

The Annual Governance Statement

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 economically, efficiently and 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 responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes the arrangements for the management of risk.

Bridgend County Borough Council has not approved a single over-arching code of corporate governance, but has several policies and processes that are consistent with the principles of the CIPFA/ SOLACE Framework 'Delivering Good Governance in Local Government'. This statement explains how the Authority has complied with the various elements of the code. In Wales, the inclusion of the Annual Governance Statement in the Statement of Accounts 2007/08 is voluntary unlike the mandatory requirement in England. The Authority has decided to adopt the CIPFA framework and Annual Governance Statement approach for 2007/08.

2. The purpose of the governance framework

The governance framework comprises the systems and processes, and cultures and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and 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 governance framework has been in place at Bridgend County Borough Council for the year ended 31st March 2008 and up to the date of approval of the statement of accounts.

3. The Governance Environment

The CIPFA/SOLACE governance framework sets out six fundamental principles of corporate governance being:-

- i. Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
- ii. Members and officers working together to achieve a common purpose with clearly defined functions and roles
- iii. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- iv. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- v. Developing the capacity and capability of members and officers to be effective
- vi. Engaging with local people and other stakeholders to ensure robust public accountability

An assurance gathering exercise was undertaken to review how the core principles were upheld by the Authority during the year 2007/08. A summary of the policies against each core principle is detailed below:-

- (i) Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
 - The Community Strategy 2004-16
 - The Corporate Improvement Plan 2007-2010
 - The external audit of the Corporate Improvement Plan
 - Core Values Revised
 - Directorate Business Plans
 - Strategic Plans
 - Service Level Plans & Service Reviews
 - Consultation Strategy
 - Performance Management Framework
 - Corporate Complaints Procedure
 - External Audit and Regulators - Inspection Reports and Action Plans
 - Three year revenue budget and capital programme
 - Statement of Accounts
- (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles.
 - The Council's Constitution – updated September 2007

- Cabinet and Council
- Cabinet Committees
- Record of Decisions of the Executive
- Scrutiny
- Forward Work Programme
- Committee Terms of Reference
- Corporate Management Board & Cabinet Joint Meetings
- Leader / Chief Executive Meetings
- Delegated powers
- Statutory Reports Published
- S151 Officer and Monitoring Officer
- Staff Recruitment and Selection Policy
- Consultation Strategy – updated June 2007
- Corporate Improvement Plan 2007/10
- Performance Management Framework

(iii) Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

- Core Values (FACE)
- Constitution
- Code of Conduct for Council Employees
- Members and Employees Inductions
- Declarations of Interests
- Financial Procedure Rules
- Contract Procedure Rules
- Disciplinary Procedures
- Corporate Announcements
- Communications Strategy
- Transforming Bridgend Programme
- Equalities Committee
- Equality procedures
- Standards Committee
- Management Standards & High Performance Behaviours

(iv) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

- Constitution
- Cabinet and Council
- Audit Committee
- Scrutiny
- On line Scrutiny Request Form
- Schedule of Delegated Powers Decisions
- Backing Documents for Committee Reports
- Related Party Transaction
- Members Training Programme
- Corporate Complaints Policy

- Risk Management Strategy
- Risk Management – A Tool Kit : A Practical Guide to Integrating Risk Management into Business Processes
- Whistle Blowing Policy
- Role of the Monitoring Officer
- Accounts & Audit Regulations / Statutory Provision
- Financial Procedures Rules
- Contract Procedure Rules

(v) Developing the capacity and capability of members and officers to be effective

- Corporate Induction of New Starters
- Training Unit – in-house and external courses arranged
- Continuous Professional Development
- Members Induction Programme
- Training and Development Policy
- Performance Management Framework
- Management Standards & High Performance Behaviours
- External Inspection and Action Plans
- Communication Strategy
- Recruitment and Retention Policy

(vi) Engaging with local people and other stakeholders to ensure robust public accountability

- Constitution
- Community Strategy 2004-16
- Relationship Letter Wales Audit Office
- Publication of Reports of External Inspectors & Regulators
- Public access to Committees
- Bridgend Local Service Board
- Consultation Strategy and Consultation Best Practice Guide
- Citizen's Panel
- Communication Strategy
- Forums & Focus Groups
- Statement of Accounts, Budget Book & Council Tax Leaflet
- Committee Reports, Minutes & Agendas on Website
- Regular Meetings with Trade Unions

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 Council's aims, objectives and main priority areas are detailed in its Corporate Improvement Plan 2007 – 2010. A new set of values have been developed and adopted across the Authority. The Authority will strive to be:-

- **F**air (considering everyone's needs and circumstances),
- **A**mbitious (always trying to improve what we do and aiming for excellence),
- **C**ustomer focused (remembering the need to serve the local communities) and
- **E**fficient (delivering effective services that are value for money).

A clear statement of the Council's purpose and vision is in the Community Strategy. The responsibility for the Community Strategy for the Bridgend area rests with the Bridgend Local Service Board with representation from the Authority, health, police, voluntary and business sectors. The vision has been translated into a set of priority themes which have been adopted by the Council and cover actions for children, adults, the economy, community development and the regeneration of the County Borough. The achievement of these objectives is monitored by individual services, quarterly business reviews within the performance management framework, external inspection agencies and reports to Cabinet and Overview and Scrutiny Committees.

The Local Service Board is the lead partnership for the county borough of Bridgend, bringing together heads of key agencies across all sectors. Its aim is to deliver improved outcomes for local people by ensuring partners work effectively together in pursuit of agreed priorities. In all aspects of its activity, it follows citizen-centred governance principles. The governance of a partnership should promote good internal accountability between partners and better external accountability to service users. Currently, the Local Service Board is considering a draft partnership agreement. This sets out the role and purpose of the partnership, how it is made up and how it conducts its business. It also states its commitment to its own on-going development with an annual evaluation.

The Council's Constitution was revised in September 2007. It 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. It defines the roles and responsibilities of the Cabinet (the Executive), Overview and Scrutiny Committees, Full Council and other Committees and Officers. Within the Constitution, there are protocols for effective communication and rules of procedures. The Authority has a clear framework of delegation within its Schemes of Delegation revised in June 2007. This ensures that policy and decision making within the Authority operates efficiently following documented procedures.

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. In addition, the Standards Committee has a duty to promote and maintain high standards of conduct for Members.

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 Chief Executive Officer and the Corporate Director Resources, 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 Corporate Director Resources is the responsible officer for the administration of the Council's affairs under section 151 of the Local Government Act 1972. The statutory definition of the Responsible Financial Officer was developed from case law in Attorney General -v- De Winton 1906. It was established that he is not merely a servant of the authority but holds a fiduciary relationship to the local taxpayers. Section 151 of the Local Government Act 1972 requires every authority in England and Wales to "... make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". He is responsible for ensuring that appropriate advice is given on all financial matters, for maintaining proper financial accounts and records and maintaining an effective system of internal financial control. He also is responsible for the Council's Anti-Money Laundering Policy and associated Anti Money-Laundering Policy Guidance Note. Both the Monitoring Officer and the Chief Financial Officer comment on every report to the Cabinet or Council which helps ensure compliance with established policies, procedures, laws and regulations.

The Authority has established Codes of Conduct for both Employees and Members that define expected standards of personal behaviour. These are contained within Part 5 of the Constitution. The Code for Employees is available on the Authority's intranet and staff are made aware during their induction when joining the Council. The Whistle-Blowing policy aims to provide avenues for employees to raise concerns and receive feedback on any action taken; allow employees to take the matter further if they are dissatisfied with the Council's response; and reassure employees that they will be protected from reprisals or victimisation for whistle-blowing in good faith.

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.

The Corporate Management Board is responsible for the management of risks in all areas of the Council. 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. The Council has also produced a document 'Risk Management – A Tool Kit : A Practical Guide to Integrating Risk Management into Business Processes' which

is available for all employees on the intranet. It outlines a simple approach to using risk management techniques to improve the way that services are provided.

In December 2006, the Authority published its performance management framework document. The framework document includes the key elements of the WPI joint risk assessment and improvement plan, financial planning, corporate and service business planning, staff appraisal and monitoring reporting and accountability processes. In managing performance, the Authority focuses attention on managerial accountability through the quarterly business review (QBR) process. The review process covers business plan actions, financial performance, attendance levels and analysis of Performance Indicators.

4. Review of Effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of:-

- the Corporate Directors within the Council who have responsibility for the development and maintenance of the governance environment;
- 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 governance framework includes the following measures and actions:-

- The Council has adopted a Performance Management Framework. A key element of this is the introduction of Quarterly Business Reviews (QBRs). The reviews are led by the Chief Executive, and involve Cabinet, Directors/Heads of Service taking stock of the extent to which the Council's priorities are being progressed and the general performance of service management within Directorates. Implementation of the Performance Management Framework will ensure there is greater managerial accountability and help develop the line of sight between the Council's strategic plans and the role individuals/managers have in achieving the Authority's goals.
- There is a well established Overview and Scrutiny function within the Authority. There are currently 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 Audit Committee is a key source of assurance about the authority's arrangements for managing risk, maintaining an effective control environment, and reporting on financial and non-financial performance. It has as one of its functions to make recommendations to the Council on corporate governance issues. It receives the findings of the audits completed by the Internal Audit Division, External Audit reports and implementation of recommendations. The Chief Internal Auditor's annual opinion on the overall adequacy of the Council's internal control environment is presented to the Committee. Also submitted is the Final Letter of Representation from the external auditor which is included within the Statement of Accounts for a financial year and the Relationship Manager's Annual Letter from the Wales Audit Office.
- 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 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. For 2008/09, it has been decided to change the audit plan year from one ending in March to a year ending June. This allows the Chief Internal Auditor to consider the Joint Risk Assessment linked to the Corporate Improvement Plan and individual business plans across the Authority. The plan also takes into account risk assessments carried out by management within the Authority, concerns expressed by Directors and Internal Audit and the plans of external auditors and inspectors.
- The Joint Risk Assessment for the Authority was undertaken in July 2007 involving the Wales Audit Office, other regulatory bodies, Corporate Management Board and Cabinet. The outcomes of the review were reported in the Corporate Improvement Plan 2007-2010. There are six principal risks that might hinder the Council's achievement of its priority themes as follows:-
 - Failure to support vulnerable children by not sustaining improvements in children's services
 - Failure to create learning communities by not rationalising and modernising our schools
 - Failure to care for our future by not remodelling adult social care

- Failure to deliver the physical and social infrastructure that will secure the long term development needs of the area thereby not valuing our valleys nor realising the potential of our major towns
- Failure to change the culture of the organisation thereby not making the best use of our resources and failing to deliver efficiencies
- Failure to promote active and healthy living by not determining and implementing a remodelled leisure service.

To support the achievement of objectives and major developments that underpin the priority themes a Programme Management Board has been put in place. The Board ensures that the assessments of risk are kept under review and risk mitigation plans monitored. Ten Programmes have been identified as being of importance to the Authority in that they directly support the Council's priority themes. Each Programme has a Senior Responsible Officer at Director level and a Programme Manager. The Programmes are regularly revised and within the monitoring reports submitted to the Programme Management Board, each is assessed and a status level identified either red, amber or green. The Programmes are :-

- i. Adult Social Care Remodelling
 - ii. Supporting Vulnerable Children
 - iii. Schools Modernisation
 - iv. Customer Care
 - v. Regeneration
 - vi. Provision of Leisure services
 - vii. Efficiencies
 - viii. Local Development Policies
 - ix. Human Resources
 - x. Performance Improvement
- The Council is responsible for the Risk Management policy. It will receive risk management reports from the Risk Management Programme Board. The Board will also receive and scrutinise operational risk reports from the Directorate Management Teams, recommend the addition of key operational risks to the Council's Risk Register and monitor this Register and identify training requirements where necessary.
 - The Monitoring Officer is responsible for maintaining an up to date Constitution and ensuring that its aims and principles are given full effect. A full review of the Authority's Constitution was undertaken during 2007/08 with it being published in September 2007. This was to ensure that it was accurate and reflected current best practice and legal requirements.

5. Significant Governance Issues

The following governance issues were identified during 2007/08 as a result of the review of arrangements, outstanding issues from the Statement of Internal Control and by the work of external and internal audit:-

- Children’s Services & Supporting Vulnerable Children
- School Modernisation, Reorganisation & Funding
- Procurement
- Potential financial liabilities including waste disposal penalties, equal pay claims, pension fund deficits and an overcommitted Capital Programme.
- Failure to achieve efficiencies to realise cashable gains
- Asset Management Planning
- Remodeling and Provision of Leisure Services
- Adult Social Care Remodeling
- Waste management
- Regeneration of the county borough
- Transforming Bridgend and New Council Structure

An Action Plan has been devised for all these issues together with a timescale for completion and a responsible officer. The Action Plan will be need to be monitored throughout the year as a vital part of the quarterly business reviews.

6. Certification of Annual Governance Statement

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:

Corporate Director – Resources.....Date

Chief Executive Officer.....Date

Leader of the Council.....Date

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
2. School Modernisation, Reorganisation and Funding	<ul style="list-style-type: none"> • Follow statutory processes for Phase 1 reorganisations. • Start Phase 2 reviews. • Start Phase 3 reviews. • Commence review of school funding formula. 	<p>Sept 2009</p> <p>Autumn 2008</p> <p>Reviews commence Spring 2008 and run through to 2014</p> <p>Review to take place before end of Summer Term 2008 for consultation with governing bodies in Autumn Term. Any agreed changes to be implemented for 2009/10 financial year.</p>	<p>6 statutory processes already completed for Phase 1 openings of 3 schools in 2008; about to embark on other 4 statutory processes to allow opening of other 2 schools in 2009.</p> <p>Phase 2 reviews: 2 in progress, third due to start June 08; completion dates – one by July, second by October, third December.</p> <p>Asset Management Plan completed and review schedule mapped. Capacity of team being developed to start specific reviews.</p> <p>Formula Funding Review Group established and met on a number of occasions to discuss options. Meetings planned for summer term to try and finalise paper for consultation with governors in Autumn Term 2008.</p>	Corporate Director – Children

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
3. Procurement	<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 • Continue to implement a fully integrated e-ordering system 	<p>March 2008 but programme is ongoing with annual review of creditor spend</p> <p>Ongoing in line with All Wales Sourcing Plan</p> <p>Due to commence September 2008 and be phased over 2 year period</p>	<p>7000 transactions have been removed in 2007/8 and investigations have begun to identify areas for 2008/9 with targets to follow.</p> <p>BCBC participates in new collaborative contracts at Regional and All Wales levels. This will be enhanced in 2008/9 with the expansion of the WPC and a more structured work programme.</p> <p>A purchasing card pilot commenced in February 08 with review after 6 months.</p> <p>Service Ledger project has begun with Utility Suppliers</p> <p>Scoping study and business process review undertaken for e-procurement. Project brief complete</p>	Corporate Director - Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>4. Potential financial liabilities including waste disposal penalties, equal pay claims, impact of Job Evaluation, pension fund deficits and an overcommitted Capital Programme.</p>	<ul style="list-style-type: none"> • Cross directorate review of budgets to identify efficiency savings to help meet these potential liabilities • Establishment of Member / Officer Group to review capital programme. • Regular meetings on these issues with respective parties to conclude matters 	<p>May 2008</p> <p>On-going</p> <p>On-going</p>	<p>Evaluation of all Earmarked Reserves took place during the Closing of Accounts to rationalize reserves and increase reserves associated with potential liabilities.</p> <p>The Member / Officer Group has been established and meet regularly to review the capital programme and the capital bidding process.</p>	<p>Corporate Director - Resources</p>
<p>5. Failure to achieve efficiencies to realise cashable gains</p>	<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. 	<p>On-going</p>	<p>As part of the Quarterly Budget Monitoring reports to Cabinet, there is a section on the Monitoring of Efficiencies which examines Service Reductions; Income generation; Cashable Efficiencies Savings and non- Cashable Efficiencies Savings Any shortfalls on savings identified are included then in budget projections.</p>	<p>Corporate Director – Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
6. Asset Management Planning	<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. 	First version by February 2008	<p>Version 1 completed and made available through Cabinet report and to WAG on schedule.</p> <p>Ongoing updating and managing of plan annually through the Asset Management Group.</p>	Corporate Director – Resources
7. Remodeling and Provision of Leisure Services	<ul style="list-style-type: none"> Leisure Service review 	<p>February 2008</p> <p>Summer 2008</p>	<p>A Report on the Review of Sport and Recreation Service was presented to Cabinet. It contained details of the Leisure Consultants review that made recommendations for changes to the service.</p> <p>Further projects were identified within the review that are deemed as necessary to allow a comprehensive strategy for the future of the Sport and Recreation Service. Cabinet will consider these by the summer of 2008.</p>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Adult Social Care Remodeling	<ul style="list-style-type: none"> 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. 	This is a medium to long term change programme which will involve significant reshaping of service provision. A number of separate projects have been initiated which have differing timescales related to the extent/complexity of the specific service changes envisaged over the next three to five years.	<p>Work initiated and progressing on six main projects:</p> <ul style="list-style-type: none"> Integration between Health and Social Care Reshaping Day Opportunities Redesign Residential Care to support independence away from the home Redesign services to support Independence in the home Development of Preventative strategies Refocusing of Care Management <p>Significant progress in 2007/08 included:</p> <ul style="list-style-type: none"> Funding approved by WAG for an Extra Care scheme Enabling Home Care pilot scheme successfully implemented Draft Telecare Strategy developed Meals at home proposals developed for consultation 	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
9. Waste Management	<ul style="list-style-type: none"> Continue to make progress towards achieving the Authority's Waste Management targets Progress partnership working with Neath Port Talbot County Borough Council 	<p>Achieve 25% WAG recycling target in 2009/10.</p> <p>Achieve 15% WAG composting target in 2009/10.</p> <p>Landfill less than 25,608 tonnes of biodegradable waste (BCBC's LAS allowance) in 2009/10.</p> <p>Ongoing.</p>	<p>Recycling performance in 2007/08 21.9%. Requires additional 3.1% to achieve 2009/10 National target.</p> <p>Composting performance in 2007/08 11.1%. Requires additional 3.9% to achieve 2009/10 National target. In 2007/08 24,354 tonnes of biodegradable waste was landfilled which is already below the maximum tonnage (allowance) for 2009/10</p> <p>Achieving the current shortfalls in both the recycling and composting targets will be challenging. In terms of the recycling target performance would be boosted if a county borough wide plastics collection service was introduced. Composting performance would improve with the introduction of a county borough wide kitchen waste collection service.</p> <p>Ongoing partnership working to identify a new operator for the medium and long term future of the MREC has stalled as a result of draft policies outlined in WAG's Future Directions for Waste Management paper. However, close liaison continues with NPT and other councils to develop residual waste solutions.</p>	Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
9. Waste Management (cont.)	<ul style="list-style-type: none"> Introduce pilot kitchen waste collection service 	Ongoing.	The original pilot kitchen waste collection service was amended in April/May 2008 to an improved weekly collection frequency. It is proposed to extend the original 9,000 pilot households to 11,000 by mid summer 2008. To improve the chances of achieving the National 2009/10 composting target of 15% it will be necessary to introduce a county borough wide kitchen waste collection service by April 2009.	Corporate Director - Communities
10. Regeneration of the County Borough	<ul style="list-style-type: none"> Ensuring the development of the county borough in line with corporate priorities 	Adopted Regeneration Strategy July 2008	Draft Produced and consultation completed. Report is being drafted for Cabinet in order to formally adopt it.	Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
11. Transforming Bridgend and New Council Structure	<ul style="list-style-type: none"> • Ensuring that the new Council Structure operates efficiently and the lines of responsibility are clearly defined • Ensuring that the main elements of the 'Transforming Bridgend' are taken forward in accordance with the agreed plan. 	On-going	New Council Structure became operational 1 st April 2008. Senior Management Posts below Heads of Service Level now needs to be restructured.	Chief Executive and all Corporate Directors
12. Implications of the New Political Structure	<ul style="list-style-type: none"> • Ensuring that the new Councillors are properly trained and aware of Governance issues. • Ensure a smooth transition to the new administration 	June onwards	New Members Induction and Training programme will occur.	Chief Executive and all Corporate Directors