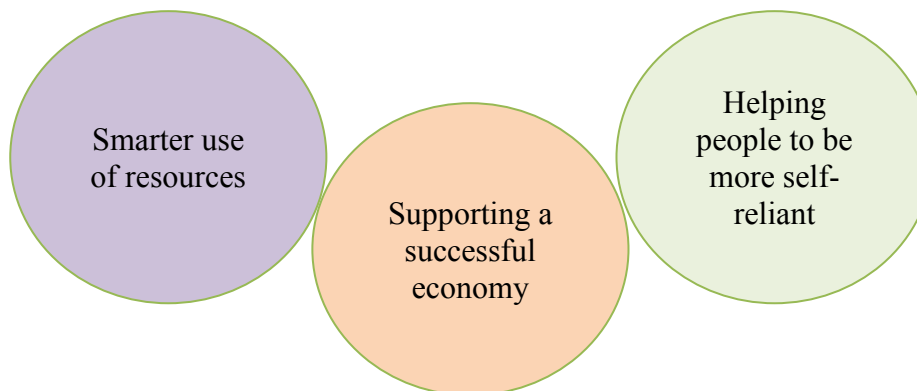


Partneriaeth Pen-y-Bont a'r Fro
Bridgend & Vale Partnership
working together - gweithio ar y cyd



BRIDGEND COUNTY BOROUGH COUNCIL WORKING TOGETHER TO IMPROVE LIVES

**INTERNAL AUDIT SHARED SERVICE
DRAFT ANNUAL AUDIT PLAN FOR THE EDUCATION & FAMILY SUPPORT DIRECTORATE
2017 – 2018
Bridgend CBC**

1. Introduction

1.1 The Education & Family Support Directorate Business plan brings together the priorities for developing their ‘core business’ together with the step changes they need to continue to progress in order to transform other areas of work. 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 commitment to close the gap in educational attainment between pupils eligible for free school meals and those who are not.

1.2 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 they think and operate 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:

Supporting a successful economy	Helping people to become more self-reliant	Smarter use of resources
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>One – supporting a successful economy</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>City Deal – 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>Strategic Review of Post 16 Education and Training – 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>Successful Economy Programme – 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 a community living in the heart of the town centre by converting vacant space over shops into accommodation.</p> <p>Alignment of the Welsh Government Grants – The Council will streamline and make flexible use of major grants to support families through early help and to address poverty.</p>
<p>Two – Helping people to be more self-reliant</p>	<p>This means the Council will take early steps to reduce or prevent people from becoming</p>	<p>Remodelling Social Care:- This is a large programme which includes recommissioning adult home care, developing extra care and information and advice services for people and</p>

	vulnerable or dependent on the Council and its services.	<p>their carers. 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>Community Asset Transfer – transferring assets to communities to manage while making the most of the assets retained.</p>
Three – Smarter use of resources	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>Digital Transformation Programme – changing the way the Council operates to enable customers to access information, advice and services on line.</p> <p>Rationalising the Council's estate – disposing of assets, transferring assets to communities to manage while making the most of the assets retained.</p> <p>Schools' Modernisation Programme – investing in a sustainable education system in school buildings that reduces cost and their carbon footprint.</p>

5. Corporate Education & Family Support

Council Priority	Objective	Education & Family Support - (Actions)
One – Supporting a successful economy	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 BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs.</p> <p>Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers.</p>

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		<p>Progress the implementation of the Good to Great Strategy for young people who are more able and talented than their peers to help them reach their full potential.</p> <p>Complete the review into the curriculum and schools estates for primary, secondary and Post-16 education and begin consultation on the proposals, where required, with all stakeholders.</p>
Two – Helping people to be more self-reliant	To reduce demand by investing in targeted early help and intervention programmes.	<p>Increase engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.</p> <p>Ensure that all services available work together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.</p>
	To support carers in maintaining their role.	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.
Three – Smarter use of resources	To improve the efficiency of and access to services by redesigning our systems and processes	<p>Implement the planned budget reductions identified in the 2017-18 budgets.</p> <p>Deliver the schools commercialisation project to optimise the use of resources available to support schools.</p>
	To make the most of our physical assets, including school buildings.	<p>Provide new and improved schools by delivering the schools’ modernisation programme.</p> <p>Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon.</p>
	To develop the culture and skills required to meet the needs of a changing organisation.	<p>Support managers to lead staff through organisational change.</p> <p>Provide the learning and development opportunities for staff to meet future service needs.</p>
	Other Directorate Priorities	<p>Implement the milestones in the Youth Justice Plan to reduce first time entrants in the youth justice system, prevent reoffending and meet the threshold for Employment Training and Engagement (ETE) for young offenders.</p> <p>Take forward mitigating actions identified in the Directorate’s Health and Safety Risk Register.</p>

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		Complete all schemes ranked as 1 or 2 in the approved traffic management action plan for schools.
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6. Key Service Data

6.1 Staff

Service	2016–17 (01.05.16)		2017–18 (31.12.2016)	
	FTE	Headcount	FTE	Headcount
Built Environment (BE)	59.00	59	57.00	57
Integrated Working (IWO)	133.95	162	152.09	177
Inclusion Service (INC)	143.67	249	151.81	254
Business Strategy and Performance (BSP)	139.72	461	135.60	453
Western Bay Youth Justice & Early Intervention Services	22.59	27	21.54	27
School Improvement (SCI)	20.23	25	20.23	25
School Modernisation	4.00	4	4.00	4
TOTAL	525.16	989	545.27	1000

6.2 Finance

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Budget	2016-17	2017-18	2018-19	2019-20	2020-21
	(Actual) £'000	(Actual) £'000	(Indicative) £'000	(Indicative) £'000	(Indicative) £'000
Built Environment	1,000	1,078	1,078	1,078	1,078
Learning					
Inclusion	3,360	3,176	3,126	3,126	3,126
Foundation	1,086	993	993	993	993
Youth Service	517	502	502	502	502
Statutory Advice & Psychology	469	386	366	366	366
Emotional Health & Behaviour	1,443	1,397	1,347	1,347	1,347
School Improvement	966	734	734	734	734
Strategy, Partnerships & Commissioning					
Strategic Planning & Resources	4,105	4,120	4,120	4,120	4,120
Business Strategy and Performance	344	270	174	174	174
Support for Children and Learners	5,166	6,007	5,919	5,852	5,777
Commissioning and Partnerships	1,057	1,053	1,003	1,003	1,003
Individual Schools Budget	86,901	86,936	86,067	85,198	84,329
Strategic Management	1,438	1,430	1,380	1,380	1,380
Youth Offending Service	356	366	286	286	286
NET BUDGET TOTAL	108,208	108,448	107,095	106,159	105,215

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 Education & Family Support Directorate and are shown under each improvement priority.

Risk Description	Score
Supporting Vulnerable Children, young people and their families	20
Educational provision	16
Educational attainment	12
School modernisation	12

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 Education & Family Support Directorate has been collected and collated from a number of different sources including the information as identified 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 Education & Family Support Directorate 2017-18

EDUCATION & FAMILY SUPPORT DIRECTORATE

Area	Identified Risk(s)	Type	Audit Scope	Total Days
Grant Certification	H	Assurance	There are a number of grant funded schemes that require an Internal Audit review prior to the final claim submission. Internal Audit will undertake the necessary assurance checks as these grant submissions become due.	15
CRC	H	Assurance	Provide the necessary assurance associated with the Carbon Reduction Certification.	10
Built Environment	H	Assurance	To undertake a programme of system review audits. A risk-based approach is taken to prioritise the systems and processes in operation within Built Environment to be reviewed. The objectives will be to determine whether the systems and procedures in operation are functioning satisfactorily and are in accordance with legislation if appropriate and Council Policy.	20
Schools	H	Assurance	To undertake a programme of system review audits on a thematic basis across the Schools within the Borough Council. To undertake a number of individual school audits based on a risk assessment.	60
Early Help Locality Hubs (Compliance)	H	Assurance	To independently review and appraise systems of internal control in relation to Early Help Locality Hubs to ensure compliance.	20
			Total – Education & Family Support	125
Additional Reviews to be considered if resources available.				
Transport for Schools	M	Assurance	The audit will review transport arrangements for children. The audit will include a review of the following: The assessment process undertaken, how services are procured, how transport is allocated and whether the allocations are equitable.	20
School Based Ethical policies	M	Assurance	The review will provide assurance over the adequacy and effectiveness of school based ethical policies and procedures.	15

			Overall Total – Education & Family Support	160
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