

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.

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 2009 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 2008/09. 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 2005-16
 - The Corporate Improvement Plan 2008-2011 (incorporating the Corporate Plan)
 - Children and Young People's Single Plan 2008-11
 - Health, Social Care and Wellbeing Strategy 2008-11
 - Local Development Plan
 - 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
 - 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
- Corporate Improvement Plan 2008/11
- 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 (revised March 2009)
- Contract Procedure Rules (revised March 2009)
- Annual Internal Audit Opinion
- 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

- Business Continuity 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 (revised March 2009)
- Contract Procedure Rules (revised March 2009)

(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
- Staff Appraisals
- 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 2005-16
- 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
- BCBC newsletters and website
- 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 2008–2011. In the previous year's Corporate

Improvement Plan, a new set of values were 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 aim of the Whistle-Blowing policy is 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 addition to risk management policies, the authority has a business continuity management strategy in place and is in the process of developing Business Continuity plans. The aim of the strategy is to create an internal environment where risks to the Council's business are minimised and interruptions to service provision are prevented as far as possible. The Business Continuity Plan (currently at draft stage) provides a strategic framework around which staff may work in the event of business interruptions in order to enable critical functions to be delivered as quickly as possible. The plan will be continuously updated to incorporate lessons learnt from real-life incidents and training exercises, as well as changes in service provision and delivery.

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 and Scrutiny Chairs 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 onwards the audit plan year has been changed 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 2008 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 2008-2011. Risks have been ranked 1-6, according to relative importance. The top ranked risks (1-3) are listed below:
 - School Modernisation (rank 1) - Progress all aspects of school modernisation to provide sufficient, suitable, well-maintained and resourced facilities.
 - Early Intervention in Children's Services (rank 2) – Need for early intervention and preventative services across the whole range of children's services and deliver inclusive services.
 - Highways Infrastructure (rank 2) – The current funding has resulted in a reactive regime rather than a more efficient planned approach being adopted.
 - Equal Pay (rank 2) – Ensure the Council can modernise its pay structure in compliance with equal pay legislation.
 - Strong Working Relationships (rank 3) – Not having strong working relationships between the Children's Directorate, the Wellbeing Directorate and partner organisations could compromise the efficient provision of services.
 - Adult Social Care (rank 3) – Not progressing with the remodelling of adult social care will lead to existing service provision becoming unsustainable because of demographic changes in population.
 - Leisure (rank 3) – Outdated, unattractive and unsafe leisure facilities mean fewer visits from existing customers and an inability to attract new sections of the community.
 - Use of Resources (rank 3) – Ensure the Council is making optimum and effective use of its resources and in particular improving its asset base.
- To support the achievement of objectives and major developments that underpin the priority themes a Corporate Programme Management Board is in place. The Corporate PMB oversees those programmes identified as being of strategic importance to the Authority, in that they directly support the Council's Priority Themes and link directly to the Corporate Improvement Plan for the Council. Each Programme has a Senior Responsible Officer at Director level and a Programme Manager. The Board meets monthly, regularly reviewing programmes and receiving highlight reports on an exception basis. For each Programme timescales, budget, resource, risks and issues are separately assessed and assigned a status level of red, amber or green. The Board has responsibility for managing those risks and issues escalated to it for action. The Strategic Programmes are:

i. Adult Social Care Remodelling

- ii. Supporting Vulnerable Children
- iii. Implementation of Inclusion Strategy
- iv. Schools Modernisation
- v. Customer Care
- vi. Sustainable Communities
- vii. Porthcawl Regeneration
- viii. Waste
- ix. Promoting Active and Healthy Living
- x. Efficiencies
- xi. Job Evaluation

- The Council is responsible for the Risk Management policy. It receives 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, and has been subject to regular review since. This ensures that it is accurate and reflects current best practice and legal requirements.

5. Significant Governance Issues

For 2008/09, 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 2007/08 exercise. These are as detailed below:-

- 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

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.....

Annual Governance Statement – Action Plan

2008/09

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
1. Children's Services & Supporting Vulnerable Children	<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. 	On -going	<ul style="list-style-type: none"> Action plan continues to be monitored by Continuous Improvement Board. Inspection by CSSIW took place in April 2009. Outcome awaited in July 2009. 	Corporate Director – Children
	<p><u>New Actions for 2009/10</u></p> <ul style="list-style-type: none"> Implement Family Support Strategy and the common assessment framework. 	On -going	<ul style="list-style-type: none"> Family Support Strategy enclosed in draft to complement development of multi-agency hub service delivery and thresholds for referral to Social Services and new agencies. 	
	<ul style="list-style-type: none"> Recruit and retain skilled, experienced staff at all levels. 	On -going	<ul style="list-style-type: none"> Recruitment strategy in place. Induction programme in development. Detailed training plan developed in response to identified training needs. 	

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>	<ul style="list-style-type: none"> • Statutory processes for all 5 amalgamations will be complete by May 2009. • One Phase 2 review completed summer 2008; other 2 delayed due to capacity constraints. One reporting April 09; other to be determined. • Phase 3 reviews under way with 4 feasibility studies due to begin summer 2009 as a result. • Part 1 of review complete and first adjustment to formula in place for 2009-10. Funding for salaries and SEN to follow. 	Corporate Director – Children

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
2. School Modernisation, Reorganisation and Funding (cont.)	<u>New Actions for 2009/10</u> <ul style="list-style-type: none"> • Develop Strategies for Multi-Agency Working and Community Focused Schools to inform and complement School Modernisation programme. • Restructure School Modernisation programme to reflect changing scope and scale 	<p>Spring 2010</p> <p>Spring 2010</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 	<p>March 2008 but programme is ongoing with annual review of creditor spend</p> <p>Ongoing in line with All Wales Sourcing Plan</p>	<ul style="list-style-type: none"> 7000 transactions removed from system by March 2008. A successful purchasing card pilot has taken place in three service areas, meeting all of the critical success factors identified. Programme to be rolled out to support e-procurement. The introduction of e-procurement will reduce order and invoice transaction processing costs, as indicated in the e-procurement business case. A contract management programme has been developed within the WPC with 6 workstreams. BCBC is actively participating in these, with some quick wins identified e.g. office furniture. The development of specific new WPC and Value Wales contracts will not commence until the end of 2009. This is outside the control of BCBC 	Corporate Director - Resources

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
3. Procurement (cont.)	<ul style="list-style-type: none"> • Continue to implement a fully integrated e-ordering system <p><u>New Actions for 2009/10</u></p> <ul style="list-style-type: none"> • Roll out the e-procurement programme across all Directorates following individual detailed Business Process Reviews • Implement the Council's Procurement Strategy for 2009 to 2011 • Integrate sustainability into the Procurement Process 	<p>Due to commence September 2008 and be phased over 2 year period</p> <p>Commence in Resources on 1st June 2009 with targeted completion across Council by June 2011</p> <p>Ongoing</p> <p>December 2010</p>	<ul style="list-style-type: none"> • The system design and build is complete and links with the Xchange Wales marketplace are now live. The pilot commenced in Property on 20th April with a go live date for the Resources Directorate on 1st June 2009 	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><u>New Actions for 2009/10</u></p> <ul style="list-style-type: none"> • Asset Management & Capital Investment Group to consider capital investment requirements and prepare ten year capital programme for submission to Council by summer 2009. • Review of specific base budget issues relating to waste management, special educational needs, car parking income and homelessness. 	<p>May 2008</p> <p>On-going</p> <p>On-going</p> <p>Summer 2009</p> <p>October 2009</p>	<ul style="list-style-type: none"> • It was agreed to concentrate on identified issues during 2009-10. See new action. • Asset Management & Capital Investment Group established by Council 13th August 2008 comprising cross party Members plus senior officers from each Directorate. The Group meets quarterly with a 3 year capital programme approved by Council 18th Feb 2009. • New Capital Strategy approved spring 2009 to ensure that all investment decisions are in line with Corporate Priorities and Asset Management Plan. 	<p>Corporate Director - Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
5. Failure to achieve efficiencies to realise cashable gains	<ul style="list-style-type: none"> Monitoring arrangements to be established to ensure achievement of savings in administration and management identified in 2008/09 budget. <p><u>New Actions 2009/10</u></p> <ul style="list-style-type: none"> Continue to monitor achievement of efficiency savings identified in 2009/10 budget. 	<p>On-going</p> <p>On-going</p>	<ul style="list-style-type: none"> Quarterly monitoring reports to Cabinet during 2008/09 have identified that there is shortfall on expected administrative savings due to a delay in implementing changes to mileage payments and the single pay date. This shortfall has been met from contingency provisions and will be addressed during 2009/10. 	<p>Corporate Director – Resources</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
7. Remodeling and Provision of Leisure Services	<ul style="list-style-type: none"> • Leisure Service review • Revised Sport and Physical Activity Strategy and implementation action plan <p><u>New Actions 2009/10</u></p> <ul style="list-style-type: none"> • Continue action leading to confirmation by Cabinet of the agreed Strategy 	<p>Summer 2008 This is a medium to long term change programme The action plan will have a number of projects with specific timescales</p> <p>June 2009</p> <p>December 2009</p> <p>September 2009</p>	<ul style="list-style-type: none"> • Active and Healthy Living Programme established • Draft sport and physical activity strategy finalised for consultation • Ynysawdre pool opened <ul style="list-style-type: none"> • Consult widely on draft Sport and Physical Activity strategy based on Sport and Recreation Service review <ul style="list-style-type: none"> • Complete identified feasibility projects in order to inform the service action plan and report to Cabinet for approval including confirmation of future strategy <ul style="list-style-type: none"> • Develop and agree Sport and Physical Activity priorities for next phase of Local Authority Physical Activity partnership agreement with Sports Council for Wales based on review of phased projects 	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Adult Social Care Remodeling	<ul style="list-style-type: none"> • This is a medium to long term change programme which will involve significant reshaping of service provision. The programme has three overarching themes within which a number of projects have been initiated: <p><u>Remodelling Care Management</u></p> <ul style="list-style-type: none"> • Outcome Focussed Practice • Systems & Information management • Realign and Integrate Operational Services – Physical Disability & Sensory Impairment • Realign and Integrate Operational Services – Learning Disability and Mental Health <p><u>Remodelling Services in the Community</u></p> <ul style="list-style-type: none"> • Extra Care • Integrated Living • Specialist Intervention • Community Opportunities • Specialist preventative services <p><u>Remodelling Services in the Home</u></p> <ul style="list-style-type: none"> • Telecare • Services in the home • Community Integrated Intermediate Services • Integrated Community Equipment Store 	Each of the projects has a number of strands and differing timescales apply to these depending on the extent and complexity of the specific service changes envisaged over the next three to five years.	<ul style="list-style-type: none"> • Building works started on new Learning Disability Community core centre. • New Extra Care Housing Scheme approved by Cabinet • Joint service model for dementia agreed with Health and out for consultation • Joint Mental Health day opportunities new build commenced • Telecare strategy launched and implementation progressing • Bridgestart (the short term home care enabling service) has been extended. • Two formal Pooled Budget Agreements (Section 33) in place • New Residential/Nursing Home contract agreed and implemented – incorporating Care Fees Quality Premium Payment Scheme 	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Adult Social Care Remodeling (Cont'd)	<u>New Actions for 2009/10</u> <ul style="list-style-type: none"> • Continue to progress projects 	<p>March 2010</p> <p>September 2009</p> <p>March 2010</p> <p>September 2009</p> <p>July 2009</p> <p>January 2010</p> <p>January 2010</p> <p>March 2010</p> <p>September 2009</p>	<ul style="list-style-type: none"> • Finalise the Adult Social Care Commissioning Strategy (Independent Living in the 21st Century) • Transition to alternative accommodation settings of residents and staff at Troedy Ton • Start the building works on the new Extra Care Housing Scheme • Bridgelink mobile response team operational • Bridgestart fully implemented across the County Borough • Roll out the Re-ablement Service across the County Borough • Implement Early Response Service • Develop a new service specification for the Community Drug and Alcohol Team and Voluntary Sector Provider • Implementation of new short break service (outsourced) 	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 • Introduce pilot kitchen waste collection service 	<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>Ongoing</p>	<ul style="list-style-type: none"> • Recycling performance 2008/09 - 23% • Composting performance 2008/09 - 12% • 22,000 tonnes of biodegradable waste landfilled in 2008/09 • Regular monthly meetings held with NPT to discuss ongoing operation of MREC. Council, as part of South West Wales Regional Waste Consortia, working in partnership with Swansea, NPT, Carmarthenshire and Pembrokeshire Councils to procure anaerobic digestion (AD) facilities in the region for the treatment of food waste. • Weekly pilot kitchen waste collection service now serving 11,000 houses. To be rolled out borough wide as part of new Waste Contract in April 2010. 	Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
9. Waste Management (cont.)	<p><u>New Actions 2009/10</u></p> <ul style="list-style-type: none"> Continue to make progress to achieve the Council's waste management targets Participate in regional partnership in procuring AD facilities in the region for the treatment of food waste Procure new integrated Waste Services contract for refuse collection, recycle collection, transfer station and household waste amenity site management 	<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>Approval of outline business case by WAG July 2009, Procurement /Planning July 2009-December 2010, Contract award Feb 2011</p> <p>Approval of final bidders May 2009</p> <p>Approval of successful bidder October 2009</p> <p>Commence Contract 1st April 2010</p>		Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
10. Regeneration of the County Borough	<ul style="list-style-type: none"> • Ensuring the development of the county borough in line with corporate priorities <p><u>New Actions 2009/10</u></p> <ul style="list-style-type: none"> • Contribute to the development of the strategic framework and action plan post announcement of the Western Valleys SRA, St Athan opportunities and taking into account the current economic climate. 	<p>Adopted Regeneration Strategy July 2008</p> <p>May 2009</p>	<ul style="list-style-type: none"> • Fit for the Future Regeneration Strategy document was approved by Cabinet and Council. 	Corporate Director - Communities