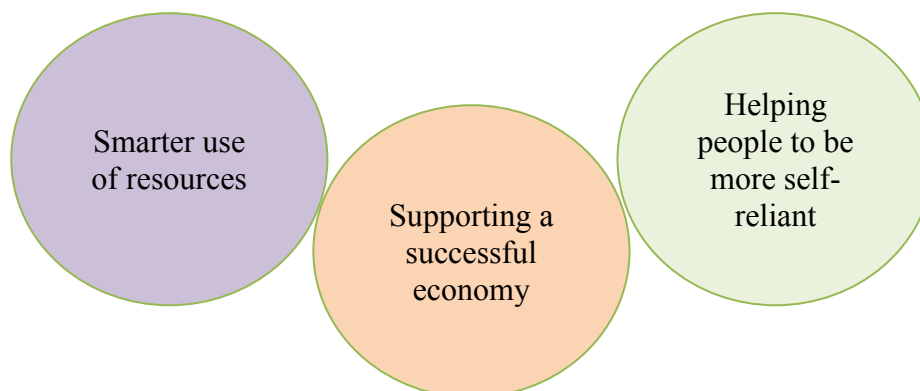


Partneriaeth Pen-y-Bont a'r Fro  
Bridgend & Vale Partnership  
working together - gweithio ar y cyd



**BRIDGEND COUNTY BOROUGH COUNCIL WORKING TOGETHER TO IMPROVE LIVES**

**INTERNAL AUDIT SHARED SERVICE  
DRAFT ANNUAL AUDIT PLAN FOR THE DIRECTORATE OF COMMUNITIES**

**2017 – 2018**

**Bridgend CBC**

## 1. Introduction

- 1.1 The Communities Directorate is actively seeking to take a balanced approach to improving the wellbeing of communities through social, physical, cultural and economic improvements, in order to achieve a safe, pleasant and sustainable environment for residents of and visitors to Bridgend County Borough. The Directorate brings together a wide range of services that are committed to renewing the physical, social and environmental fabric of the County Borough and enhancing its overall economic wellbeing.
- 1.2 Improving educational attainment remains very important to the council and ongoing improvement in this area forms part of a wider objective in raising skills and attainment more generally. The Council's Corporate Plan highlights the Council's commitments whilst recognising that core and statutory services will continue to receive attention including the Council's work as a planning authority, maintain highways and public transport; refuse collection, street cleaning, revenues and benefits, public protection and sports, arts and libraries.
- 1.3 The Council continues with its commitment to the Transformation Programme, strong financial management and performance management and robust business planning and service planning.

## 2. Improvement Priorities for 2016-20

- 2.1 Bridgend County Borough Council recognises that it will have to make significant changes to the way it thinks and operates in order to meet the significant challenges ahead – not least the increasing demands made on many of the Council's services, against the background of a shrinking budget. The Council has a clear and simple vision and that is, always to act as:-

**“One Council working together to improve lives”.**

- 2.2 The Council's values have not changed and continue to represent what the Council stands for and influences how they work. The Council's values are:-

- **Fair** – taking into account everyone's needs and situation;

- **Ambitious** – always trying to improve what we do and aiming for excellence;
- **Citizen-focused** – remembering that we are here to serve our local communities;
- **Efficient** – delivering services that are value for money.

2.3 The Council has also identified three well-being outcomes that will be their focus over the coming four years. These outcomes are intended to improve the quality of life of people in the County while significantly changing the nature of the Council. The three outcomes are as follows:

<b>Supporting a successful economy</b>	<b>Helping people to become more self-reliant</b>	<b>Smarter use of resources</b>
A successful, sustainable and inclusive economy that will be supported by a skilful, ambitious workforce.	Individuals and families that will be more independent and less reliant on traditional Council services.	A Council that has lean, robust processes and a skilful workforce. A supported third/community sector with the opportunity to take on services that meet citizens' needs.

### 3. Well-being Objectives

3.1 In April 2016, the Well-being of Future Generations (Wales) Act 2015 came into effect. The Act is about improving the economic, social, environmental and cultural well-being of Wales. It places a duty upon all public bodies to apply the principles of sustainable development to ensure that present needs are met without compromising the ability of future generations to meet their own needs. The Act sets out seven long-term goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language

- A globally responsible Wales.

3.2 As a public body, Councils have a duty to work towards achieving these seven goals. The Act requires that the Council set its well-being objectives and take steps to realise them. The Act requires the Council to do things differently, applying sustainable development to everything it does. The Council is committed to the sustainable development principles, always acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their needs. The five ways of working, defined by the Act – long term, prevention, integration, collaboration and involvement – will underpin everything the Council does and help to improve the well-being of the area and make the County Borough a good place for people to live, work, study and visit.

#### 4. Corporate Priority Outcomes

4.1 The following table outlines the three priority outcomes set by the Council and what will help to achieve these aims.

Priority	Description	Key Projects and Programmes
<p><b>One – supporting a successful economy</b></p>	<p>This means the Council will take steps to make the county a good place to do business and to ensure that schools are focused on raising the skills, qualifications and ambitions of all people in the county.</p>	<p><b>City Deal</b> – Working with neighbouring South East Wales Councils, we are seeking a ‘City Deal’ from the UK and Welsh Government which could result in around £1 billion investment in major capital projects in the Cardiff City Region over the next 10-15 years.</p> <p><b>Strategic Review of Post 16 Education and Training</b> – A strategic review to evaluate education provision and curriculum delivery with Bridgend College to ensure that there are clear options available to provide the best possible opportunities for learners in Bridgend.</p> <p><b>Successful Economy Programme</b> – key regeneration and local development schemes including: - Vibrant and Viable scheme with external funding of £9.6 million, which is redeveloping the Rhiw Car Park in Bridgend and creating an affordable housing in the heart of the town centre by</p>

		<p>converting vacant space over shops into accommodation.</p> <p><b>Alignment of the Welsh Government Grants</b> – The Council will streamline and make flexible use of major grants to support families through early help and to address poverty.</p>
<p><b>Two – Helping people to be more self-reliant</b></p>	<p>This means the Council will take early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.</p>	<p><b>Remodelling Social Care:-</b> This is a large programme which includes recommissioning adult home care, developing extra care and information and advice services for people and their carers.</p> <p>Working with partners creating a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns. Looking at existing models of residential care for children and young people and respite care for children with disabilities in order to make them more targeted and more effective.</p> <p><b>Community Asset Transfer</b> – transferring assets to communities to manage while making the most of the assets retained.</p>
<p><b>Three – Smarter use of resources</b></p>	<p>This means the Council will ensure that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.</p>	<p><b>Digital Transformation Programme</b> – changing the way the Council operates to enable customers to access information, advice and services on line.</p> <p><b>Rationalising the Council's estate</b> – disposing of assets, transferring assets to communities to manage while making the most of the assets retained.</p> <p><b>Schools' Modernisation Programme</b> – investing in a sustainable education system in school buildings that reduces cost and their carbon footprint.</p>

**5. Corporate Priorities – Communities Directorate**

Council Priority	Objective	Communities Directorate - (Actions)
<b>One – Supporting a successful economy</b>	To help local people develop skills and take advantage of opportunities to succeed.	<p>Continue to work with the Cardiff Capital Regional Skills and Employment Board and Bridgend County Borough Council led local projects to help shape employment opportunities, and develop a skilled workforce to meet those needs.</p> <p>Work with individuals and families who are unemployed, or economically inactive, face barriers to work, or at risk of poverty by providing employment mentoring, training or other support to improve their job opportunities.</p>
	To create conditions for growth and enterprise.	<p>Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities.</p> <p>Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.</p> <p>To support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2017/18.</p> <p>Continue to progress the development of low carbon heat schemes in Llynfi Valley and Bridgend Town and develop a feasibility study for the innovative Caerau Heat Scheme to draw on a natural heat source underground to heat homes.</p>
	To create a successful town centre.	<p>Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend.</p> <p>Support the development of a Business Improvement District (BID) in Bridgend Town Centre to help local traders pursue initiatives and projects important to them.</p>
<b>Two – Helping people to be more self-reliant</b>	To support the third sector, town and community councils and community groups to meet local needs.	Enable community groups and the third sector to have more voice and control over community assets.
<b>Three – Smarter use of</b>	To achieve the budget reductions	Implement the planned budget reductions identified in the 2017-18 budgets.

DIRECTORATE – COMMUNITIES PROPOSED PLAN 2017-18

<b>resources</b>	identified in the MTFS.	
	To make the most of our physical assets, including schools.	<p>Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2018.</p> <p>Develop an approach to the commercialisation of Council assets.</p> <p>Market the part of the Waterton site that is due to be vacated for housing development under the Parc Afon Ewenni scheme.</p>
	To develop the culture and skills required to meet the needs of a changing organisation.	Support managers to lead staff through organisational change.

**6. Key Service Data.**

**6.1 Staff**

Service	2016/17 (01.05.16)		2017-18 (31.12.2016)	
	FTE	Headcount	FTE	Headcount
Business Support Unit - Communities	13.32	14	10.78	11
Community Learning and Engagement	4.51	23	5.32	24
Neighbourhood Services	273.91	306	236.82	259
Regeneration, Development and Property Services	130.48	228	138.12	237
<b>DIRECTORATE</b>	<b>423.23</b>	<b>572</b>	<b>392.05</b>	<b>532</b>

## 6.2 Finance

Budget	2016-17	2017-18	2018-19	2019-20	2020-21
	(Actual) £'000	(Actual) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
<b>REGENERATION &amp; DEVELOPMENT</b>					
Regeneration	301	2,379	2,339	2,319	2,319
Development	1,753	311	311	311	311
Regeneration & Development - Management	127	129	129	129	129
<b>STREETSCENE</b>					
Streetworks	8,018	9,036	8,933	8,733	8,663
Highways & Fleet	6,069	6,619	6,319	5,776	5,776
Transportation & Engineering	841	830	502	466	466
Parks & Open Spaces	2,010	2,086	2,086	2,086	2,086
Street Scene Admin & Management	326	303	303	303	303
<b>BUSINESS UNIT</b>	536	527	527	527	527
<b>CULTURE</b>					
Adult Learning	177	110	110	110	110
Community Centres	86	47	47	47	47
Central Services	3,138	0	0	0	0
<b>ELECTIONS</b>	132	133	133	133	133
<b>PROPERTY</b>					
Facilities Management	1,258	1,276	1,251	1,226	1,226
Misc Property	-49	-48	-48	-48	-48
Property Admin	831	834	834	834	834
Commercial Income	-768	-729	-729	-729	-729
<b>NET BUDGET TOTAL</b>	<b>24,786</b>	<b>23,843</b>	<b>23,047</b>	<b>22,223</b>	<b>22,153</b>



## 7. Corporate Risks

The Council assesses on an annual basis the major risks that will affect the ability to achieve the Corporate Priorities, provide services as planned and fulfil its statutory duties. The following high risks are owned by the Communities Directorate.

Risk Description	Score
The economic climate and austerity	16
Disposing of waste	16
Maintaining infrastructure	16

## 8. The Risk Assessment Process

8.1 The information which has been used to prepare the risk assessment and proposed internal audit plan for the Directorate of Communities has been collected and collated from a number of different sources including the information contained above. The starting point for a risk based audit approach is an understanding of the Council's priorities and risks. This has been achieved by reviewing the Corporate Plan, Directorate's Business Plan, Corporate Risk Register and meeting / interviewing Corporate Directors and their Senior Management Teams asking where they perceive to be the main risks within their individual areas and where they would require internal audit to provide assurance that such risks are being effectively mitigated and managed. This information is used to inform and design the audit plan.

8.2 The plan is based on an underlying risk assessment. The inherent risks existing within each area are then identified for audit as part of the audit planning process. The audits which make up the plan have been assessed on priority. Internal Audit will ensure that all reviews classified as "high" risk, will be completed by the end of the year, "medium risk reviews are the next level down, but still require a scheduled review. Although "low" risk reviews still carry a degree of risk, these have not been included on the plan but continue to be risk assessed annually to take account of any changes in their status.

## 9. Proposed Internal Audit Plan for the Communities Directorate 2017-18

**COMMUNITIES DIRECTORATE**

Area	Identified Risk(s)	Type	Proposed Audit Scope	Total Days
Waste	H	Assurance	Review of waste management contract arrangements with emphasis placed on effective management of contracts and arrangements in place to respond to any changes in government legislation.	20
Project / Contract Management	H	Assurance / Governance / Risk	Assess the most important contracts under the direction of the Directorate and how these are managed in terms of: whether the contract in place is robust and effective, variations to contracts are approved and embedded promptly, performance management is clear and if the culture between the parties is effective.  Review the methodology and practice within the Directorate to manage projects.	35
Property Compliance	H	Assurance / Risk	This review has been rolled forward from 2016/17. This may be considered as a cross-cutting review due to the diversity of responsibility i.e. schools.	20
Capital Region City Deal	H	Governance	The “City Deal” aims to create 25,000 new jobs by 2036 and bring in £4 billion of private sector investment. The City Deal will bring £1.229 billion of investment in South East Wales infrastructure. There will also be programmes designed to tackle unemployment, support local businesses, improve the region’s digital network and coordinate house building and regeneration across the region. Initially this review will focus on the effectiveness of the overall governance arrangements	20
Highways	H	Assurance / Risk / Governance	One of the Corporate Risks for the Council as outlined in the Corporate Risk Register 2017-18 is Maintaining infrastructure. One of the mitigating risks is the reliance that will be placed upon the inspection regime and responding to complaints. An assurance review will be undertaken in this area.	20
Health & Safety	M		To review procedures in operation by the Council to ensure compliance with policies and procedures, Health & Safety training, Risk Assessments, records maintenance and incident reporting.	15
<b>Overall Total – Communities</b>				<b>130</b>

