

Report	Recommendations	Progress Report
<p><b>Highways Asset Management (October 2008)</b></p>	<p>R1 Standards for highway maintenance and network condition should be documented in accordance with the guidance in “Well Maintained Highways” and be approved by members.</p>	<p>R1 The Code of Practice “Well Maintained Highways” has been adopted as the Authority’s base document for management of the highways network. BCBC currently engaged with RCT, Merthyr, Blaenau Gwent and Capita Symonds in developing a feasibility for a shared service for Highways Infrastructure Asset Management. A supplementary policy document will be developed as part of this approach if it moves forward.</p>
	<p>R2 Consultation with users should be undertaken through surveys to help inform priority setting for the service.</p>	<p>R2 Citizens Panel consultation took place on Highway Maintenance in Quarter 3, 2008, Summary Report issued in February 2009. This produced similar findings to previous consultation. Further exercise to be considered for Quarter 3, 2010.</p>
	<p>R3 The HAMP and its role in assessing funding needs should be publicised widely amongst officers and members.</p>	<p>R3 Highways Maintenance Research and Evaluation Panel recommendations considered by Community Renewal and Environment Overview and Scrutiny Committee on 12/01/09 and approved by Cabinet on 3/02/09. Main points were Highways AMP is completed as a priority and future budget allocations be aligned to HAMP. Development of HAMP</p>

**APPENDIX 1**

			continues, progress hampered by staff vacancies.
	R4 Member commitment to the implementation of the HAMP is required.		R4 Backlog of Highways maintenance work has been recognised by Cabinet and the budget increased by £400k in 2009/10 and £200k in 2010/11. An element of this has been allocated to completion of HAMP.
<b>Member Support (September 2009)</b>	R1 Cabinet have identified the need for dedicated Cabinet support to help them deliver their role more effectively. Current arrangements could be strengthened by reviewing and restructuring the existing provision for Members' support, the Mayoralty and the Cabinet Office.		R1 A review has been undertaken of the team and consultation of a new structure combining Cabinet/ Committee with Member Support has been concluded. A member of staff has developed the role of Cabinet Support and the structure includes a new post dedicated to the support of Cabinet.
	R2 The support available for Members on Outside Bodies varies and the value of attending these Bodies is not always clear. The Council should review the membership on Outside Bodies to: <ul style="list-style-type: none"> <li>• determine those which are the most relevant and significant;</li> <li>• ensure members are clear what their</li> </ul>		R2 Cabinet has sought the support of Overview and Scrutiny in considering all of the recommendations. A Scrutiny Research & Evaluation panel has been established to explore how the WAO recommendations are taken forward and it is envisaged that comments will be offered to Cabinet later this year.

**APPENDIX 1**

	<ul style="list-style-type: none"> <li>role is on the Bodies;</li> <li>• put in place appropriate support arrangements;</li> <li>• and establish and implement reporting back arrangements.</li> </ul>	
	<p>R3 The Members' enquiry system is not operating as efficiently or effectively as it could and uses resources which could be deployed to support other aspects of Members' roles. The Council should use its Call Centre to handle Members' enquiries to enable them to be dealt with in a more efficient, timely and consistent manner.</p>	<p>R3 Members are not supportive of the use of the Call Centre (Customer Service centre) for this purpose and wish to have their own referral system. The matter will be considered again once the new support structure (See comments re R1 above) has settled.</p>
	<p>R4 Members are provided with a large amount of information. To help them manage this information more effectively, documents should be accompanied by executive summaries which identify the key issues contained within the document.</p>	<p>R4 The report format is due for review shortly but in any event has provision for an explanation of the purpose of the report. Other documents will be provided with an executive summary.</p>
	<p>R5 To help fulfil Members' knowledge needs, incorporate briefings on the key issues for the Council in the Member training programme.</p>	<p>R5 This has been considered by the Member Development Group and this approach is being adopted. Briefings were arranged for Scrutiny Members on the implementation of the new Crime &amp; Disorder Regulations and these were viewed by Members as being very helpful.</p>

<p><b>School Modernisation (January 2009)</b></p>	<p><b>Clarity of outcomes</b></p> <p>In order to give greater clarity to the purpose of the School's Modernisation Programme and provide a basis for assessing the impact of the ongoing programme, the Council should within the next six months:</p>	
	<p>R1 Prepare and agree a Programme Brief which makes clear the existing and desired levels of performance for the success factors that it considers important.</p>	<p>R1 The programme brief was finalised and agreed in January 2009.</p>
	<p><b>Project management</b></p> <p>For the School's Modernisation Programme to be project managed in an effective way the Council should, as soon as possible, but not later than six months:</p>	
	<p>R2 Fully address the organisational, capacity and systems issues raised in the Council's own health check and in this report.</p>	<p>R2 The capacity of the team has been increased and, following reorganisation of the strategic planning and resources team, a senior project manager has been appointed. This individual is supported by two permanent project managers, with a further project manager being appointed on a two year contract in April 2010.</p> <p>Team members attended the programme and project management training organised by the centre of excellence.</p>

**APPENDIX 1**

<b>Performance Management (April 2009)</b>		
	R1 Ensure the performance management modules of the management development programme are rolled out quickly as part of a corporate approach to developing a performance management culture.	R1 This was done and approximately 130 managers have now completed the programme of core modules which included Performance Management.
	R2 Move the focus of performance management away from just measuring inputs towards measuring outcomes and success criteria.	R2 Much more emphasis is now being given to defining outcomes and the business planning process has been revised to assist with this. Work is being progressed on the development of the Council's first 'Outcome Agreement' with WAG which will enable progress to be measured each year towards specific outcomes.
	R3 Ensure outcome-based performance management becomes a regular function of directorate and service management team meetings.	R3 This work is in progress. The Policy & Performance Unit is working with Directorate Business Support managers to take this forward on a corporate basis.
<b>Review of the Council's response to the recommendations of the E. coli Inquiry (January 2010)</b>		The Council has included each recommendation into its ongoing action plan.
	R1 The Council should continue to work with other Welsh councils to:	R1 The department is working with the Directors of Public Protection in Wales to

**APPENDIX 1**

	<ul style="list-style-type: none"> <li>• obtain clarification from the FSA on the use of food machinery for both raw meat and ready-to-eat foods;</li> <li>• obtain clarification from the FSA on the legal status of unannounced inspection visits;</li> <li>• establish outcome-based performance indicators for food safety; and</li> <li>• influence the Assembly Government to redraft its paper on responsibility for the inquiry recommendations so that that the actions for each stakeholder are clearer.</li> </ul>	<p>engage with the FSA. The FSA are responding to each recommendation that is applicable to them, and working closely with local authorities in Wales. The authority has also arranged separate meetings with the FSA and has been subject to a recent focussed audit on approved establishments. There are regular meetings with the Assembly Government where the recommendations and subsequent actions have been discussed. A lead role has also been taken by the authority in discussions with the WLGA who along with DPPW are updating WAG on the local authority responses to the public enquiry.</p>
	<p>R2 The Council should increase the amount of routine food regulation undertaken outside of normal office hours, and in particular, the inspection of food premises during times of food preparation.</p>	<p>R2 As part of appointing additional members of staff to implement the recommendations consideration was give to the need to increase the scope of routine inspection, including out of hours. The department also operates an out of hours rota which also assists in responding to out of hours complaints, including food safety. Inspections are already conducted out of the 'core' hours.</p>
	<p>R3 The Council should influence the organisations involved in the joint</p>	<p>R3 Greater collaboration with internal procurement and neighbouring authorities</p>

	<p>procurement of food to extend their collaboration to include joint authority inspections of food providers in the food supply chain. This approach could further improve hygiene standards and assurance of food safety within the Procurement Group.</p>	<p>is now taking place, with improved communication and sharing of intelligence. This includes the joint scrutiny of tenders and food contracts, with neighbouring authorities.</p>
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