

### 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 framework and the Accounts and Audit (Wales) Regulations 2005 in relation to the publication of a statement of internal control.

#### 2. The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values by which the Authority directs and controls its activities. 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 and can therefore provide only 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, the impact should they be realised and to manage them efficiently, effectively and economically.

#### 3. The Governance Framework

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

- 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.

### Policies and Plans

An assurance gathering exercise was undertaken to review how the core principles were upheld by the Authority during 2009/10. 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 2009-2012 ('Bright Future')
- The Corporate Improvement Plan 2009-2012 (incorporating the Corporate Plan)
- Children and Young People's Single Plan 2008-11
- Health, Social Care and Wellbeing Strategy 2008-11
- Bridgend Local Development Plan 2006-2021
- The external audit of the Corporate Improvement Plan
- Core Values Revised
- Strategic Plans
- Directorate Business 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 2009-12
  - 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
  - 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
- 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
- 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
- Project Management Toolkit

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

- Constitution
- The Community Strategy 2009-2012 ('Bright Future')
- 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, Annual Governance Statement, 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](http://www.bridgend.gov.uk)".

The Council's aims, objectives and main priority areas are detailed in its Corporate Improvement Plan 2009–2012. The Authority's Core Values as set out in the Plan are to 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).

#### Local Service Board and the Community Strategy

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 the following set of priority themes: Strong Communities, Young Voices, Healthy Living, New Opportunities, Proud Past and Green Spaces. The achievement of the priorities and objectives that have been developed alongside these themes 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-centered governance principles. The governance of a partnership should promote good internal accountability between partners and better external accountability to service users. The Local Service Board has a partnership agreement in place that 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.

#### Council's Constitution, Monitoring Officer and Audit Committee

The Council's Constitution, as revised in March 2010, 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), the 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, updated in February 2010, that ensures that policy and decision making within the Authority operates efficiently following documented procedures.

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 Section 151 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 or she 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. In addition, the Standards Committee has a duty to promote and maintain high standards of conduct for Members.

### Financial Management

The 'Section 151' Officer (currently the Head of Property and Finance) 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 or she 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 or she 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 or she is also 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.

In line with CIPFA's 'Statement on the Role of the Chief Financial Officer in Public Service Organisations' (2009) and the 'Statement on the Role of the Chief Financial Officer in Local Government' (2010), it is considered that the Council's Chief Financial Officer:

1. is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest;
2. is actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the organisation's financial strategy; and
3. leads the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the Chief Financial Officer:

4. leads and directs a finance function that is resourced to be fit for purpose; and

5. is professionally qualified and suitably experienced.

It is considered that the authority's financial management arrangements conform to the governance requirements of CIPFA's 'Statement on the Role of the Chief Financial Officer in Local Government'.

#### Code of Conduct

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.

#### Risk Management and Business Continuity

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, which is being worked on in 2010, 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.

## Performance Management

Sound performance management principles and practices are at the heart of modern and effective organisations and underpin the management of services and support the drive for continuous improvement. In December 2006, the Authority published its Performance Management Framework document. The framework document, which was revised in March 2009, supports the Authority to:

- be more business like in the way we conduct our business;
- be clear about what we are trying to achieve;
- set out exactly what we are going to pursue and how we will do this;
- identify threats to the achievement of our objectives;
- develop a cyclical approach to business planning and reviewing;
- monitor whether we are achieving our objectives;
- report on how well we are doing; and
- provide a clear link between the work of individuals and the key objectives of the Council.

The document focuses on the following areas: core values; consultation; the planning framework; strategy and objectives; the Wales Programme for Improvement and Improvement Agreements; the Joint Risk Assessment; equalities and sustainable development; performance review and reporting; and, development and training. In managing performance, the Authority emphasises 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; and
- 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 Committee 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 ensures there is greater managerial accountability and has helped 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. 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 has been undertaken and agreed with regulators in September 2009 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 2009-2012. Risks have been ranked 1-5, according to relative importance. The top ranked risks (1-3) are listed below:

- Impact of the Recession (rank 1) – The reduction in public spending will impact on the Council's ability to deliver services and on the wider economic activity and development of the County Borough.
- Modernising our Schools (rank 1) – There are specific risks relating to funding and capacity which could result in schools becoming, or continuing to be, 'unfit for purpose' leading to reduced attainment levels, health and safety issues, inefficient use of resources and poor inspection results.
- Remodelling Adult Social Care (rank 2) – Not progressing with the remodelling of adult social care will lead to existing service provision becoming unsustainable because of demographic and epidemiological trends. The needs of some groups/individuals will not be met and the required efficiency savings will not be delivered, impacting on vulnerable members of the community and the resources and reputation of the Council.
- Managing Staffing Costs (rank 2) – Threat to the budget from the pay and grading review, potential increases in employer's pension contributions, and unacceptably high sickness absence levels.
- Supporting Vulnerable Children (rank 3) – Pressure on the budget caused by increased numbers of out of county residential placements and the use of independent foster care has resulted in fewer resources for preventative services.
- Maintaining Infrastructure (rank 3) – The Highways Asset Management Plan (HAMP) predicts that £37 million is required to bring all highways and structures up to standard. Funding constraints and the subsequent reactive approach to maintenance leads to an increase in the number of roads classed as being in a poor condition, increasing the number of third party liability claims, reducing the quality of life for citizens and possibly adversely affecting economic activity and the Council's ability to meet its statutory obligations, and its reputation. The continued development of a HAMP linked to the long term budget strategy should help make the case for increased investment in infrastructure, thus reducing the backlog of repairs. A commitment has been given to highway maintenance by way of recurring annual budget growth; however, WAG highway maintenance grant has been reduced from £600k to £200k in 2010/11, thus restricting improvement.
- Reconfiguring Leisure Services (rank 3) – Existing arrangements are considered to be unsustainable and change is essential. Outdated, unattractive and unsafe leisure facilities mean fewer visits from existing customers and an inability to attract new sections of the community.
- Using Resources Effectively (rank 3) – It is highly likely that the Council is entering a period of budget constraint whilst demands on services increase. Difficult decisions will have to be made about competing priorities.

- To support the achievement of objectives and major developments that underpin the priority themes identified in the Corporate Improvement Plan 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, resources, 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. Porthcawl Regeneration
- vi. Promoting Active and Healthy Living
- vii. Bridgend Efficiencies & Innovation Programme
- viii. Job Evaluation

- The Council is responsible for Risk Management policy. It receives risk management reports from the Risk Management Programme Board. The Board also receives and scrutinises operational risk reports from the Directorate Management Teams, recommends the addition of key operational risks to the Council's Risk Register and monitors this Register and identifies 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 the revised document being published in September 2007. The Constitution has since been subject to regular review to ensure that it is accurate and reflects current best practice and legal requirements (latest version March 2010).
- The External Auditor's report for 2008/09 (usually known as the Relationship Manager's Annual Letter (RMAL)) was presented to Council on 10<sup>th</sup> February 2010. The report included a review of corporate governance which concluded that:

**“The Council demonstrates some good examples of how good governance principles are embedded in the way the Council works, although there remains room for improvement”**

The report stated that the Council compares well with other councils across Wales. Governance arrangements were evaluated in the context of the seven 'citizen-centred governance principles' that have been developed by the

Welsh Assembly Government, viz: 'putting the citizen first'; 'knowing who does what and why'; 'living public service values'; 'fostering innovative delivery'; 'being a learning organisation'; 'engaging with others'; and 'achieving value for money'. It concluded that:

- the building blocks for *putting the citizen first* are in place;
- there is a good level of understanding in terms of *knowing who does what and why*;
- members and officers actively promote *living public service values*;
- there are examples of the Council *fostering innovative delivery*;
- the Council embraces *being a learning organisation*;
- there is a track record of *engaging with others*; and
- the Council has a good approach to *achieving value for money*.

Other positive characteristics displayed by the Council are considered to be:

- the corporate 'culture' underpins governance arrangements;
- the Council's 'FACE' values are widely accepted and used;
- scrutiny arrangements support effective scrutiny of policy and performance; and
- other formal corporate and management arrangements also contribute to this.

However, the RMAL highlighted the following areas that require development and further consideration:

- making better use of citizen's views and ward councillor's knowledge and expertise to inform improvements in service delivery;
- ensuring performance management arrangements lead to better outcomes for citizens;
- replicating the new 'reception ethos' at other public interfaces including telephone contact; and
- cascading the collaborative culture at the top of the organisation down to front line services, through improved engagement with staff.

The RMAL also highlighted that the authority faces significant challenges from the need to:

- ensure more consistent information is available to understand fully whether all services provide quality and value for money ;
- clarify priorities (and non-priorities) from increasingly limited resources; and
- make and implement further difficult and politically sensitive decisions to reshape and target services.

The review of the effectiveness of the governance framework has highlighted issues that need to be addressed to ensure continuous improvement and has informed the process that resulted in the identification of the significant governance issues that are discussed in the following section.

## **5. Significant Governance Issues**

For 2009/10, 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 2008/09 exercise. The following are considered to be the significant government issues that will be addressed during the coming year:

- Financial Pressures – increased demand for services caused by changes in social conditions as a result of the recession, combined with reduced funding from central government, will increase the need to use resources effectively and require difficult political decisions to be made in order to focus available resources.
- School Modernisation.
- Managing Staffing Costs – job evaluation, equal pay claims and increased employer contributions to the pension fund will increase pressure on resource allocation.
- Remodelling Adult Social Care.
- Children's Services and Supporting Vulnerable Children.
- Maintaining Highways Infrastructure.
- Remodelling and provision of Healthy Living Services.
- Waste Management.
- Regeneration of the County Borough.

The attached Action Plan has been devised for all these issues together with a timescale for completion and a responsible officer. The issues identified in the Action Plan will be monitored during the year.

**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:**

**Section 151 Officer.....Date.....**

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

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

## Annual Governance Statement – Action Plan

2009/10

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>1. Financial Pressures - a reduction in funds available combined with increased demand for services will increase the need to use resources effectively and will require difficult political decisions to be made.</p>	<ul style="list-style-type: none"> <li>• Review and determine the Medium Term Financial Strategy 2011/12 to 2013/14</li> </ul>	<p>Autumn 2010</p>	<ul style="list-style-type: none"> <li>• Cabinet report on Medium Term Financial Strategy 22 June 2010.</li> </ul>	<p>Head of Property and Finance</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>2. School Modernisation, Reorganisation and Funding</p>	<ul style="list-style-type: none"> <li>• Phase 1: (a) Develop business cases for Tremains and Pencoed Primaries to access funding from Tranche 3 WAG source; (b) implement Litchard Primary modernisation programme.</li> <li>• Phase 2: (a) Secure WAG funding for Gateway scheme, establish new school and appoint contractor; (b) complete Cynffig area feasibility, secure WAG funding and proceed to tender stage for new Primary school; (c) complete feasibility for ALN provision.</li> <li>• Continue Phase 3 reviews; develop options for Aberkefig/Tondu/ Bryncethin area and Garw and Llynfi Valleys.</li> <li>• Develop and submit Strategic Outline Plan (SOP) to WAG for 21<sup>st</sup> Century Schools' programme.</li> </ul>	<p>(a) May 2010</p> <p>(b) 2012</p> <p>(a) Sept 2011</p> <p>(b) May 2011</p> <p>(c) April 2012</p> <p>Reviews run through to 2014.</p> <p>October 2010</p>	<ul style="list-style-type: none"> <li>• Statutory processes for amalgamations completed; WAG funding granted for Litchard.</li> <li>• Development bid submitted to WAG for Gateway and Mynydd Cynffig; preferred option agreed on ALN.</li> <li>• Phase 3 reviews under way; priorities being established within phase 3.</li> <li>• School Asset Management Plan in place and training undertaken for 5 case business model.</li> </ul>	<p>Corporate Director – Children</p>



ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
2. School Modernisation, Reorganisation and Funding (cont)	<ul style="list-style-type: none"> <li>Continue review of school funding formula.</li> </ul> <p><u>New Actions for 2010/11</u></p> <ul style="list-style-type: none"> <li>Develop principles and protocols for Multi-Agency Working to inform and complement Family Support strategy, 4-5-6 model and School Modernisation programme. Develop an implementation action plan.</li> </ul>	<p>Management/staffing element reviewed Autumn 2010; SEN/ALN completed Autumn 2011; implementation dates dependent upon agreement on review outcomes.</p> <p>Autumn 2010</p>	<ul style="list-style-type: none"> <li>First adjustment to formula in place for 2009-10. Work on funding for salaries and SEN/ALN quite well advanced.</li> <li>Draft principles and protocols embodied in Paving Document; awaiting agreement with Delivery Board on way forward.</li> </ul>	Corporate Director – Children

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
3. Managing Staffing Costs – increased costs arising from job evaluation/single status/equal pay and increased employer pension contribution.	<ul style="list-style-type: none"> <li>Determine new pay and grading structure</li> </ul>	April 2011	<ul style="list-style-type: none"> <li>Data integrity checks being carried out</li> <li>Job Families being developed</li> </ul>	Assistant Chief Executive – Corporate Development and Partnerships

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. Adult Social Care Remodelling	<ul style="list-style-type: none"> <li>• 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:</li> </ul> <p><u>Remodelling Care Management</u></p> <ul style="list-style-type: none"> <li>• Outcome Focussed Practice</li> <li>• Systems &amp; Information management</li> <li>• Realign and Integrate Operational Services – Physical Disability &amp; Sensory Impairment</li> <li>• Realign and Integrate Operational Services – Learning Disability and Mental Health</li> </ul> <p><u>Remodelling Services in the Community</u></p> <ul style="list-style-type: none"> <li>• Extra Care</li> <li>• Integrated Living</li> <li>• Specialist Intervention</li> <li>• Community Opportunities</li> <li>• Specialist preventative services</li> </ul>	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 3 to 5 years.	<p><u>Remodelling Care Management</u></p> <ul style="list-style-type: none"> <li>• Information leaflets and a carer's information pack developed</li> <li>• Outcome focussed care plan documentation revised</li> <li>• Electronic Document Management System being rolled out</li> <li>• Consultation planning on physical and sensory impairment model</li> <li>• Fully integrated CMHTs</li> </ul> <p><u>Remodelling services in the community</u></p> <ul style="list-style-type: none"> <li>• Building works started on new Learning Disability Community core centre in Bridgend.</li> <li>• New Extra Care Housing Scheme - building work planned for summer 2010. On target</li> <li>• Joint Mental Health day opportunities - new build completed and service fully operational - section 33 pooled budget in place</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. Adult Social Care Remodelling (Cont'd)	<p><u>Remodelling Services in the Home</u></p> <ul style="list-style-type: none"> <li>• Telecare</li> <li>• Services in the home</li> <li>• Community Integrated Intermediate Care Services</li> <li>• Integrated Community Equipment Store</li> </ul> <p><u>Actions for 2009/10</u></p> <ul style="list-style-type: none"> <li>• Continue to progress projects</li> </ul>	<p>June 2010</p> <p>September 2009</p> <p>March 2010</p> <p>September 2009</p>	<p><u>Remodelling services in the home</u></p> <ul style="list-style-type: none"> <li>• Telecare – fully implemented. Now part of core business</li> <li>• ICES Pooled Budget Agreements (Section 33) in place</li> <li>• The reablement service has been rolled out across the county borough</li> <li>• Finalise the Adult Social Care Commissioning Strategy (Independent Living in the 21<sup>st</sup> Century). This is being presented to Cabinet in June 2010</li> <li>• Transition to alternative accommodation settings of residents and staff at Troed y Ton – completed. On target</li> <li>• Start the building works on the new Extra Care Housing Scheme - progressing. On target.</li> <li>• Bridgelink mobile response team operational</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. Adult Social Care Remodelling (Cont'd)		<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"> <li>• Bridgestart fully implemented across the County Borough</li> <li>• Re-ablement Service rolled out across the County Borough</li> <li>• Early Response Service implemented</li> <li>• Draft Community Drug and Alcohol Team service specification complete for ABMU community, consultation with service and stakeholders to follow</li> <li>• Implemented new short break service</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. Adult Social Care Remodelling (Cont'd)	<p><u>New Actions for 2010/11</u></p> <p>Continue to remodel adult social care</p> <p>Remodelling care management</p> <ul style="list-style-type: none"> <li>• We are improving practices and processes associated with PoVA in response to the recommendations of recent CSSIW inspection</li> </ul> <p>Remodelling services in the home</p> <ul style="list-style-type: none"> <li>• We are reviewing the home care service to provide a range of specialist, enabling and short term interventions</li> </ul> <p>Remodelling services in the community</p> <ul style="list-style-type: none"> <li>• In partnership with a local registered landlord, we are finalising the Extra Care Housing Scheme</li> <li>• We are reconfiguring two residential homes for people with a learning disability to a provision that is community based.</li> </ul>	<p>December 2010</p> <p>New model agreed December 2010</p> <p>September 2011</p> <p>Services commissioned by the end of 2011</p>	<ul style="list-style-type: none"> <li>• An action plan has been developed and is going to Cabinet for endorsement May 2010</li> <li>• Review underway. Consultation – July to September 2010</li> <li>• On target</li> <li>• Work ongoing.</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
4. Adult Social Care Remodelling (Cont'd)	<p>Develop an integrated model of health and social care</p> <ul style="list-style-type: none"> <li>• We will develop, with NHS, a local community equipment, demonstration, teaching and assessment facility for service users, carers, health and social services care staff</li> <li>• We will collaborate with the NHS to realign services for older people into the CIIS model to support independence</li> </ul>	<p>New facility to open spring 2011</p> <p>Section 33 completed by September 2010</p>	<ul style="list-style-type: none"> <li>• Section 33 completed</li> <li>• Section 33 being developed</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>5. Children's Services &amp; Supporting Vulnerable Children</p>	<ul style="list-style-type: none"> <li>Sufficient improvements in Children's Services made has led to the removal of the intervention protocol by the Social Services Inspectorate but improvements still need to be made and children's services remain a significant risk for the Authority.</li> </ul> <p><u>New Actions for 2010/11</u></p> <ul style="list-style-type: none"> <li>Implement Family Support Strategy and the 4.5.6 framework that describes the type and nature of children's needs.</li> <li>Recruit and retain skilled, experienced staff at all levels.</li> </ul>	<p>On -going</p> <p>Autumn 2010</p> <p>September 2010</p>	<ul style="list-style-type: none"> <li>Performance continues to be monitored by Continuous Improvement Board. Inspection by CSSIW took place in April 2009. Outcome received June 2009. Removal of protocol.</li> <li>Family Support Strategy still in draft but will be completed this year to complement development of multi-agency hub service delivery and thresholds for referral to Social Services and to other agencies.</li> <li>Recruitment strategy in place. Induction programme and staff development portfolio in place.</li> <li>Detailed training plan developed in response to identified training needs.</li> <li>Protected time for staff to undertake key training is needed.</li> </ul>	<p>Corporate Director – Children</p>



ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
<p>6. Highways Infrastructure and the need to increase investment</p>	<ul style="list-style-type: none"> <li>• Develop the Highways Asset Management Plan (HAMP).</li>   <li>• Introduce highways policy document linked to HAMP.</li>   <li>• Publish revised developers guide for residential infrastructure.</li>   <li>• Undertake day to day and planned maintenance in line with secured budgets and grant funding.</li> </ul>	<p>HAMP revision by January 2011</p> <p>June 2010</p> <p>September 2010</p> <p>March 2011, to achieve targets for percentage of:  (a) Principal (A) roads  (b) Non-principal/ classified roads in overall poor condition</p>	<ul style="list-style-type: none"> <li>• Robust details on roads, structures available; survey of footpaths commenced. Council currently engaged with RCT, Merthyr, Blaenau Gwent and Capita Symonds in developing a feasibility, in the main funded by WLGA, for a shared service for Highway Infrastructure Management.</li> <li>• The Code of Practice “Well Maintained Highways” is the base document for management of the highways network. A supplementary policy document will be developed as part of the approach referred to above, if it moves forward.</li> <li>• Draft document will be published following consultation.</li> <li>• Improvement in performance for 2009-10 as a result of WAG capital grant and additional revenue funding. Further revenue funding in 2010-11, but offset by a reduction in WAG capital grant. 2010-11 planned programme reported to Cabinet 10-5-10.</li> </ul>	<p>Corporate Director - Communities</p>

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
7. Remodelling and Provision of Healthy Living Services	<ul style="list-style-type: none"> <li>• Leisure Service review</li> <li>• Revised Sport and Physical Activity Strategy and implementation action plan</li> </ul> <p><u>Actions 2009/10</u></p> <ul style="list-style-type: none"> <li>• Continue action leading to confirmation by Cabinet of the agreed Strategy</li> </ul>	<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>	<ul style="list-style-type: none"> <li>• Active and Healthy Living Programme established</li> <li>• Draft sport and physical activity strategy finalised for consultation</li> <li>• Ynysawdre pool opened</li> </ul> <ul style="list-style-type: none"> <li>• Comprehensive consultation exercise on new strategy completed – wide approval so the strategy adopted by Cabinet/Council November 2009.</li> <li>• Some initial recommendations from feasibility projects reported to Cabinet, e.g. Bridgend Recreation Centre redevelopment proposals – February 2010.</li> <li>• Other feasibility projects will be reported during 2010/11 to determine priorities particularly in view of projected difficult financial settlements.</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
7. Remodelling and Provision of Healthy Living Services (cont)	<p><u>New Actions 2010/11</u></p> <ul style="list-style-type: none"> <li>• Library Service review and redesign</li>   <li>• Continue to implement new Sport and Physical Activity Strategy and associated action plan</li>   <li>• Develop options for the future model of arts services</li> </ul>	<p>September 2010</p> <p>March 2010</p> <p>December 2010</p>	<ul style="list-style-type: none"> <li>• Sport and Physical Activity priorities agreed for next phase of Local Authority Physical Activity partnership agreement with Sports Council for Wales based on review of phased projects</li>   <li>• Programme Manager appointed in March 2010</li>   <li>• Overview Report accepted by Cabinet in March 2010. Full consultation to take place prior to options decisions September 2010.</li>   <li>• Feasibility Studies and Service Delivery Models work streams to continue throughout 2010 as part of Strategy and Efficiencies programme.</li>   <li>• Participation in south-east Wales cross-authority project to explore feasibility of a shared service model. Internal options to be considered in parallel as part of Efficiencies programme.</li> </ul>	Corporate Director – Wellbeing

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Waste Management	<p><u>Actions 2009/10</u></p> <ul style="list-style-type: none"> <li>Continue to make progress to achieve the Council's waste management targets.</li> <li>Participate in regional partnership in procuring AD facilities in the region for the treatment of food waste.</li> </ul>	<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>	<ul style="list-style-type: none"> <li>Recycling performance 22.3% in 2009/10.</li> <li>Composting performance 8.3% in 2009/10.</li> <li>Around 16,470 tonnes of biodegradable waste landfilled.</li> <li>Inter Authority Agreement agreed in principle; each member of procurement hub has committed additional funding. Bidders' day event for interested companies scheduled for 28<sup>th</sup> June 2010. Procurement programme to be revised.</li> </ul>	Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
8. Waste Management (cont.)	<ul style="list-style-type: none"> <li>• Procure new integrated Waste Services contract for refuse collection, recycle collection, transfer station and household waste amenity site management</li> </ul> <p><u>New Actions 2010/11</u></p> <ul style="list-style-type: none"> <li>• Ensure that the new Waste Services Contract is introduced effectively and increase recycling/ composting by way of kerbside collections</li> <li>• Participate in regional partnership in procuring facilities in the region for the treatment of food waste</li> </ul>	<p>Approval of final bidders May 2009</p> <p>Approval of successful bidder October 2009</p> <p>Commence Contract 1<sup>st</sup> April 2010</p> <p>Contract commences 1-4-10, full implementation in June 2010.</p> <p>Achieve proposed WAG target of 52% by 12/13 for the recycling, preparation for reuse and composting of household waste.</p> <p>Landfill less than 30732 tonnes of biodegradable waste (BCBC's LAS allowance in 2010/11).</p> <p>WAG approval of outline business case by July 09, Procurement/Planning July 09 - December 10, Contract award Feb 11.</p>	<ul style="list-style-type: none"> <li>• May Gurney Limited appointed as the new Waste Services Contractor in November 2009.</li> <li>• Contract commenced 1<sup>st</sup> April 2010; new collection arrangements commenced on 14<sup>th</sup> June 2010.</li> <li>• Inter Authority Agreement agreed in principle; each member of procurement hub has committed additional funding. Bidders' day event for interested companies scheduled for 28<sup>th</sup> June 2010. Procurement programme to be revised.</li> </ul>	Corporate Director - Communities

ISSUE	ACTION	TIMESCALE FOR COMPLETION	LATEST POSITION	RESPONSIBLE OFFICER
9. Regeneration of the County Borough	<ul style="list-style-type: none"> <li>Ensuring the development of the county borough in line with corporate priorities.</li> </ul> <p><u>Actions 2009/10</u></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><u>New Actions 2010/12</u></p> <ul style="list-style-type: none"> <li>Develop masterplans for Bridgend Town Centre and the development of Parc Afon Ewenny.</li> </ul>	<p>Adopted Regeneration Strategy July 2008</p> <p>May 2009</p> <p>September 2010</p>	<ul style="list-style-type: none"> <li>Fit for the Future Regeneration Strategy document was approved by Cabinet and Council.</li> <li>Project development and delivery is underway in relation to WVSRA. Valleys Area Regeneration Plans are being prepared and will be completed shortly, setting out priorities for future years.</li> <li>Discussions are underway with local companies to identify opportunities to benefit from the St Athan development, but also to create other opportunities for clustering.</li> </ul>	Corporate Director - Communities