

1. Introduction

The Finance and ICT service form part of the Resources Directorate. The Finance 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. The ICT Service's primary role is to provide high quality ICT services to the Council, its users and Members and support the Corporate Plan priorities to deliver better public services to citizens of the Vale of Glamorgan.

1.1 About our Service – Financial Services and ICT

The Finance service is responsible for undertaking a number of key roles for the Council. The service supports all Council services by providing sound financial management and control, comprehensive property estate and facilities management and management of the Council's (ICT) technology needs, contributing to the delivery of quality and cost-effective services to residents and customers. Through a coordinated and integrated approach we are effectively supporting directorates to deliver transformational change in line with the Council's Reshaping Services Programme whilst making required efficiency savings.

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;
- Collection of Income from all debtors for Directorates for the Council
- 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;
- Providing a central Procurement Unit support service for all Directorates
- Management of Internal Audit shared service, provided jointly to the Vale of Glamorgan and Bridgend Councils;
- Providing a comprehensive insurance service for the whole council;
- Providing a comprehensive ICT service for all Directorates ; Providing ICT support to Council Members, Schools, Libraries and Town and Community Councils; and

- Supporting the Reshaping Services programme.

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 and ICT 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);
- 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;
- 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;
- Priorities outlined in our ICT Strategy, the Digital Strategy, Information Management Strategy and Connecting with our Customers, the Council's customer relations strategy;
- Findings from Internal Audit Reports on our services;
- Requirements of the General Data Protection Regulation;
- Requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources and Organisational Development.

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 2016-20

2.1 Corporate Plan Priorities

Over the next few years the Finance and ICT 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 priority '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.
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.
CP10	Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.
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 (2018/19)

3.1. Our Annual Service Priorities for 2018-19

During 2018-19 our service will undertake the actions outlined below to contribute to Year 3 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 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)	<p>Continue to support the roll out of Universal Credit in line with DWP timescales.</p> <p>Update elected members on the progress made in implementing welfare reform changes across the Vale of Glamorgan.</p> <p>Update the Council's website to reflect up to date information on welfare reform changes, including where to get advice/support and proactively publicise this.</p>
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)	<p>Work with service departments to continue to decrease our energy costs and carbon emissions in public buildings.</p> <p>Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.</p> <p>Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.</p>

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 within Finance and ICT services to enable more informed decisions about service delivery.
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Ref	Action	During 2018/19 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, 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>Contribute to the work of the Directorate to achieve the required savings target of £600k in 2018/19.</p> <p>Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.</p> <p>Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.</p> <p>Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.</p> <p>Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.</p> <p>Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.</p> <p>Conclude the review of ICT systems and software across the Council to ensure they are fit for purpose.</p> <p>Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.</p> <p>Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy.</p> <p>Implement a second internet connection to the Council to provide additional service resilience.</p> <p>Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy, enabling</p>

Ref	Action	During 2018/19 we will:
		<p>residents and businesses to receive and pay Council bills electronically.</p> <p>Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, which will support delivery of the Council's Digital Strategy.</p> <p>Continue to review ICT services and projects as part of tranche 2 of the Reshaping Services programme.</p> <p>Maximise opportunities for agile working within the Finance and ICT service and across the Council in line with the reshaping programme.</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>Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.</p> <p>Deliver our key workforce development priorities for the coming year as outlined below:</p> <ul style="list-style-type: none"> • Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term. • Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-development. • Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity. • Promote corporate engagement initiatives and staff appraisal within the service to ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change. • Continue to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices. • Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.
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	<p>Consult on the 2019/20 Budget with residents and our key partners.</p> <p>Review and agree the Medium Term Financial Plan for 2018/19 to 2021/22.</p>

Ref	Action	During 2018/19 we will:
	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)	<p>Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources.</p> <p>Develop and implement a central contracts register for the Council to enable effective procurement and contract management.</p> <p>Continue to roll-out digital procurement and invoicing across the Council.</p>
CP11	Produce a Corporate Asset Management Plan every four 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)	<p>Produce refreshed and updated Corporate Asset Management Plan outlining new annual targets set.</p> <p>Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.</p> <p>Support the monitoring of corporate building compliance data.</p> <p>Work with owning departments to identify and progress the disposal of the key disposal sites.</p> <p>Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.</p> <p>Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.</p>

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) 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 2018-19, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 3 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 2016/17						
	Average headcount 2016/17	FTE 2016/17	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
			Long term	Short term			
Finance (sickness and FTE figures are including Directors office)	142.5	132.15	3.12	2.41	5.53	16 (11.23%)	100
ICT	42	41.80	1	2.87	3.87	4 (9.52%)	100

During 2017/18, 100% of #itsaboutme appraisals were completed for both Financial Services and ICT Services mirroring our performance in the previous year.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of development across the division. Based on current data at Q2 (3.60 days per FTE), the service is on track to achieve a performance of 7.2 days per FTE in 2017/18 which will fall short of the Directorate's annual target of 5.8 days per FTE and last year's reported performance of 5.53 days per FTE. Within the ICT service, based on a reported performance of 2.98 days per FTE at Q2, the service will also just miss the annual target. There have been more recorded incidents of stress and anxiety related absence following the restructure of services within Finance and ICT, which saw a reduction in staff numbers across all services. This absence is putting additional pressure on remaining staff who have to cover these absences as well as their own areas of work. The service continues to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. However if this trend continues it is likely to have a significant impact on capacity within the service overall.
- As at September 2017, Finance has an establishment of 147.11 FTEs (109.11 FTEs in Finance and 38 FTEs in ICT) compared to 159.4 FTEs (114.8 in Finance and 44.6 in ICT) at the same time period in 2016. On balance, the workforce within Financial Services has remained relatively static, with fairly low levels of turnover. As at September 2017, the service reported a 5% turnover rate compared to just over 6% in the same period last year. In relation to ICT, turnover rates doubled from 2.25% to 5.13% during the same time period. This increase in turnover within ICT was anticipated as the service implemented a new structure following its review of how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.
- Overall, the age profile of staff is not a cause of concern, as there is currently a good spread of age ranges across the Finance and ICT Service. As at September 2017 the age profile of the ICT Service is as follows: [3% (65+); 5% (55-64); 28% (45-54) 36% (35-44); 20% (25-34); 8% (16-24)]. Since last year, there has been a slight decrease in the following age categories: 55-64, 45-54 25-34 and 16-24. Within Finance, the age profile is as follows: [0% (65+); 18% (55-64); 25% (45-54) 23% (35-44); 26% (25-34); 8% (16-24)]. There has been a marginal reduction in the following age categories 65+ and 45-55. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories.

- Through focusing our efforts on succession planning and encouraging the cross-skilling across teams we continue to build resilience within the workforce. However, career progression remains relatively flat and that could impact on retention levels in the future. To mitigate this, the service encourages staff to get involved in continuous self-development opportunities within the service and through a variety of corporate initiatives, such as the Leadership Café to further enhance their skill set.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.
- In the longer term, with the implementation of the Welfare reform changes, it is anticipated there will be the requirement for fewer benefits staff. 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 going forward. Procurement across all services is a major tranche 3 project under the programme.
- Sustaining a resilient workforce remains a challenge as the Accountancy, Property and Audit service divisions continue to experience issues with recruitment and retention. The division currently recruits a number of graduates/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. Whilst progress has been made in developing a number of service initiatives, it will take time for these to bed in and have an impact.
- Within the Audit Service, the recent restructure of the service has aligned the workforce to service demands, identifying required skillsets and therefore development opportunities for staff. Again these will take time to bed in and have an impact.

It is important that we continue to maintain and develop the workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for the Finance and ICT Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Further developing succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.
- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.
- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
- Continuing to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.
- Further 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.
- Ensuring that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Continuing to effectively manage sickness absence in line with corporate policy.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Going forward, the key issues impacting on the service are:

- The increasing demand for ICT solutions by service departments in response to the Reshaping agenda and the Council's Digital Strategy will require significant resources from ICT and there is a need to ensure there is adequate capacity to support the delivery of the transformational change required across the Council.
- Emerging demand to support external initiatives such as the Cardiff City Region project, the Welsh Government's LiDW 2 project (schools' broadband upgrade) and ICT collaboration projects with other Welsh LA's.

Our ICT priorities for 2018/19 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

- Supporting implementation of the Council's Digital Strategy.
- Maximising opportunities for agile working within the service and across the Council.
- Supporting reshaping projects across the Council as well as implementation of major ICT projects.
- Continue to maintain Public Services Network (PSN) compliance.
- Promoting sustainable IT usage by using technology that uses less space and power.
- Working towards Payment Card Industry (PCI) Compliance to ensure we have secure payment processing arrangements in place that meet the required standards.
- Fully implementing E-citizen (including Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay Council bills electronically.
- Supporting managers to use the CIPFA asset management system and IPF asset management system to record asset information.
- Conclude the review the ICT systems and software across the Council to ensure they are fit for purpose.
- Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.
- Implementing a second internet connection to the Council to provide additional service resilience.
- Ensure adequate information security systems and controls remain in order to prevent data breaches and or cyber-attacks and reduce the likelihood of incurring significant fines.
- Continuing to roll out technology refresh programme for staff and elected members, which has enabled more agile working across the Council.

Finance

The estimated base budget for our service area for 2018/19 is £11,718,000 and the planned improvement activities for 2018/19 focus on delivering the in-year savings identified for the service. However, over the following two years, we are also required to deliver further savings which are outlined below:

Scheme	2018/19 (£000)	2019/20 (£000)	Total (£000)
<i>Review of services within Corporate Resources – Reshaping Tranche 2</i>	700	0	700
Restructure/ rationalisation of the Financial Services Division	0	207	207
Review of property costs (Space Project)	303	0	303
Total	1,003	207	1,210

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

The Finance and ICT Service will also be contributing to the delivery of general policy and council-wide savings. For 2018/19 these are:

- Review of the Procurement (Reshaping Tranche 3)- £1m
- Income and Commercial Opportunities (Reshaping Tranche 3)- £550k
- Digital Strategy (Reshaping Tranche 3) – £250k
- Establishment Review (Reshaping Tranche 3) – £250k
- Minimum Revenue Provision – £1.5m

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).

Going forward, the key issues impacting on the service are:

- There is a need to ensure that our corporate buildings comply with legislation with up to date and accurate compliance data to evidence this. A project team has been established to progress this work as a matter of urgency resulting in the establishment of a Corporate Building Compliance team based within Housing and Building Services, which will be taking forward this work. Going forward the Property team will contribute to this work.

Our key areas of focus for 2018/19 are:

- Maximising opportunities for Community Asset Transfers where appropriate.
- Working with service departments to identify underperforming / inefficient assets which, following an options assessment, could be made surplus.
- Working with owning departments to identify and progress the disposal of the key disposal sites.
- Supporting the monitoring of corporate building compliance data.
- Working with service departments to continue to decrease our energy costs and carbon emissions in public buildings.
- Ongoing review of office and non-office accommodation as part of the Space project, to ensure efficient use.
- Delivering the final phases of the Space Project which will further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate through co-location and associated financial savings.
- Producing an updated and refreshed Corporate Asset Management Plan with new annual targets
- Continue progressing key priority actions identified in the Jones Lang LaSalle Asset Management Review.

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.

Key issues impacting on the service are:

- The optimisation of our procurement function/systems in light of the Reshaping Services agenda is anticipated to have an impact on the procurement service going forward. Procurement across all services is a major tranche 3 project under the programme. During 2018/19, we will be working with services across the Council to identify procurement (third party spend) savings in order to achieve the £1m savings target for the year, in line with the Reshaping Services programme.

Our significant projects for the coming year are:

- Develop and implement a central contracts register for the Council to enable effective procurement and contract management.
- Conclude the review of the Council's Print Strategy and procure a replacement contract tender for 2018/19.
- Continue the roll out of digital procurement and invoicing across the Council.
- Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services programme.
- Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources and Organisational Development.

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 2018/19	Brief description of the purpose of the consultation
Budget consultation 2018/19	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.
Completion of Service Asset Management Plan surveys (SAMPs) for 2018.	To identify asset priorities by reviewing condition of corporate assets and identifying underperforming and surplus assets. This information will be used to inform the corporate Asset Management Plan yearly update for 2018/19 and service planning for 2019/20.
ICT customer satisfaction survey	To determine customer satisfaction with ICT service desk.

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 2018/19	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.
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	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.

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
	expertise of Auditors.	
Roll out of Universal Credit (Universal Support Delivered Locally (USDL)	Implementation 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.
Develop SLA arrangements with schools to provide ICT support for 2018/19.	Extend the Bryn Hafren model of working to other schools in the Vale to maximise collaboration and opportunities for income generation. Work is ongoing in relation to Bryn Hafren SLA for 2018/19.	SLA agreement with individual schools.
Shared ICT service/expertise.	Explore options for a shared ICT service between 5 councils. Work remains ongoing in sharing specialist ICT skills/resources across the councils to increase service resilience.	Cardiff, Merthyr Tydfil, Bridgend and Rhondda Cynon Taf councils.

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we are managing them.

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative: Failure to continue to provide priority services.	1	2	<p>Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan.</p> <p>Tranche 3 projects of corporate nature to lessen impact on front line services.</p> <p>Risk management processes embedded in project management to identify and mitigate impacts on service users.</p> <p>Programme documentation makes linkages with Well-being of Future</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>Generations Act.</p> <p>Ensuring sufficient resources are available to deliver projects.</p> <p>Emphasis on staff engagement in the Reshaping Services programme.</p> <p>Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.</p> <p>Development of corporate approach to contract management and a refresh of project management, risks management and procurement training.</p>	
<p>Resources: Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.</p>	2	2	<p>Regular monitoring of savings by Cabinet.</p> <p>Programme Board and Scrutiny Committees oversight. Programme manager in place, with project team resources considered for each project.</p> <p>Business cases developed for projects and guidance in place.</p> <p>Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme.</p> <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>Improved support and maintenance for existing ageing ICT systems. 5 year programme in place to invest in ICT infrastructure (£300k per year).</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Financial, ICT and asset management advice provided to inform reshaping projects.)	
Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	2	2	<p>Mixed economy model approach to Reshaping in place.</p> <p>Tranche 3 projects of corporate nature to lessen impact on front line services and service is contributing to these projects including income generation and procurement.</p> <p>Risk management processes embedded in project management to identify and mitigate impacts on service users.</p> <p>Programme and project documentation makes linkages with Well-being of Future Generations Act.</p> <p>Business cases consider non-financial implications of any proposed changes.</p> <p>Equality Impact Assessments embedded within the overall programme's management approach. All projects complete an EIA as appropriate.</p> <p>Communications and engagement activities inform project development.</p>	
Reputation: Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	2	2	<p>Risk management contained within project documentation.</p> <p>Regular updates to Cabinet and Programme Board on status of the programme.</p> <p>Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.</p> <p>Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils).</p>	
CR6: Workforce				
Political & Legislative: Political and legislative repercussions of failing to implement the	2	2	Cabinet, relevant Scrutiny Committee, Joint Consultative Committee, CMT and Change Forum receive regular reports on a range of HR issues and	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.			<p>developments across service areas.</p> <p>Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs.</p> <p>Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.</p>	
<p>Resources: Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.</p>	2	2	<p>Managers are supported through the management of change through training and ongoing advice from HR Officers.</p> <p>We have restructured services in Finance, ICT, Audit and Property to better enable us to meet our service challenges and provide resilience going forward.</p> <p>Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.</p> <p>Raising awareness and signposting staff to corporate initiatives to improve wellbeing e.g. Health Fair for staff, automatic referral of stress cases to occupational health, the continued implementation of risk assessment approaches, stress awareness training for all staff and the Employee Assistance Programme.</p> <p>Leadership Café established to support succession planning and leadership development across the Council.</p> <p>Improvements made to workforce planning processes. Integrated approach to business planning including overview by Corporate Insight Board.</p> <p>New Training and Development Strategy and Management Competency Framework in place and is supporting staff and managers to up-skill and enhance succession planning.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>New 'Staff Charter' promoted to managers and staff.</p> <p>Corporate Staff Engagement Strategy in place alongside effective staff engagement programme and staff encouraged to participate.</p> <p>Greater emphasis within the service on recruitment of multi-disciplinary staff i.e. graduates/trainees who have a wide range of skills to meet the evolving needs of the Council.</p>	
<p>Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.</p>	1	1	<p>Workforce Planning delivered with a focus on alternative service delivery and workforce implications within service.</p> <p>Training and Development Strategy and Management Competency Framework in place and is supporting staff and managers to up-skill and enhance succession planning.</p> <p>Reviewed the skill sets required by staff in Finance, Property, Audit and ICT to ensure they are able to continue to support front line services.</p> <p>Continue to explore opportunities for collaborative working to increase resilience, generate income (where appropriate) and reduce costs.</p>	
<p>Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.</p>	2	2	<p>New Staff Charter launched and promoted.</p> <p>Staff Engagement Strategy launched and effective engagement programme.</p> <p>Recruitment adverts promote the Council as an equal opportunities employer.</p> <p>The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme.</p> <p>Promote the work of the service and Directorate.</p>	
CR7: Information Security				
<p>Political & Legislative:</p>	2	2	DPA/ICT Code of Conduct in place	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Political and legislative repercussions as a result of failing to put in place effective information security safeguards.			<p>together with Access to Information Procedures that is signed for by all staff and Members.</p> <p>Online training made available to staff on DPA and an introduction to their information security responsibilities.</p> <p>A project plan has been developed to prepare for compliance with the General Data Protection Regulation.</p>	
Resource: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	<p>Corporate document retention system in place (TRIM) and FOI/Records Management Unit Established.</p> <p>Implementation of new security software (Veronis and Clear Swift) to give us improved data security.</p> <p>Secure e-mail solution in place. Use of encrypted laptops.</p> <p>Nominated systems administrators and system audit trails/admin logs maintained.</p> <p>Annual penetration testing to identify any security vulnerabilities. Ensuring virus protection is up to date at all times.</p> <p>Raising awareness of staff to the risks of introducing viruses and malware.</p> <p>Public Service Network (PSN) compliant. We have undertaken a health check of our systems and a corresponding action plan has been produced to enable us to become Payment Card Industry (PCI) compliant.</p>	
Service Delivery & Wellbeing: Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	<p>Robust Information Security and Governance Framework in place.</p> <p>Information Sharing Protocols in place with our key partners.</p> <p>Revised Information Management Strategy reflects how the Council's plans to use technology will support the delivery of the Council's Corporate Plan and how it will safeguard information that we exchange between organisations and our partners.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Reputation: Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	2	2	Consent gained for recording and sharing of personal information from key stakeholders including partners and citizens. Information provided on how personal data is used, stored and shared in line with Council information security arrangements.	
CR8: Environmental Sustainability				
Political & Legislative- Inability and capacity of key partners to work effectively together to commit and contribute to the climate change agenda locally.	2	3	<p>The Corporate Plan 2016-20 sets out our priorities relevant to promoting and enhancing sustainability.</p> <p>The Council has agreed to support the Re:fit programme and work is ongoing to ensure all areas of the Council benefit from this work.</p> <p>The Insight Board has an overview of integrated planning issues across the Council and contributes to a 'one council' approach to working, with particular reference to implementation of the requirements of the Environment Act 2016.</p>	
Resources - Limited funding could result in the Council not being able to meet its CO2 reduction targets set out in the Carbon Management Plan and our commitments under the CRC Energy Efficiency Scheme.	3	2	<p>Space Programme and Asset Management Strategy.</p> <p>Insight Board has an overview of integrated planning issues across the Council and contributes to a 'one council' approach to working.</p> <p>Automatic meter readings for utilities for all Vale owned buildings.</p> <p>Explored opportunities to access funding via the City Deal. The City Deal footprint provides opportunities for local services regionally.</p> <p>The Council has agreed to support the Re:fit programme and work is ongoing to ensure all areas of the Council benefit from this work.</p>	
Service Delivery & Wellbeing - Failure to fully deliver the Carbon Management Plan.	2	2	<p>Sustainable procurement outlined in procurement guideline documents.</p> <p>Internal and external publicity for individuals and organisations on how to reduce gas emissions.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			BREEAM standards followed for major projects.	
Reputation - Failure to comply with legal duties and associated targets impacts detrimentally on resident's perception of the Council's ability to tackle climate change, which would attract criticism from our external regulators and Welsh Government.	2	4	<p>Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns.</p> <p>The Council endeavours to be compliant with the latest regulations and expects businesses that carry out work on its behalf to deliver to the same standards to satisfy those requirements.</p> <p>The Council through National Resources Wales works to deliver and report on the Carbon reduction commitment scheme. In the recent construction of 21st Century school buildings, the Council has achieved BREEAM excellent and EPC A grade ratings, with a range of local and national contractors involved in achieving this. There is still the potential for further engagement with local businesses to promote sustainability.</p> <p>Re:fit programme has Department of Energy and Climate Change (DECC) and Cabinet Office backing and support which promotes confidence in the scheme .</p>	
CR9:Welfare Reform				
Political & Legislative - Failure to ensure service continuity during the transitional period due to poor project planning resulting in political and legislative repercussions.	2	2	<p>Identification and prioritisation of key risks associated with welfare reform.</p> <p>MOU in place with DWP on delivering support associated with welfare reform changes e.g. USDL.</p> <p>Communications Plan in place.</p> <p>Progress reports are monitored by Corporate Performance and Resources Scrutiny Committee.</p>	
Resources - Failure to mobilise resources effectively and work collaboratively across Council departments and organisational boundaries to implement	2	2	<p>Budgets have been allocated to deal with expected impact of homelessness and rent arrears.</p> <p>Budgets are reviewed annually and monitored monthly as part of the council's standard budgetary control</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Welfare Reform in a seamless manner.			<p>processes.</p> <p>Impact of Welsh Government reforms of the Discretionary Assistance Fund reviewed.</p> <p>Impact of the Council Tax Reduction Scheme and future WG funding reviewed.</p> <p>Strengthened how welfare-reform risks are managed by developing a more corporate-level approach that co-ordinates activity across the Council (with reports presented to Corporate Performance & Resources Scrutiny Committee)</p> <p>Impact of the introduction of the benefits cap reviewed.</p>	
<p>Service Delivery & Wellbeing- Failure to safeguard principles of social inclusion and meet our equalities commitments as a result of welfare reform changes.</p>	1	2	<p>Improved the management and access to and use of Discretionary Housing Payments.</p> <p>Improved engagement with tenants affected by the removal of the spare-room subsidy through: the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances; the promotion of the 'Your benefits are changing' helpline; and the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes.</p> <p>Supported the effective roll out of Universal Credit across the Vale of Glamorgan.</p>	
<p>Reputation - Failure to effectively communicate and manage delivery of welfare reform changes could damage the client's relationship and trust of the Council and ultimately its reputation.</p>	2	2	<p>Council's website is updated with information guides on Welfare Reform for Vale residents.</p> <p>Working with key partners to ensure effective implementation in line with national timetable.</p> <p>Improved engagement with affected residents including specific support where appropriate.</p>	
CR10: Corporate Building Compliance				
<p>Political & Legislative - Political and legislative</p>	2	4	<p>Identification and prioritisation of key risks associated with building</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
repercussions of failing to meet our statutory responsibilities in relation to Public Building compliance associated with health and safety legislation.			<p>compliance.</p> <p>Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities.</p> <p>GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).</p>	
Resources - Failure to put in place appropriate systems, processes and resources in order to monitor building compliance and address any shortfalls in compliance, this also applies to the contracting out/commissioning of services to be delivered by a Third Party provider.	2	2	<p>Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk.</p> <p>Operational Manager Property is on the Building Compliance Project Board which meets every two months.</p> <p>Compliance database (IPF) in place and updated as at September 2017.</p> <p>Support managers to use CIPFA asset management and IPF asset management system to record asset information.</p> <p>IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.</p>	
Service Delivery & Wellbeing - Risk of injury/harm to service	2	4	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
users and or their carers due to failing effectively manage our building compliance risks.			<p>responsibilities that is 'duty holders' to send required data electronically to Compliance team.</p> <p>IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.</p> <p>Working with all building managers/ duty holders to ensure they are aware of their responsibilities.</p>	
Reputation - Erosion of public confidence and trust in the Council as a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	2	4	<p>Governance arrangements established to ensure Council meets its statutory obligations.</p> <p>Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council.</p> <p>Working with all building managers/ duty holders to ensure they are aware of their responsibilities.</p>	
CR11: Safeguarding				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	1	2	<p>Adhere to corporate-wide policy on safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the Council.</p> <p>Work with the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities.</p>	
Resources: Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	1	2	<p>Adhere to the Council's Safer Recruitment Policy when recruiting staff.</p> <p>Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			including training and corporate safeguarding posters. All relevant managers and staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy.	
Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	1	2	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.	
Reputation: Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	1	4	Information sharing protocols in place and used appropriately. All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.	
CR14: Contract Management				
Political & Legislative: Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	1	2	Identification and prioritisation of key risks associated with Contract management. Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.	
Resources: Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	1	2	Audit findings shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity.</p> <p>Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017.</p> <p>Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.</p> <p>Procurement team provide advice to directorates on procurement issues.</p>	
<p>Service Delivery & Wellbeing: Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.</p>	1	2	<p>Updates to CMT on regular basis regarding the audit work undertaken on contracts and contract management.</p> <p>Service performance requirements included in contract documentation with performance reviewed as per contract terms.</p>	
<p>Reputation: Reputational damage due to poor management/lapse of contact arrangement.</p>	1	4	<p>Service performance requirements included in contract documentation with performance reviewed as per contract terms.</p>	

Appendix C details the risk evaluation scores for our service specific risks and those corporate level risks which impact on the service.

Finance and ICT Services Action Plan 2018/19

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 1: Reducing Poverty and Social Exclusion
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Well-being goals	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 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS003 FIT/A001 (FS/A001)	Continue to support the roll out of Universal Credit in line with DWP timescales.	Customers receive appropriate and timely advice and support tailored to meet their needs. USDL effectively delivered in partnership with DWP and Job Centre Plus.	N/A	Nigel Smith	1/4/2018	31/3/2019 and Ongoing (Full roll out of UC delayed by DWP)	Existing resources
IS003 FIT/A002	Update elected members on the progress made in implementing welfare reform changes.	Increased member awareness of impact of welfare reform on Vale residents. 6 Monthly reports to Corporate Performance & Resources Scrutiny Committee.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS003 FIT/A003	Update the Council's website to reflect up to date information on welfare reform changes, including where to get advice/support and proactively publicise this.	Up to date and easily accessible information for all residents.	N/A	Nigel Smith	1/4/2018	Ongoing (Full roll out of UC delayed by DWP)	Existing resources

Well-being Outcome 2: An Environmentally Responsible Vale

Objective 3: Promoting sustainable development and protecting our environment.

Well-being goals	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 2087/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER15 FIT/A004	Work with service departments to continue to decrease our energy costs and carbon emissions in public buildings.	Improved energy efficiency of buildings and in use of lower energy equipment. Reduced energy costs and carbon emissions from public buildings.	Percentage annual reduction in CO2 emissions	David Powell	1/1/2019	31/3/2019	Existing resources
ER15 FIT/A005 (FS/A005)	Continue to 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	David Powell	1/1/2019	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2087/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER15 FIT/A006	Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	Implementation of energy efficiency measures to the Council estate improves the energy performance of the buildings contributes to reduced carbon emissions and cost savings.	Percentage annual reduction in CO2 emissions	David Powell	1/1/2019	31/3/2019	This initiative is funded via WG monies initially with repayment being made over a period of up to 8 years
ER15 FIT/A008 (FS/A008)	Implement Carbon Management Plan	Plan contributes to improved energy efficiency of buildings and in use of lower energy equipment.		Lorna Cross	01/04/2018	31/03/2019	Existing resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
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Well-being goals	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 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 FIT/A007	Improve equality monitoring data within Finance and ICT to enable informed decisions about service delivery.	Informed Equality Impact Assessments and service developments.	N/A	Carys Lord	1/4/2018	31/3/2019	Existing resources

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FIT/F001	Contribute to the work of the Directorate to achieve the required savings target of £600k in 2018/19.	Proposals for making the required levels of savings are agreed and implemented.	Performance targets agreed as part of the Reshaping Projects.	Carys Lord	1/4/2018	31/3/2019	Existing resources
CP1 FIT/F002	Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	Accurate financial positions, property asset and ICT advice, and audit advice effectively informs decision making as part of Reshaping Services projects.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources
CP1 FIT/AM003	Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.	Identify and deliver cash savings to support delivery of the Reshaping Services agenda and facilitate new ways of working	N/A	Carys Lord/ Lorna Cross	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FIT/AM004	Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.	Optimum use of our property assets contributes towards minimising operating costs.	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources
CP1 FIT/IT005 (IT/IT019)	Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.	Implementation of the Council's transformation agenda contributes to efficient and sustainable services to meet the needs of Vale of Glamorgan residents for the future.	N/A	Nick Wheeler	1/4/2018	31/3/2019	Existing resources
CP1 FIT/F006	Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.	There is a coherent approach to third party spend across the Council. Savings target achieved.	N/A	Carys Lord	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FIT/IT007	Conclude the review of ICT systems and software across the Council to ensure they are fit for purpose.	Fit for purpose systems which will support delivery of the Council's Digital Strategy.	N/A	Nick Wheeler	1/4/2018	31/3/2019	Existing resources
CP1 FIT/F008	Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	Income opportunities quantified. Coherent and consistent approach to securing income generation across the Council.	N/A	Carys Lord	1/4/2018	31/3/2019	Existing resources
CP1 FIT/F009	Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.	Options identified and implemented to facilitate increased efficiency and support delivery of the Council's Digital Strategy.	N/A	Emma Williams	1/4/2018	31/3/2019	Existing resources
CP1 FIT/IT010 (IT/IT022)	Implement a second internet connection to the Council to provide additional service resilience and increase efficiency.	Increased Council and service resilience in line with the Digital Strategy.	N/A	Richard Hortop	1/4/2018	31/3/2019	Existing resources
CP1 FIT/IT011	Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	Residents and businesses are able to receive Council bills and Benefit Notifications electronically.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 FIT/IT012	Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	Compliance ensures secure payment processing arrangements are in place that meet the required standards.	N/A	Carolyn Michael	1/4/2018	31/3/2019	Existing resources
CP1 FIT/F013	Continue reviewing ICT services and projects as part of Tranche 2 of the Reshaping Services programme.	Sustainable ICT service for the future. Achievement of efficiency required savings.	N/A	Nick Wheeler	1/4/2018	31/3/2019	Existing resources
CP1 FIT/W014	Maximise opportunities for agile working within the Finance and ICT service and across the Council.	Increased service efficiencies and savings in line with the reshaping agenda.	N/A	Richard Hortop	1/4/2018	31/3/2019	Existing resources
CP1 FIT/IT040 (IT/F017)	Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler.	Revised strategy appropriately reflects ICT's enabler role in delivering the Council's Digital Strategy and its transformation agenda.	N/A	Nick Wheeler	1/4/2018	31/3/2019	1 FTE for 10 days

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 FIT/W015	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	Reduction in sickness absence rates in line with 2018/19 targets	Number of days/ shifts lost due to sickness absence.	Carys Lord	1/4/2018	31/3/2019	Existing resources
CP2 FIT/W016	Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.	Increased resilience in teams across the service.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources
CP2 FIT/W017	Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-development.	The broad skill sets of staff leads to increased resilience in smaller teams.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 FIT/W018	Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity.	Increased staff participation in corporate engagement initiatives.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources
CP2 FIT/W019	Promote corporate engagement initiatives and staff appraisals within Finance and ICT to improve employees understanding of how their work fits into the wider work of the Council and how they can effectively contribute to change.	Increased understanding of how individuals contribute to the Corporate Plan and the Reshaping agenda.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources
CP2 FIT/W020	Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	Increased resilience in teams across the service.	N/A	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 FIT/W021	Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	Increased staff awareness of roles and responsibilities in relation to the General Data Protection Regulation. Council achieves compliance by May 2018.	N/A	Carys Lord	1/4/2018	31/3/2019	Existing resources
CP3 FIT/F022	Consult on the 2019/20 Budget with residents and our key partners.	Consultation effectively shapes the identification of budget priorities for 2019/20.	N/A	Carys Lord	1/11/2018	31/3/2019	Existing resources
CP3 FIT/F023	Review and agree the Medium Term Financial Plan for 2018/19 to 2021/22.	Updated plan supports and enables the achievement of Corporate Plan outcomes and reflects the financial position of the Council.	N/A	Carolyn Michael	1/4/2018	31/3/2019	Existing resources
CP10 FIT/A024	Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources.	Council complies with legislation and ensures its contractors follow ethical and fair employment practices.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP10 FIT/A025	Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	Consistent approach and corporate overview of all contracts.	N/A	Carys Lord	1/4/2018	31/3/2019	Existing resources
CP10 FIT/A026	Continue to roll-out digital procurement and invoicing across the Council.	Coherent corporate procedures and streamlined systems resulting in improved purchasing control and reduced costs.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources
CP11 FIT/AM027	Produce an annual report to update to Corporate Asset Management Plan outlining annual progress on targets set.	The Asset Management Plan supports and enables the achievement of Corporate Plan outcomes.	N/A	Lorna Cross	1/1/2019	31/3/2019	Existing resources
CP11 FIT/AM028	Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	Optimum use of our property assets contributes towards minimising operating costs.	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources
CP11 FIT/AM029	Work with owning departments to identify and progress the disposal of the key disposal sites.	Optimum use of our property assets contributes towards minimising operating costs.	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP11 FIT/AM030	Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.	Optimum use of our property assets contributes towards minimising operating costs.	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources
CP11 FIT/AM031 (FS/AM025)	Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	Optimum use of our property assets contributes towards minimising operating costs	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources
FIT/IT032 (IT/IT033)	Continue to maintain Public Services Network (PSN) compliance.	Assurance and confidence in the Council's ICT security arrangements. PSN accreditation achieved.	N/A	Jens Chinneck	1/4/2018	31/3/2019	2FTEs for 40 days
FIT/IT033	Conclude the review of the Council's Print Strategy and procure a replacement contract tender for 2018/19.	Efficiency savings achieved through print strategy.	N/A	Nick Wheeler	1/2/2018	31/06/2018	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
FIT/IT034 (IT/W025)	Continue to roll out the technology refresh programme for staff and elected members.	Increased agile working across the Council. Continued investment and provision of mobile technology we will support staff to become mobile workers, thereby freeing up more office-based accommodation.	N/A	Andrew Brain	1/4/2018	31/3/2019	Existing Resources
FIT/IT035	Continue to promote sustainable IT usage by using technology that uses less space and power.	Increased agile working across the Council. Reduction in work space required and associated costs.	N/A	Emma Williams	1/4/2018	31/3/2019	Existing resources
FIT/A036 (FS/F042)	Deliver the 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.	N/A	Helen Smith	1/4/2018	31/3/2019	Existing resources
FIT/C038 (FS/C016)	Continue to work with services to update data on property conditions.	Up to date data informs corporate decisions on assets.	N/A	Lorna Cross	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
FIT/IT038 (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.	N/A	Helen Smith	1/4/2018	31/3/2019	Existing resources
FIT/IT039 (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.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources
FIT/IT041 (IT/IT031)	Investigate opportunities for outsourcing Oracle.	Service achieves required savings for 2017/18.	N/A	Nick Wheeler	1/04/2018	31/12/2018	2 FTEs 30 days
FIT/IT042 (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.	N/A	Nigel Smith	1/4/2018	31/3/2019	Existing resources

Risk Evaluation Scoring

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
CR1: Reshaping Services									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR6: Workforce									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR7: Information Security									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4 (Medium)
CR8: Environmental Sustainability									
Political & Legislative	3	3	9	1	2	2	2	3	6
Resources	3	4	12	1	2	2	3	2	6
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	4	12	2	1	2	2	4	8
Average risk score	3	4	12	2	2	4	2	3	6 Medium
CR9: Welfare Reform									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	3	12	3	2	6	1	2	2
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
									(Medium)
CR10: Corporate Building Compliance									
Political & Legislative	3	4	12	2	1	2	2	4	8
Resources	3	4	12	2	2	4	2	2	4
Service Delivery & Well-being	3	4	12	2	1	2	2	4	8
Reputation	3	4	12	2	1	2	2	4	8
Average risk score	3	4	12	2	1	2	2	4	8 (Medium/High)
CR11: Safeguarding									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3 (Medium/Low)
CR14: Contract Management									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4
Average risk score	3	3	9	2	2	4	1	3	3 (Medium/Low)

Scoring risks	
Likelihood score	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.
Impact score	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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
Likelihood/Probability of Risk Occurring					

Effectiveness of Controls Score

Score	Effectiveness of Control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk