VALE of GLAMORGAN

BRO MORGANNWG

Delivering our vision for the Vale of Glamorgan

Strong Communities with a Bright Future

VALE of GLAMORGAN COUNCIL
SERVICE PLAN

2018-2022

Service Area	Housing and Building Services
Head of Service	Mike Ingram
Director	Miles Punter
Cabinet Member	Cllr. Andrew Parker Cabinet Member for Housing and Building Services
Scrutiny Committee	Homes & Safe Communities

www.valeofglamorgan.gov.uk

1. Introduction

The Housing, Community Safety and Building Services Team deliver a range of customer focused services in the Vale. We have broadly defined our aims as:

- We respect and value our customers
- We know our customers and understand their needs
- We provide value for money services
- We work with partners to create sustainable communities
- Our staff are professional, know what is expected them and trained and supported to achieve their potential
- We create a culture whereby everyone has a positive 'can do' attitude taking ownership and responsibility
- We get things right first time every time
- We are innovators, seeking to go the extra mile, sustaining existing customer relations and developing new ones
- We are a listening and learning team

The team sit within the Environment and Housing Directorate together with Visible Services and Transport and the Shared Regulatory Service.

1.1 About our Service – Housing & Building Services

Our broad functions are:

- As the largest social landlord in the Vale of Glamorgan, maintaining and improving Council homes and other housing assets to a high standard; developing strategies and plans that support communities e.g. through initiatives focusing on skills and training and financial inclusion, community cohesion, digital inclusion and neighbourhood enhancement;
- Providing housing advice and preventing or mitigating homelessness;
- Administering a fair and transparent housing allocation policy through a multi-partner choice-based allocation system;
- Working with partners in establishing the 'vision' for housing in Vale and the strategy to deliver the vision;
- Providing building contractor services to corporately owned buildings for maintenance, improvement and remodelling of the Councils building portfolio.
- Developing new Council owned housing stock.
- Administering and monitoring the Supporting People programme in the Vale of Glamorgan;
- Facilitating through partners the provision of new social housing through innovative funding mechanisms and planning policy (in association with Planning colleagues);
- Undertaking capital building schemes for council housing, schools and public buildings;
- Providing a security and cleaning service to public buildings and schools;
- Managing and maintaining an internal stores facility;
- Co-ordinating the Safer Vale Partnership's plans and strategies associated with community safety in the Vale; and working with our partners to tackle community safety related issues including domestic violence, substance misuse, anti-social behaviour and crime prevention;
- Developing the local approach to community cohesion.

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 reviewed annually and 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 Housing Service 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;
- Relevant Welsh Government and National Government legislative and policy changes;
- The Vale's Single Integrated Plan;
- The Council's Housing Business Plan providing information on the ability to deliver the service objectives including the building of new Council housing to meet the specific needs of the communities;
- Strategies and plans under which the service takes its direction including but not limited to the Local Housing Strategy, the Change Plan for Building Services, Financial Inclusion Strategy;
- Housing Revenue Account Business Plan;
- Team planning sessions held across the Division. The Division takes a holistic approach to service planning whereby team planning is not only driven by the objectives of the service plan but feed into the service planning process i.e. planning is integrated. Each of the following service areas have developed individual Team Plans which highlight service plan priorities:

  - Housing Solutions and Supporting People
  - Housing and Rents
  - Cleaning & Security
  - Project Team
  - Voids and WHQS
  - Community Safety
  - Housing Asset Management
  - Responsive Repairs
  - Stores
  - Corporate Compliance

  The Team Plans contain more detailed operational and delivery information.

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 2018-22

2.1 Corporate Plan Priorities

Over the next four years Housing & Building Services 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	IS002	Work with partners to deliver the objectives stated within Financial Inclusion Strategy. (2017/18)
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 of staff and partners about the impact of the changes. (2017/18)
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS007	Complete the delivery of the Council House Improvement Programme in 2017.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS008	Work with partners to instigate a new Council house building programme. (2016/17)
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups. (2019/20)
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS011	Increase the number of sustainable, affordable homes. (2019/20)
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS013	Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence in Council Housing (2016/17)
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS014	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. (2019/20)

Well-being Outcome/ Scrutiny Committee	Well-being objective	Ref	Action
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS016	Work with partners to implement a new Community Safety Strategy. (2016/17)
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles	AH2	Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (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	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)

2.2. Integrated Planning Priorities

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

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping 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)
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)

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	IS002	Work with partners to deliver the objectives stated within 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. (2017/18)	Continue to work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of Welfare Reform on all social tenants living in the Vale.

Identify a suitable estate based regeneration project in collaboration with the local community and key stake holders.

Work with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and deliver the objectives within the Community Investment Strategy. |
| 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 of staff and partners about the impact of the changes. (2017/18) | Provide information and support to residents affected by Welfare Reform / Universal Credit and raise awareness of staff and partners about the impact of the changes. |

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS007	Complete the delivery of the Council House Improvement Programme by 2017.	Develop and deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2018/19. Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties. Implement the new Tenant Participation Strategy. Improve the quality and range of information provided by the Housing section on the external website. Complete the Buttrill's Environmental Improvement project.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS008	Work with partners to instigate a new council house building programme. (2016/17)	Continue to develop and identify opportunities for the Council House development programme. Produce a Housing Development Strategy. Continue to develop an Asset Management/ Investment Strategy for Council Owned Homes. Review the existing Council Rent Policy to

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
				accommodate the new council Housing Development Properties.
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS009	Provide appropriate accommodation and support services for particular vulnerable groups. (2019/20)	Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.

Upon identification of a suitable site for Gypsy Travellers, make application for Gypsy Traveller site capital funding.

Complete the modernisation of communal areas at sheltered housing complexes.

Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living.

Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks. |
| WO1: An Inclusive and Safe Vale (H&SC) | O2: Providing decent homes and safe communities | IS011 | Increase the number of sustainable, affordable homes. (2019/20) | Work with partners to increase the number of number of sustainable, affordable homes in the Vale. |

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS013	Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence in Council Housing (2016/17)	Develop a local domestic abuse toolkit for council housing. To pilot a domestic abuse referral and assessment service (DARAC).

Focus on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence.

To implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board.

Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence.

Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan. |
| WO1: An Inclusive and Safe Vale (H&SC) | O2: Providing decent homes and safe communities | IS014 | Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. (2019/20) | Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. |

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
WO1: An Inclusive and Safe Vale (H&SC)	O2: Providing decent homes and safe communities	IS016	Work with partners to implement a new Community Safety Strategy. (2016/17)	Develop a new Community Safety Strategy in line with new WG guidance.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data to enable more informed decisions about service delivery.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Ensure service delivery complies with Welsh language standards. Promote and provide opportunities for staff to access Welsh language courses.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles	AH2	Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (2017/18)	Continue to work with partners to deliver the Cardiff & Vale Substance Misuse Commissioning Strategy 2013-2018.

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)	Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes. Complete a business review of Building Services. Explore wider business opportunities internally and externally within Building Services.

| CP2 | Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18) | Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.

Continue to develop the workforce to enable career progression and fill critical roles.

Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

Deliver our key workforce development priorities for the coming year as outlined in Appendix B. |
| --- | --- | --- |

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

Key Service Statistics 2016/17							
Service	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			
Housing Services	68.5	63.62	2.67	2.99	5.66	7 (10.22%)	100%
Building Services	285.5	171.24	10.30	3.15	13.45	31 (10.86%)	

During 2016/17 100% of #itsaboutme staff appraisals have been completed for Housing and Building Services.

The key workforce issues impacting on the service are:

Housing
- Managing sickness absence rates continues to be an area of development across the service. Based on current data at Q2, Housing Services has lost 6.54 days per full time employee due to sickness which is almost double the amount of sickness when compared with the same period last year (3.28 per FTE) however this performance is within the directorate target of 11.7 FTE and within the corporate target of 8.9 FTE.
- The age profile of staff is a cause for concern for Housing Services. As at September 2017 the age profile within the service was as follows: [0% (65+); 21% (55-64); 23% (45-54); 23% (35-44); 32% (25-34) and 1% (16-24)]. To ensure succession planning for the future, we have recognised the need to recruit more 16-24 year olds and we are investigating opportunities.

Building Services
- Buildings Services has lost 11.46 days per full time employee against a directorate target of 11.7 FTE. Sickness has increased slightly when compared with the same period last year (10.01 days per FTE).
- The age profile of staff is a cause for concern for Building Services. As at September 2017 the age profile of the service was as follows: [6% (65+); 28% (55-64); 33% (45-54); 16% (35-44);

13% (25-34) and 4% (16-24)]. In order to address this disparity, we are working towards recruiting graduates, trainees and apprentices across the division.

- 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.

It is important for 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 Housing & Building 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:

- Restructuring the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.
- Undertake a small restructure in Housing Strategy and Supporting People to enhance resilience in line with the Council's Reshaping agenda.
- Continue to develop the workforce to enable career progression and fill critical roles.
- In order to address the disparity in the age profile of Housing and Building Services, we will work towards recruiting graduates, trainees and apprentices across the division.
- Development of an enhanced talent succession programme.

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. 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.

- Continue to invest in the Keystone asset management system as the primary programme planning tool and ensure that compliance data is up to date.
- Identify necessary resources to maintain quality of data held in Keystone as life cycle renewals programme continues to be delivered to maintain Housing Stock WHQS Compliance.
- Identify a new system to manage the new Supporting People Gateway process.
- To develop an Agile Working Strategy for Housing and Neighbourhood Services.
- To pilot to a Housing rent self service module.
- Explore the market to identify a replacement contractor repairs module.
- Develop a Business Management reporting tool for Building Services.

A new IT Strategy has been developed which will assist in delivering significant service improvements prioritising digital and online services to our tenants and we continue to identify opportunities for efficiency and potential savings.

Finance

The base budget for Council Fund Housing for 2018/19 is £1,367,000 and for Building Services is £35,000. 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 support further savings which are outlined below.

Scheme	2018/19 (£000)	2019/20 (£000)	Total (£000)
Reshaping Services – Tranche 2	100	0	100
Total	**100**	**0**	**100**

In addition, the Housing & Building 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

The Housing Revenue Account

Profiled expenditure for 2018/19 is budgeted at £19,788,000.

Expenditure	£'000
Supervision & Management - General	3,471
Special Services	1,256
Repairs and Maintenance	4,043
Capital Financing Costs	4,977
Rent, Rates, Taxes & Other Charges	211
Increase in Provision for Bad Debts	1,203
Contribution from Revenue Account to Capital (CERA)	4,585
Total expenditure	**19,746**

Council Fund Housing and Community Safety

The new budget for 2018/19 is awaiting approval. The anticipated net budget is approximately £1.35m.

Supporting People

On behalf of Welsh Government the Housing Strategy team administer a £.3.5Million grant for Supporting People services across the Vale of Glamorgan Council. However Welsh Government are planning on removing the ring fence from the grant from 2019/20 onwards and planning on amalgamating it with other funding streams.

Direct Labour Organisation - Building Services Trading Account

The following details the trading account costs and income associated with both the building and security and the building teams.

Summary	2018/19 Budget		
	Building Cleaning & Security (£)	Building Maintenance (£)	Building Twin Hat (£)
Employees	2,417,929	1,350,051	805,652
Transport	69,821	268,083	76,817
Supplies & Services	193,360	3,084,800	31,535
Support	186,540	709,879	485,488
Income	-2,867,650	-5,412,813	-1,390,458
Total	**0**	**0**	**9,034**

Major Capital Schemes

The Capital budget for the Housing Improvement Programme for 2018/19 totals £20,221.

The team will continue to seek to lever in additional capital investment to improve Council owned homes and support the Councils' objective of mitigating and preventing fuel poverty. An allocation has been identified within the Housing Investment Plan to improve the thermal efficiency of the Gibbonsdown area which will be completed during this financial year.

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2018/19 are:

- Improve the management of compliance, and in particular, 'compliance data' for our Corporate Building stock. Work is currently being undertaken to identify the full compliance position for of the Council's corporate buildings. After this work has been undertaken the next stage of the project will be determined.
- Continue to develop and identify opportunities for the Council House development programme. The Council's challenge is to continue to build new social housing to meet housing need which will require exploring land opportunities and property acquisition.
- From 2018/19 the Council enters the WHQS maintenance phase and will continue to significantly invest in maintaining and improving our homes and neighbourhoods.
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes.

Asset maximisation is an important aspect of the asset management function and the stock is constantly reviewed to ensure it meets the current demands placed on the service at key locations throughout the Vale.

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 well-being outcomes. Our significant projects for 2018/19 are:

- Gibbonsdown external wall refurbishment scheme;
- Rebuild 3 Hawksley Bungalows;
- Delivery of the annual investment programme;
- Housing Communal area refurbishment;
- A programme of new Council homes at Brecon Court;
- Housing Adaptations OT services framework;
- Procurement of £1million of private sector housing to meet identified housing needs.

Consultation and Engagement

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

Consultation Activity Planned 2018/19	Brief Description of the Purpose of the Consultation
Draft Estate Action Plans	Separate neighbourhood consultations around the draft estate action plans- the aim being to identify key issues for residents living in different areas and to agree an action plan which will address these concerns and drive service improvements.
Sheltered Housing review	To gather feedback from tenants living in sheltered housing about services they receive and from partner agencies regarding how housing solutions could meet the increasingly complex needs of older people.
WHQS Satisfaction Survey	This is to ascertain what tenants experience has been like during the undertaking of the WHQS improvement works, along with what their views are regarding the standard / quality of the finished product. This information will enable us to inform the outcomes to tenants in future.
Investment Programme Satisfaction Surveys	To gather the views of tenants in relation to the impact the improvement works have had on their lives.
Satisfaction with Housing adaptation works	To ascertain the tenants experience of the housing adaptation service. This will inform future service delivery and improvements.
Housing Development Programme	This is to ascertain the views of residents in the vicinity of new development schemes. Consultation will be used as part of the planning process and to support further engagement.
Capital project and services procurement process	This is to ensure tenant representatives from the Quality Design Forum are involved in the development of specifications and in the procurement and identification of contractors.
Renting Homes (Wales) Act 2016	This key legislation have yet to be implemented but may factor in statutory consultation if introduced in 2018/19.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally 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 purpose and intended outcomes from the collaboration	Governance arrangements and details of partners
To finalise the CCTV contract between BCBC and Vale of Glamorgan Council and monitor the performance of the arrangement.	To have a more resilient and cost effective CCTV service.	Joint arrangement between Bridgend County Borough Council and the Vale of Glamorgan Council.
Review the arrangement of the Financial Inclusion Group under the wider review of the Public Services Board in light of the Well-being Plan.	Continue our work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of welfare reform on all social tenants living in the Vale.	Vale of Glamorgan Council Citizens Advice Bureau Credit Union DWP Registered Social Landlords
To develop joint working with Cardiff to implement a CONTEST response to tackle and prevent terrorism.	To improve multi agency working and information sharing in order to reduce the opportunity of terrorist attack.	Vale of Glamorgan Council Cardiff City Council South Wales Police
Work with Cardiff City Council and Cardiff and Vale Health Board to implement a joint Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy.	Welsh Government requires us to work with partners to implement a joint Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy. The Vale will have a separate delivery plan.	Vale of Glamorgan Council Probation Service Fire and Rescue Service South Wales Police Her Majesty's Prison Voluntary sector
To explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	Work with Cardiff and Vale College to encourage apprentices and trainees into the construction industry using a site to assist and develop skills.	Cardiff and the Vale College Careers Wales Vale of Glamorgan Council (to be confirmed).
Housing with Care and Support Research	To inform the development of a regional strategy for older persons accommodation.	Vale of Glamorgan Council Cardiff Council University Health Board RSL

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration	Governance arrangements and details of partners
		Private Sector
To pilot a domestic abuse referral and assessment service (DARAC)	Improve multi-agency working and information sharing to identify victims of domestic abuse earlier and to provide a more effective support service.	Vale of Glamorgan Council Probation Service Fire and Rescue Service South Wales Police Her Majesty's Prison Voluntary sector

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		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative: Political and legislative repercussions of failing to provide priority/statutory services.	2	2	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.	⬆
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.	1	2	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with	⬆

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.	
Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service user 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	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.	
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	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.	
CR4: Home Improvement Programme				
Political & Legislative: Failure to comply with	2	2	Project governance structure in place including the	

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
requirements of the Local Authority Housing Act 2014 to achieve WHQS standards within the agreed timescales with Welsh Government could result in litigation.			Housing Improvement Group, the Quality and Design Forum and the Hard to Treat Working Group that produces regular update reports to the Homes and Safe Communities Committee and Cabinet. Annual report submitted to Welsh Government on progress with Housing Improvement Programme.	
Resources: Failure to meet WHQS timescales could result in a claw black of grant funding and re-profiling of budget priorities	2	2	Produced a Housing Business Plan that outlines the a detailed financial forecast in the form of a 30 year model taking into account all assets within the Council's HRA. Appointment of additional staff such as a Housing Improvement Supervisor and a Leasehold Officer. Adopted a project management approach to delivering the improvement works with a robust Investment Plan. An Asset Management Strategy is in the process of being developed to guide future investment and underpin the Housing Business Plan. Undertaken a restructure of the service to ensure that we have the correct staff skills and expertise in place to manage delivery of the improvement programme. Produced a Stock Condition	⬇

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			report and undertaken a Surplus Land Review to assess the current condition of properties and opportunities that surplus land presents. Ongoing stock condition surveys. Asset management database, Keystone, in place to map investment levels/ compliance on a property by property basis.	
Service Delivery and Wellbeing: Failure to engage with and safeguard the wellbeing of Council tenants.	2	2	Asset management database, Keystone, in place. Robust approach to performance management in place. Effective mechanisms for communicating with tenants have been established throughout the WHQS improvement process including satisfaction surveys for every household undergoing works and Tenant Liaison Officers on hand to deal with any tenant issues. The Quality Design Forum has been set up to engage with tenants to monitor the performance of all contractors working on the framework. A needs assessment has been completed with tenants to align the contractors' service delivery mechanisms with tenants needs.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Reputation: Failure to deliver the programme of works to the standards required within the designated timescales could attract negative publicity and criticism from tenants and regulators.	2	2	Project governance structure in place including the Housing Improvement Group, the Quality and Design Forum and the Hard to Treat Working Group. The framework contract in place does not guarantee any work to any of the five selected contractors so poor performance can be tackled through the reduction in work allocation. Regular meetings with Welsh Government to provide updates on the Housing Improvement Programme. We also submit quarterly monitoring reports to WG.	⬌
CR6: Workforce				
Political & Legislative: Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	2	2	CMT/Cabinet receive regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.	⬌
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.	2	2	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.	
Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future.	1	1	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.	⬌
Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	2	2	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.	⬌
CP7: Information Security				
Political & Legislative: Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	2	2	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Resource: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.	↔
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	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.	↔
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	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.	↔
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	Identification and prioritisation of key risks associated with welfare reform. MOU in place with DWP on delivering support associated with welfare reform changes e.g. USDL. Communications Plan in place.	↔

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			Progress reports are monitored by Corporate Performance and Resources Scrutiny Committee.	
Resources: Failure to mobilise resources effectively and work collaboratively across Council departments and organisational boundaries to implement Welfare Reform in a seamless manner.	2	2	Budgets have been allocated to deal with expected impact of homelessness and rent arrears. Budgets are reviewed annually and monitored monthly as part of the council's standard budgetary control processes. Impact of Welsh Government reforms of the Discretionary Assistance Fund reviewed. Impact of the Council Tax Reduction Scheme and future WG funding reviewed. 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). Impact of the introduction of the benefits cap reviewed.	⬌
Service Delivery & Wellbeing: Failure to safeguard principles of social inclusion and meet our equalities commitments as a result of welfare reform changes.	1	2	Improved the management and access to and use of Discretionary Housing Payments. 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	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	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. Supported the effective roll out of Universal Credit across the Vale of Glamorgan.	
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.	2	2	Council's website is updated with information guides on Welfare Reform for Vale residents. Working with key partners to ensure effective implementation in line with national timetable. Improved engagement with affected residents including specific support where appropriate.	⬌
CR10: Corporate Building Compliance				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities in relation to Public Building compliance associated with health and safety legislation.	2	4	Identification and prioritisation of key risks associated with building compliance. 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	⬇

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. 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).	
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	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Operational Manager Property is on the Building Compliance Project Board which meets every two months. Compliance database (IPF) in place and updated as at September 2017. Support managers to use CIPFA asset management and IPF asset management system to record asset information. IPF 'read only' access has been investigated in relation to building compliance and	⬇

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			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 2018.	
Service Delivery & Wellbeing: Risk of injury/harm to service users and or their carers due to failing effectively manage our building compliance risks.	2	4	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team.

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 2018.

Working with all building managers/ duty holders to ensure they are aware of their responsibilities. | |
| **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 | Governance arrangements established to ensure Council meets its statutory obligations.

Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council. | |

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			Working with all building managers/ duty holders to ensure they are aware of their responsibilities.	
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	1	The Council has a Corporate Safeguarding Policy in Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.	⬌
Resources: Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	1	1	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Service Delivery & Wellbeing: Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	1	2	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used appropriately.	⬌
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 are in place and used appropriately.	⬌
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	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.	⬌
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	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the StaffNet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.	
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.	1	2	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.	⬌
Reputation: Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation.	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Service Level Risks				
Client budgetary pressures impacting on the viability of the DSO trading account.	3	3	Impact assessment to be undertaken based on contextual pressures. Service delivery to be reviewed in line with impact assessment. Comprehensive financial monitoring to ensure the trading account is sustainable. Workforce planning and sub-contracting arrangements reviewed. Appointment of a Business Development Officer to undertake marketing activities and research to better understand and expand the client-base. Regular client liaison meetings in place. Attendance at the Schools Performance Board. Client satisfaction surveys are carried out and analysed on a regular basis. Business Plans in place. Development of an enhanced talent succession programme.	⬌
Failure to retain key personnel and ensure that succession planning is in place to drive the service transformation agenda.	2	3	Continue to develop a Directorate level professional resource with commissioning, contract management, project management and other relevant skills to deliver the service transformation agenda. The Department continues to invest in its	⬌

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
			leadership and development programmes and has supported 50 staff through a range of Leadership, Aspiring Leadership and personalised training programmes.	
Failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.	2	3	Robust needs assessment mapping undertaken to align priorities and financial plans. Retendering of services in line with Commissioning Plan and available budgets. Robust financial management and control.	↔
Financial failure of a support provider (Supporting People).	1	3	Comprehensive financial checks undertaken of the organisation both at the commissioning stage and through annual reviews.	↔
Failure to increase the supply of affordable housing as a result of the decrease in the Social Housing Grant.	1	3	Development of funding options e.g. Cross subsidisation.	⬇
Detrimental impact on the HRA base budget as a result of National rent policies.	1	3	Ongoing sensitivity and stress testing to mitigate impact.	↔
Increase in homelessness presentations and acceptances due to legislative/ policy changes i.e. Housing (Wales) Act 2014 and Welfare Reform.	2	3	Homelessness virtual hub enables a proactive approach to preventing homelessness whilst meeting the requirements of the legislation. Hub has expanded to include a Support Worker (within the Housing Solutions Team and within the Council's homelessness hostel, Ty Iolo) which will allow client support at point of contact.	↔

Risk Description	Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact		
Increase in eviction rates across social housing sector leading to an increase in homeless presentations aswell as increases in rent arrears for Council owned homes as a result of Universal Credit.	2	3	Continue to monitor the impact on Council Housing tenant and Revenue Account associated with Universal Credit changes for social housing. Set up a working group with all local social landlords share best practise and advice.	↔
Planned Welfare Reform changes impacting on the viability of short term supported housing schemes for every client group.	2	3	Proposed changes to Universal Credit entitlement are modelled and unviable schemes are closed. Alternative delivery explored.	↔
Failure to discharge our homelessness duty to a lack of good quality appropriate private sector housing.	3	3	Continued engagement with the private sector to establish appropriate accommodation solutions. New accommodation being developed with RSL partners to meet identified needs.	↑
Short term nature of Community Safety budgets resulting in a lack/gap in funding.	3	3	Continue to work with funders to establish longer term funding mechanisms. Revised Community Safety structure.	↔

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

Housing & Building Services Action Plan 2018/19

| Well-being Outcome 1: An Inclusive and Safe Vale | | Objective 1: Reducing Poverty and Social Exclusion | |

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

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS002 HS/A051	Continue to work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of Welfare Reform on all social tenants living in the Vale.	The Vale's Financial Inclusion Strategy reflects recent Welsh Government publication and local priorities. Improved access to services, timely advice and support enables residents to overcome barriers to financial inclusion.		Mike Ingram	April 2018	March 2019	Partnership resource. Potential to remodel services
IS002 HS/A052	Identify a suitable estate based regeneration project in collaboration with the local community and key stake holders.	Improved living environment and community cohesion, improved local services and resident satisfaction. Undertake a feasibility study. Community mapping.		Mike Ingram	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS002 HS/A027	Work with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and deliver the objectives within the Community Investment Strategy.	Residents are supported to deliver the changes they want to see in their neighbourhoods leading to increased community benefits.		Pam Toms	April 2018	March 2019	TBC with partners
IS003 HS/A053	Provide information and support to residents affected by Welfare Reform / Universal Credit and raise awareness of staff and partners about the impact of the changes.	Residents affected by Welfare Reform / Universal Credit are informed and supported to help mitigate the impacts of the changes. Improved access to services, timely advice and support enables residents to overcome barriers to financial inclusion.		Mike Ingram	April 2018	March 2019	In budget

Well-being Outcome 1: An Inclusive and Safe Vale				Objective 2: Providing decent homes and safe communities				

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

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS007 HS/A050	Develop and deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2018/19.	Tenants and families are provided with decent and safe homes. Council houses continue to meet Welsh Housing Quality Standards.	N/A	Andrew Treweek	April 2018	March 2019 - ongoing	WHQS Team
IS007 HS/A054	Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties.	Improvement in time taken to re-let properties. Working towards upper quartile benchmark performance (Housemark).	CPM/010	Andrew Treweek	April 2018	March 2019	In budget
IS007 HS/A055	Implement the new Tenant Participation Strategy.	Increased range of methods by which tenants can engage with the Council and influence the services they receive. Adoption of the Strategy and approval by Cabinet.	N/A	Mike Ingram	April 2018	March 2019	In budget

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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS007 HS/A056	Improve the quality and range of information provided by the Housing section on the external website.	Improved quality and range of information provided via the Housing website. Increase in the number of services tenants can access on line. To pilot to a Housing rent self service module.	N/A	Mike Ingram	April 2018	March 2019	In budget
IS007 HS/A057	Complete the Buttrill's Environmental Improvement project.	Reduction in number of Voids and improve quality of life for residents. Completion of phase 1 (roofing), 2 (externals) and 3 (communal area) and progressed phase 4 (environmental spaces) of the project.	N/A	Andrew Treweek	April 2018	November 2018	Development And Investment Team
IS008 HS/A058	Continue to develop and identify opportunities for the Council House development programme.	Increase in affordable social rented housing. Start onsite development of 11 homes at Holm View and 28 at Brecon Court.	N/A	Andrew Treweek	April 2018	March 2019	Development Team Housing Finance Grant 2 Housing Business Account

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS008 HS/A059	Produce a Housing Development Strategy.	To support the development of the Housing Business Plan. Housing Development Strategy and action plan endorsed by Housing Strategic Board & Cabinet clearance in July 2018.	N/A	Andrew Treweek	April 2018	November 2018	Development And Investment Team
IS008 HS/A046	Continue to develop an Asset Management/ Investment Strategy for Council Owned Homes.	Set out the Council's development, investment and maintenance programme priorities Continued stock condition survey of council owned housing and related assets to inform an asset management / investment strategy.	N/A	Andrew Treweek	April 2018	August 2018	Development And Investment Management Team
IS008 HS/A060	Review the existing Council Rent Policy to accommodate the new council Housing Development Properties.	To improve the viability of new build sites.	N/A	Pam Toms	April 2018	June 2018	Development And Investment Team
IS009 HS/A040	Carry out a review of the delivery model for sheltered housing in light of changes to Supporting People funding.	Provisions meets identified local needs. Positive health and social care outcomes associated with effective Supporting People (SP) support provision	N/A	Mike Ingram	April 2018	March 2019	WG SP guidance requires the delivery of tenure neutral/assessed support services.

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS009 HS/A061	Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.	People maintain their tenancies/ homes through appropriate housing related support. Positive health and social care outcomes associated with effective Supporting People support provision	N/A	Pam Toms	April 2018	March 2019	Grant provided by Welsh Government. The Vale Council and the Regional Collaborative have commissioning and strategic oversight responsibilities.
IS009 HS/A062	Upon identification of a suitable site for Gypsy Travellers, make application for Gypsy Traveller site capital funding.	Successful bid for development funding. Purchase of land.	N/A	Pam Toms	April 2018	March 2019	In budget and capital funding from WG to be confirmed.
IS009 HS/A063	Complete the modernisation of communal areas at sheltered housing complexes.	Improve the quality of life for people in sheltered accommodation.	N/A	Andrew Treweek	April 2018	March 2019	Capital Projects Team In budget
IS009 HS/A064	Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living.	Clearly identified older persons housing needs assessment. Meeting the future housing and care needs of an aging population.	N/A	Mike Ingram	April 2018	March 2019	In budget and with partners.
IS009 HS/A037	Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks.	A range of actions developed to respond to funding reductions.	N/A	Pam Toms	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS011 HS/A065	Work with partners to increase the number of number of sustainable, affordable homes in the Vale.	Increase in the number of sustainable, affordable homes.	N/A	Pam Toms	April 2018	March 2019	Maximise use of s106, Social Housing and Housing Finance grant.
IS013 HS/A066	Develop a local domestic abuse toolkit for council housing.	Giving staff information and resources to improve response to victims of domestic abuse.	N/A	Pam Toms	April 2018	March 2019	In budget
IS013 HS/A067	To pilot a domestic abuse referral and assessment service (DARAC)	Improve multi-agency working and information sharing to identify victims of domestic abuse earlier and to provide a more effective support service.	N/A	Deb Gibbs	April 2018	March 2019	In house / SP Grant
IS013 HS/A068	Focus on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence.	Development and implementation of a local delivery plan. Multi agency response to victims of domestic abuse.	CPM/124 CPM/232	Deb Gibbs	April 2018	March 2019	In budget
IS013 HS/A069	To implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board.	Development and implementation of a local delivery plan. Multi agency response to victims of domestic abuse.	N/A	Deb Gibbs	April 2018	March 2019	In budget
IS013 HS/A070	Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence.	Equip and train our workforce to better identify and signpost victims.	N/A	Deb Gibbs	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS013 HS/A071	Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan.	Services are tailored to the needs of vulnerable groups.	N/A	Deb Gibbs	April 2018	March 2019	In budget
IS014 HS/A072	Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	Reduced incidents of and escalation to anti-social behaviour (ASB) through focus on early intervention and preventative actions.	CPM/030	Deborah Gibbs	April 2018	March 2019	In budget
IS016 HS/A073	Develop a new Community Safety Strategy.	Provide safer communities and improving well-being. Consultation. Multi-agency.	N/A	Deborah Gibbs	April 2018	March 2019	In budget

Well-being Outcome 3: An Aspirational Vale				Objective 6: Valuing culture and diversity			

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

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 HS/A023	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery. Service collects and analyses data for use in EIAs and service improvements. More data included in EIAs to inform decisions.	N/A	Mike Ingram	April 2018	March 2019	In budget
AC12 HS/A047	Ensure service delivery complies with Welsh language standards.	Service delivery complies with the Council's Welsh language scheme.	N/A	Mike Ingram	April 2018	March 2019	Additional resources to be identified within budget.
AC12 HS/A048	Promote and provide opportunities for staff to access Welsh language courses.	Staff are aware of the requirements of the Council's scheme and have opportunities to learn Welsh.	N/A	Mike Ingram	April 2018	March 2019	In budget

Well-being Outcome 4: An Active and Healthy Vale					Objective 7: Encouraging and promoting healthy lifestyles		

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

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH2 HS/A074	Work with partners to deliver the Cardiff & Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.	Prevention and reduction in substance misuse and related harm. Development of a Cardiff & Vale Substance Misuse Commissioning Strategy 2013-2018.	CPM/186 CPM/195	Deborah Gibbs	April 2018	March 2019	In budget

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1/W HS/W028	Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	Improved services to tenants and leaseholders. Value for money approach Good tenant satisfaction.	N/A	Mike Ingram	April 2017	March 2018	In budget
CP1 HS/A075	Complete a business review of Building Services.	Ensure Building Services are efficient and provide good value for money.	N/A	Andrew Treweek	April 2018	March 2019.	In budget
CP1 HS/A076	Explore wider business opportunities internally and externally within Building Services.	Increased income and revenue.	N/A	Andrew Treweek	April 2018	March 2019	In budget
CP2/W HS/W029	Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	Address the disparity in the age profile of Housing and Building Services. More employees aged 16-24.	N/A	Mike Ingram Andrew Treweek Pam Toms	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2/W HS/W030	Continue to develop the workforce to enable career progression and fill critical roles.	Succession planning for the future. Development of an enhanced talent succession programme.	N/A	Mike Ingram	April 2018	March 2019	In budget
CP2 HS/W020	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2017/18 targets. Improve staff retention.	N/A	Mike Ingram	April 2018	March 2019	Officer time/ within existing service resources
AM1 HS/AM031	Review the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate Building stock.	Ensure that compliance information is up to date and buildings are safe. Identify any gaps in compliance evidence held by the Council and seek to rectify and improve processes.	N/A	Andrew Treweek	April 2018	March 2019	In budget
AM2 HS/AM032	Develop and identify opportunities for the Council House development programme.	New social housing to meet housing need.	N/A	Andrew Treweek	April 2018	March 2019	In budget
AM3 HS/AM033	Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes.	Set out the Council's development, investment and maintenance programme priorities	N/A	Andrew Treweek	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AM4 HS/AM034	Review the Council's Housing stock and develop plans for remodelling certain stock types in specific areas.	Provision of accommodation is targeted at citizens only supported on room rental, under the revisions to the Housing (Wales) Act 2014.	N/A	Andrew Treweek	April 2018	March 2019	In budget
IT1 HS/IT035	Continue to invest in the Keystone asset management system as the primary programme planning tool and ensure that compliance data is up to date.	Keystone is used to plan and monitor work in areas such as responsive and planned repairs, voids and housing management.	N/A	Andrew Treweek	April 2018	March 2019	In budget
IT2 HS/IT036	Identify a new system to manage the new Supporting People Gateway process.	Identify the system and seek approval from the corporate IT Team. Introduce a Gateway system.	N/A	Pam Toms	April 2018	March 2019	In budget
IT3 HS/IT037	To develop an Agile Working Strategy for Housing and Neighbourhood Services.	Further pilot the Apple photobook and E-forms. Work with the Information Manager to agree a system to extend the E-forms for personal data.	N/A	Pam Toms	April 2018	March 2019	In budget
IT4 HS/IT038	Explore the market to identify a replacement contractor repairs module.	Identification of a preferred supplier. A system that is capable of integration into existing systems and meets the needs of the business.	N/A	Andrew Treweek	April 2018	March 2019	In budget
IT5 HS/IT039	Develop a Business Management reporting tool for Building Services.	Improved access to timely and accurate data.	N/A	Andrew Treweek	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IT6 HS/IT027	Implement a customer portal to enable tenants to access their information on line and carry out some basic transactions including checking rent balances, making payments etc.	Improved access to services.	N/A	Mike Ingram	April 2018	March 2019	In budget
P1 HS/F040	Delivery and completion of Gibbonsdown external wall refurbishment scheme.	Reduce fuel poverty. Families have warmer and energy efficient homes.	N/A	Andrew Treweek	April 2018	March 2019	In budget
P2 HS/F041	Rebuild 3 Hawksley Bungalows.	Families have new warmer energy efficient homes. 3 Bungalows refurbished to meet WHQS standard.	N/A	Andrew Treweek	April 2018	December 2018	Capital Projects Team In budget
P3 HS/F042	Housing Communal area refurbishment.	Maintaining WHQS standards and improving homes and neighbourhoods.	N/A	Andrew Treweek	April 2018	March 2019	In budget
P4 HS/F043	Procurement of a Housing Adaptations OT framework.	Improved access and flexibility to OT services.	N/A	Andrew Treweek	April 2018	March 2019	In budget
P5 HS/F044	Procurement of private sector housing to meet identified housing needs.	Acquisition of new stock to meet housing demand.	N/A	Andrew Treweek	April 2018	March 2019	In budget
C1 HS/C045	To develop joint working with Cardiff to implement a CONTEST response to tackle and prevent terrorism.	To improve multi agency working and information sharing in order to reduce the opportunity of terrorist attack.	N/A	Debbie Gibbs	April 2018	March 2019	In budget

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W1 HS/W046	Undertake a small restructure in Housing Strategy and Supporting People to enhance resilience in line with Council's Reshaping agenda.	Separate the functions of Supporting People and Strategy lead officer functions in order to meet the growing demands of both services.	N/A	Pam Toms	April 2018	March 2019	In budget
W2 HS/W047	Develop of an enhanced talent succession programme.	Enhance staff progression and retention within the service.	N/A	Mike Ingram	April 2018	March 2019	In budget
W3/C HS/C048	To explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	To engage more apprentices into construction.	N/A	Andrew Treweek	April 2018	March 2019	In budget and with CVC.

Appendix C

Risk Evaluation Scoring

Corporate Risks

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	1	2	2
Resources	3	3	9	3	2	6	2	2	4
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)
CR4: Home Improvement Programme									
Political & Legislative	4	4	16	2	2	4	2	2	4
Resources	4	4	16	2	2	4	2	2	4
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	4	4	16	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

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
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)
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 (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)

Service Based Risks

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
SR1: Client budgetary pressures impacting on the viability of the DSO trading account.	4	3	12	3	3	9 **Medium/High**
SR2: Failure to retain key personnel and ensure that succession planning is in place to drive the service transformation agenda.	2	3	6	2	3	6 **Medium**
SR3: Failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.	2	3	6	2	3	6 **Medium**
SR4: Financial failure of a support provider (Supporting People).	1	3	3	1	3	3 **Medium/Low**
SR5: Failure to increase the supply of affordable housing as a result of the decrease in the Social Housing Grant.	1	3	3	1	3	3 **Medium/Low**
SR6: Detrimental impact on the HRA base budget as a result of National rent policies.	2	3	6	1	3	3 **Medium/Low**
SR7: Increase in homelessness presentations and acceptances due to legislative/ policy changes i.e. Housing (Wales) Act 2014 and Welfare Reform.	2	3	6	2	3	6 **Medium**
SR8: Increase in eviction rates across social housing sector leading to an increase in homeless presentations aswell as increases in rent arrears for Council owned homes as a result of Universal Credit.	2	3	6	2	3	6 **Medium**

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
SR9: Planned Welfare Reform changes impacting on the viability of short term supported housing schemes for every client group.	2	3	6	2	3	6 **Medium**
SR10: Failure to discharge our homelessness duty to a lack of good quality appropriate private sector housing.	2	3	6	3	3	9 **Medium/High**
SR11: Short term nature of Community Safety budgets resulting in a lack/gap in funding.	3	3	9	3	3	9 **Medium/High**

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 *MEDIUM*	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 *MEDIUM/LOW*	6 *MEDIUM*	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 *MEDIUM*	6 *MEDIUM*	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 *MEDIUM/LOW*	4 *MEDIUM*
Low 1-2		Very Unlikely	Possible	Probable	Almost Certain

Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16	**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