="list-style-type: none"> • Review contract procedural rules and best practice guidance notes. • Produce a revised, effective Procurement Strategy. <p><u>New Actions 2007/08</u></p> <ul style="list-style-type: none"> • Continue to implement and expand transaction cost reduction programme. • Further develop collaborative contracts within BCBC and with external partners, namely Welsh Purchasing Consortium and Value Wales • Pending outcome of a comprehensive business case, begin implementing a fully integrated e-ordering system 	<ul style="list-style-type: none"> • Summer 2007 • Autumn 2007 • Ongoing • Ongoing • Ongoing 	<ul style="list-style-type: none"> • Reviewing and modernizing CPR's to include partnering principles, sustainability criteria, revised financial limits etc.. Supplementary guidance being developed to ensure consistent application. • Will be produced as review progresses. 	Executive Director - Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
(iii) Procurement (continued)	<ul style="list-style-type: none"> • Complete a review and produce a select list of service providers, as part of the Management of Contractors process. • Implement effective performance management for procurement across all Directorates • Develop and undertake a comprehensive training programme for procurement staff identified in the baseline audit. • Explore areas for developing a shared procurement service. 	<ul style="list-style-type: none"> • July 2007 • Summer 2007 • Autumn 2007 • Ongoing 		Executive Director - Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>3. Waste Management</p>	<ul style="list-style-type: none"> • Continue to make progress towards achieving the Authorities Waste Management targets • Progress partnership working with Neath Port Talbot County Borough Council • Further development of Budget Monitoring System 	<ul style="list-style-type: none"> • On-going • On-going • September 2006 & on-going 	<ul style="list-style-type: none"> • Currently exceeding targets: <i>Diversion from Landfill</i> Target 2010 35% Current performance 54% <i>Combined recycling/compost</i> Target 2006/07 25% Current performance 30% • Significant developments in the legal position at MREC and the procurement of the sale of the plant is in progress to provide a long- term waste treatment and disposal service for NPTCBC and BCBC. • New financial PI developed for Other Cleaning service. Finance Team rep. attends monthly PI review meetings to monitor financial indicators. 	<p>Executive Director - Environment</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>3. Waste Management (continued)</p>	<ul style="list-style-type: none"> • Maintain the successful administration of the grants in this area • Continue to provide effective administrative support • Continue in regional waste groups <u>New Actions 2007/08</u> • Introduce pilot kitchen waste collection service 	<ul style="list-style-type: none"> • On-going • On-going • On-going • March 2008 	<ul style="list-style-type: none"> • Sustainable Waste Management Grant to be fully expended in improving performance e.g. kerbside collection of recyclables, management of household amenity sites • Maintenance of enforcement and fly-capture databases now dealt with by Admin unit. • Assistant Director A&T attends the SW Wales Regional Waste Committee. Head of Technical Services attends the Regional Waste Plan Technical Group, All Wales Waste Benchmarking Group. • Cabinet approval received on 30/01/07, further report required on detailed costs and collection rounds. 	<p>Executive Director - Environment</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. School Reorganisation and Funding	<ul style="list-style-type: none"> • Outcome of consultation on 'Learning Communities – Schools of the Future' document to be analysed and reported to Cabinet • Systematic analysis of the sufficiency, suitability and condition of schools and pupil number projections to be completed • Timetable for proposals for school rationalisation, with costs, to be brought forward to Cabinet for consideration • Comparative information on school-funding levels across Wales and similar-sized LEA's to be collated and reported to elected members • Bids to improve levels of school funding submitted as part of corporate budget strategy • Proposals, where agreed, to be incorporated into medium term capital and revenue programmes • Statutory processes to be followed with regard to rationalisation proposals 	<ul style="list-style-type: none"> • July 2006 • September 2006 • October 2006 • September 2006 • October 2006 • November 2006 • January 2007 	<ul style="list-style-type: none"> • First phase of analysis completed. • Completed reports to Cabinet in October 2007, following completion of consultation surveys in August 2007. • Completed report to Cabinet in November 2007. • Comparative information made available during budget process and via members seminar. • Included school budgets protected and additional funding for primary schools. • Completed. • In process. 	Executive Director - Learning

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. School Reorganisation and Funding (continued)	<p><u>New Actions 2007/08</u></p> <p>Follow statutory processes for Phase 1 reorganisations.</p> <p>Start Phase 2 review. Start Phase 3 review.</p> <p>Commence review of school funding formula.</p>	<p>September 2008 and 2009</p> <p>Ongoing</p> <p>September 2009</p>	<p>Cabinet agreed Phase 1 amalgamations April 2007. September 2008 amalgamations on schedule.</p> <p>Phase 2 review started May 2007. Phase 3 prioritisation to commence June 2007 subject to capacity.</p>	Executive Director - Learning

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>5. Assessment and Care Management Services and arrangements for the protection of vulnerable people</p>	<ul style="list-style-type: none"> ▪ Continue to promote 100% allocation and active management of children's services cases. 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> • Levels of compliance with statutory requirements continue to show improvement in many areas but this needs to be maintained whilst continuing with actions to improve the quality of case work. <p>Compliance with statutory requirements to review cases, both on the child protection register (CPR) and looked after children (LAC) has improved. Performance with CPR and LAC reviews were both recorded at 100% for the quarter October to December 2006. These are encouraging results but it is recognised that this improvement needs to be sustained whilst addressing the quality agenda.</p>	<p>Executive Director - Community</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>5. Assessment and Care Management Services and arrangements for the protection of vulnerable people (cont)</p>	<ul style="list-style-type: none"> Progress implementation of the Unified Assessment Process and the Integrated Children's System. 	<ul style="list-style-type: none"> December 2006 	<ul style="list-style-type: none"> Unified assessment has been implemented across all health and social care sites, following an intensive programme of training, briefings, and ensuring the necessary procedures and documentation was in place. The extension of unified assessment to GPs has not been possible on any significant scale due to the lack of a national contractual agreement. Work on progressing unified assessment processes and the functionality within DRAIG is being advanced. A pilot implementation of unified assessment in housing is underway. Steady progress continues to be made with the implementation of ICS. Electronic recording of contacts, referrals and initial assessments based on ICS exemplars has been in place for some time. Further exemplars dealing with core assessments were implemented electronically in December 2006 and the remaining exemplars will be implemented on a phased basis during 2007. 	<p>Executive Director - Community</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>5. Assessment and Care Management Services and arrangements for the protection of vulnerable people (cont)</p>	<ul style="list-style-type: none"> Progress recruitment and retention initiatives to provide greater stability and increase capacity within Social Work teams across all client groups. 	<ul style="list-style-type: none"> July 2006 	<ul style="list-style-type: none"> Significant improvement in the recruitment and retention of qualified social workers within Children's Services can be reported. However, whilst most social work posts are now filled, many of these are inexperienced workers. This puts pressure on first line managers to provide enough support and supervision to meet their needs and ensure work is done to the required standard. The Authority has recently been successful in covering all its management posts in Children's Services for the first time since the intervention protocol was invoked. However, two of these posts are covered by agency staff. The financial support for the implementation of the report "Social Work in Wales – A Profession to Value" has allowed remuneration packages for our social workers to be brought in line with the new nationally recommended framework and has improved the recruitment and retention of qualified social workers across all client groups. 	<p>Executive Director - Community</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>5. Assessment and Care Management Services and arrangements for the protection of vulnerable people (cont)</p>	<ul style="list-style-type: none"> • Further development of quality assurance arrangements. <p><u>New Actions 2007/08</u></p> <p>As part of the Authority's Joint Risk Assessment in 2007/08 this risk area will be subsumed within both the Children's Services risk (see 1 above) and a new risk area entitled 'Failure to Re-model Adult Social Care', for which a programme plan is being developed and detailed actions will be agreed. Assessment/care management services are central to both of these improvement/re-modeling agendas and the future action plans will reflect this.</p>	<ul style="list-style-type: none"> • September 2006 <p>To be determined</p>	<ul style="list-style-type: none"> • A programme of mentoring managers and practitioners within Children's Services has commenced. The 2006/07 training programme has included a number of events focusing on quality assurance. Discussions have taken place with external Adult Services providers on the development of incentives that could promote quality but these discussions are not yet concluded. 	<p>Executive Director - Community</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>6. Failure to achieve efficiencies to realise cashable gains</p>	<p>Implementation of report to CMB on 4 April 2006 ' Integrating the Efficiency Agenda with the Budget Process'</p> <ul style="list-style-type: none"> • Early identification of 2.5% budget reductions for next 3 years of which 1% must be cashable efficiency savings. • Improved monitoring arrangements to include monitoring of Directorate Business Plan action plans and both cashable and non-cashable efficiencies. 	<ul style="list-style-type: none"> • Savings identified by 31st May 2006 • Report on progress to Scrutiny by end June 2006 • Budgets set by Feb 2007 • Quarterly monitoring reports to cabinet 6 weeks after end of each quarter. 	<ul style="list-style-type: none"> • Achieved. • Report made to Corporate Services Overview & Scrutiny 10th July 2006. Promised further report along with budget proposals in Dec 2006. This report was presented on 13th Dec 2006. • 2007/08 Budgets, including savings of £xm reported to Cabinet on 6th Feb 2007 and approved by Council on 14th Feb 2007. • Achieved for financial and efficiencies monitoring. Action Plan monitoring will be addressed as part of new electronic Performance Management system 	<p>Chief Executive and Executive Director – Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
6. Failure to achieve efficiencies to realise cashable gains (Continued)	<u>New Actions</u> <ul style="list-style-type: none"> • Monitoring arrangements to be established to ensure achievement of £1m savings in Administration and Management identified in 2007/08 budget. 	<ul style="list-style-type: none"> • Quarterly monitoring reports to Cabinet 6 weeks after end of each quarter. 		Chief Executive and Executive Director – Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>7. Asset Management Planning</p>	<ul style="list-style-type: none"> • An update of the Asset Management Plan is prepared annually and the 2006/07 update will be presented to Cabinet probably in June 06 to proceed to the Council • The work of the Asset Management Team in the Property Department is monitored by the Asset Management Working Group (AMWG). The group ensures a corporate approach to property assets and this is affected, in part, by the Property Manager's membership of Capital Working Group; Regeneration Enterprise Board and Corporate Access Improvement Group. • In May 2006 the AMWG approved the 2006 update and an action plan for the year. It reviews progress at its 6 weekly meetings. 	<ul style="list-style-type: none"> • June 2006 • On-going • Every 6 weeks 	<ul style="list-style-type: none"> • The 06/07 Action Plan has now been updated and the AMWG have been circulated the 07/08 Action Plan • A progress report in respect of the Asset Management Plan (AMP) Action plan 06/07 was reported to the September AMWG and February 07 Asset Management Working Group (AMWG). The final update of that Action Plan was circulated to the AMWG April 07. • Progress has been achieved in respect of the identified key project areas of the 06/07 AMP Action Plan with all targets either met or amended to fit changing requirements: 	<p>Executive Director – Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
7. Asset Management Planning (cont)	<p><u>New Actions 2007/08</u></p> <ul style="list-style-type: none"> The 07/08 Action Plan focuses on a drive for the AMP to inform Capital and maintenance Budget planning and to provide clear and coherent information and mechanisms for asset management proposals (retentions, acquisitions and disposals) to meet corporate priorities . 	<ul style="list-style-type: none"> Ongoing - target dates as identified in the AMP Action Plan 07/08 		Executive Director – Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Leadership and Business Continuity	<ul style="list-style-type: none"> • Appointment of an Interim Chief Executive for a six month period to oversee appointment of a new Chief Executive and implement the findings of the Cultural Review. <p><u>New Actions 2007/08</u></p>	<ul style="list-style-type: none"> • December 2006 	<ul style="list-style-type: none"> • Interim Chief Exec appointed 22 May 2006. Replacement Chief Exec in post January 2007. 	Corporate Management Board

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
9. Existing patterns of service provision for school meals, school transport and leisure services (NEW)	Leisure Service review School Transport review School meals review	August 2008 (Phase 1)	Transport review complete May 2007. Reports due for Overview & Scrutiny and Cabinet in June 2007.	Executive Director - Learning

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>10.Potential financial liabilities including waste disposal penalties, equal pay claims, impact of Job Evaluation, pension fund deficits and an overcommitted Capital Programme. (NEW)</p>	<ul style="list-style-type: none"> • Cross directorate review of budgets to identify efficiency savings to help meet these potential liabilities • Request to Welsh Assembly Government to capitalise any liability arising from equal pay claims 	<ul style="list-style-type: none"> • September 2007 • March 2007 	<ul style="list-style-type: none"> • The Council's revised approach to Programme and Project Management includes a Council wide programme on Efficiencies. This will encompass a range of projects designed to release resources into front line services. It will, over time, cover all of the activities of the Council. It is also required to address the funding shortfalls identified in the Medium Term Financial Strategy. The Council is also undertaking a review of the Medium Term Financial planning process. • Request has been made. WAG regulations now in place to allow capitalisation subject to satisfying affordability tests. 	<p>Executive Director - Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
10.Potential financial liabilities including waste disposal penalties, equal pay claims, impact of Job Evaluation, pension fund deficits and an overcommitted Capital Programme. (NEW) (cont)	<ul style="list-style-type: none"> Establishment of Member / Officer group to review capital programme. 	<ul style="list-style-type: none"> June 2007 	<ul style="list-style-type: none"> Cabinet / committee section requested to establish member group. 	Executive Director - Resources

