



Delivering our vision for the Vale of Glamorgan



Strong Communities  
with a Bright  
Future

# VALE of GLAMORGAN COUNCIL SERVICE PLAN

2017-2021

<b>Service Area</b>	<b>Finance</b>
<b>Head of Service</b>	Carys Lord
<b>Director</b>	Rob Thomas
<b>Cabinet Member</b>	Cllr. Neil Moore Leader and Cabinet Member for Resources & Inward Investment
<b>Scrutiny Committee</b>	Corporate Performance & Resources

## 1. Introduction

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The Finance service forms part of the Resources Directorate. The Service performs a series of statutory duties and its primary roles are to ensure the financial probity of all Council activities and that all our assets are effectively managed and maintained.

### 1.1 About our Service – Finance Service

The Finance service is responsible for undertaking a number of key roles for the Council. The service supports other services by providing sound financial management and control to deliver quality cost-effective service and provides comprehensive corporate property estate management and facilities management for the Council. The service supports the Council to achieve its corporate priorities and outcomes through the provision of financial and procurement information and advice that is in line with our statutory requirements and supports managers/budget holder to deliver efficient services that make effective use of resources.

Our broad functions are:

- Preparing and finalising annual revenue and capital budget estimates as well as the closure of accounts. Taking day to day decisions on cash flow, investments and borrowing. Providing financial and management information and advice to services to support them in monitoring their budgets and achieving their savings;
- Undertaking financial planning for the Council through the production of the Medium Term Financial Plan;
- Administering systems and processes such as Oracle HR, Payroll, Financial and CRM modules;
- Processing of BACs and CHAPs payments, banking services and income collection;
- Ensuring the recovery and collection of Business Rates and Council Tax to maximise the Council's income, as well as administering benefits through the Council Tax Reduction Scheme and Housing Benefit service;
- Implementing Welfare Reforms and providing support to residents through the transition;
- Delivering major capital building projects for the Council;
- Provision of a multi-disciplinary Property service that comprises of architectural, structural engineering, mechanical/electrical engineering, quantity surveying, project management and planning service, estates and valuation service, property survey service and facilities management;
- Delivery of energy reduction projects/initiatives and energy management advice;
- Provide assurance on the Council's control environment comprising the systems of governance, risk management and internal control;
- Providing specific procurement advice to service areas, undertaking and supporting procurement activity, maintaining the Council's Oracle i Procurement system and coordinating associated strategies, policies and guidance information;
- Management of Internal Audit shared service, provided jointly to the Vale of Glamorgan and Bridgend Councils; and
- Insurance.

### 1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

### 1.3 Developing Our Plan

Our service plan is informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Financial Services Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience and the use of resources (workforce, financial, ICT and assets);
- Priorities identified through our self-assessment and our Corporate Improvement Action Plan;
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;

- Our Medium Term Financial Plan and budget planning that includes identifying planned service savings and efficiencies alongside the implementation of the Council's Reshaping Services Change Programme;
- Findings from the Wales Audit Office's Corporate Assessment 2016 and the WAO Financial Resilience Report 2016;
- Annual Governance Statement and Head of Audit Annual Report;
- Requirements of the Public sector audit standards;
- Responding to the Wales Audit Office's 'Managing the Impact of Welfare Reform Changes on Social Housing Tenants in Wales' report (January 2015); and
- Taking into account the priorities of the Corporate Asset Management Plan.
- Delivery requirements of a shared Audit service
- Implications arising from the transfer of Community Assets.

#### 1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

*"You must act 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 own needs, by taking account of the sustainable development principle".*

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

## 2. Our Corporate Plan Priorities for 2017-21

### 2.1 Corporate Plan Priorities

Over the next four years the Finance Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being Outcome/ Scrutiny Committee	Well-being objective	Ref	Action
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS003	Provide information and support to residents affected by Welfare Reform and raise awareness amongst staff and partners about the impact of the changes (2017/18)
WO2: An Environmentally Responsible Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER15	Review and implement the Council's Carbon Management Plan and targets to reduce emissions from council buildings, street lighting and council vehicles. (2017/18)
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implement the Welsh Language Standards to improve access to services and information. (2019/20)

### 2.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Service, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)
CP3	Review and challenge the Council's approach to financial planning including the capital programme to ensure a long term view is balanced with the need to address immediate priorities. (2016/17)
CP10	Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)
CP11	Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. (2018/19)

### 3. The Year Ahead (2017/18)

#### 3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS003	Provide information and support to residents affected by Welfare Reform and raise awareness amongst staff and partners about the impact of the changes (2017/18)	Support roll out of Universal Credit across the Vale of Glamorgan. This includes ensuring elected members are kept informed on Welfare Reform progress on a six monthly basis and updating the Council's website to reflect up to date information guides on Welfare Reform for Vale residents.
WO2: An Environmentally Responsible Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER15	Review and implement the Council's Carbon Management Plan and targets to reduce emissions from council buildings, street lighting and council vehicles. (2017/18)	Implement actions from the Carbon Management Plan  Meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.
WO3: An aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implement the Welsh Language Standards to improve access to services and information. (2019/20)	Ensure service delivery complies with Welsh language standards.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data to enable more informed decisions about service delivery.

Ref	Action	During 2017/18 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Service, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	<p>Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/2018. (Tranche 2)</p> <p>Support reshaping projects with financial advice and property assets.</p> <p>Continue to review office accommodation/non-office accommodation, facilities management and corporate buildings as part of the SPACE project.</p> <p>Co-ordinate a review of income generation opportunities and develop and implement an income generation strategy for the Council.</p>
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staffs have the necessary skills and training to adapt to the changes in how services are planned and delivered.	<p>Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Deliver our key workforce development priorities for the coming year as outlined below:</p> <ul style="list-style-type: none"> <li>• Undertaking a skills audit across the division to identify and better align the skill sets of staff with business requirements.</li> <li>• Review job descriptions of staff across the division in hard to recruit/retain posts.</li> <li>• Develop and pilot a Career Progression Pathway for hard to recruit/retain posts.</li> <li>• Undertake a review of our structure to ensure it is fit for purpose in line with the Reshaping Services agenda.</li> <li>• Delivery of cross-directorate training on procurement and contract management as part of the Management Competency Framework.</li> </ul>
CP3	Review and challenge the Council's approach to financial planning including the capital programme to ensure a long term view is balanced with the need to address immediate priorities. (2016/17)	Review the monitoring framework for the Capital Programme to improve reporting timeliness and reduce slippage between financial years.
CP10	Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.	Progress digital procurement and invoicing across the Council and promote the use of i-procurement.

Ref	Action	During 2017/18 we will:
	(2016/17)	
CP11	Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. (2018/19)	Produce an annual report update to Corporate Asset Management Plan to reflect the new Corporate Plan priorities and annual progress on targets set.

**Appendix A** contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

**Appendix B** outlines the ‘enabling’ actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

### 3.2. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

#### Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people’s needs. For 2017-18, we have identified a series of ‘enabling actions’ that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement

#### Workforce Development

Service	Key Service Statistics 2015/16						
	Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
			Long term	Short term			
Finance	103	89.52	3.06	2.18	5.23	14 (13.59%)	100
Resource Management (including Directors office)	62.5	54.28	1.31	0.80	2.11	8 (12.8%)	100

As at December 2016, 100% of #itsaboutme appraisals had been completed for Financial Services.

The average days sickness absence per full time equivalent has slightly worsened for Financial Services with the service reporting a quarter 3 performance of 5.01 days during 2016/17 compared with 3.62 days lost during the same period last year. This change is the result of a small number of long term sickness cases which are being dealt with in accordance with the Management of Attendance Policy. However, in relation to Resource Management our performance has slightly

improved with 1.11 days lost during as at quarter 3 2016/17 compared to 1.28 days during the same period last year. In line with corporate direction we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

Both Financial Services and Resource Management have seen a decrease in staff turnover compared to previous years. At 31<sup>st</sup> December 2016 there 11.24% of leavers were reported for Financial Services all of which were voluntary leavers and 5.36% of leavers were reported for Resource Management (which were all voluntary). This is similar to the figures recorded in the same period last year (2015), where for Financial Services of the 7.48% leavers, 0.93% were involuntary leavers and the 12.8% of leavers for Resource Management were all voluntary. The slowdown in the number of staff leaving the service has been positive, as in previous years this has resulted in pressures on the remaining staff to complete the work within their service areas.

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for the service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions.

The key issues impacting on the service are:

- Revenue and benefits has a relatively static workforce, with fairly low levels of turnover. As a consequence their focus as a service is around succession planning by encouraging further development and training from within. Into the longer term, with the introduction of the welfare reform changes, it is anticipated there will be the requirement for fewer benefits staff. Although there are no plans to date to address this immediately there is an ongoing review of our workload and capacity of teams to assess staffing requirements.
- The optimisation of our procurement function/systems in light of the Reshaping Services agenda is anticipated to have an impact on our staffing requirements.
- Sustaining a resilient workforce remains a challenge as Accountancy, Property and Audit service continue to experience issues with recruitment and retention. The division currently recruits a number of trainees, but services often struggle to have the capacity to support their development effectively which then impacts on our ability to put in place succession plans. In relation to Accountancy, there is no staged approach to progression for our trainee accountants compared with other organisations like the NHS who have developed more attractive career pathways. As a consequence this has impacted on our ability to recruit staff and/or retain them in post.
- Within the Audit Service, career progression remains relatively flat, and as a consequence the service has experienced issues with recruiting and retaining staff.
- Going forward the focus needs to be on developing a whole new skillset that enables us to effectively support the change management process of the Reshaping Services agenda.

Our key workforce development priorities for the coming year are:

- Increase resilience in the service to manage the challenges and changes we face in a flexible and sustainable manner;
- Strengthen our approach to retaining trainees through improved career structures and increase development opportunities for trainees on qualification through developing clear career progression routes and undertaking review of existing job descriptions;
- Continue to develop the commercial and other specialist skills within teams to enable them to undertake their roles more effectively through understanding the skill mix of staff;

- Maximise our collaborative opportunities to improve resilience in the service especially in specialist work areas; and
- Make progress in developing a culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity;

## ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Increase mobile/agile working across the workforce through utilising SMART technology such as tablets where appropriate.
- Focus on promoting sustainable IT usage by adopting technology that uses less space and power in line with the corporate strategy
- Progress roll out electronic procurement and invoicing across the Council and promoting the use of i-procurement;
- Continue rolling out E-citizen as part of the Digital strategy, enabling residents and businesses to receive and pay Council bills electronically.
- Support managers to use the CIPFA asset management system and train people to utilise IPF asset management system.
- Deliver a sustainable ICT platform for the Audit shared service with Bridgend along the lines of the Shared Regulatory Service.
- Identify and develop a new solution for the replacement of the Bill Payment Service via Pay Point and Post Offices.
- Progress the introduction of an Insurance Portal, to enable customers to register and make pot hole claims.

## Finance

The estimated base budget for our service area for 2017/18 is £11,623,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. However, over the following three years, we are also required to deliver further savings which are outlined below:

<b>Scheme</b>	<b>2017/18 (£000)</b>	<b>2018/19 (£000)</b>	<b>Total (£000)</b>
Restructure/ Rationalisation of Financial Services Division Review of staffing structure	200	0	200
Review of council wide property costs including running costs	110	303	413
<i>Review of Other Corporate Services</i>	800	600	1,400
<b>Total</b>	<b>1,110</b>	<b>903</b>	<b>2,013</b>

*Italicised figures indicate savings targets that have been set for the whole directorate in which this service area is based.*

*Financial Services will also be responsible for leading on the delivery of general policy and council-wide savings. For 2017/18 these are:*

- *Review of the management of transport £30,000*
- *Review of charging and income management £50,000*
- *Reshaping Tranche 2- Review of Corporate budgets including provision of grants £350,000*

## Assets

In line with our Corporate Strategy, the service will focus on the suitability and sufficiency of assets to meet the service and corporate objectives by targeting any underperforming assets, reducing the amount of accommodation used to deliver our services as well as identifying opportunities for the provision of multiple service delivery from an asset (co-location). Key areas of focus for 2017/18 will be:

- Deliver Phase 2 of the Space Project
- Progress key priority actions identified in the Jones Lang LaSalle Asset Management Review
- Produce and report the Corporate Asset Management Plan yearly update 2017/18
- Continue to maximise opportunities for Community Asset Transfers where appropriate

## Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate-wellbeing outcomes. Our significant projects for the coming year are:

- Promote the use of I-Procurement across the Authority;
- Review the level of usage made of NPS frameworks across services.
- Cross-directorate training in procurement and contract management as part of the Management Competency Framework;
- Deliver a review of the Procurement service in line with the Reshaping Services agenda.

## Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our residents and internal client departments. Highlighted below are our planned activities for the coming year.

Consultation activity planned for 2017/18	Brief description of the purpose of the consultation
Budget consultation 2018/19 and Ask the MD Twitter Consultation	To consult with the residents, our PSB partners, Business Sector, Glamorgan Voluntary Services, Town and Community Councils on the proposed budgets.
Revenues and Benefits annual customer satisfaction survey	To identify views of service users to inform service developments for improvement.

## Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively, on a local and regional basis, in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity planned 2017/18	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Community Asset Transfers (CATs)	Transfer of services to communities to manage as a means of protecting valued (non-statutory) services.	CAT Group, Insight Board and Cabinet.

Activity planned 2017/18	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
	A Community Asset Transfer Protocol has been implemented to support this approach. In total 6 expressions of interest have been received to date with 4 invited to apply to stage 2 (business case) of the process.	
Internal Audit  Shared service with Bridgend Council	Economies of scale through shared resources. To deliver a shared audit service in collaboration with Bridgend Council. The purpose of the collaboration is to reduce Audit costs and share the skill and expertise of Auditors.	Management Board oversee the operation of the service, agreeing and revising service standards annually. Progress is reported to both Audit Committees and in Annual Head of Internal Audit report.
Roll out of Universal Credit (Universal Support Delivered Locally (USDL)	Introduction of Universal Credit and engagement with Vale population on specific reform changes.	6 monthly reporting to Corporate Performance & Resources Scrutiny Committee outlining implementation progress as well as overall uptake of Universal Credit in the Vale since its roll out in February 2016. Overall, progress is in line with the national timetable.
Continuation of collaborative Computer Audit work	Provide computer audit service to other Welsh local authorities within available capacity.	Piloting in Newport Council with Cardiff Council to follow.

### Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

Risk	Likelihood score	Impact score	Mitigating controls
Reduction in resources/ funding impacting on the service's ability to provide appropriate levels of service to our customers.	3	3	The service is being restructured to meet these challenges and provide resilience. There are set areas of savings that are being progressed. The Reshaping Services programme as an ongoing agenda will enable us to review and remodel services enabling us to deliver services in a more cost-effective and sustainable way.

Risk	Likelihood score	Impact score	Mitigating controls
			The service will continue to make greater use of cost effective integrated technologies that enable our services to be more efficient and make cost savings.
Limited capacity to deliver some services/ limited workforce resilience.	3	3	<p>Reviewing the skill sets required by staff in Finance to ensure they are able to continue to support the front line services.</p> <p>Exploring opportunities for collaborative working.</p>
Council owned Corporate Office Buildings are not compliant with current legislation	2	3	<p>Property conditions surveys are produced on a rolling programme. Health and Safety Team undertake fire risk assessments.</p> <p>Work being undertaken in civic offices as part of the space project will ensure compliance with legislation. Work has commenced on updating data from property conditions relating to Corporate Office buildings.</p> <p>Implementation of Phase 2 of the SPACE project is underway.</p> <p>Facilities team have fed back findings from compliance data exercise and have undertaken a gap analysis work to identify priorities for the way forward.</p>
Impact of Welfare reform changes.	1	3	<p>Identification and prioritisation of key risks completed together with a Communications Plan.</p> <p>Regular progress reports are monitored by Corporate Performance and Resources Scrutiny Committee.</p> <p>Budgets have been allocated to deal with any impact of homelessness and rent arrears that are reviewed and monitored annually.</p> <p>Impact of Welsh Government reform of discretionary assistance fund, Council Tax reduction scheme and impact of the benefits cap have been reviewed.</p> <p>A review will also be undertaken following the introduction of the Universal Credit system.</p>

<b>Risk</b>	<b>Likelihood score</b>	<b>Impact score</b>	<b>Mitigating controls</b>
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	2	3	<p>Set areas of savings have been defined and through the remodelling of services via the Reshaping Services agenda, this will enable us to better plan and deliver appropriate levels of service delivery to best meet needs.</p> <p>Greater use made of cost effective integrated/ digital technologies to enable service delivery to be more efficient and cost effective.</p> <p>Financial advice provided to inform reshaping projects.</p>
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	1	3	<p>Continue to raise awareness amongst staff and Elected Members concerning the requirements of the Welsh Language Standards and a corporate action plan is in place to support us in complying with the standards. Welsh language requirements considered as standard for all services including all publications and information provision. We have updated all our letters to ensure all correspondence is available bilingually and all relevant documentation has been translated.</p> <p>Annual monitoring report is produced to assess our progress in implementation.</p>

<b>Scoring service risks</b>	
<b>Likelihood score</b>	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
<b>Impact score</b>	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.

## Finance Services Action Plan 2017/18

<b>Well-being Outcome 1: An Inclusive and Safe Vale</b>	<b>Objective 1: Reducing Poverty and Social Exclusion</b>
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<b>Well-being goals</b>	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS003 FS/A001	Support the roll out of Universal Credit across the Vale of Glamorgan	Customers receive appropriate and timely advice and support tailored to meet their needs. Implement Universal Support Delivered Locally in partnership with DWP and Job Centre Plus		Nigel Smith	April 2017	Ongoing	Existing resources

**Well-being Outcome 2: An Environmentally Responsible Vale**

**Objective 3: Promoting sustainable development and protecting our environment.**

<b>Well-being goals</b>	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	<b>A Globally Responsible Wales</b>
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<b>Our ways of working</b>	<b>Long term</b>	<b>Integrated</b>	<b>Involving</b>	<b>collaborative</b>	<b>preventing</b>
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<b>Ref</b>	<b>Action</b>	<b>Outcome &amp;Key milestone 2017/18</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
ER15 FS/A008	Implement Carbon Management Plan	Plan contributes to improved energy efficiency of buildings and in use of lower energy equipment.		Lorna Cross	April 2017	March 2018	Existing resources
ER15 FS/A005	Meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification	Improved energy efficiency. Achievement of financial benefits as a result of emission reductions	Percentage annual reduction in CO2 emissions	Lorna Cross	April 2017	March 2018	Existing resources

<b>Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale</b>	<b>Objective 6: Valuing Culture and diversity</b>
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<b>Well-being goals</b>	A Resilient Wales	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	A Prosperous Wales	A Globally Responsible Wales
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<b>Our ways of working</b>	<b>Long term</b>	<b>Integrated</b>	<b>Involving</b>	<b>collaborative</b>	<b>preventing</b>
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<b>Ref</b>	<b>Action</b>	<b>Outcome &amp;Key milestone 2017/18</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
AC12 FS/A006	Ensure service delivery complies with Welsh Language Standards	Improved provision for Welsh Language speakers		Carys Lord	April 2017	March 2018	Existing resources
AC10 FS/A007	Improve equality monitoring data to enable more decisions about service delivery.	To inform service development and Equality Impact Assessments.		Carys Lord	April 2017	March 2018	Existing resources

## Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FS/F043	Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources directorate in 2017/18 Tranche 2.	Proposals for making the required levels of savings are agreed and ready for implementation.	Performance targets are agreed as part of the Reshaping Projects	Carys Lord	April 2017	March 2018	Existing resources
CP1 FS/F044	Support reshaping projects with financial advice and property asset advice.	Accurate financial positions and property asset advice effectively informs decision making as part of the reshaping services projects.		Carolyn Michael/Lorna Cross	April 2017	March 2018	Existing resources
CP1 FS/F017	Continue to respond to budgetary savings as targets require	Savings targets for 2017/18 are met.		Carys Lord	April 2017	March 2018	Existing resources
CP1 FS/F019	Co-ordinate a review of income-generation opportunities corporately and implement an Income Generation Strategy	We can quantify income opportunities across the Council and we have a coherent and consistent approach to securing income generation.		Carys Lord	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FS/F020	Review the monitoring framework for the Capital Programme and improve reporting timeliness to reduce slippage between financial years.	Effectively delivery our planned Capital Programme within agreed levels of tolerance.		Carolyn Michael	April 2017	March 2018	Existing resources
CP1 FS/F021	Undertake Budget Consultation for 2018/19 budget with residents and key partners	Consultation effectively shapes the identification of budget priorities for 2018/19.		Carys Lord	August 2017	March 2018	Existing resources
CP1 FS/AM022	Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings includes ensuring compliance with public building legislation.	Identify and deliver cash savings to support delivery of the Reshaping Services agenda and facilitate new ways of working		Carys Lord/Lorna Cross	April 2017	March 2018	Existing resources
FS/C016	Continue to work with services to update data on property conditions	Up to date data informs corporate decisions on assets	Percentage completed on a quarterly basis	Lorna Cross	April 2017	March 2018	Existing resources
FS/AM023	Deliver Phase 2 of the SPACE project.	Optimise the use of our property assets to minimise our operating costs.		Lorna Cross	April 2017	March 2018	Existing resources
FS/AM024	Deliver action plan associated with the Jones Lang LaSalle Asset Management Review	Optimise the use of our property assets to minimise our operating costs.		Lorna Cross	April 2017	March 2018	Existing resources

<b>Ref</b>	<b>Action</b>	<b>Outcome &amp;Key milestone 2017/18</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
FS/AM025	Continue to maximise opportunities for Community Asset Transfer	Optimise the use of our property assets to minimise our operating costs.		Lorna Cross	April 2017	March 2018	Existing resources
FS/AM026	Produce an annual report update on the Corporate Asset Management Plan to assess progress against targets	Asset Management Plan supports and enables the achievement of outcomes underpinning the Corporate Plan.		Lorna Cross	April 2017	March 2018	Existing resources
FS/W027	Undertake a skills audit across the division to identify and better align the skill sets of staff with business requirements.	Broaden the skills mix of staff and increase resilience in smaller teams.		Carys Lord	April 2017	March 2018	Existing resources
FS/W028	Review job descriptions of staff across the division in hard to recruit/retain posts.	Effective targeted recruitment of trainees and improved career pathways in place to retain staff.		Carys Lord	April 2017	March 2018	Existing resources
FS/W029	Develop and pilot a Career Progression Pathway for hard to recruit/retain posts.	Effective targeted recruitment of trainees and improved career pathways in place to retain staff.		Carys Lord	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
FS/W030	Undertake a review of our structure to ensure it is fit for purpose in line with the Reshaping Services agenda	Broaden the skills mix of staff and increase resilience in smaller teams. Effective targeted recruitment of trainees and improved career pathways in place to retain staff.		Carys Lord	April 2017	March 2018	Existing resources
FS/W031	Continue to review and strengthen the performance management and support arrangements in relation to attendance management.	Reduction in sickness absence rates 2017/18	Number of days/shifts lost due to sickness absence.	Carys Lord	April 2017	March 2018	Existing resources
FS/W032	Delivery of cross-directorate training on procurement and contract management as part of the Management Competency Framework.	All managers have been trained in procurement and contract management to and can confidently apply these skills when undertaking procurement and contracting activities.		Carys Lord	April 2017	March 2018	Existing resources
FS/IT033	Roll out of SMART technology for use by the Benefits Service for customer enquiries.	Reduction in costs associated with paper based systems. Quicker and more efficient enquiry handling.		Nigel Smith	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
FS/IT034	Ensure roll out of digital procurement and invoicing across the Council including the use of i-procurement.	Coherent corporate procedures and streamlined systems resulting in improved purchasing control and reduced costs.		Carys Lord	April 2017	March 2018	Existing resources
FS/F008	Review the level of usage made of NPS frameworks across services	Process efficiencies achieved and better outputs from constrained budgets		Nigel Smith	April 2017	March 2018	Existing resources
FS/F035	Undertake a review of the Procurement service in line with the Reshaping Services agenda.	We have a procurement service that is fit for purpose to address the financial challenges that lie ahead and meet the requirements of the Reshaping Services agenda		Nigel Smith	April 2017	March 2018	Existing Resources
IT/F FS/IT036	Complete roll out of E-Citizen as part of the Digital Strategy.	Increased take up of electronic payments for bill payments.		Nigel Smith	April 2017	March 2018	Existing resources
FS/IT037	Deliver training to managers on utilising the CIPFA Asset Management System and optimise the use of the IPF system	Increased take up and usage of electronic Asset Management Systems.		Lorna Cross	April 2017	March 2018	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
FS/IT038	Deliver a sustainable ICT platform for shared Audit Service with Bridgend.	The Shared ICT platform is adopted by both Vale of Glamorgan and Bridgend Council to effectively share information and reduce costs.		Helen Smith	April 2017	March 2018	Existing Resources
FS/IT039	Identify and develop a new solution for the replacement of the Bill Payment service via Pay Point and Post Office	A more time and cost effective solution is identified and delivered.		Carolyn Michael	April 2017	March 2018	Existing Resources
FS/IT040	Develop and implement an Insurance Portal to enable customers to register and make insurance pot hole claims.	A more time and cost effective solution is identified and delivered.		Nigel Smith	April 2017	March 2018	Existing Resources
FS/F041	Explore further collaborative opportunities in relation to our specialist computer auditing function.	To implement effective collaborative working whilst maximising opportunities for income generations.		Helen Smith	April 2017	March 2018	Existing Resources
FS/F042	Delivery of associated compliance actions arising from the Public Sector Internal Audit Standards review	Ensure we sustain robust governance systems and continue to uphold the integrity and reputation of the Council.		Helen Smith	April 2017	March 2018	Existing resources