

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



**COUNCIL'S VISION – 'STRONG COMMUNITIES WITH A BRIGHT FUTURE'**

**INTERNAL AUDIT SHARED SERVICE  
DRAFT ANNUAL AUDIT PLAN FOR CROSS CUTTING**

**2016 – 2017**

**VALE OF GLAMORGAN COUNCIL**

## 1. Introduction

1.1 Across the whole of the United Kingdom, local councils are facing unprecedented challenges following reduced Government funding and increased demands on essential services. In respect of the Vale of Glamorgan Council, its commitments are to make sure the Council provides the best services that it can to the residents of the Vale of Glamorgan. Members and Officers will work together utilising the resources that are available to the Council to provide quality services for Vale residents. One of the Council's overarching principles is to manage public money and assets well

1.2 The Council's vision for the future of the Vale of Glamorgan is:

**'Strong communities with a bright future'**

1.3 In developing the Council's Corporate Plan 2016 – 2020, consideration has been given to the values that are needed to underpin the work of elected members and staff. The Council's values describe the professional behaviours that will contribute to the Council's ability to adapt to future demand and deliver the actions contained in the Corporate Plan, as well as achieve the vision of strong communities with a bright future.

The Council's values are:

**Ambitious** – Forward thinking, embracing new ways 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 serve our communities and to be part of the Vale of Glamorgan Council.

1.4 The Council's well-being outcomes and well-being objectives provide a strong foundation and framework for the Corporate Plan. The well-being outcomes are:-

- **An Inclusive and Safe Vale;**
- **An Environmentally Responsible and Prosperous Vale;**
- **An Aspirational and Culturally Vibrant Vale;**
- **An Active and Healthy Vale.**

**2. Delivering the Council's Vision.**

2.1 The Council has agreed an ambitious programme for the next four years to achieve the well-being outcomes and meet the objectives. In delivering this exciting programme with partners, the Council is confident that they can reshape services to deliver the vision for the Vale. The four well-being outcomes provide the framework for the programme of activity.

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

### 3. Well-being Actions

Well-being Objective	Actions
<p><b>An Inclusive and Safe Vale:</b> Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.</p>	
<p>Reducing poverty and social exclusion</p>	<p>Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills.</p> <p>Work with partners to deliver the Financial Inclusion Strategy and enable residents in and out of work to overcome barriers to financial inclusion by improving access to services, advice and support.</p> <p>Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes.</p> <p>Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty.</p> <p>Implement a range of projects to prevent and tackle poverty through the Vibrant and Viable Places Scheme in Barry.</p> <p>Align relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes.</p>
<p>Providing decent homes and safe communities.</p>	<p>Complete the delivery of the Council House Improvement Programme by 2017.</p> <p>Work with partners to instigate a new council house building programme.</p> <p>Provide appropriate accommodation and support services for particular vulnerable groups.</p> <p>Implement a range of initiatives to facilitate new and to improve the quality of private sector rented accommodation.</p>

	<p>Increase the number of sustainable, affordable homes.</p> <p>Introduce a rapid response system to protect vulnerable people from the activities of rogue traders.</p> <p>Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence.</p> <p>Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.</p> <p>Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment.</p> <p>Work with partners to implement a new Community Safety Strategy.</p>
<p><b>An Environmentally Responsible and Prosperous Vale:</b> The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.</p>	
<p>Promoting regeneration, economic growth and employment.</p>	<p>Maximise economic growth, inward investment and employment opportunities through, the Capital City Region and Cardiff Airport and St Athan Enterprise Zone.</p> <p>Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council’s assets.</p> <p>Implement a comprehensive programme of regeneration across the Vale including: The Rural Local Development Strategy, Town Centres Framework, Penarth Esplanade, Barry Waterfront including the Barry Island Link Road and Links between Penarth Haven and the Town Centre.</p> <p>Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.</p> <p>Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely.</p> <p>Support local businesses and increase the number of visitors to the Vale through the implementation of the Tourist Destination Management Plan and an annual programme of events and festivals.</p>
<p>Promoting sustainable development and protecting our environment.</p>	<p>Adopt and implement the Local Development Plan as a framework for sustainable development in the Vale of Glamorgan.</p> <p>Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve</p>

	<p>community facilities.                  Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion                  Work with Welsh Government to deliver improvements to Five Mile Lane.                  Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes.                  Complete the National Cycling Network Route 88 to promote active travel and reduce unnecessary vehicle travel, road congestion and pollution.                  Deliver a co-ordinated approach to managing the Barry Island resort.                  Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes.                  Review and implement the Council's Carbon Management Plan and targets to reduce emissions from street lighting, council vehicles and council buildings.                  Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.                  Implement the Local Biodiversity Action Plan and enhance and protect habitats for important species through the Natural Environment and Communities Act and the land use planning system.                  Minimise the risk and impact of flooding and coastal erosion via an effective Flood Risk Management Plan, flood reduction measures and a Shoreline Management Plan.                  Achieve four National Beach Awards in recognition of the high standard of cleanliness, good facilities and attractiveness of our beaches.</p>
<p><b>An Aspirational and Culturally Vibrant Vale:</b> All Vale of Glamorgan citizens have opportunities to achieve their full potential.</p>	
<p>Raising overall standards of achievement.</p>	<p>Improve standards of achievement for pupils through sharing excellence between schools and the targeting of resources.</p> <p>Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.</p> <p>Increase the learning opportunities for disadvantaged individuals and vulnerable families.</p> <p>Reduce the number of young people not in education, employment or training.</p> <p>Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses.</p> <p>Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access</p>

	<p>quality youth support services.</p> <p>Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill.</p> <p>Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry.</p> <p>Develop a new school modernisation programme in readiness for the next 21<sup>st</sup> century schools funding due to commence in 2019/20.</p>
<p>Valuing culture and diversity.</p>	<p>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.</p> <p>Work with partners to promote the use of the Welsh language.</p> <p>Implement the Welsh Language Standards to improve access to services and information.</p> <p>Work with community partners to deliver a vibrant and diverse library service.</p> <p>Establish an Education and Arts Hub within the Central Library in Barry.</p> <p>Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.</p> <p>Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan.</p>
<p><b>An Active and Health Vale:</b> Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported.</p>	
<p>Encouraging and promoting active and healthy lifestyles.</p>	<p>Work in partnership to deliver a range of activities through our leisure and community facilities and parks to increase levels of participation and physical activity.</p> <p>Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.</p> <p>Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families.</p> <p>Provide and promote a range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early development in achieving better outcomes for young people and their families.</p> <p>Work with the Cardiff and Vale Health and Well-Being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.</p> <p>Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks.</p>

<p>Safeguarding those who are vulnerable and promoting independent living.</p>	<p>Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of: provision of information; advice and assistance services; eligibility/assessment of need; planning and promotion of preventative services; workforce and performance measures.</p> <p>Improve access to health and social care services by improving the speed, simplicity and choice of how to access services.</p> <p>Work with partners to progress the integration of adult social care and community health services.</p> <p>Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care.</p> <p>Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council.</p> <p>Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodations Solutions Service.</p> <p>Review accommodation with care options for older people and develop our commissioning strategy for future years.</p> <p>Work with partners through the Cardiff and Vale Local Safeguarding Children’s Board to develop a Child Sexual Exploitation Strategy.</p> <p>Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents.</p> <p>Undertake an annual programme of targeted inspections at premises undertaking commercial activities that affect vulnerable people (for example, care homes and food establishments in schools).</p>
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#### 4. Corporate Risks

The Council assesses on an annual basis the major risks that will affect the ability to achieve the Corporate Improvement Priorities, provide services as planned and fulfil its statutory duties. The main risks facing the Council, the likely impact of these on Council services and the wider County are listed below.

Risk	Risk Description	
<p><b>Reshaping Services</b></p>	<p><b>Failure to deliver the Reshaping Services Programme</b></p>	<p>There is a risk that the Council fails to deliver the Reshaping Services Programme and therefore does not utilise alternative methods of service delivery and other approaches to mitigate the impact of budget reductions and demand challenges, thereby resulting in further cuts to services significantly impacting their availability and quality.</p>

		<p>There is the risk associated with pursuing the Reshaping Services agenda, namely the new skills and capacity required to manage significant change at a time of diminishing resources and using approaches that are relatively new concepts to the Council and its partners.</p> <p>There is also the risk of a judicial review particularly in relation to Reshaping Services agenda where new models of service delivery are developed. This could have both financial and reputational consequences if a judicial review finds our actions to be unlawful.</p>
<p><b>Response to legislative change and local government reform</b></p>	<p><b>Failure to respond to legislative changes and to proposals for local government reform</b></p>	<p>This risk focuses on how we respond to new and emerging legislative requirements particularly where the nature of the legislation is cross-cutting in terms of the impact it has on a variety of service areas. There is the risk that there is a failure to be able to effectively co-ordinate the implementation of significant legislative change across the breadth of Council services/functions that it effects. There are currently three key pieces of legislation that this applies to such as Social Services Wellbeing Act, Wellbeing of Future Generations Act and the emerging local government reform agenda.</p> <p>Both the Wellbeing of Future Generations Act and Social Services Wellbeing Act have a crosscutting focus on wellbeing in relation to how we plan and deliver our services. In relation to Social Services Wellbeing Act, this will come into force in April 2016. As aspects of preparation for its implementation are being undertaken at both a local and regional level, there is the risk that poor co-ordination would lead to inconsistent implementation of the requirements of the Act. In terms of the Future Generations Bill, we are currently awaiting the guidance for the implementing requirements of this legislation. However, the council has been identified as an early adopter, and therefore needs to demonstrate that it has the resources and the co-ordination to implement this new legislation consistently across all Directorates. In terms of Local Government reform, this risk relates to two aspects of the Welsh Government programme in respect of local government. One aspect is the possible reorganisation of Councils. The other relates to the proposals in the “Reforming Local Government – Power to Local People” White Paper to make substantial changes in a range of areas, including local democracy, the roles of elected members and senior officers, community governance and Community Councils, community rights, corporate improvement, service performance, scrutiny, audit, inspection and regulation, and finance.</p> <p>The Council is committed to the principle of treating the Welsh and English language on the basis of equality. In order to do this we have in place a Welsh Language Scheme that ensures that we are meeting our obligations under the Welsh Language Act 1993. Under the new Welsh Language (Wales) Measure 2011, all current Welsh Language schemes will be replaced by the Welsh Language Standards. Our requirements to meet these standards are still subject to consultation with the Welsh Government and its requirements have not yet been formally endorsed. All organisations that are subject to the new standards will receive a compliance notice in advance and the Welsh Language Commissioner can impose duties on these organisations to comply. Failure to comply with the new Welsh Language Standards would not only be damage the reputation of the Council, but could also result in a civil penalty.</p>
<p><b>School</b></p>	<p><b>Failure to deliver the</b></p>	<p>This risk encompasses funding key priorities set out in the 21st Century Schools Investment</p>

<p><b>Reorganisation and investment</b></p>	<p><b>current School Reorganisation and Investment Programme and to develop a new programme in readiness for Band B of 21st Century Schools</b></p>	<p>Programme as well as smaller scale asset renewal schemes. It also includes school reorganisation as the reduction of surplus places and condition of school buildings are the primary criteria for securing 21st Century Schools grant funding. Priorities within the School Investment Programme include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Penarth Learning Community – replacement of St Cyres School and amalgamation of the Vale’s 3 Special Schools into a new regional school.</li> <li><input type="checkbox"/> The expansion of Welsh Medium Seed Schools in Barry and Llantwit Major</li> <li><input type="checkbox"/> The expansion of Ysgol Gwaun y Nant in Barry and a new school building for Oakfield Primary School</li> <li><input type="checkbox"/> Llantwit Learning Community comprising remodelling and a new school building Llantwit Comprehensive School and a new primary school building for Ysgol Y Ddraith (new amalgamated 420 place school replacing Llanilltud Fawr and Eagleswell schools from September 2015).</li> </ul> <p>When considering L.A. applications for Band A funding under the 21st Century Schools programme, as well as ensuring the two primary criteria of addressing surplus places and condition of buildings were met, the Welsh Government also required L.A.s to have appropriate strategies in place to provide sufficient Welsh Medium places and address SEN provision. Rationalisation and development of SEN provision was central to the Penarth Learning Community.</p> <p>The Investment programme includes the expansion of Welsh Medium Primary Schools in Llantwit and Barry. There is a need to plan for the expansion of Welsh medium secondary school places to address a shortage of places from September 2020 onwards.</p> <p>As well as the schemes listed in the programme, new requirements are emerging as a result of housing development. Whilst the requirement for increased capacity in certain areas has been identified, in many cases there will be insufficient s106 funding to cover costs placing increased pressure on available funding.</p> <p>There is a risk associated with securing the necessary capital required to fund major investment projects as well as addressing building conditions across all Vale schools. The lack of available funding to address all requirements will result in buildings deteriorating further giving rise to risks associated with health and safety, DDA, business continuity and sustainability.</p> <p>Welsh Government Guidance recommends that ‘Local Authorities should retain no more than 10% surplus places overall.’ It further recommends that ‘where there are excessive numbers of surplus 21 places in an area LA’s should review their provision and, where feasible make proposals for school organisation especially where schools have significant levels of surplus places, require significant investment, or have a catchment area which is unlikely to provide numbers of pupils to make it sustainable for the future.’</p> <p>Failure to implement an appropriate school re-organisation programme could result in the Vale not achieving its surplus place targets of 10.2% in the primary sector and 12.86% in the secondary sector by 2016 as agreed with the Minister for Education and Skills.</p>
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		<p>Possible failure to address the shortage of school places in the Welsh Medium Primary Sector could directly impact on the Vale’s ability to secure WG 21st century schools grant in the future.</p> <p>At January 2015, 16.1% of secondary school places and 10.1% of primary school places were empty. The secondary school target of 12.86% will not be met by 2016 although plans are in place to remove capacity in the secondary sector in 2017 through reducing the size of Llantwit Comprehensive School as part of the Llantwit Learning Community scheme. Surplus capacity will also start to reduce from 2017 onwards without further action being taken as larger primary cohorts feed into the secondary sector.</p> <p>In January 2015 there were 3 primary schools and 4 secondary schools with significant surplus places (in excess of 25%). Ysgol Bro Morgannwg will fall out of this category in 2016 as larger cohorts feed into the school and Llantwit in September 2017 as a result of the remodelling and rebuild of the school. Bryn Hafren and Barry Comprehensive schools are the subject of consultation on a proposal which would result in surplus capacity being taken out of the schools in 2020. It is anticipated that the significant surplus capacity in the primary sector will reduce as a result of increased pupil numbers arising from new housing development.</p>
<p><b>Housing Improvement Programme</b></p>	<p><b>Failure to meet Welsh Housing Quality Standards (WHQS)</b></p>	<p>The Council commenced its Housing Improvement Programme to meet the WHQS on the 3<sup>rd</sup> of September 2012 and has agreed with the Welsh Government that compliance will be achieved by April 2017 (4½ year programme). External contractors were appointed at that time to deliver the programme via a framework contract. The Council’s internal contractor will also deliver a proportion of the works. A significant amount of resources have been put in place to achieve the WHQS, these include a Framework Manager, Housing Quantity Surveyor, Housing Improvement Supervisors and Tenant Liaison Officers (in addition to staff already employed in Property and Building Services).</p> <p>To achieve the WHQS, the Council has a total prudential borrowing requirement of £33m. In total, £82m will be spent during the improvement programme. Additional funding is available to consider environmental improvements that tenants would like to see within their own communities (£1m in 2014/15 and another £1m in 2015/16). There is no funding for the regeneration of communities (new build etc.) however the Vale’s officers continue to work with partners to identify and bid for external funding for schemes of this nature.</p> <p>The Head of Housing and Building Services reports operational performance to Cabinet and Housing and Public Protection Scrutiny Committee on a regular basis to ensure transparency in performance management activities. A monthly Housing Improvement Programme meeting is held with officers from Property Services (the framework’s managing agent) reporting to the Housing client on operational issues including specification, tenants comfort and site management issues.</p> <p>There are a number of “Hard to Treat” properties across the Vale that require over and above the normal refurbishment requirements (and additional expenditure). These are being considered by a “Hard to Treat” Working Group. A number of the homes identified as ‘hard to treat’ have had surveys carried out and have been included in the investment plan Key to measuring the levels of</p>

		<p>WHQS compliance is having a fit for purpose asset management information collection portal. Officers from Housing and Building Services have invested in the Keystone asset management package to collate investment and compliance information.</p> <p>Officers from Property Services consider operational performance with contractors on a monthly basis, using performance management information including satisfaction data and 35 complaints information to identify key themes and consider mitigation measures. Performance management information currently shows an on-going improvement in performance in terms of customer satisfaction and delivery times. The spending profile is on target. Additional works are being uncovered when works commence however the standard stock condition rates are being exceeded which brings the spending profile back into balance.</p>
<b>Waste</b>	<b>Failure to meet the national waste agenda and targets.</b>	<p>This risk relates to the effectiveness of diversionary activities and initiatives in place to meet the requirements of the European Landfill Directive and the Statutory Target for Recycling with Welsh Government's 'Towards Zero Waste' Waste Strategy with particular reference to national statutory landfill reduction/ diversionary targets, thereby limiting the likelihood of the Council incurring significant fines.</p>
<b>Workforce needs</b>	<b>Inability to anticipate and plan for the workforce needs of the future in order to meet changing services requirements</b>	<p>As the Council goes through significant change over the next few years it is imperative that we are able to anticipate the human resources implications of such change and ensure that we have a number of people with the right skills and experience to deliver the services of the future. In managing the risk it is important to consider the particular challenges presented by the current financial pressures within the public sector, the need to ensure the engagement of staff throughout the change process and the need to plan for and respond to issues of anticipated skills shortages. The risk needs to be considered alongside the Council's reshaping services agenda and in the context of the local government reform agenda.</p>
<b>Information security</b>	<b>The failure to implement adequate information security management systems across the Council</b>	

<p><b>Climate Change</b></p>	<p><b>Failure to adapt to the impact of climate change and failure to mitigate climate change in the Vale of Glamorgan.</b></p>	<p>Action on climate change covers two areas: mitigation and adaptation. Mitigation relates to action taken to tackle the causes of climate change i.e. by reducing greenhouse gas emissions. Adaptation relates to action taken to adapt to the unavoidable effects of climate change caused by increased concentrations of greenhouse gases from human activities. Locally the immediate impact of climate change include hotter temperatures, warmer, wetter winters, hotter, drier summers, increased summer time thunder storms and intense rainfall and the reduction of some animal and plant species, more severe flooding of coastal and river areas and also flash flooding throughout the authority. The Vale of Glamorgan must act as a responsible authority and in 2006 signed the “Welsh Commitment to Address Climate Change” as a responsible authority. The commitment outlines the council’s contribution to the delivery of the national climate change programme, working with the local community to address the causes and effects of climate change, reduce the council’s own emissions, encourage all sectors of the local community to reduce their own emissions, work with key providers to adapt to changes, and provide opportunities for renewable energy generation within the area.</p>
<p><b>Welfare reform</b></p>	<p><b>Welfare Reform</b></p>	<p>The UK Government’s Welfare Reform will introduce the greatest change in the administration of welfare benefits for a generation. In addition to significant change in the way in which the council will run the housing and council tax benefits service, the changes will affect Social Services and Housing Services and will have an impact on the overall finances of the authority. Significant changes have been implemented, including changes to the Housing Benefit scheme and the introduction of the Council Tax Reduction Scheme to replace Council Tax Benefit. The Welsh Government implemented the Discretionary Assistance Fund from April 2013 and the DWP started the roll out of the Personal Independence Payment in Wales from July 2013. The introduction of the Universal Credit which will replace Housing Benefit, Job Seeker’s Allowance (Income Based), Employment and Support Allowance (Income Related), Income Support, Working Tax Credit and Child Tax Credit has begun. However, this was originally limited to new claimants within specific geographical areas in the UK. It was originally intended that the Universal Credit would phased in nationally from October 2013. This has been delayed but recently the intention to implement the national roll out of UC in relation to new single claimants of Job Seekers Allowance (without any children) who claim JSA from February 2015 to 2016 was announced. This will be done by a phased approach and LA’s will be notified in advance where they are within the time table. It is not clear when the national rollout for other UC claimants will start, but it is unlikely that there will be any significant impact in the Vale of the JSA element in 2014/15. Since many of the direct changes affecting the Council (HB and CTRS) have been implemented and national rollout of UC has been delayed, the priority rating of this risk was previously reduced.</p>
<p><b>Local Development Plan</b></p>	<p><b>Local Development Plan</b></p>	<p>The preparation of a Local Development Plan for the Vale of Glamorgan is statutory. On January 23rd 2013 the Council decided to not progress the Deposit Local Development Plan approved in December 2012 but instead to prepare a replacement Deposit Draft Local Development Plan which will be considered by Cabinet and Council in October 2013.</p>

		<p>This means that planning decisions taken on development proposals will be undertaken without reference to an adopted plan and this will now be the case until late 2016 when it is anticipated that the replacement LDP will be adopted.</p> <p>A timetable for the preparation of the replacement Local Development Plan was approved by WG in June 2013. A report was presented to the Council’s Cabinet on 24th March 2014 updating members on the LDPs progression and advising that the timetable be amended to show that the Council was progressing its Plan at a faster pace than envisaged in June 2013. A revised Delivery Agreement was later agreed by WG in May 2014 following public consultation on the Deposit LDP, as required by guidance. Submission of the LDP for independent examination is anticipated to take place in April/May 2015 subject to Council agreement. Under the delivery agreement the LDP is anticipated to be adopted in late 2016.</p> <p>The LDP report has now been approved via Full Council on the 24th June 2015 and as consequence the risk level has now been reduced to a medium score. Although, the LDP is still subject to examination by independent inspector in Autumn 2015, the risks associated with this have now reduced. The remaining residual risks relate to the plan not being found sound and a judicial review of the process being undertaken.</p>
<p><b>School Improvement (Joint Education Service)</b></p>	<p><b>Failure to deliver statutory school improvement functions</b></p>	<p>The School Standards and Organisation Act (Jan 2013) places a duty on local Authorities to intervene when a school fails to secure acceptable standards of education for pupils. Accountability for school performance and the quality of education rests with the local Authority (LA).</p> <p>However, the local Authority commissions statutory school improvement services from the Central South Consortium Joint Education Service (JES). The Council holds the JES to account for the quality of service it delivers to its schools.</p> <p>Risk therefore lies in the ability of the JES to effectively deliver the quality of service our schools require in order to improve standards. Elements of risk may be further sub-divided as outlined below.</p> <p>Risk will be inherent in the extent to which the JES is able to effectively:</p> <ul style="list-style-type: none"> <li>□ exert sufficient, professional challenge to the leadership of the school in order for it to improve further;</li> <li>□ categorise the school as being at risk to the Council and/or failure to deliver;</li> <li>□ correctly diagnose specific ‘Areas of Need’ and devise ‘Statements for Action’ which clearly set out what has to be done to improve the school;</li> <li>□ work with the school to set appropriate improvement targets, which are aligned with Model predictions of future performance and based on prior attainment of individual pupils;</li> <li>□ evaluate whether or not the school is on track to achieve its goals within specified timescales;</li> <li>□ arrive at judgements about the quality of the school’s leadership and management, including that of Governors;</li> <li>□ arrive at judgements about the quality of provision in the school, as well as the quality of teaching and learning;</li> </ul>

		<ul style="list-style-type: none"> <li><input type="checkbox"/> arrive at judgements about the appropriateness of standards when the school is compared with similar schools;</li> <li><input type="checkbox"/> interpret a range of data at school, year group and pupil level, in order to arrive at judgements aforementioned;</li> <li><input type="checkbox"/> apply, broker and coordinate an appropriate level of intervention and support which is targeted and timely;</li> <li><input type="checkbox"/> monitor progress and provide reports which help the school improve whilst keeping the LA up-to-date and informed of progress, or otherwise;</li> <li><input type="checkbox"/> improve a school placed in an Estyn follow-up category, within required timescales;</li> <li><input type="checkbox"/> support the school prior, during and after Estyn inspection;</li> <li><input type="checkbox"/> work with school Governors to administer Headteacher Performance Management arrangements to secure improvement in standards and wellbeing for all pupils;</li> <li><input type="checkbox"/> arrive at judgements about the rate of progress and the extent to which it informs the LA of emerging concerns and issues that could impede progress;</li> <li><input type="checkbox"/> supports and evaluates the quality of the work of Newly Qualified Teachers (NQTs) in the school;</li> <li><input type="checkbox"/> provides strategic leadership for the roll out of the National Literacy and Numeracy Frameworks;</li> <li><input type="checkbox"/> works with the LA to implement commissioned targeted support to identified schools;</li> <li><input type="checkbox"/> supports and develops the Welsh language, 1st and 2nd;</li> <li><input type="checkbox"/> works with the LA to ensure accountability, Governance and joint scrutiny functions operate effectively;</li> <li><input type="checkbox"/> works with the LA to provide advice and guidance on the appointment of all Headteachers in all our schools; and</li> <li><input type="checkbox"/> provides strategic direction and operational support to key areas of work i.e. the Foundation Phase, Literacy and Numeracy, Assessment, Leadership development, Welsh Language development, Poverty, Basic Skills, ICT as a teaching tool, achievement of vulnerable groups.</li> </ul>
<p><b>Safeguarding</b></p>	<p><b>That our Corporate Safeguarding procedures are insufficient, not followed or are ineffective.</b></p>	<p>The Council has produced and Corporate Safeguarding procedures including the Safer Recruitment Policy, the Staff Supervision Policy and the Referral of Safeguarding Concerns procedure. These policies and procedures are in place to ensure the Council meets its safeguarding responsibilities in relation to the protection of vulnerable children, young people and adults by ensuring that recruiting managers comply with pre-employment DBS and reference checks and once in post, employees are supervised in terms of their practice with vulnerable people. The Council also has a responsibility to comply with the All-Wales Child Protection procedures and the All Wales Protection of Vulnerable Adults Procedures and their associated protocols.</p> <p>The Provider Performance Protocol provides a framework for escalating concerns about safeguarding issues and the impact on vulnerable people arising within care homes and other relevant commissioned services. Should these procedures not be followed there could a risk of injury or harm to individuals. Injury or harm could lead to financial loss to the council in terms of</p>

		compensation claims and reputational damage to the council, leading to a loss of public confidence in key services. The likelihood of this risk occurring increases if policies and procedures are not frequently reviewed and updated, or if complicity with these policies is not fully mainstreamed across the council.
<b>Integrated Health and Social Care</b>	Integrated Health and Social Care	<p>Adult Services are becoming increasingly integrated with health services in order to provide service users and patients with seamless care arrangements.</p> <p>This has the potential to disrupt existing staffing arrangements as new integrated structures and processes are developed. Financial scrutiny will be required to ensure that any risks associated with potential pooled funding are properly considered.</p> <p>Existing HR and IT arrangements may need to be reviewed as organisations work more closely together. Maintaining separate arrangements in these areas is likely to be unworkable as integration becomes stronger.</p> <p>The extent and success of the integrated arrangements remain dependent upon partner organisations. The Vale of Glamorgan works predominantly with one health board (C&amp;V UHB) but many service users from the Western Vale receive hospital services outside of the county provided by ABMU. Integration with C&amp;V UHB will be influenced by the extent to which integration is also achieved with Cardiff social care services.</p>

**5. The Risk Assessment Process**

- 5.1 The information which has been used to prepare the risk assessment and proposed internal audit plan for review that are considered to be **Cross - Cutting** has been collected and collated from a number of different sources including the information contained above. The starting point for a risk based audit approach is an understanding of the Council’s priorities and risks. This has been achieved by reviewing the Corporate Plan, Directorate’s Service Plans, Corporate Risk Register and meeting / interviewing Corporate Directors and their Senior Management Teams asking where they perceive to be the main risks within their individual areas and where they would require internal audit to provide assurance that such risks are being effectively mitigated and managed. This information is used to inform and design the audit plan.
- 5.2 The plan is based on an underlying risk assessment. The inherent risks existing within each area are then identified for audit as part of the audit planning process. The audits which make up the plan have been assessed on priority. Internal Audit will ensure that all reviews classified as “high” risk, will be completed by the end of the year, “medium risk reviews are the next level down, but still require a scheduled review. Although “low” risk reviews still carry a degree of risk, these have not been included on the plan but continue to be risk assessed annually to take account of any changes in their status.

## 6. Proposed Internal Audit Plan for CROSS CUTTING 2016-17

### CROSS CUTTING

Area	Identified Risk(s)	Audit Scope	Total Days
<b>Good Governance</b>	Reputational damage to Council if processes are not fair and transparent.	<p>A revised edition of the CIPFA/SOLACE publication “Delivering Good Governance in Local Government: Framework” is to be published in 2016. The Framework defines the principles that should underpin the governance of each local government body and provides a structure to assist local authorities with their own approach to governance. The Framework will apply from 2016/17. The Audit will provide assurance that key Corporate Governance processes are in place within the Council and that these are operating effectively to enable the Council to be provided with sufficient information to enable them to discharge their responsibilities and to ensure compliance with the new Framework.</p> <p>To assist the Council in the production of the Annual Governance Statement.</p>	<b>20</b>
<b>Performance Indicators</b>	Reputational damage to the Council if the data is inaccurate.	To examine, review and verify the Council's Performance Management Indicators.	<b>15</b>
<b>Project Management / Contract Management / Reshaping Services</b>	In ability to meet the savings required within the Medium Term Financial Strategy.	<p>Whilst recognising the need to generate savings, there is also a need to ensure that gaps in controls in key risk areas do not emerge as a result of reshaping services. We will review a number of projects and contracts to gain assurance that they have been procured and managed in accordance with the Council's policies and procedures and provide value for money.</p> <p>To gain assurance that high risk projects are being managed in line with</p>	<b>50</b>

Area	Identified Risk(s)	Audit Scope	Total Days
		<p>the Council's project management methodology and best practice.</p> <p>To provide assistance if necessary on raising awareness of the Council's Contract and Financial Procedure Rules, Project and Contract Management.</p>	
<b>Safeguarding</b>	Serious Safeguarding failure.	Case management of safeguarding incidents are dealt with in accordance with the Council's safeguarding policies and procedures. This review will also include an annual assessment of the Council's overall operating model for safeguarding; including reviewing the adequacy of assurances obtained by the Council in respect of safeguarding arrangements in place for vulnerable adults.	<b>25</b>
<b>Quality Assurance &amp; Improvement Programme / Review of the Effectiveness of Internal Audit</b>	Failure to comply with the Public Sector Internal Audit Standards (PSIAS) and External Auditor unable to place reliance on our work.	<p>To undertake a series of internal audits to ensure compliance with PSIAS.</p> <p>To review / ensure compliance with the Accounts and Audit (Wales) Regulations 2014 / Public Sector Internal Audit Standards (PSIAS).</p>	<b>5</b>
<b>Emerging Risks / unplanned</b>	Failure to provide for a contingency with the planning process does not comply with the Public Sector Internal Audit Standards.	To enable Audit Services to respond to provide assurance activity as required.	<b>100</b>
<b>Provision of Internal Control / General Advice</b>	Inability to support an effective control environment.	To allow auditors to facilitate the provision of risk and control advice which is regularly requested by officers within the authority, including maintained school based staff.	<b>20</b>
<b>Audit Committee / Member and CMT Reporting</b>	Failure of the Audit Committee to fully perform their functions in accordance with their Terms of Reference.	This allocation covers Member reporting procedures, mainly to the Audit Committee, plan formulation and monitoring, and regular reporting to, and meeting with, the Section 151 Officer, Corporate Management Team and the Internal Audit Shared Service Board.	<b>40</b>

Area	Identified Risk(s)	Audit Scope	Total Days
<b>External Audit Liaison</b>	Duplication of effort, reputational risk, inability to support the audit opinion.	To ensure that a “managed audit” approach is followed in relation to the provision of internal and external audit services.	<b>5</b>
<b>Planning</b>	Duplication of effort, reputational risk, inability to support the audit opinion.	To ensure that all audit reviews are in accordance with the annual plan and to facilitate quarterly allocations, monitoring and review.	<b>30</b>
<b>Pool Cars</b>	Savings not realised.	To evaluate the success of the pool car scheme and review the overall processes and procedures in place to ensure compliance.	<b>20</b>
<b>Grants</b>	Potential breach of grant conditions	To verify and validate grant claims as required.	<b>15</b>
<b>Regularity review</b>	Breakdown in internal control	Core compliance	<b>30</b>
<b>Computer Audit</b>	Failure to comply with the Council’s policies and procedures. Reputational damage. Impact on productivity.	The following areas will be covered during 2016/17: Provision of expanding the Computer Audit Service – 30 days. To develop data extractions and computer assisted audit techniques – 50 days. Digital transformation as outlined in the Reshaping Services Programme – 20 days.	<b>100</b>
<b>Follow - Up</b>	Risk of fraud and/or error.	Where more serious concerns over the effectiveness of internal controls within the systems being reviewed are identified (and consequently an ‘ineffective’ or ‘poor’ opinion is provided at the time), a follow-up audit is undertaken at an appropriate time, allowing adequate time for the implementation of the recommendations but also taking into account the risk presented to the Council whilst the actions required remain open.	<b>40</b>

Area	Identified Risk(s)	Audit Scope	Total Days
<b>Fraud / Error / Irregularity</b>	Possible fraudulent activity and non-compliance with the County Borough Council's fraud-related policies and procedures.  Failure to comply with a Statutory requirement.	<p><b>Irregularity Investigations</b> - Reactive work where suspected irregularity has been detected.</p> <p><b>Anti-Fraud &amp; Corruption</b> – Proactive - Proactive counter-fraud work that includes targeted testing of processes with inherent risk of fraud. Also to develop awareness sessions; e-learning; policies and procedures.</p> <p><b>National Fraud Initiative</b> - Collection of data and analysis of matches for the NFI exercise, acting as first point of contact and providing advice and guidance to key contact officers.</p>	<b>80</b>
<b>Carried Forward Work from 2015-16</b>		Provision for the assignments still ongoing at the end of 2015/16	<b>28</b>
		<b>Overall Total – Cross Cutting</b>	<b>623</b>