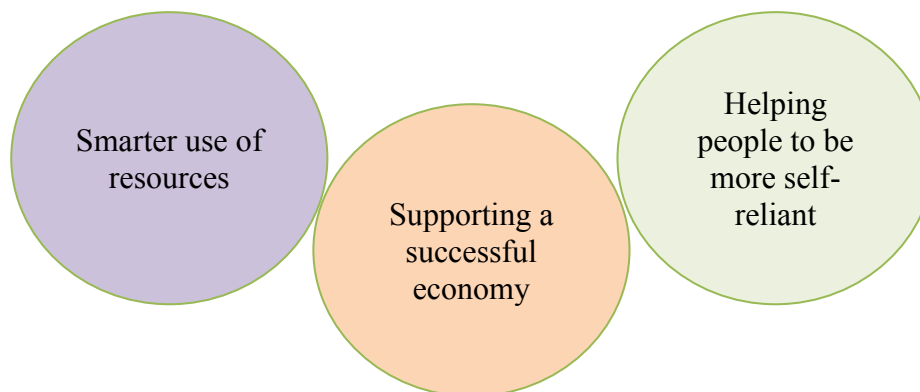


Partneriaeth Pen-y-Bont a'r Fro  
Bridgend & Vale Partnership  
working together - gweithio ar y cyd



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

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

**2016 – 2017**

**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 2015-17

- 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:

<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. Corporate Priority Outcomes

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

<b>Priority</b>	<b>Description</b>	<b>Key Projects and Programmes</b>
<b>One – supporting a successful economy</b>	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><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</p>

		<p>opportunities for learners in Bridgend.</p> <p><b>A Good to Great School Strategy</b> – ensuring the many good schools become excellent schools.</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 a community living in the heart of the town centre by converting vacant space over shops into accommodation. – Regeneration of Porthcawl including funding of £0.28 million for the Porthcawl Rest Bay Waterside Cycle Path and £0.89 million for Porthcawl Townscape Heritage Initiative (2015-16 to 2018-19) to regenerate heritage buildings. – Llynfi Sites Reclamation funding of £2.5 million.</p>
<b>Two – Helping people to be more self-reliant</b>	<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.                  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>
<b>Three – Smarter use of resources</b>	<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</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</p>

	<p>can help deliver the Council's priorities.</p>	<p>system in school buildings that reduces cost and their carbon footprint.</p> <p><b>Procurement Programme</b> – pursuing new opportunities and practices to maximise the benefit the Council gets when they buy goods and services.</p> <p><b>Commercialisation Programme</b> – identifying the opportunities for generating additional income to support and protect core services.</p>
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#### 4. Corporate Priorities – Communities Directorate

Council Priority	Objective	Communities Directorate - (Actions)
<p><b>One – Supporting a successful economy</b></p>	<p>To create successful town centres</p>	<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 in Bridgend Town Centre to help local traders pursue initiatives and projects important to them.</p> <p>Increase the amount of residential accommodation available by work with partners to bring empty properties back into use.</p>
	<p>To create conditions for growth and enterprise.</p>	<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>Work with Bridgend business forum to review business support in the context of the City Deal and establish a development strategy.</p> <p>Develop a local low Carbon Transition Strategy as part of Energy Technologies Institute (ETI) programme to establish local heating projects and explore collaborative opportunities for energy programmes on a regional basis.</p>

	To help local people develop skills and take advantage of opportunities to succeed.	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the council's 21 <sup>st</sup> Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses.  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.
<b>Two – Helping people to be more self-reliant</b>	To give people more choice and control over what support they receive by providing early access to advice and information.	Take reasonable steps to help prevent homelessness, through early intervention, and cooperation from the household.
	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 resources</b>	To achieve the budget reductions identified in the MTF5.	Implement the planned budget reductions identified for 2016-17 budgets.
	To make the most of our physical assets, including schools.	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations.
	To develop the culture and skills required to meet the needs of a changing organisation.	

## 5. 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	2016-17 Score
The economic climate and austerity	16
Disposing of waste	16
Maintaining infrastructure	16

Impact of homelessness	15
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## 6. The Risk Assessment Process

6.1 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.

6.2 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.

## 7. Proposed Internal Audit Plan for the Communities Directorate 2016-17

### COMMUNITIES DIRECTORATE

Area	Identified Risk(s)	Proposed Audit Scope	Total Days
<b>Waste Management</b>	Failure to meet the Welsh Government Targets and thereby attract costly fines.	To establish the robustness and relevance of data used to support decision making and predicted cost savings. To ensure that the Council is meeting the targets as set by Welsh Government "Towards Zero Waste".	<b>20</b>
<b>Project Management - VVP</b>	Reputational Risk to the Council. Failure to deliver	To review the Council's Major Project Management arrangements to ensure sound governance, internal control and risk management arrangements are adequate and effective. The Audit will focus on the financial governance arrangements in place for the Vibrant and	<b>15</b>

DIRECTORATE – COMMUNITIES PROPOSED PLAN 2016-17

	projects on time and to budget. Failure to meet the Directorates Improvement commitments.	Viable Places programme.	
<b>Fleet – Shared Service</b>	Failure to meet expectations and realisation of savings.	To review the Shared Service with South Wales Police for the provision of a Fleet Service to Bridgend CBC. To provide overall assurance on the soundness and adequacy of the overall control environment including governance, risk management and internal control.	<b>20</b>
<b>Townscape Heritage Initiative</b>	Failure to meet the Council's priority outcomes.	The Porthcawl Townscape Heritage Initiative (2015-16 to 2018-19) aims to regenerate heritage buildings with a project fund of £0.89 million. The review will provide the necessary assurances that the scheme is achieving its overall aims and objectives in an efficient and effective way.	<b>10</b>
<b>DFG's</b>	Failure to meet the needs of the service users.	To ensure that the procedures and processes in place for the delivery of DFG's are efficient and effective to meet the needs of the service users.	<b>15</b>
<b>Parks and Open Spaces</b>	Failure to meet the needs of the service users.	To provide overall assurance on the adequacy and effectiveness of the control environment.	<b>20</b>
<b>Property</b>	Failure to provide necessary external assurance.	Compliance work with Council buildings. To ensure that the Council's Buildings are fully compliant and have all the necessary up to date certificates including Electricity, Gas, asbestos, legionella, fire, lifts etc. to demonstrate regular inspections and Testing are being undertaken.	<b>15</b>
<b>Contract Management</b>	Failure to meet the needs of the service users.	To provide overall assurance on the procedures and processes in place for Contract Monitoring within the Directorate	<b>13</b>
		<b>Overall Total – Communities</b>	<b>128</b>



