Agenda Item:

Name of Committee:	Corporate Performance and Resources Scrutiny Committee
Date of Meeting:	**14/03/2019**
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	**Vale of Glamorgan Well-being/Improvement Objectives and Improvement Plan Part 1 2019/20**
Purpose of Report:	The report seeks Members' endorsement of the Improvement Plan Part 1 outlining the Council's Well-being and Improvement Objectives, the associated priority actions as reflected in Service Plans and proposed service improvement targets for 2019/20.
Report Owner:	**Rob Thomas, Managing Director and Sponsoring Director for Corporate Health**
Responsible Officer:	Rob Thomas Managing Director
Elected Member and Officer Consultation:	In line with the requirement to consult on our Well-being Objectives, we have sought input from our partners, residents and staff on our Corporate Plan Well-being and Improvement Objectives.
Policy Framework:	This is a matter for Executive decision by Cabinet.

Agenda Item:

Executive Summary:

- The report presents the Council's 8 Well-being (Improvement) Objectives for 2019/20 and our commitments in relation to delivering these objectives which are reflected in Service Plans to show how individual areas will contribute, including our service specific contributions associated with Service Plan delivery. It also proposes challenging service improvement targets associated with our Well-being Objectives that will enable us to effectively demonstrate progress towards achieving our Corporate Plan Well-being Outcomes and the national Well-being Goals.
- Publishing our Well-being Objectives at the start of the financial year will enable us to meet our statutory requirements in the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both of which place specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year.
- In line with our duties under the WBFG Act, we continually review the relevance of our 8 Well-being Objectives in the Corporate Plan through our integrated planning processes in order to ensure we continue to reflect the priorities for the Vale of Glamorgan and focus our improvement activity on the areas in need of the most improvement. Ensuring the relevance of our objectives has been further reinforced via our annual reporting process in 2018, the Public Opinion Survey 2018/19, our budget consultation for 2019/20, emerging findings from recent discussions via the Insight Board and the ongoing 'Big Conversation' workshops. As a result, going forward into 2019/20, we are assured that the our Corporate Plan Well-being Objectives and associated priorities continue to be relevant in delivering improved outcomes for Vale residents and contribute to the national Well-being Goals.
- In line with our Performance Management Framework, our Corporate Plan priorities for 2019/20 are reflected in Service Plans for 2019-20 which Members are being asked to endorse. Progress against these priorities and our proposed service improvement targets will be monitored via quarterly performance reports to the relevant Scrutiny Committees as aligned with the Corporate Plan Well-being Outcomes, supplemented with an overall summary report to Cabinet.
- Members are asked to consider and endorse via recommendation to Cabinet, the Vale of Glamorgan Council's Well-being Objectives, associated Services Plans and improvement targets for 2019/20.
- Following approval by Cabinet, publication of the Improvement Plan Part 1 will take place via a variety of media (including social media) which will ensure the Council is complying with its statutory duties.

Agenda Item:

1. Recommendation

1.1 That Members' consider and endorse via recommendation to Cabinet the Vale of Glamorgan Well-being (Improvement) Objectives and associated priority actions for 2019/20 as aligned to our Corporate Health priorities.

1.2 That Members' review and endorse via recommendation to Cabinet the Human Resources, Legal Services, Finance & ICT, Performance & Development and Democratic Services Service Plans for 2019/20.

1.3 That Members' review and endorse via recommendation to Cabinet, the proposed service improvement targets for 2019/20 aligned to our Corporate Health priorities.

2. Reasons for Recommendations

2.1 To ensure the Council fully discharges its statutory duties to set and publish its Improvement Plan Part 1, outlining how it proposes to meet its Well-being (Improvement) Objectives for 2019/20.

2.2 To confirm the Service Plans as the primary documents against which performance for the Corporate Plan Corporate Health priorities will be monitored and measured.

2.3 To ensure the Council reports a relevant set of performance indicators against which it can demonstrate achievement of its Corporate Health priorities and consistently sets challenging yet realistic performance improvement targets for those priorities in line with requirements under the Local Government (Wales) Measure 2009.

3. Background

Vale of Glamorgan Well-being /Improvement Objectives (Improvement Plan Part 1) 2019/20

3.1 The Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both place specific duties on the Council in relation to objective setting and reporting duties. Under the Well-being of Future Generations (Wales) Act, the Council was required to publish its Well-being Objectives by 31 March 2017 and to keep these under review. Under the Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year.

3.2 The Corporate Plan is our key means of complying with the Local Government Measure 2009, which requires the Council to set 'Improvement Objectives' annually and demonstrate continuous improvement. The Plan sets out the Council's Well-being Outcomes and Objectives for 2016-2020 as well as its vision and values with reference to the Well-being of Future Generations (Wales) Act 2015 and has been informed by local needs and available resources and incorporates the views of residents, partners and staff.

3.3 In order to ensure the Council continued to discharge its duties to publish Well-being and Improvement Objectives under the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015, in

April 2016, Cabinet formally endorsed the eight Corporate Plan Well-being Objectives as the Council's Well-being and Improvement Objectives.

3.4 **Appendix 1** outlines the Council's 8 Well-being (Improvement) Objectives for 2019/20.

Service Plans 2019/20

3.5 Service Plans are the primary planning documents of the Council and a key building block in its Performance Management Framework. They outline how each service will contribute towards achieving our Corporate Plan Well-being Outcomes and Objectives and are the key means by which performance for the Corporate Plan is monitored and measured. Consequently, an annual review of planning arrangements is undertaken to ensure that the Council's plans continue to meet statutory requirements and to continuously improve our approach to performance planning and monitoring.

3.6 In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members supported the proposed simplified approach which reduced the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to the timing of reports. Cabinet subsequently endorsed these changes on 30th July 2018 (minute C378 refers).

3.7 In line with this approach, Service Plans have been informed by the Annual Self-assessment which is now embedded as a process as part of developing the Council's Annual Report. The Annual report endorsed by Members in September 2018 reviewed our performance over the past year and identified key challenges and priorities covering all services and these have informed the development of Service Plans for 2019/20. **Appendix 2** contains the Service Plans for 2019/20 aligned with Corporate Health.

Target Setting

3.8 The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised.

3.9 Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. This has enabled Members to focus on scrutinising the progress being made towards achieving each of the Council's Well-being Outcomes and Objectives.

3.10 This report presents the proposed service improvement targets aligned with our Corporate Health priorities as outlined in the Corporate Plan 2016-2020. **Appendix 4** outlines the proposed targets for the Corporate Performance and Resources Scrutiny Committee and includes all relevant performance indicators that fit within the remit of the Committee. Targets have been set for those performance indicators that are continuing into 2019/20 where appropriate to do so.

3.11 In line with the Council's performance management arrangements, target setting for 2019/20 is being undertaken at Q3 in order to align the process with service planning. This enables targets to be considered in the context of priorities and resources as outlined in 2019/20 Service Plans. Any indicator for which a target is not possible to set at Q3 will have a target identified as early in 2019/20 as possible and reported to Members for consideration and approval.

4. Key Issues for Consideration

Vale of Glamorgan Well-being/Improvement Objectives (Improvement Plan Part1) 2019/20

4.1 **Appendix 1** contains the Vale of Glamorgan Council's Well-being and Improvement Objectives (Improvement Plan Part 1) for the period 2019/20.

4.2 For ease of reference Members will note that pages **38-47** outline the key challenges and planned activities for 2019/20 as aligned specifically to the Corporate Plan Corporate Health priorities which falls within the remit of the Corporate Performance & Resources Scrutiny Committee. It also provides further detail on the Corporate Health priorities including: an identified Sponsoring Director with responsibility for ensuring progress is made in achieving our intended outcomes; a brief rationale regarding the importance of our Corporate Health priorities; the key challenges in delivering our Corporate Health priorities and what actions we will take during 2019/20 to support delivery of our Corporate Plan Well-being Outcomes.

4.3 In line with our obligations under the under the Well-being of Future Generations (Wales) Act 2015, we continually review the relevance of our Well-being Objectives in the Corporate Plan through our integrated planning processes in order to ensure we continue to reflect the priorities for the Vale of Glamorgan and focus our improvement activity on the areas in need of the most improvement. Ensuring the relevance of our objectives has been further reinforced via our annual reporting process in 2018, the Public Opinion Survey 2018/19, our budget consultation for 2019/20, emerging findings from recent discussions via the Insight Board and the ongoing 'Big Conversation' workshops. As a result, going forward into 2019/20, we are assured that the our Corporate Plan Well-being Objectives and associated priorities continue to be relevant in delivering improved outcomes for Vale residents and contributing to the national Well-being Goals.

4.4 In line with the Council's Performance Management Framework, our Improvement Plan priorities for 2019/20 will be reflected in our Service Plans for 2019/20 which Members are also being requested to endorse. Progress against these priorities will be monitored via quarterly performance reports to the relevant Scrutiny Committees as aligned with the Corporate Plan Well-being Outcomes, supplemented with an overall summary report to Cabinet.

4.5 The Council is required to publically communicate its Well-being (Improvement) Objectives to all key stakeholders including Vale residents and partners. Following approval by Cabinet, publication of our Well-being Objectives (Improvement Plan Part 1) 2019/20 will take place via a variety of media (including social media) which will ensure the Council is complying with this

requirement. Hard copies will be made available at the Council's main reception areas and libraries. A public summary will also be made available online and in the Council's main reception areas.

4.6 Members are being requested to review and endorse via recommendation to Cabinet, the Council's Well-being (Improvement Objectives) and associated priority actions for 2019/20 as it relates to the Committee's remit, Corporate Health.

Service Plans 2019/20

4.7 Our Service Plans for 2019/20 specifically identify how each Head of Service will contribute towards achievement of Corporate Plan Well-being Outcomes by asking two questions:

- "Which well-being objectives does the service contribute to and what actions will we be taking this year to achieve these?"
- "How will we manage our resources to achieve these actions and support our service?"

4.8 Informed by the annual self-assessment process, the Service Plans also comprise a brief overview of the issues facing the service against each of the corporate health perspectives (Risk, Customer Focus, Resources - workforce, finance, assets, ICT). The plans include an action plan for how resources will be used to support the delivery of well-being outcome actions as well as managing risks, collaboration and engagement activities.

4.9 **Appendix 2** contains the Service Plans for those services which contribute to Corporate Health which this committee is responsible for monitoring (Human Resources, Legal Services, Finance & ICT, Performance & Development and Democratic Services).

4.10 The majority of services contribute to more than one Council priority, illustrating the cross-cutting nature of the Corporate Plan. **Appendix 3** includes the contributions from all other service areas to the Corporate Plan Corporate Health priorities. These relate largely to CP1 and CP2 demonstrating commitment to our corporate priorities, Reshaping Services and the Council's Workforce Plan.

4.11 Equally, some service plans incorporate actions that demonstrate their contribution to the 4 Corporate Plan Well-being Outcomes which fall within the remit of other Scrutiny Committees. Progress against these actions will be reported via quarterly performance reports to the relevant Committees.

4.12 The Human Resources, Legal Services, Finance & ICT, Performance & Development and Democratic Services will now develop Team Plans for 2019/20 to underpin and deliver their Service Plan actions. The actions contained in the service and team plans will then be translated to individual staff actions via the #itsaboutme performance management process.

4.13 Members are being asked to consider and endorse via recommendation to Cabinet the Human Resources, Legal Services, Finance & ICT, Performance & Development and Democratic Services Service Plans for 2019/20 (detailed in **Appendix 2**) and the contributions from other service areas to our Corporate Health priorities as outlined in **Appendix 3.**

Target Setting

4.14 The Council has a long standing commitment (as outlined in previous and the current Corporate Plan) to continuously improve the services it provides to citizens of the Vale of Glamorgan. However, the ongoing reductions in public sector funding will inevitably impact on the availability of resources, and in addition, external factors such as the wider economic environment, bring into question the realism of continual improvement in service performance. However, having taken account of these factors, the Council continues to establish challenging but realistic targets that are commensurate with the available level of resource.

4.15 The Council's challenging approach to target setting emphasises this by ensuring that there is an assessment of performance trend data, our performance against previous targets and making best use of external benchmarking data (where this available). This is balanced against how much of a priority the indicator is to the Council and whether there is capacity to improve performance. All proposed targets must have an accompanying rationale that clearly explains the reasons for setting the targets at that level.

4.16 As part of the target setting process for 2019/20, a review has been undertaken of the existing Corporate Performance Measures (CPMs) aligned to the Corporate Plan Well-being Outcomes and Corporate Health priorities. The Council's Framework of Corporate Performance Measures comprises local PIs, statutory PIs and Public Accountability Measures (PAMs). This has ensured that the measures in place provide the best representation of the activities/outcomes required and that data will be available on a quarterly basis for a set of key measures for each Well-being Outcome area and Corporate Health thus enabling a balanced assessment of performance each quarter.

4.17 In addition to the CPMs, Scrutiny Committees are also being presented with proposed targets for the national Public Accountability Measures (PAMs) for 2019/20 that do not currently form part of our performance framework and these have been aligned to their respective Well-being Outcome areas and Corporate Health. Whilst the Council's CPMs will collect and report on our performance in relation to our key priorities, there is limited opportunity to benchmark this information with others. The additional PAMs will enable us to continue to compare our performance in a range of services with Welsh local authorities in line with the requirements of the Local Government Measure 2009.

4.18 **Appendix 4** outlines the proposed targets for Corporate Performance & Resources Scrutiny Committee. Targets have been set for those performance indicators that are continuing into 2019/20 as appropriate. A number of indicator amendments and deletions are also proposed for 2019/20 following the review of existing CPMs and Members are asked to consider and endorse these by recommendation to Cabinet.

4.19 The consideration of these proposed performance improvement targets by Members is a key feature of the internal challenge process. Following review/endorsement by the Committee, these performance targets will be reported to Cabinet on 1st April 2019 for approval.

5. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

5.1 Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes in the Corporate Plan with the Well-being Goals of the Act, it enables us to evidence our contribution to the National Well-being Goals.

5.2 The Corporate Plan emphasises the Council's commitment to promoting the five ways of working and duties under the Well-being of Future Generations (Wales) Act. The ways of working are reflected in our approach to integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes and Objectives.

5.3 The Service Plans reflect this approach, demonstrating the way in which the Service areas will work congruently with the "five ways of working" as introduced by the Act.

5.4 By setting consistently challenging yet realistic steps and performance improvement targets, the Council is able to clearly demonstrate progress towards achieving its Well-being Outcomes and Objectives and contribute to the national goals.

6. Resources and Legal Considerations

Financial

6.1 In determining its priorities the Council has been mindful of the economic situation locally and nationally and taken into account legislation changes and government policy. Key Well-being Objectives set out in the Corporate Plan 2016-20, Service Plans and associated improvement targets either have resources committed to their achievement (Medium Term Financial Plan and annual budget review) or the likely prospect of such resources being made available in the period of the plan.

6.2 Service Plans include information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's well-being outcomes.

Employment

6.3 There are no direct workforce related implications associated with this report. However, there are a number of issues and risks contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with this Well-being Outcome.

Legal (Including Equalities)

6.4 The Local Government (Wales) Measure 2009 requires the Council to identify and publish its annual Improvement Objectives and report progress against them.

6.5 The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being goals for Wales and report its progress in meeting these.

7. Background Papers

None

VALE of GLAMORGAN
BRO MORGANNWG

VALE of GLAMORGAN COUNCIL
WELL-BEING OBJECTIVES and IMPROVEMENT PLAN Part 1 2019/20

APRIL 2019

Strong Communities with a Bright Future

You can ask for this document in other formats

www.valeofglamorgan.gov.uk

CONTENTS

Introduction 2
Well-being of Future Generations Act 3
The Corporate Plan 2016-2020 4
Our Well-being (Improvement) Objectives 2019/20 5
Publishing our Well-being (Improvement) Objectives for 2019/20 9
Reviewing and reporting on our progress 10
How to get involved 10
Well-being Objective 1: Reduce poverty and social exclusion 11
Well-being Outcome 1: An Inclusive and Safe Vale 14
Well-being Objective 3: Promoting regeneration, economic growth and employment 18
Well-being Objective 4: Promoting sustainable development and protecting our environment. 21
Well-being Objective 5: Raising overall standards of achievement 25
Well-being Objective 6: Valuing Culture and Diversity 29
Well-being Objective 7: Encouraging and promoting active and healthy lifestyles 32
Well-being Objective 8: Safeguarding those who are vulnerable and promoting independent living 34
Corporate Health 38

Annex A: Well-being Goals 49
Annex B: How Our Well-being Objectives Contribute to the National Well-being Goals 50
Annex C: How Our Well-being Objectives Align to the Vale of Glamorgan Public Services Board's Well-being Objectives 51
Annex D: How We Will Measure Success 52

Introduction

The Vale of Glamorgan Council has a duty to pursue service excellence, improvement and efficiency in delivering outcomes for Vale residents. We must do this within our organisation and by working with other councils, Welsh Government and other public sector bodies as well as the communities making up the Vale of Glamorgan.

At the start of each financial year, we are required both by Local Government (Wales) Measure 2009 and Well-being of Future Generations (Wales) Act 2015 to set and publish Objectives (which we refer to as Well-being Objectives) in an Improvement Plan. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see, in terms of outcomes, by us working towards these Well-being Objectives.

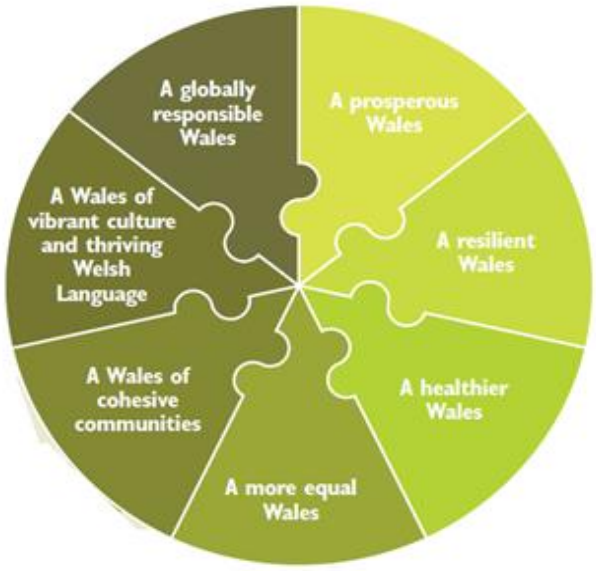
Whilst this plan focuses specifically on our Well-being Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day work are set out in our Service Plans which can be accessed from our website. In a period of severe budgetary constraint, it is important that the Council has clear direction and a sense of priority as we cannot do everything. We are committed to delivering our Well-being Objectives within the context of our adopted core values of:

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** - Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act 2015 came into force in April 2016. The purpose of the Act is to ensure that public bodies seek to ensure that we follow the sustainable development principle by ensuring that ***'the needs of the present are met without compromising the ability of future generations to meet their own needs'*.** The focus of the Act is on improving the economic, social, environmental and cultural well-being of Wales.

The Act outlines that we must work towards 7 national Well-being Goals. Together they provide a shared vision for all public bodies to work towards.



See **Annex A** for a description of each of these national Goals in greater detail.

The Act also established Public Services Boards (PSB) in each local authority area to ensure that organisations work together jointly to maximise their contribution to the Goals through the identification of shared Well-being Objectives.

The Act seeks to ensure that public bodies follow the sustainable development principle. This is being done through the five ways of working:

Long term

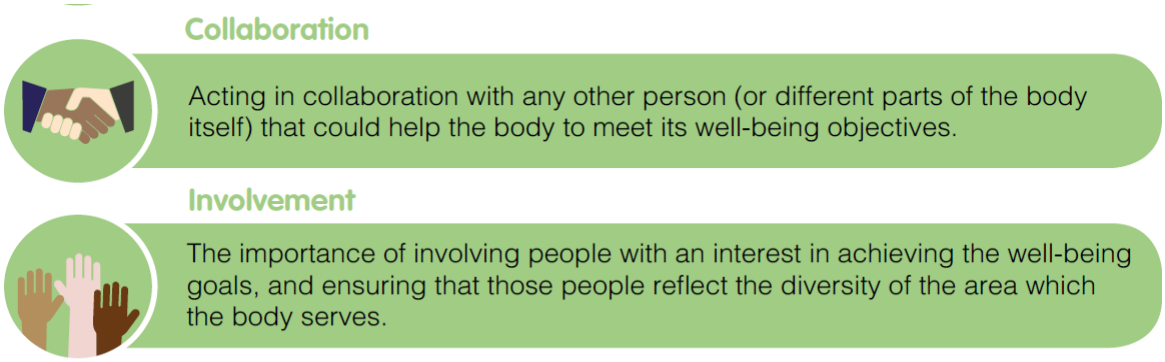
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



Since the Act has come into effect, we have made significant strides in discharging our duties. Key developments have included:

- Establishing our own Well-being Outcomes and Objectives as part of our Corporate Plan development in 2016;
- Producing and publishing a Well-being Assessment during 2017 that provides an assessment of what's good about life in the Vale and what would improve local well-being; and
- Publishing the Vale of Glamorgan Public Services Board Well-being Plan, 'Our Vale Our Future (2018-2023)' in 2018 that was informed by the findings of the Well-being Assessment.

Going forward our focus will be on delivering on the key priorities as outlined in the Vale of Glamorgan Well-being Plan (2018-2023).

The Corporate Plan 2016-2020

In March 2016, the Council published a new Corporate Plan which can be viewed on the Council's website. The Plan represents the actions we will take above and beyond the everyday working of council services and articulates the specific priority actions for the Council in the coming years. In planning for the future we have considered the needs and views of partners and customers and our achievements to date in delivering the previous Corporate Plan. Our priorities have been set in the context of available resources and the significant challenges facing public services. The actions also reflect our willingness to embrace innovative ideas and new ways of working. We have considered how the Council will contribute to the national Well-being Goals published as part of the Well-being of Future Generations (Wales) Act 2015 by setting Well-being Outcomes and Well-being Objectives as well as contributing towards the achievement of the Well-being Objectives that have been set by the PSB.

Our four Well-being Outcomes provide the framework for the Corporate Plan together with eight Well-being Objectives. Underpinning these we have agreed an ambitious work programme of commitments and activities that we will be working towards to contribute towards achieving our Well-being Outcomes and Objectives. Our Service Plans contain more detailed actions, resources, timescales and accountabilities for delivery.

In adopting a more cross-cutting approach, expressed through Well-being Objectives, we will strengthen our ability to work as '**one Council'** in delivering our Well-being Outcomes that are:

Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.

The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

All Vale of Glamorgan citizens have opportunities to achieve their full potential.

Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported.

The implementation of the Corporate Plan is monitored quarterly through a number of forums, including the Corporate Management Team, Scrutiny Committees and the Cabinet, in line with the Council's performance management arrangements.

Our four Well-being Outcomes are reflected in our Service Plans to ensure consistency and focus. The Well-being Objectives under each Well-being Outcome have been included in relevant Service Plans and provide the basis for key actions to ensure these objectives are delivered. A sponsoring Director has been allocated responsibility for each Well-being Outcome and takes the lead in ensuring that progress is made in achieving our intended outcomes, bringing together the relevant colleagues from across the Council.

Our Well-being (Improvement) Objectives 2019/20

There are eight Well-being Objectives identified as part of the Corporate Plan and these have been aligned to the national well-being Goals (of the Well-being of Future Generations (Wales) Act 2015). Our Well-being Objectives are also closely aligned to those identified by the Vale of Glamorgan Public Services Board.

Under the Act we are required to annually review and publish our Well-being Objectives to evaluate whether they are 'fit for purpose' to enable us to maximise our contribution to the national well-being Goals. We have extensively reviewed and consulted on our Well-being Objectives by inviting key stakeholders, including the Public Service Board and its associated partners, local businesses, Town and Community Councils and voluntary sector organisations and the public to comment on them. Our Well-being Objectives have also been subject to scrutiny and challenge by elected members.

During 2018/19 we also reviewed our Well-being Objectives through:

- Our Annual Report (2017/18)

As part of our annual assessment process which now informs the Annual Report, we have reviewed how we have responded to our key challenges and priorities over the past year and have considered emerging challenges which reflect the breadth of activities we undertake as a Council, whilst remaining cognisant of the five ways of working which are a key driver in our integrated planning framework and 'one council' approach.

On balance, we delivered the majority of our planned activities during 2017/18 and can demonstrate that this has contributed towards achieving our Well-being Objectives and the well-being of Vale of Glamorgan citizens. However, we recognise that our Well-being Objectives remain long term strategic priorities for the Council and the success achieved to date is the start of what will be a long programme of initiatives aimed at working towards building strong communities with a bright future, the long term vision of the Council. This work has provided assurance that we are focusing on the right priorities going forward into 2019/20 in line with legislation requirements.

- Our Corporate Plan priorities

The Public Opinion Survey carried out between December 2018 and January 2019 asked a representative sample of Vale of Glamorgan residents (1005 residents aged 16 and over) whether the Council's current Well-being Objectives should remain Objectives going forward. Although detailed analysis is currently being undertaken of the consultation data, early findings indicate strong support from residents for the Council's existing Well-being Objectives and Corporate Plan priorities.

Overall the vast majority of respondents agreed with the Council's Well-being Objectives and thought these worthy objectives for the Council to work towards. The positive endorsement of these objectives reflect the previous comprehensive engagement work that underpinned the development of the Corporate Plan and our well-being Objectives, with the views of local residents, community groups, strategic partners and other key stakeholders informing these. In summary:

- 97% said Well-being Objective 1, 'Reducing poverty and social exclusion', should remain one the Council's objectives.
- 99% said Well-being Objective 2, 'Providing decent homes and safe communities', should remain one the Council's objectives.
- 98% said Well-being Objective 3, 'Promoting regeneration, economic growth and employment', should remain one the Council's objectives.
- 97% said Well-being Objective 4, 'Promoting sustainable development and protecting our environment', should remain one the Council's objectives.
- 98% said Well-being Objective 5, 'Raising overall standards of achievement', should remain one the Council's objectives.
- 88% said Well-being Objective 6, 'Valuing culture and diversity', should remain one the Council's objectives.
- 94% said Well-being Objective 7, 'Encouraging and promoting active and healthy lifestyles', should remain one the Council's objectives.
- 99% said Well-being Objective 8, 'Safeguarding those who are vulnerable and promoting independent living', should remain one the Council's objectives.

Having reviewed the Council's 8 Well-being Objectives, residents were also asked if there was anything else we should be focusing on in the next five years. The majority (74%) responded no to this question. Key areas of focus suggested by the remaining respondents (26%) included transport infrustructure, roads and pavements and parking (both resident and town centre). These areas of focus are currently reflected in the priorities for Well-being Outcome 2. This work has provided further assurance that we are focusing on the right priorities going forward into 2019/20 and will in turn inform the development of our new Corporate Plan for 2020-2025.

- Emerging issues/discussions via Insight/CMT

Recently (24th January 2019), a workshop held with Insight Board members, identified key council challenges and priorities for the next 5 years. Emerging findings from this workshop indicate that our priorities continue to remain relevant, although the focus of activities going forward will need to better reflect the changing policy, financial and legislative landscape in which we currently operate. These findings will be used to inform the development of the new Corporate Plan for 2020-2025.

- Undertaking the 'Big Conversation' Workshops;

During February and March 2019, the Council invited its entire workforce together in a series of workshops to discuss the challenges facing the Council over the coming years and the need to identify new ways of working to address these. Emerging findings from the 'Big Conversation' workshops demonstrate that overall, our key challenges and priorities as a Council can be aligned to our existing Well-being Objectives, thus assuring us that they continue to remain relevant. However, we also recognise the need to review the focus of our activities going forward in order to ensure they appropriately reflect the changing policy, financial and legislative landscape in which we operate. The findings of this work will be used to inform the development of the new Corporate Plan for 2020-2025.

- Public Opinion Survey

The recent Public Opinion Survey (2018/19) indicates that, overall satisfaction with Council services remains positive at around 88%, albeit at a lower rate than the previous survey results of 92% (2016/17). Over 97% of residents were either very or fairly satisfied with the Vale of Glamorgan as a place to live which mirrors the result of 2016/17. These results are very positive when viewed in the context of the extremely challenging environment in which we are currently operating. It also shows that the changes to services that have been made to date due to the level of savings and efficiencies required have not had a significantly detrimental effect on residents' satisfaction with services overall.

- Budget Consultation

In the recent budget survey, residents were asked to prioritise a list of methods of addressing the Council's budget shortfall of approximately £14 million in 2019/20, (1 being most preferred and 5 being least preferred option). Results are presented as a mean score, the closest the mean score is to 1, the more preferred the option was amongst residents. Increasing council tax to the Welsh average was the most preferred option (2.13), followed by charging for services that are currently free (2.45) and developing new services that would generate income (2.73). The least preferred options were to increase charges for services that people pay for already (3.06) and to provide fewer services (4.62). In contrast, when asked this question in 2016/17, the most preferred option by residents was to develop new services that would generate income (1.3), increase charges for services that people pay for (3) and charges for services that are currently free (3). Increasing council tax to the

Welsh average (3.2) and providing fewer services (4.3) were the least preferred options.

Public understanding of the financial context in which the Council is working remains an area for us to increase. When prompted with detail about the extent of the budget cuts (£14 million of savings in 2019/20), only 14% were fully aware of the extent of the savings required, compared to 13% in the previous survey (2016/17). Just under half (43%) were aware of the need to make significant savings, but not the extent of savings required compared to 39% in the last survey. The number of residents that reported that they did not know the Council faced this issue has improved to 43% from 48% in 2016/17. Whilst positive, this remains an area for focus going forward.

In previous and current surveys, providing fewer services is not a preferred option for residents. In addition, introducing charges for services is a preferred option across both surveys. This is reflected in the current Council strategy to protect its highly valued public services through its reshaping services programme, which has seen a variety of methods used to transform how we deliver our services in order to secure savings and efficiencies and long term sustainability. The Council's reshaping strategy underpins our integrated planning framework and effectively supports us in working towards achieving our Well-being Objectives as outlined in the Corporate Plan 2016-20. The findings (including written commentary from respondents regarding approaches to service delivery) show that on the whole, residents are supportive of the approach the Council is taking to meet its financial challenges and priorities or Well-being Objectives.

- What our Regulators said about us.

Our Annual Improvement Report (AIR) which brings together the key findings from all audit work undertaken in the Council during 2017-18 (reported in September 2018) by our external auditors remains positive. The Wales Audit Office (WAO) report concluded that overall the Council is meeting its statutory requirements in relation to continuous improvement; complying with its responsibilities relating to financial reporting and use of resources; and has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources. A number of proposals for improvement were made specifically focusing on strengthening scrutiny arrangements within the Council to enable us to respond to future challenges and have greater impact and these are being progressed as a priority.

Using this combined approach we have been able to effectively test and validate the relevance of the Council's Well-being Objectives and identify whether they are enabling us to maximise our opportunities to contribute to the national Well-being Goals.

Overall this challenge process has highlighted that our Well-being Objectives continue to remain relevant for 2019/20 and for us to continue to deliver the key priorities of the final year of the Corporate Plan. Setting these objectives will also ensure we can maintain our momentum in working towards achieving our Well-being Outcomes and will evidence our contribution to the national well-being Goals.

As a result of this review, no amendments have been made to the Council's Well-being Objectives for 2019/20. However, the focus of our planned activities for the forthcoming year will reflect and respond to the changing policy, financial and legislative landscape in which we currently operate. We can confirm that the Council's eight Well-being Improvement Objectives for 2019/20 are:

Well-being Outcome	Well-being Objectives
	Objective 1: Reducing poverty and social exclusion **Objective 2: Providing decent homes and safe communities.**
	Objective 3: Promoting regeneration, economic growth and employment. **Objective 4: Promoting sustainable development and protecting the environment.**
	Objective 5: Raising overall standards of achievement. **Objective 6: Valuing culture and diversity.**
	Objective 7: Encouraging and promoting active and healthy lifestyles. **Objective 8: Safeguarding those who are vulnerable and promoting independent living.**

Annex B provides an overview of how our Well-being Objectives contribute to the National Well-being Goals.

Annex C shows the alignment between the Well-being Objectives that we have set for 2019/20 and the Public Services Board's Objectives.

The eight Well-being Objectives are described more fully on pages 11-48. For each objective we have outlined why it is important, what the challenges are in delivery and what actions we are going to take. Within this document (**Annex D**), we have also aligned a suite of key performance measures to our Well-being Outcomes and Well-being Objectives. These reflect the breadth of services being provided across the Council to achieve our Well-being Outcomes and together illustrate the way in which we will consider the progress made to deliver these outcomes.

Publishing our Well-being (Improvement) Objectives for 2019/20

Our Well-being Objectives for 2019/20 will be published on the Council's website at www.valeofglamorgan.gov.uk as soon as is practical after 31st March 2019 in line with statutory requirements. Members of the public will also be able to access this information at the Council's offices and libraries and can comment on our Improvement Objectives by emailing us at: improvements@valeofglamorgan.gov.uk

Our Service Plans will provide further details on the relevant actions and measures, resources, timescales and accountabilities for delivering our Well-being Objectives and will be available on our website from April 2019.

Reviewing and reporting on our progress

Reviewing and setting objectives is a legal requirement of both the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.

In terms of tracking our progress against these Well-being Objectives annually, the actions and associated performance measures outlined in this document (**Annex A and Annex D**) will be monitored and reported on a quarterly basis in line with our Performance Management Framework arrangements for monitoring of the Corporate Plan 2016-20.

Progress in relation to these Well-being Objectives will be scrutinised quarterly by the Council's Corporate Management Team, Cabinet and Scrutiny Committees, using performance reports. Our quarterly performance reports are published in September (quarter 1); December (quarter 2); March (quarter 3); and September (End of Year/ Annual Report) and can be viewed on the Council's website.

In addition to publishing our Well-being Objectives at the start of the financial year, we also publish an Annual Report at the end of September. The Annual Report reviews our performance over the previous year. It details whether we have achieved the intended outcomes associated with each Well-being Objective to ensure we are maximising our opportunities to contribute to the national well-being goals whilst enhancing the well-being of our Vale citizens. We will report our performance against these (2019-20) Well-being Objectives in September 2020.

How to get involved

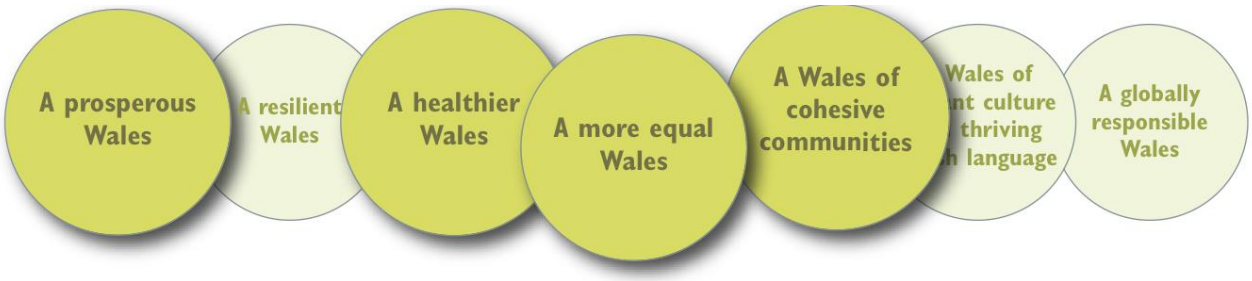
There are a number of mechanisms in place for residents to influence decision making in the Council. You can get involved by joining Vale Viewpoint our citizens panel and participate in consultations being conducted by, or on behalf of, the Council and its partners, the Public Services Board. Simply complete the brief online form.

Our Scrutiny Committees are open to the public and provide an opportunity to become involved in the Council's activities. You can request a service area or matter to be considered by a Scrutiny Committee by completing a Consideration for Review form. You can also register to speak at Scrutiny Committees by following the information on the Council's website.

In order to promote sustainability and to reduce printing costs, a hard copy of the plan will be made available at the Council's main reception areas and libraries.

If you have any comments after reading this plan, please let us know by contacting us at:
Letters to: Performance & Development, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry, CF63 4RU
Email: improvements@valeofglamorgan.gov.uk
Phone: 01446 700 101

AN INCLUSIVE AND SAFE VALE	**Well-being Outcome 1: An Inclusive and Safe Vale**
	Well-being Objective 1: Reduce poverty and social exclusion



Well-being Objective Sponsoring Director	**Miles Punter**

Why is this Well-being Objective important?

- We recognise that areas of **deprivation** exist across the Vale of Glamorgan, particularly the south east of the county, where quality of life and opportunities can vary significantly. We are working in **collaboration** with our partners and **involving** local communities to ensure that the needs of different communities are **equally** understood and met so that all residents can look forward to a **bright future.**
- **Tackling poverty** is an integral part of the Well-being of Future Generations (Wales) Act and therefore a priority for the Council as well as a major focus for the Public Services Board.
- Research tells us that the most deprived areas in the Vale of Glamorgan are found in the eastern area of Barry and there are also pockets of deprivation in areas of Penarth, St. Athan and the rural Vale. Holton Road and Castleland in the Barry area was ranked 29th in the list of the **most deprived areas in Wales** (WIMD 2014 Community Safety Domain). We recognise that not everyone living in a deprived area is deprived - and that not all deprived people live in deprived areas.
- The 2017 Well-being Assessment also identified several areas in the Vale which observe low household incomes (Gibbonsdown, Dyfan, Buttrills, Castleland and Court) and we acknowledge that these areas are prone to lower employment rates, educational attainment and life expectancy rates. We recognise the need to take a more holistic approach to improving well-being within our more deprived communities by working proactively with our partners and **involving** those communities in identifying their key assets and building on these to create innovative and **long term** solutions to reduce poverty and deprivation.
- Loneliness and isolation are cross-cutting issues that seriously impact on the health and well-being of people in Wales and are a basis for **social exclusion.** People living in more urban areas in the Vale have reported that they have good networks in place. However, rural Western Vale citizens are more at risk of isolation and feeling lonely. We recognise that more work is needed to **prevent** this by **collaborating** with our partners to **integrate** our approach to community engagement to make is easy for people to participate in community life and have their voice heard.
- Communities no longer exist only geographically but **digitally** and we are considering new ways of reaching citizens to ensure we proactively **engage with all sectors of our**

Why is this Well-being Objective important?

society digitally.

- Focusing on this Well-being Objective will help reduce inequalities between our communities and contribute towards **healthier**, **more equal** and **prosperous and cohesive communities** where citizens equally enjoy a healthy life expectancy and life chances irrespective of where they live.

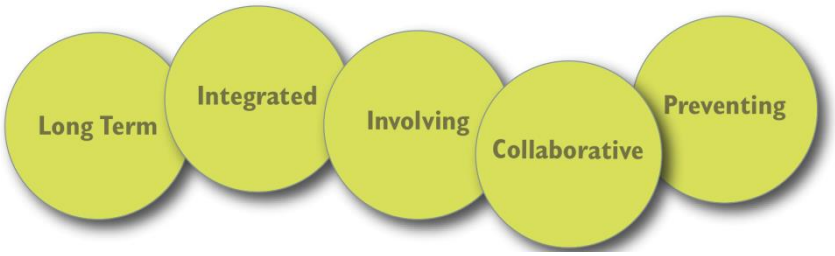
What are our challenges in delivering this Well-being Objective?

- The introduction of **Universal Credit (UC)** remains a challenge and Housing Services will continue to assist tenants with financial management by providing Money Advice and ongoing support through the Supporting People Programme. This will help to minimise rent arrears and financial hardship to mitigate the impact on the Housing Business Plan. (IS002)
- The delayed roll-out of Universal Credit within the Vale of Glamorgan by **Department of Works and Pensions (DWP)** will impact on the Council as we continue to support those on Jobseekers Allowance (JSA) until they are transferred to Universal Credit. (IS003)
- Effectively mobilising our resources and working collaboratively across Council departments and organisational boundaries to minimise the social impact of **welfare reform** on Vale residents. (IS003)
- Uncertainty remains over the future of the **Rural Community Development Fund** administered by Welsh Government. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government, which includes £2.2 million for the LEADER programme operated by the Vale Council, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy. The circumstances around BREXIT may change after the BREXIT withdrawal deal goes to Parliament in March 2019. (IS004)
- The management of a number of projects affecting children, young people and the unemployed under the single flexible funding grant from April 2019 (Communities For Work and Legacy funding) will be a challenge for us due to the complexities of bringing together teams from three different directorates into one funding stream and identifying priorities across a broad range of services within a single grant. (IS005)
- Adapting the service to reflect the loss of **Communities for Work Plus/Legacy funding** for employability support in the context of the new 'Flexible Funding' Children and Communities Grant requiring greater integration with other family and children's services (IS005).
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT (IS005).
- Capacity and capability to meet the increasing/growing demand for **children and family support services** to ensure that needs can be met whilst minimising any overlap/duplication of existing service provision. (AH4 & IS006)
- Impact of increased long term pressure on **social care, health and education resources** to support the needs of older disabled young people. (IS006)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Continue to progress the work with our partners via the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion. (IS001)
- Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally. (IS001)

What actions will we take during 2019/20 to contribute to this Well-being Objective?
• Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone). (IS001) • Continue to provide access and make use of social media to extensively involve and engage with our citizens and to enable further feedback and learning from them. (IS001) • Explore the potential of a Vale wide/regional time banking scheme. (IS002) • Develop a co-ordinated approach to tackling fuel poverty recognising the expertise and contribution of Registered Social Landlords towards achieving this goal. (IS002) • Develop a suitable estate based regeneration project in response to the completed Neighbourhood Action Plans. (IS002) • Continue to support the roll out of Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales. (IS003) • Signpost applicants to enable them to fully access support on the new digital service for Universal Credit applications. (IS003) • Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears. (IS003) • Monitor the impact of the implementation of managed migration to Universal Credit through formalised multi-agency working groups and regular updates to Homes and Safe Communities Scrutiny Committee. (IS003) • Review the capacity of the Money Advice Team and existing money advice service to ensure the provision of timely assistance to those tenants claiming Universal Credit.(IS03) • Support communities to access resources and develop their capacity towards improving and running community assets. (IS004) • Deliver the replacement for the Vibrant & Viable Places program; Targeted Regeneration Investment. (IS005) • Review the impact of the guidance arising from the new Flexible Funding arrangements. (IS006) • Implement the new grant arrangements under the new Children and Communities Fund. (IS006)

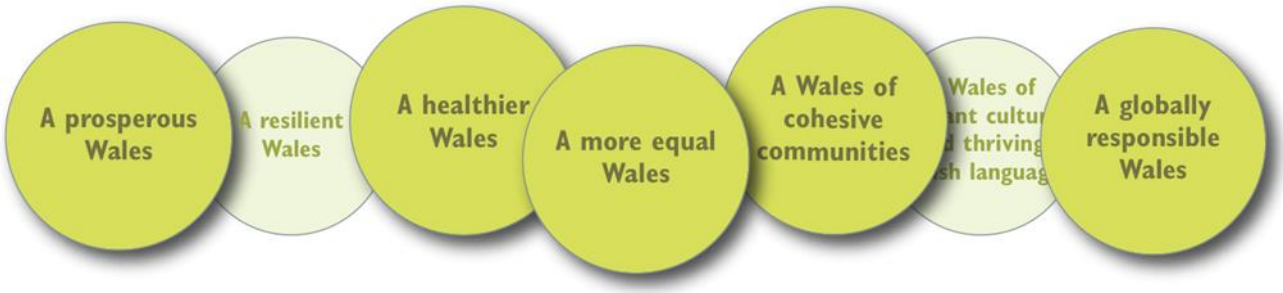


In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Outcome 1: An Inclusive and Safe Vale

Well-being Objective 2: Providing decent homes and safe communities

Well-being Objective Sponsoring Director	Miles Punter



Why is this Well-being Objective important?

- Housing is the bedrock of communities; it drives the demand for local services, shops and facilities thus contributing to **prosperous**, **healthier** and **cohesive communities**. In focusing on this objective we are committing to provide quality**, affordable and suitable homes** which can be the catalyst for a household to prosper.
- The latest Well-being Assessment (2017) revealed that the average house price in the Vale of Glamorgan is one of the highest in Wales and an increasing number of young people cannot afford to buy a home within the community in which they grew up and are renting privately instead.
- The Council has retained its housing stock and will continue to ensure that residents have access to **good quality homes** in a timely manner.
- The rate of households deemed to be eligible, unintentionally **homeless** and in priority need has increased in the Vale of Glamorgan in recent years as opposed to the decreasing national trend. We recognise the need to **collaborate** with our partners and **involve customers** in further **integrating** our services to prevent homelessness both immediately and in the **long term**.
- A lack of crime has been highlighted as one of the most positive things about living in the Vale of Glamorgan. However older people in particular, felt **anti-social behaviour** was an issue within their area.
- Castleland in the Barry area, observed the **highest rates of crime** within the Vale across a number of indicators including rates of violent crime, criminal damage and Anti-Social Behaviour. We will be working with our **partners** to ensure that residents and visitors **feel safe** and part of the local community.

What are our challenges in delivering this Well-being Objective?

- Budgetary pressures in regards to the on-going maintenance phase of **WHQS** and the anticipated renewal of kitchens, boilers and bathrooms in coming years. (IS007)
- Uncertainty regarding the future of the **Major Repairs Allowance** (a grant paid to all Local Housing Authorities who still manage their social housing) which is being considered by Welsh Government. This capital grant would be used to maintain our housing stock

What are our challenges in delivering this Well-being Objective?

ensuring that homes are safe and secure which in turn enhances tenant's health and well-being. (IS007)

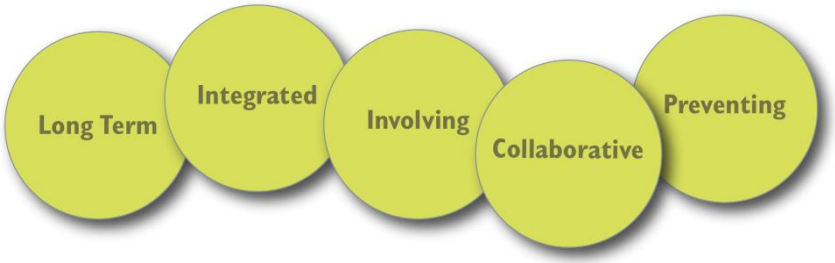
- There are obstacles to developing **new housing** in the Vale: lack of funding, land availability and land suitability. The key is building just enough new homes to meet local need without building over Greenfield sites in the rural Vale and impacting on the natural environment that is such a big asset in the Vale.(IS008)
- The unknown impact of **BREXIT** in relation to labour and cost of material will have an impact on our Building services and subsequent delivery of projects such as the Council House Improvement Programme and new council house building programme.(IS007, IS008)
- Continuing to deliver our **Housing Business Plan** priorities with a potentially reducing revenue stream remains a challenge for the service over the next few years. (IS008)
- The impact on income from **rent arrears** could affect the Housing Business Plan and cause an increase in homelessness, placing pressure on temporary accommodation.(IS008)
- Greater pressures on temporary accommodation as a result of increased **homelessness** presentations. (IS009)
- Maintaining the average time taken to deliver a **Disabled Facilities Grant (DFG)** in light of changes to the way in which information is measured (dictated by Welsh Government) has affected our performance in recent years. Previously, recorded delivery time started at referral to the DFG team and this has now been changed with times being recorded from first contact with the Council which may be via the Contact Centre (C1V). The clients' needs are required to be assessed and this process sometimes takes considerable time before referral to the DFG team because it may include exploring other solutions such as care packages prior to ultimately referring to the DFG team. Our performance has fallen from 188 days in 2017/18 to 193 days in quarter 2 of 2018/19. Processes continue to be reviewed in an attempt to reduce average delivery times, including a pilot of a new triage stage at the start of the DFG process, which appears to be beneficial. (IS009)
- Capacity to address the issue of **empty homes** in the Vale of Glamorgan and their re-use and securing the appropriate and necessary resources. (IS011)
- An increase in **domestic abuse and violence** which has also been identified within our recent pilot project and places additional pressure on our resources. (IS013)
- Delivering sustainable services under the **Safer Vale** portfolio with short term year on year grant funding remains a challenge as clients are experiencing more complex issues that require additional support. Funding for services is at a flat rate year on year, which does not provide the opportunity to effectively plan or develop services due to the short term funding commitment. (IS016)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2019/20. (IS007)
- Develop a pilot programme of renewable technologies to reduce carbon footprint in the Council's housing stock. (IS007)
- Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re-let properties. (IS007)
- Develop a Tenant Scrutiny Panel. (IS007)
- Develop and identify opportunities for the Council House development programme. (IS008)
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes. (IS008)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

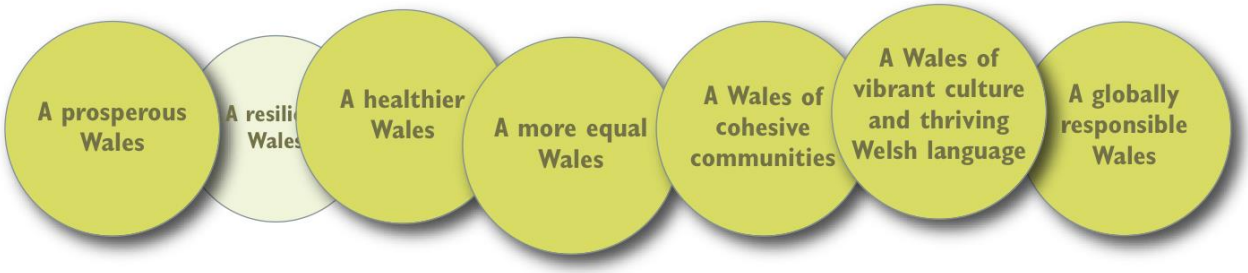
- Adopt a Housing Development Strategy. (IS008)
- Review the existing Council Rent Policy in light of the new Welsh Government Policy.(IS008)
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups. (IS009)
- Liaise with Welsh Government and the existing identified traveller community to identify the most appropriate housing solution for their needs. (IS009)
- 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. (IS009)
- Implement the recommendations from the Accommodation with Care and Care Ready for Older People report. (IS009)
- Oversee the implementation and monitor the delivery of the interim supporting people guidance using the housing support grant. (IS009)
- Review options to engage Occupational Therapy Services for Council house adaptations. (IS009)
- Continue to deliver the Disabled Facilities Grants service for private housing. (IS009)
- Continue to support householders and landlords to improve private housing and make vacant properties available including the provision of loan products. (IS010)
- Secure through planning permission, at least 30% of affordable new housing. (IS011)
- Work with partners to increase the number of sustainable, affordable homes in the Vale. (IS011)
- Improve access to safeguarding information on the Shared Regulatory Services website by reviewing and improving information on web pages. (IS012)
- Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events. (IS012)
- Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practises across the region and inform future priorities for intervention including intelligence, education and enforcement activities. (IS012)
- Evaluate the key outcomes of the pilot domestic abuse referral and assessment service (DARAC) and source long term funding.(IS013)
- Implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board. (IS013)
- Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence. (IS013)
- Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan. (IS013)
- Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.(IS014)
- Expand delivery of restorative justice approaches through the implementation of the Policing Children Looked After Protocol, to improve our approach to monitoring and information sharing of Children Looked After in the Youth Justice System. (IS014)
- Work with partners to enhance the case management project for implementing trauma informed practice. (IS014)
- Deliver and review the new regeneration / renewal areas. (IS015)
- Develop and promote a new Community Safety Strategy for the Vale of Glamorgan. (IS016)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Well-being Objective 3: Promoting regeneration, economic growth and employment



Well-being Objective Sponsoring Director	Rob Thomas

Why is this Well-being Objective important?

- There are clear links between a **thriving local economy** and our residents' well-being. A strong local economy will help attract people to reside in the area which further boosts the economy; this in turn provides more **employment opportunities** for residents who then have increased income to spend within the market.
- We are working in **collaboration with residents and our partners** to deliver a comprehensive programme of **regeneration** across the Vale including the Rural Local Development Strategy, Barry Waterfront, links between Penarth Haven and the town centre and the Tourism Destination Management Plan. This activity will ensure a strong and **sustainable economy** for present and **future generations**.
- **Thriving Town Centres** are an important part of promoting all aspects of well-being in the Vale which is host to a number of town centres – Cowbridge, Llantwit Major, Penarth and two areas within Barry. Our Town Centres Framework sets out a range of actions to ensure our town centres become more attractive and **prosperous** destinations which can be enjoyed by residents, workers and visitors.
- Whilst the Vale has a lower than Welsh average percentage of workless households, there are areas which observe low employment rates and levels of attainment. We recognise that not only do we need to help residents secure employment but also to **sustain employment and secure a better future.**

What are our challenges in delivering this Well-being Objective?

- Whilst progress in relation to the **Cardiff Capital Region (City Deal)** is positive, we need to ensure that going forward the interests of the Vale of Glamorgan continue to be effectively promoted. Of particular relevance is the need to promote the Airport and St. Athan as centres for economic growth and job creation, improving strategic access to the Vale, increasing the supply of affordable housing and broader economic development. (ER1)
- Adoption of the **Cardiff Airport Master Plan as Supplementary Planning Guidance (SPG)** was delayed to reflect additional work commissioned by Welsh Government in consultation with the Council and the Airport to fully master plan the Airport and Enterprise Zone opportunities. Once the Master Plan has been agreed this will be developed and taken through the supplementary planning guidance process accordingly. (ER1)

What are our challenges in delivering this Well-being Objective?

- The **Planning system** continues to experience legislative change (consolidation of the Planning Acts). The Vale of Glamorgan Council recognises the important role the Planning service has in re-invigorating the economy and communities to ensure that economic growth and regeneration lead to sustainable growth in the local economy while protecting and improving both the urban and rural features of the Vale of Glamorgan which ultimately makes it one of the best places to live in Wales.(ER1)
- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU). We have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the EU) and continue to secure **pipeline funding from Welsh Government** to develop and deliver key regeneration projects that reflect local needs and opportunities.(ER3)
- One of our challenges will be helping to address the issues facing shopping centres in the Vale and how we help minimise vacancies to improve the location's viability. Going forward, we will be supporting Holton Road and High Street traders to explore the development of a **Business Improvement District** and, if a successful ballot is held, support the implementation of the BID. (ER3)
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT.(IS005/ER2/ER3)
- Inability to meet Welsh Government requirements in relation to **Active Travel**. For example the Council will need sufficient funding to continue to implement and promote walking and cycling routes. We will also need to successfully encourage residents to participate in Active Travel. Achieving these requirements within reducing budgets remains challenging. (ER5/12)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use. (ER01)
- Develop Supplementary Planning Guidance for the Airport Master Plan. (ER01)
- Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR). (ER01)
- Work with the Capital City Region to promote and facilitate more sustainable travel within the Vale and across the region and where necessary influencing and lobbying transport providers for better public transport options (Well-Being Plan).(ER01)
- Develop opportunities for regeneration / investment projects to realise local employment opportunities. (ER02)
- Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID. (ER02)
- Establishment and implementation of the regional thematic property grants for 2019/20 and ongoing delivery of the Barry gateway and Innovation Quarter project. (ER02)
- Work with Cardiff and Vale College to bring forward a new site for the college. (ER02)
- Continue to deliver the Rural Local Development Strategy. (ER03)
- Continue to strengthen our Town Centres including through the Town Centres Framework. (ER03)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

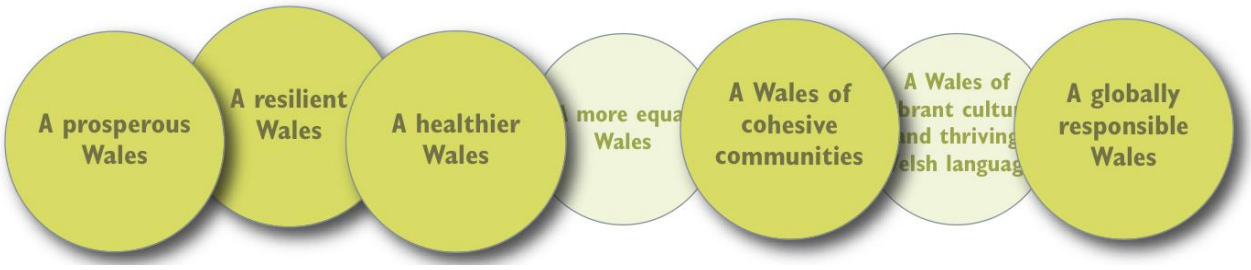
- Progress regeneration projects across the Vale and deliver associated strategies.(ER03)
- Complete the Barry Town Centre Gateway Regeneration Project. (ER03)
- Deliver the projects as set out in the Penarth Heights S106 Strategy. (ER03)
- Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility. (ER03)
- Complete open space improvement at Dingle Road. (ER03)
- Complete the new skate park at Cogan Recreation Ground. (ER03)
- Continue to deliver transport improvement schemes associated with the Cardiff Capital Region Metro including cycle infrastructure and bus stop improvements from Weycock Cross to Cardiff Airport. (ER04)
- Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys. (ER04)
- Continue to improve the Active Travel highway network. (ER05)
- Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable. (ER06)
- Implement the Destination Management Plan. (ER06)
- Deliver a range of improvements to the Wales Coastal path in the Vale. (ER06)
- Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities. (ER06)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Well-being Objective 4: Promoting sustainable development and protecting our environment.

Well-being Objective Sponsoring Director	Rob Thomas



Why is this Well-being Objective important?

- We recognise that **sustainable transport infrastructure** can contribute to reducing the negative impacts that cars have on the environment, reducing congestion, improving health and wellbeing, improving access to employment, health and education and reducing the risk of road accidents.
- We want to maximise the value/position of our location within the South East Wales Region and are **working with partners** to maximise economic growth, inward investment and employment through our Local Development Plan.
- Focusing on this objective will contribute towards **sustainable development** and allow us to meet our responsibilities under the Well-being of Future Generations Act which recognises the right to achieve a sustainable level of development whilst responsibly managing and protecting our natural resources.
- We are **proud** that the Vale of Glamorgan has a **rich and unique natural environment** and we respect that our natural environment attracts many visitors, further enhancing the area's economy and also provides a wide range of well-being benefits to our residents. It is therefore essential that we value and protect the environment in order to ensure the **well-being of our future generations.**
- We understand the importance of reducing waste and continue to strive towards achieving **national recycling targets** set by Welsh Government (64% during 2019/20 rising to 70% in 2024/25).

What are our challenges in delivering this Well-being Objective?

- Austerity pressures are real and it is becoming increasingly difficult to secure **Revenue and capital funding from Welsh Government** which will have a direct impact on the services we can offer.
- We have faced difficulties recruiting and retaining volunteer drivers to operate the **Greenlinks Community Transport** service and continue to face challenges in regards to securing funding for the future of the service. We need to recruit more volunteers to be able to operate the service at its full potential and therefore need to engage in initiatives to attract more volunteers. (ER9)

- Completion of the Council's **3 year Road Surfacing Programme** in order to comply with our legal duty to maintain the highways to a safe standard and reduce insurance claims, remains a challenge given the deteriorating asset, limited resource and lack of future investment in maintenance. (ER9)
- A key challenge going forward is the ever **increasing traffic growth** within the Vale of Glamorgan, with particular emphasis on the Eastern Vale, resulting in increased pollution which impacts negatively on economic productivity. (ER9)
- There continues to be a lack of **passenger transport providers** in the Vale of Glamorgan which could lead to increased costs and subsequent contract cost pressures when services are re-tendered. (ER9)
- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge given reducing budgets and the need to deliver significant savings as part of the Reshaping Strategy. There has been an increase of nearly 8% in the unit cost for street lighting energy compared to the previous year; this will impact the estimated savings from the Council's ongoing **Street Lighting Energy Reduction Strategy** that looks to convert all lanterns to LED by March 2020 to make essential savings on energy and CO2 emissions. (ER15)
- The delivery of capital projects, including the additional street lighting project to replace existing main road street lighting lanterns with **LED** using Salix Finance ltd. loan is becoming increasingly challenging with limited in-house technical resources. (ER15)
- Meeting the requirements of the Council's **Carbon Management Plan** remains a challenge, for example, less reliance on diesel vehicles and the procurement of new electric vehicles will require additional funds within reducing budgets. (ER15)
- Ability to continue to meet our carbon reduction commitments under the **CRC Energy Efficiency scheme** in light of reducing budgets and resources and increasing energy costs. (ER15)
- The move towards **carbon reduction within our existing housing stock and new builds** will require substantial resources. (ER15)
- We continue to strive towards achieving **national recycling targets** (64% during 2019/20 rising to 70% in 2024/25) but failure to hit these targets may result in penalties and fines levied by Welsh Government. (ER16)
- Dealing with the impact of the loss of the **single environment grant** in respect of biodiversity work. (ER17)
- As a coastal authority we are prone to severe flooding of coastal and river areas and also flash flooding which can cause huge disruption and financial pressure on the Authority as well as residents and local businesses. We also have a number of legal duties in relation to the **Flood and Water Management Act** placing pressure on the service and its resources. (ER18)
- Increasing waste and transport budget pressures as a result of new developments within the Vale continues to impact on our ability to deliver further savings within services.

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework. (ER07)
- Prepare and consult on relevant Supplementary Planning Guidance. (ER07)
- Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise). (ER07)
- Continue a program of Planning Committee member training. (ER07)
- Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law. (ER07)
- Secure developer contributions through section 106 of the Planning Act to provide

What actions will we take during 2019/20 to contribute to this Well-being Objective?

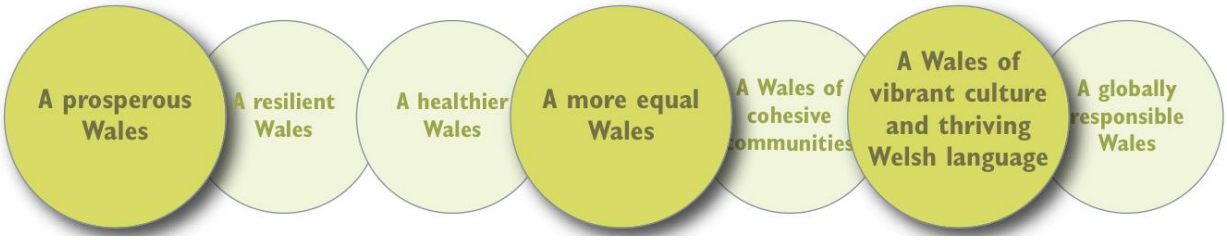
necessary infrastructure and improve community facilities. (ER08)

- Continue to deliver the 3 year highway resurfacing plan. (ER09)
- Deliver any road safety transport schemes that are awarded funding in 2019/20.(ER09)
- Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the WG Road Safety Framework. (ER09)
- Continue to maintain the Greenlinks Community Transport Service. (ER09)
- Seek further opportunities to recruit volunteers for transportation initiatives. (ER09)
- Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Policy review. (ER09)
- Implement the revised Parking Policy. (ER09)
- Continue the Big Fill initiative for 2019/20. (ER09)
- Continue to deliver structural improvements to the Murch Field and Dinas Powys Library bridges. (ER09)
- Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government. (ER10)
- Continue to promote the Welsh Government concessionary travel scheme. (ER11)
- Undertake a review of the post 16 School / College transport policy. (ER11)
- Undertake review of fare paying school transport buses. (ER11)
- Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps. (ER12)
- Implement the Summer 2019/20 lifeguard plan for Barry Island, Southerndown, Ogmore by Sea and Llantwit Major. (ER13)
- Adopt and deliver the Barry Island strategic marketing plan. (ER14)
- Progress the beneficial re-use of the Nell's Point site at Barry Island. (ER14)
- Dispose of the former toilet block at Nell's Point. (ER14)
- Complete the marketing and disposal of a number of land parcels at Nell's Point. (ER14)
- Implement the conversion of non LED to LED lighting on main roads.(ER15)
- Review our existing fleet with a view to purchase new vehicles (from the Neighbourhood Replacement Fund) in line with current EU Environmental Standards including the ability to operate on alternative fuel modes. (ER15)
- Achieve the national recycling target of 64% for 2019/20. (ER16)
- Continue with utilising waste wardens (post residual restrictions) to ensure households are recycling as much as possible and adhering to new arrangements. (ER16)
- Develop/implement a Waste Reduction Strategy. (ER16)
- Remodel our waste management infrastructure.(ER16)
- Introduce the collections blueprint on a phased approach. (ER16)
- Develop a 7 year Waste Management Plan (2018-25). (ER16)
- Bid for the annual Welsh Government Environment Grant. (ER16)
- Deliver a Public Convenience Strategy for the Vale of Glamorgan. (ER16)
- Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to WG CCP funding). (ER16)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (ER16)
- Procure dry recycling facilities as necessary following finalisation of WRAP report. (ER16)
- Consider options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (ER16)
- Roll out a Vale wide litter dropping campaign. (ER16)
- Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling. (ER16)

What actions will we take during 2019/20 to contribute to this Well-being Objective?
• Establish a new internal enforcement team to help maintain high standards of environmental cleanliness. (ER16) • Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system. (ER17) • Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.(ER17) • Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plan. (ER18) • Complete the delivery of the Llanmaes Flood Alleviation Scheme. (ER18)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	**Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale** **Well-being Objective 5: Raising overall standards of achievement**



Well-being Objective Sponsoring Director	**Paula Ham**

Why is this Well-being Objective important?

- Overall the Vale of Glamorgan is an area with good levels of educational attainment and higher than average incomes and employment rates. However, evidence in our Well-being Assessment highlights that there are areas in the Vale where educational attainment is lower and this can be linked to lower incomes and levels of employment.
- Our ambition is that education outcomes are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles. Consequently, we have prioritised the need to raise standards of attainment at all levels.
- We recognise the need to **collaborate** with our partners and **involve** customers in further **integrating** our services to support the diverse needs of our young people and promote their well-being so they can fulfil their potential in the **long term**.
- Focusing on this Well-being Objective will contribute towards building **more equal** and **prosperous communities** with a **vibrant culture and thriving Welsh language** at their heart.

What are our challenges in delivering this Well-being Objective?

- Continuing to **raise attainment levels** against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools remains challenging. The Vale remains the lowest funded authority per pupil in Wales. Increasingly, financial difficulties at individual school level (especially in schools where the cost of inflation and demographic increases are higher than budget growth) are placing additional pressure on central education services. (AC1)
- Ensuring that the input from the **Central South Consortium Joint Education Service** in schools continues to deliver the required impact/ improvements in terms of raising attainment at all levels in challenging financial times and with increasing pupil numbers. (AC1)
- Ensuring all schools are appropriately supported and remain focussed in working towards a **system of self-improvement** remains challenging given reducing resources. (AC1)
- Improving the performance of all vulnerable groups, particularly those entitled to **free school meals**, continues to present challenges, given reducing resources and increasing pupil numbers in the Vale. (AC1)
- Sustaining appropriate levels of service delivery in relation to the **Ethnic Minority Achievement Service** (EMAS) in the long term given that no funding has been identified by Welsh Government to deliver the service from 2019/20 onwards. (AC2)
- There is a need to work with schools to **reduce exclusions** and ensure that provision is able to meet the needs of **children and young people with social, emotional and mental health**

What are our challenges in delivering this Well-being Objective?

difficulties within a climate of reducing resources and increasing demand. (AC2)

- Addressing the needs of a growing group of complex young people who have had **adverse childhood experiences** (ACEs) and require support through targeted provision to help them to achieve their full potential continues to present significant challenges given reducing resources. (AC2)
- Implementing a monitoring framework to enable effective review in relation to improving outcomes for **children and young people looked after by the local authority**. (AC2)
- Ensuring the new service model for the provision of **EOTAS services** (education other than at school) consistently delivers positive outcomes for service users within existing resources will be challenging given the increasing numbers of challenging young people with complex needs. (AC2)
- Sustaining opportunities in the long term for **Adult and Community Learning** in the context of reduced funding. Welsh Government plans to redistribute Adult Community Learning funding across Wales are likely to result in a cut in funding to the Vale of £100,000+ and a cut to City and County of Cardiff of £500,000+ (£600,000 across region for 2019/20). (AC3)
- **Reducing the number of young people not in education, employment or training** (NEET) remains a priority for the Council with a specific focus on Year 13 NEETs. However, gaining accurate destinations data for Year 13 leavers remains challenging and the Council and its partners continue to work closely with Careers Wales to improve accuracy of Year 13 destinations data in order to better target its initiatives. (AC4)
- **Improving attendance in schools** remains a priority. There is a need to ensure that children and young people's attendance rates particularly in primary schools, is improved. (AC4)
- Lack of capacity to meet the extended requirements of **Additional Learning Needs** provision (from birth to 25 years) as per the Additional Learning Needs & Education Tribunal (Wales) Act without appropriate additional financial resources for both central education and individual schools' budgets. (AC7)
- Providing support to meet the growing numbers of children with Additional Learning Needs (ALN) /complex issues in a climate of **increasing customer expectations, reduced service capacity and reduced budgets**. (AC7)
- Addressing provision for the increasing numbers of pupils identified with **Autistic Spectrum Disorders** (ASD), which is currently placing significant pressure on the budget and placements and the Pupil Referral Unit and Specialist Resource Bases. (AC7)
- Sustaining appropriate levels of service delivery in relation to **specialist education services** remains challenging given increasing demand and reducing resources. (AC7)
- Ensuring capacity to progress projects linked to **Band B of the 21st Century Schools Programme**, specifically the transformation of Barry secondary schools, the Waterfront school and other consultations in the Western Vale. (AC8)
- Ensuring capacity to deliver an **ambitious capital programme** to improve our schools. The Council's plans for Band B of the Welsh Government's 21st Century Schools Programme, totalling in excess of £143 million, is the largest amongst Welsh local authorities given the size of the local authority. (AC9)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

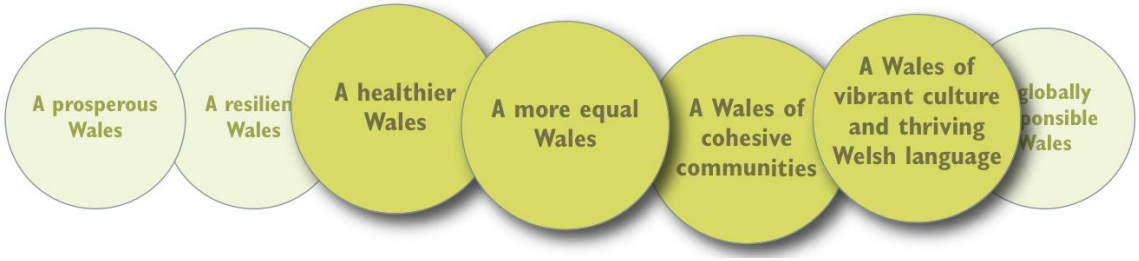
- Hold the Central South Consortium Joint Education Service to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan. (AC1)
- Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice. (AC1)
- Further develop the use of ONE (software to help monitor the performance of vulnerable children) to review pupil population data and trends in relation to vulnerable groups to better inform and target provision. (AC2)
- Identify a way forward for sustaining appropriate levels of service delivery of the EMAS (Ethnic

What actions will we take during 2019/20 to contribute to this Well-being Objective?
Minority Achievement Service) service in light of Welsh Government's withdrawal of funding from the Education Improvement grant from 2019/20. (AC2) • Embed contract management arrangements in relation to the provision of EOTAS (education other than at school) services and work with partners to ensure the new service model consistently delivers positive outcomes for service users. (AC2) • Implement a monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority. (AC2) • Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities for 2017/20. (AC2) • Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs). (AC2) • Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone. (AC2) • Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties. (AC2) • Continue to monitor the impact of programmes disadvantaged individuals and vulnerable families and develop provision in line with current Welsh Government priorities and criteria for Families First. (AC3) • Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups. (AC3) • Continue to utilise European Social Funding to increase the number of young people in remaining in education, entering employment or training with a specific focus on the 11-24 age group. (AC4) • Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools. (AC4) • Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model. (AC5) • Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal (Wales) Act Regional implementation plan. (AC5) • Engage in discussions with Welsh Government about roles, responsibilities and resources for Post 16 ALN provision. (AC5) • Engage and consult with young people on the development of the national youth strategy and embed the new service model for youth service provision in line with the national strategy. (AC6) • Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services. (AC6) • Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress. (AC6) • Progress the Central South ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations. Develop a new ALN Strategy to reflect the ALN Act and local priorities. (AC7) • Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction. (AC8) • Confirm brief and location of the Barry Centre of Learning & Well-being. (AC8) • Complete statutory consultation and process business cases where appropriate for the Waterfront school and St David's as well as any other projects identified for early consultation. (AC9)

What actions will we take during 2019/20 to contribute to this Well-being Objective?
• Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth. (AC9)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	**Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale** **Well-being Objective 6: Valuing Culture and Diversity**



Well-being Objective Sponsoring Director	**Paula Ham**

Why is this Well-being Objective important?

- The Council has a key role in contributing to the Welsh Government's ambition to see one million Welsh speakers by 2050.
- It is well acknowledged that creative and cultural participation has a demonstrable positive impact on health and well-being and this is reinforced in the Welsh Government's, 'Light Springs through the Dark: A Vision for Culture in Wales' as a priority.
- We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity.
- We recognise the need to encourage more use of Welsh in our communities by working **collaboratively** with partners and **involving** key stakeholders in developing an **integrated** approach to increasing the number of people who learn Welsh through our education and systems and turning these learners into speakers for the **long term** future.
- We appreciate our unique heritage and culture and recognise the importance for people of all ages to enjoy a range of activities and to have the opportunity to be creative.
- Focusing on this Well-being Objective will enable us to further enhance our unique heritage and culture and contribute towards **healthier**, **more equal** and **cohesive communities** where citizens enjoy opportunities to be creative and use the **Welsh language** on a daily basis - socially, at work, when accessing services and enjoying recreation.

What are our challenges in delivering this Well-being Objective?

- The extent to which equalities data is analysed and used to improve services continues to be variable across the Council. There is a need to continue working with council services to improve the quality of equality monitoring data and reinforce and **improve the quality of Equality Impact Assessments** to enable more informed decisions about service delivery and reduce the likelihood of legal challenges. (AC10)
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government's rapid review of the **Welsh in Education Strategy Plan** (WESP) framework will have a substantial impact on the 21st Century Schools Programme and the Council's requirements within its local WESP. The forthcoming legislative changes, which will take effect from 2019, will have significant financial implications and impact on all the services that feed into the WESP including delivering appropriate specialist or transitional support through the medium of Welsh. (AC12)
- Ensuring delivery of the Council's priorities as outlined in its new Arts Strategy, **An Aspirational**

What are our challenges in delivering this Well-being Objective?

and Culturally Vibrant Vale 2018-2022, within the context of reducing resources is a significant challenge. There is a need to develop the resilience of cultural and creative organisations thus ensuring the Vale's current and future workforce is appropriately skilled to enable its creative economy to thrive and enabling (through partnership) culturally-inspired lifelong learning opportunities for everyone in the Vale with limited resources. (AC15)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Reinforce and improve the quality of Equality Impact Assessments produced across the Council including: (AC10)
  - Undertake equality impact assessments (EIAs) in relation to the regional Audit Service and the Council's annual budget for 2019/20. (AC10)
  - Continue to engage with protected groups to enable their views to inform service developments. (AC10)
  - Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery. (AC10)

- Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan. (AC10)
- Work towards achieving the silver award in the Insport equality standard. (AC10)

- Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy. (AC11)
  - Offer Welsh language as a standard option when customers wish to access services across all channels. (AC11)
  - Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan. (AC11)
  -
- Contribute to the Welsh Government's Cymraeg 2050 vision by implementing the priorities as outlined in the Vale of Glamorgan Welsh in Education Strategic Plan including:
  - Increasing the number of pupils being taught through the medium of Welsh at primary and secondary levels. (AC12)
  - Further developing the range of Welsh medium provision for Vale pupils aged 14-19. (AC12)
  - Developing and promoting opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale. (AC12)
  - Increasing Welsh-medium provision for learners with additional learning needs. (ALN) (AC12)
- Continue to implement the Welsh Language Standards and review progress. (AC12)
- Increase opportunities for learners of all ages to practice their Welsh language skills outside school/classroom settings. (AC12)
- Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh. (AC12)
- Continue to implement and embed the More than Words Framework across Social Services. (AC12)
- Continue to provide support for community libraries via peripatetic library staff from main libraries. (AC13)

  Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users. (AC13)

  Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members. (AC13)

  Keep under review the impact of any plans for Wales-wide Systems Administration arrangement

What actions will we take during 2019/20 to contribute to this Well-being Objective?

for the new Libraries Management System (LMS). (AC13)

- Continue to develop a wide range of learning opportunities at the Vale Education and Arts Hub and increase usage and engagement informed by a review of activities.(AC14)
- Provide non-classroom based cultural/ citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home. (AC14)
- Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage. (AC14)
- Implement the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022' with a focus on the following in 2019/20:
  - Develop an Arts programme for 2019/20 with a greater focus on income generation e.g. commercial exhibitions.
  - Extend opportunities for participation in events to increase footfall including visits from external organisations; talks by well-known and locally based artists and historians; schools workshops; community events, award events, exhibitions and other events.
  - Develop a 'Craft Network' in the rural Vale supported by funding from Creative Rural Communities. (AC15)
- Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions. (AC16)
- Continue to promote excellence in construction through the LABC awards. (AC16)

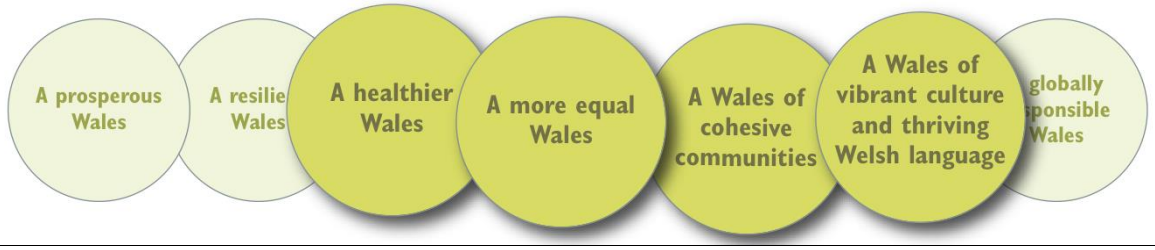
In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Outcome 4: An Active and Healthy Vale

Well-being Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Objective Sponsoring Director	Lance Carver

Why is this Well-being Objective important?



- The Vale has a relatively healthy and active population. However evidence highlighted in our Well-being Assessment shows that there is some disparity between areas and population groups.
- We recognise the importance of **prevention** and early intervention for improving and maintain health and well-being in order to support our citizen's in making **long term** changes to their lifestyles and behaviours.
- We acknowledge the need to focus on enhancing early years services through improved **integration** and **collaboration** to give children and young people the 'best start in life'. This also involves focusing on giving people of all ages opportunities to be **involved** and to participate in sport and physical activities to live healthier lifestyles.
- Focusing on this objective will enable us to develop more resilient, healthier, equal and cohesive communities that have a vibrant culture and a thriving Welsh language.

What are our challenges in delivering this Well-being Objective?

- Capacity and capability to meet the increasing/growing demand for children and family support services to ensure that needs can be met whilst **minimising any overlap/duplication of existing service provision** (AH4)
- Our **capacity** is impacting on our ability to meet Welsh Government requirements in relation to Active Travel. (ER5)
- **Securing the longer term sustainability of leisure services and facilities** throughout the Vale of Glamorgan is challenging especially in relation to the viability of any externally contracting out provision at a time when budgets continue to be reduced. (AH1) (AH6)
- **Sustaining and improving participation levels in physical activity at a time of diminishing resources** is a very real challenge. This is particularly relevant at a time when the regionalisation of Sports Development via a Consortium arrangement is being considered. This presents a threat to the funding of more localised provision. There is the danger that sports development delivered via a Consortium arrangement could mean that the Vale loses its autonomy over how it develops and delivers a localised programme of activities tailored to

What are our challenges in delivering this Well-being Objective?

need. (AH1)

- **Delivering an ambitious and comprehensive play programme** that is in line with the requirements of new legislation will continue to present as a challenge when budgets are reducing. Challenges exist around how we can effectively target 'hard to reach' groups to engage with service such as the play programme and early years support services to secure the best possible outcomes for children, young people and their families.(AH3)

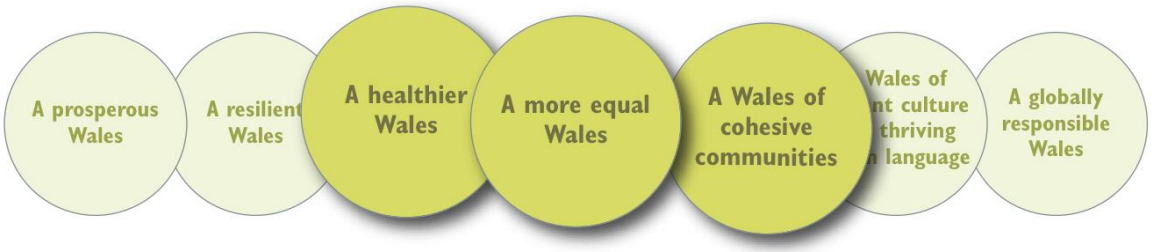
What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation and physical activity. (AH1)
- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (AH2)
- Support the pilot roll out of the Welsh Government's Child Care Offer. (AH4)
- Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of the Family Information and Support. (AH4)
- Review and extend the age criteria in relation to the Index (Voluntary Register of Children and Young People with disabilities or additional needs). (AH4)
- Contribute to the local Public Health Wales Agenda by promoting and encouraging healthy eating and healthier lifestyles within our services. (AH5) This will include the delivery of the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health, continuing to monitor compliance with the Healthy Eating in Schools (Wales) Regulations, delivering training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens, undertaking actions to support the provisions of the Public Health (Wales) Act 2017 and undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.
- Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations (AC5)
- Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks (AH6).
- Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely. (ER5)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Outcome 4: An Active and Healthy Vale

Well-being Objective 8: Safeguarding those who are vulnerable and promoting independent living



Well-being Objective Sponsoring Director	Lance Carver

Why is this Well-being Objective important?

- To improve the well-being of our residents and contribute to the national well-being goals it is important that our communities feel safe and can live as independently as possible.
- The Vale has a relatively ageing population, and the Well-being Assessment shoed that there are a high percentage of people aged 65+ who are living alone. Although, our objective focuses on improving levels of independence it needs to be in a way that our citizens feels that they are in control and are **involved** in defining their care and support needs to enable live their lives to the full and secure better outcomes.
- Safeguarding adults and children from abuse/or neglect is central to what we do as an organisation. One of the key principles of safeguarding is that it is 'everyone's responsibility'.
- The focus of this objective will be on ensuring that we continue to put in place consistent and robust processes and procedures to ensure we can continue to meet our safeguarding duties.
- It is vital that the focus is on early intervention and **prevention**. By working alongside partners we can ensure we continue to meet our safeguarding duties and protect the most vulnerable citizens in society whilst enhancing their sense of well-being in the **long term**.
- It is essential that we further enhance and support vulnerable individuals to live more independently in their own homes. The emphasis will be on improving levels of **collaboration** and **integration** between health and social care service to ensure that we can deliver seamless services that put our citizens needs first and enhances their sense of well-being.
- Focusing on this objective will enable us to further reinforce how we safeguard our most vulnerable individuals whilst enhancing independent living. This is essential in order to build **more equal** and **cohesive communities** where our citizens are **healthier** and feel a strong sense of well-being.

What are our challenges in delivering this Well-being Objective?

- The Social Services and Well-being (Wales) Act 2014, places a significant number of duties and requirements on local authorities. Despite having robust mechanisms in place, challenges continue to exist in relation to our **capacity to fully meet requirements of the Act in a climate where budgets are reducing and demand for Social Services is increasing.** (AH7)
- **Sustaining and improving levels of service delivery and performance whilst managing expectations is increasingly challenging**. Demographic changes are having a significant impact. There is a growing ageing population in the Vale of Glamorgan with increasing numbers of children and young people and their families and adults presenting with greater levels of need

What are our challenges in delivering this Well-being Objective?

and complex health needs, which is affecting our ability to improve access to health and social care services. (AH8)

- Equally, despite our progressive approach to working with partners, **collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in a climate of diminishing resources**. Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. A reduction in grant funding streams and issues and delays at a regional level can also impact on our ability to further progress the integration of adult health and social care services and transform them in a timely way. A significant amount of investment will be required to facilitate further integration of services. (AH9)
- In light of the Parliamentary Review of Health and Social Care, there is an increased emphasis on developing and operating pooled arrangements to enable us to undertake more joint commissioning of services to deliver a more citizen-centric model of care. There are **challenges associated with developing more streamlined approaches** to developing/commissioning preventative services that are more joined up across organisational boundaries. For example, implementing across the whole of domiciliary care an outcome-based commissioning approach will be challenging. (AH10)
- In a climate where resources are being increasingly squeezed, there is pressure on our **capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and updated as well as being applied consistently**. (AH11)
- **Our capacity to further reduce delayed transfers of care remains a challenge**. The Delayed Transfers of Care, budgetary pressures continue to impact on our performance in this area.(AH12)
- We **need to reinforce how we work with our partners to effectively implement the strategy for Accommodation with Care that can effectively respond to the needs of our citizens through the provision of appropriate accommodation with care and support**. (AH13)
- **Further embedding the good practice associated with the Child Sexual Exploitation Strategy**. There are also challenges in how we respond the changing policy landscape in relation to Child Sexual Exploitation (CSE) driven by a Welsh Government and at the regional level in terms of how we deliver the future models. (AH14)
- **Delivering a targeted inspection programme as part of Shared Regulatory Service against a back drop of reducing resources** will continue to be challenging. As a result, this will mean we will need to deliver more of our services using a risk-based approach to better manage and prioritise service delivery. (AH16)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Implement new assessment, care and support plans (Parts 4 & 6) to strengthen our work in relation to co-production when working with children and their families (AH7).
- Develop the wider and more appropriate use of the Information, Advice and Assistance Service/Families First Advice line as a single point of contact for the service (AH7).
- Develop a regional pool of policies for children and adults in line with requirements of the Act (AH7).
- Develop a website that is accessible to both practitioners and the public to be informed policies, procedures and practice (AH7).
- Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation (AH7).
- Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with Health and Cardiff Council (AH7).
- Contribute to the development and implementation of the Regional Partnership Board Annual Plan (AH7).

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to adults (AH7).
- Establish and pilot an effective challenge mechanism for the Annual Council Reporting Framework ACRF process for Social Services to further enhance our approach to citizen engagement (AH7).
- Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit and in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (AH7).
- Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda (AH7).
- Establish a monitoring process for the implementation of the Social Services and Well-being (Wales) Act via the Steering Group (AH7).
- Deliver the Regional Commissioning Work Programme priorities for 2019/20 (AH7).
- Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services (AH7).
- Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act (AH7).
- Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a level of independence (AH7).
- Pilot delivery of a GP triaging scheme within the Vale of Glamorgan (AH8).
- Undertake further expansion of the Adult Placement Scheme (AH8).
- Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future (AH8).
- Rationalise the Customer Representatives questionnaires into one form to capture functional information and desired personal outcomes (AH8).
- Monitor and improve the Information, Advice and Assistance sign off to maximise use of preventative options and reduce dependency on Intake & Assessment (AH8)
- Update referral management processes at the Customer Contact Centre to reduce the number of people waiting on CRM queue for call back/social work input.
- Progress inter-generational project work involving local schools and residential care settings (AH9).
- Complete project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant (AH9).
- Implement a regional protocol to support transition processes across all Adult Services (AH9).
- Implementation of the 'Get me Home' Plus Night Visiting Service as part of the Transformation Funding process (AH9).
- Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner (AH9).
- Review opportunities for the development of clear Continuing Health Care Processes
- Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review (AH9).
- Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements (AH10).
- Implement Joint Contracts in relation to Nursing and Residential Care homes to ensure consistency across the partners in how services are contracted and delivered by providers (AH10).
- Continue to embed the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing modules that are appropriate to business need by

What actions will we take during 2019/20 to contribute to this Well-being Objective?

implementing/piloting the use of the financial module and develop a suite of core reports to meet the statutory reporting requirements (AH10).

- Progress discussions so that WCCIS system can operate on a regional footprint (AH10).
- Enable the Corporate Safeguarding group to continue to focus on delivery of the Corporate Safeguarding Work Plan 2019/20 and put in place appropriate mechanisms to monitor compliance of the policy (AH11).
- Review and update the All Wales Safeguarding Procedures in line with Welsh Government Guidance (AH11).
- Evaluate and review the use of assistive technology in order to maximise opportunities for independence (AH12).
- Review compliance of all Directorates with completion of Safeguarding e-module (AH11).
- Work with partners to implement our 'Accommodation with Care' approach to support and enhance independent living (AH13).
- Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation (AH14).
- Implement a dashboard of data in relation to Child Sexual Exploitation (AH14).
- Work with our partners to deliver a consistent regional foot print for the management of escalating concerns (AH15).
- Review our quality assurance approach in relation to residential care to standardise how we report on well-being, performance and risk in terms of demonstrating compliance (AH15).
- Review our quality assurance approach in relation to Adult Placement Service and the Vale Community Resource Service (VCRS) to demonstrate compliance with the Regulation and Inspection Social Care Act 2016 (AH15).
- Undertake an annual programme of targeted inspections of premises undertaking commercial activities that affect vulnerable people. We will do this by preparing businesses for the special procedures requirements set out in the Public Health Bill, securing approval of the Communicable Disease Service Plan, undertaking interventions in accordance with the Statutory Health and Safety Section 18 Plan and continue a programme of training and awareness of Child Sexual Exploitation, Slavery and Trafficking to protect vulnerable residents (AH16).

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Corporate Health

Sponsoring Director	Rob Thomas

Why is this important?

- Delivery of our Corporate Plan Well-being Objectives is reliant on us having robust corporate governance arrangements in place and an **integrated** approach to planning for the **long term**. This is particularly important when delivering an ambitious improvement agenda such as ours in the most challenging financial times.
- We recognise that an **integrated** and **collaborative** approach **involving** our customers, partners and staff is the best way to deliver valued and sustainable services to Vale of Glamorgan citizens for the **long term** future.
- We are committed to delivering sustainable cost-effective services that meet resident and customer needs and maximise the use of our resources.
- Further enhancing our integrated 'one council' approach to planning will support council services to effectively deliver sustainable change in line with our duties under the Well-being of Future Generations (WBFG) Act and contribute to the economic, social, environmental and cultural well-being of the Vale of Glamorgan Council.

What are our challenges in delivering our corporate health (integrated planning) priorities?

- Capacity to deliver the level of transformational change required as part of the **Reshaping Services Strategy** and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the change needed remains a challenge across the majority of services. (CP1)
- In light of the demand on services and the need to make further efficiency savings there is an increasing focus on identifying **income generation** opportunities which remains challenging. There is also the need to ensure we develop a more strategic and commercial approach to **contract management** and effective contract and supplier management in order to maximise both the opportunities for additional income generation and the potential savings this could bring. (CP1/CP10)
- There is a need to work with services to identify **procurement (third party spend) savings**, in line with the Reshaping Services programme. (CP1)
- There is a need to continue to review the use of our **assets** and seek opportunities to use them more efficiently and reduce the amount of accommodation we use and seek out innovative ways to use our property assets to assist with the income generation strategy. (CP1)
- The ongoing requirement to achieve more **service efficiencies and budget savings** for 2019/20 remains a challenge for all council services given reducing budgets. Across a number of service areas, this continues to direct funding away from service development and exacerbates capacity issues. There is a need to ensure the resulting increased pressure on staff does not impact negatively on retention, attendance and staff morale. (CP1)
- Maximising opportunities to **improve access to services** and information using a digitally focused approach that best supports and meets the needs of our customers without creating a digital divide. (CP1)
- There remains a need to further **develop capacity within communities** to deliver services locally as we progress the Council's Reshaping agenda. (CP1)
- There is a significant challenge in retaining the same level of engagement with the trade unions and employees to maintain the positive momentum we have achieved to date following the launch of the **Staff Charter**. During 2019/20, we will need to retain engagement with trade

What are our challenges in delivering our corporate health (integrated planning) priorities?

unions and employees, their involvement in and understanding of the change process and their contribution to delivering the Council's transformation agenda. (CP1)

- There is a need to continue to explore and **maximise collaborative opportunities** for shared services that will benefit the Council. (CP1)
- Capacity and capability to meet the growing demand for **Social Services** to ensure that needs can be met. Demographic changes are having a significant impact, as there are increasing numbers of Children Looked After, which is putting pressure on budgets. Increasingly Children Looked After are also presenting with more complex needs, which as a consequence have required increasingly high cost placements. (CP1)
- Growth in referrals to the **Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC)** is impacting on all four collaborative authorities. There are also challenges in terms of recruitment of suitable adopters and the timely assessment of potential adopters which is not able to keep up with demand for the number of children requiring adoption. (CP1)
- Achieving the 2019/20 **£600k of savings** associated with the transformation of the service to a Neighbourhood Services and Transport model remains challenging given reducing budgets. (CP1)
- There is a need to progress the establishment of a **Local Authority Trading Company** for catering during 2019. Significant work is required by the project team in order to ensure the company structure, governance and its operations are established appropriately. (CP1)
- The anticipated roll out of case management software and implementation of a **Legal Portal** in liaison with the Courts during 2019/20 will have significant resource implications for Legal Services in terms of the change of internal systems and procedures to meet the requirements of the Courts. (CP1)
- The requirements of **General Data Protection Regulation (GDPR)** will have a significant impact on schools and Education ICT over the next few years. There is a need to work with schools to develop appropriate strategies and capacity to enable them to effectively meet those requirements. (CP1/CP2)
- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with **Reshaping Services Strategy, Social Services and Well-being (Wales) Act, Well-being of Future Generations Act, the Housing Bill, Additional Learning Needs and Education Tribunal (Wales) Act 2018, and the Welsh Language Act** will remain an ongoing challenge. Responding to our legislative requirements requires a shift change in how teams operate and work to enhance greater fluidity and flexibility within roles in response to a changing policy landscape. In the long term there is a need to build resilience for the future aided by internal and external initiatives including the Management Competency Framework, Employee Core Competency Framework and the Talent Management and Succession Planning scheme. (CP2)
- Ensuring the future **sustainability of services** through building resilience within teams continues to be an ongoing area of development. This remains challenging in a climate where there are rising demands for service and particularly where there is a reliance on small numbers of staff and or specialist roles. (CP2)
- There is a need to maintain our focus on effectively managing **sickness absence** in line with corporate policy across all council services. (CP2)
- There is a need to strengthen **succession planning** across all Council services in order to increase resilience in line with the Council's Reshaping agenda and our national Well-being priorities. (CP2)
- Ensuring appropriate resilience to meet the challenges posed by the threat of **Judicial Review** where litigation remains high by claimants seeking to challenge decision making by the Council leading to a greater demand for legal service. (CP2)
- Supporting the development needs associated with the Council's **Digital strategy** will represent both an opportunity and challenge given that our digital workforce requirements are yet to be

What are our challenges in delivering our corporate health (integrated planning) priorities?

fully determined. (CP2)

- The consequence of growing awareness of **GDPR** related issues is that there is an increasing demand for support. The Freedom of Information (FOI) unit is increasingly being asked for advice on Data Protection issues. Therefore having sufficient capacity to meet this demand will continue to be a challenge. (CP2)
- For a number of service areas, there is a need to address the challenges associated with an ageing workforce, which will require the replacement of some senior and skilled staff members with equally experienced staff who have a wide skill set to meet the needs of the business going forward. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- Delivering real outcomes for citizens that continue to demonstrate best **value for money** remains challenging in an increasingly difficult financial climate. (CP3)
- Capacity to meet new legislative requirements with particular reference to the **Well-being of Future Generations Act and the Local Government Bill** and the challenges these pose for delivering services on reducing budgets. (CP4)
- Capacity to deliver the **Vale of Glamorgan Well-being Plan** in conjunction with PSB partners at a time when all organisations are facing pressures of their own. (CP4)
- Despite the challenging environment the Council continues to operate in, it has continued to deliver on an ambitious improvement agenda aimed at improving the social, economic, environmental and cultural well-being of residents. Developing and delivering a new **Corporate Plan for 2020-2025** that maintains these high ambitions for Vale residents will become increasingly challenging given the ongoing austerity and the need to continue to make efficiencies and budget savings at a time when service demand across most Council services is increasing. (CP1,CP4,CP6)
- Whilst positive progress is being made corporately with how we manage, monitor and learn from **complaints**, there is more work to do to ensure we meet our target timescales when dealing with complaints. In addition, we need to address issues earlier to prevent them from escalating to the second stage of the process. Looking ahead, faced with increasingly limited resources and rising demand for council services, there is a likelihood that the number of complaints will increase and we need to respond more proactively. (CP5)
- Improving and **sustaining good performance** across all Council services whilst managing customer expectations in a climate of diminishing resources. (CP6)
- There is a need to continue to maintain a focus on implementing our **regulatory proposals** for improvement (informed by local and national reviews undertaken by our regulators, Wales Audit Office) as identified in the Council's Insight Tracker despite diminishing resources. (CP6)
- Working with services to develop a **business partnering approach** to improvement planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP6)
- Capacity and capability to fully meet our requirements as part of the **Well-being of Future Generations Act and the Local Government (Wales) Bill** in relation to the both the Executive and non-Executive functions. In addition, as a consequence of the Local Government Bill, there may well be a requirement to ensure that more public meetings are webcast. A key challenge will be to ensure that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements. (CP7)
- Supporting collaborative arrangements regionally within our existing capacity and resources. Although appropriate arrangements are in place to scrutinise the performance of some joint services, for example for the Joint Education Service, we recognise that there is a need to improve consistency in our approach to how we challenge decisions/ performance. This has been particularly the case in relation to the joint Scrutiny of **Shared Regulatory Services**. To date progress in relation developing and agreeing a joint scrutiny approach has been limited and needs to be progressed further. (CP7)
- Ensuring that all corporate owned buildings remain **compliant with current legislation**

What are our challenges in delivering our corporate health (integrated planning) priorities?

(evidenced by up to date compliance data) in an increasingly difficult financial climate. (CP11)

- Ensuring that our **Third Party (commissioned) providers** and schools are engaged in managing building compliance issues, so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP11)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Progress proposals through the Reshaping Programme Board, seek Cabinet approval for business cases as required and implement approved projects where appropriate. (CP1)
- Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend. (CP1)
- Develop proposals for tranches 5 and 6 for Reshaping Services programme. (CP1)
- Explore emerging collaborative opportunities arising for appropriate Council services. (CP1)
- Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model. (CP1)
- As part of Tranche 4, continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme. (CP1)
- Work towards achieving the Managing Director & Resources Directorate required savings target of £821k in 2019/20. (CP1)
- Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project to improve efficiency in the way services operate and deliver financial savings. (CP1)
- Review corporate procurement (third party spend) to identify savings for all council services, in line with the Reshaping Services Programme. (CP1)
- Deliver organisational change as part of the Reshaping Services Strategy and address any HR implications that may arise as a result. (CP1)
- Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change. (CP1)
- Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey including, directorate level action plans and engagement champions to support managers in shaping services in line with our commitments in the Staff Charter and the Reshaping strategy. (CP1)
- Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme. (CP1)
- Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to. (CP1)

- Work with services across the council to maximise income generation opportunities in line with the Council's Income Generation Strategy including: (CP1)
  - Identify and review Charging policies within Democratic Services for non-statutory fees and income generation opportunities. (CP1)
  - Review current fees and charges for Neighbourhood Services and Transport with a focus on moving towards the cost recovery of services. (CP1)
  - Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities. (CP1)
  - Implement a new internal enforcement team within Neighbourhood Services and Transport which is self-funding. (CP1)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Expand commercial waste operations to generate income. (CP1)
- Implement the agreed service model for delivering catering services. (CP1)
- Further explore options to maximise income generation within the Regeneration and Planning service. (CP1)
- Identify and implement income generation opportunities within social services such as the implementation of discretionary charging for social care. (CP1)

- Continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings including:
  - Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan. (CP1)
  - Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis. (CP1)
  - Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward in relation to the delivery of integrated health and social care services. (CP1)
  - Develop and implement an integrated Registrars service based at Llandough Hospital with the bereavement service at University Hospital Llandough. (CP1)
  - Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils. (CP1)
  - Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale within the Vale. (CP1)
  - Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT. (CP1)
  - Work with Cardiff and Vale College to bring forward a new site for the college. (CP1)
  - Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government. (CP1)
  - Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term. (CP1)
  - Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture. (CP1)
  - Bring in the final services from Cardiff for the Shared Regulatory Services into the Contact Centre, further integrating services and ensuring full service coverage across Bridgend, Cardiff and the Vale of Glamorgan. (CP1)
  - Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre. (CP1)
  - Implement the Therapeutic Fostering Service for Children Looked After and their carers. (CP1)

- Deliver more service efficiencies and budget savings across all council services to support the Council's Reshaping agenda including:
  - Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target. (CP1)
  - Restructure Building Services and develop a business plan. (CP1)
  - Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings. (CP1)
  - Transfer the responsibility of single use outdoor sports facilities to clubs /

What actions will we take during 2019/20 to contribute to our corporate health priorities?

organisations.(CP1)
- Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service. (CP1)
- Work towards operating from one depot at the Alps with satellite parking areas including rationalisation of Civic Depots and other redundant assets. (CP1)
- Undertake a review of the post 16 School / College transport policy to deliver efficiency savings. (CP1)
- Review options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (CP1)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (CP1)
- Procure and implement a Hybrid Mail system to deliver services efficiencies. (CP1)
- Work with the Care Package Task and Finish group to implement a new dashboard application for the monitoring of care packages. (CP1)
- Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme. (CP1)

- Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) through the following key projects.
  - Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation. (CP1)
  - Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning in Digital Wales 2' (LiDW 2) project. (CP1)
  - Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.(CP1)
  - Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN in line with the 'Digital Vale' programme. (CP1)
  - Continue to review ICT systems and software across the Council to ensure they are fit for purpose in line with the 'Digital Vale' programme. (CP1)
  - Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy. (CP1)
  - Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay council bills electronically. (CP1)
  - Maximise opportunities for agile working across the Council in line with the reshaping programme. (CP1)
  - Explore and identify the use of appropriate software solutions across Housing and Building Services. (CP1)
  - Improve the quality and range of housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service. (CP1)
  - Complete a strategic review of the CCTV service. (CP1)
  - Develop a Digital Transformation Strategy for Housing and Building Services. (CP1)
  - Continue to progress mobile and agile working across Neighbourhood Services & Transport in line with the Digital Vale programme.
  - Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised in line with the Digital Vale programme. (CP1)
  - Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy. (CP1)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met and efficiency of service delivery maximised i.e. channel shift and digital employee related work priorities. (CP1)
- Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing maintaining service levels and achieving savings. (CP1)
- Continue to develop opportunities for innovative ICT based technical mobile working practices across the council including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme. (CP1)
- Further develop cloud/web based services for schools to support learning resources in line digital learning agenda and Welsh Government's Education Digital Standard. (CP1)
- Continue to build resilience in the Learning & Skills Directorate's information management infrastructure and extend capacity for additional services for schools. (CP1)
- Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils. (CP1)
- Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT. (CP1)

- Deliver our key workforce development priorities for the coming year that will include:
  - Implement a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework. (CP2)
  - Continue to review and enhance the Council's Succession Planning and Talent Management scheme. (CP2)
  - Further develop and implement succession planning and talent management practices across all service areas in order to build resilience to meet the challenges of service transformation. (CP2)
  - Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management across all service areas. (CP2)
  - Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamlined HR processes. (CP2)
  - Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers. (CP2)
  - Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council. (CP2)
  - Support the development needs associated with the Council's Digital Strategy. (CP2)
  - Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.
  - Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks). (CP2)
  - Review key employment policies to help deal more effectively with issues of capability. (CP2)
  - Ensure that employees remain supported to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Succession Planning and Talent Management scheme. (CP2)
  - Continue to identify opportunities to work collaboratively across the region to develop

What actions will we take during 2019/20 to contribute to our corporate health priorities?
capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term. (CP2) - Increase capacity by working at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act. (CP2) - Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding from the Education Improvement grant. (CP2) - Deliver an apprenticeship scheme and pilot the delivery of a bespoke social work leadership programme within the Adult Services Division. (CP2) - Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions. (CP2, AH8) - Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (CP2, AH9) - Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (CP2, AH9) - Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention. (CP2) - Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training. (CP2) - Deliver an apprenticeship scheme, progress succession planning in relation to Practitioner Manager level tiers through the Team Manager development programme and work with corporate colleagues to deliver targeted recruitment in relation to 'hard to recruit'/business critical posts within the Children and Young People Services Division. (CP2) - Develop the skills of specific staff within the Democratic Services teams to enable full interface and resilience across the Cabinet, Scrutiny and Committee Services functions. (CP2) - Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions) (CP2). - Build resilience within the Finance & ICT Service by focussing on developing succession planning arrangements, build on existing collaborative working arrangements, up-skilling and developing flexibility in skill sets across all teams and encouraging take up of self-development opportunities. (CP2) - Encourage staff engagement in corporate initiatives across all service areas to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity. (CP2) - Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division and explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction. (CP2) - Review the capacity and resources within the Community Investment Team in Housing & Building Services to contribute towards developing sustainable and cohesive communities. (CP2) - Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council. (CP2) - Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework. - Continue to enhance succession planning within the service by supporting trainee opportunities and apprenticeships to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Continue to review and implement efficient ways of working within Performance & Development as aligned to the business needs (including the job roles required) and ensure workloads are manageable. (CP2)
- Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change. (CP2)
- Ensure appropriate resilience and staff skill sets within Legal Services to meet the challenges posed by the threat of Judicial Review. (CP2)
- Develop succession planning arrangements within Legal Services to address issues associated with reliance on small numbers of key staff and transfer expertise in areas such as education, adult social services and procurement to increase resilience across the team. (CP2)
- Focus on succession planning for critical posts, explore collaborative opportunities to develop graduates and trainees, implement strategies to reverse the aging workforce profile and work towards addressing service recruitment issues in relation to key specialist posts within the Neighbourhood & Transport Service in order to increase resilience. (CP2)
- Review working and all out of hours arrangements within the Neighbourhood & Transport service to ensure adequate availability of resources and operational needs of the service and public are adequately met. (CP2)
- Continue to review staff requirements and training needs within the Neighbourhood & Transport service and build resilience by skilling staff to gain necessary qualifications to undertake specific roles and increasing opportunities for volunteers to support service initiatives. (CP2)
- Explore and implement options for succession planning within hard to recruit areas in Regeneration Services with an emphasis on developing career pathways. (CP2)
- Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future. (CP2)
- Maximise opportunities for regional working to improve resilience and skill sets within Regeneration Services. (CP2)
- Review the effectiveness of the new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division, with permanent recruitment to vacancies. (CP2)
- Deliver a programme of training to staff with a specific focus on meeting the requirements of the Social Service and Well-being (Wales) Act and utilising WCCIS. (CP2)
- Undertake a Skills Audit of staff to support our approach to succession planning and nurture a broader skill mix of staff within the Resource Management and Safeguarding Division. (CP2)
- Work with colleagues in Organisational Development to develop initiatives to address the aging profile within the Strategy, Community Learning & Resources workforce with specific focus on Catering, Community Learning and Libraries. (CP2)
- Work with colleagues in Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).
- Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.(CP2)
- Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda. (CP2)

- Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public

What actions will we take during 2019/20 to contribute to our corporate health priorities?

Services Board's Well-being Plan for 2018-23. (CP4)

- Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals. (CP4)
- Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025. (CP5)
- Implement the Public Engagement Framework and supporting action plan for 2019/20. (CP4)
- Continue to work with council services to ensure learning from complaints to improve how we deliver services. (CP5)
- More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme. (CP5)
- Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making. (CP6)
- Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan. (CP6)
- Develop and publish a new Corporate Plan for 2020-2025. (CP6)
- Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure. (CP6)
- Implement our regulatory proposals for improvement as identified in the Council's Insight tracker. (CP6)
- Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes. (CP6)
- Implement recommendations from the WAO review of Scrutiny arrangements (CP7).
- Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'. (CP8)
- Undertake a review of our arrangements for chief officer appraisal. (CP8)
- Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme. (CP8)
- Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management. (CP9)
- Review, update and promote the Council's Risk Management Strategy to elected members and Council staff. (CP9)
- Implement a central contracts register for the Council to enable effective procurement and contract management. (CP10)
- Continue to roll-out digital procurement and invoicing across the Council. (CP10)
- Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21. (CP11)
- Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review. (CP11)
- Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus. (CP11)
- Work with owning departments to identify and progress the disposal of the key disposal sites. (CP11)
- Continue to develop and improve the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate building stock, including supporting managers to use the CIPFA (IPF) asset management system to record asset information. (CP11)
- Review funding arrangements to ensure long term building compliance sustainability across the

What actions will we take during 2019/20 to contribute to our corporate health priorities?

Council. (CP11)

- Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.(CP11)
- Trial mechanisms for operational support to primary schools in relation to building compliance via funded school. (CP11)

In addition to the above actions, a number of indicators have been identified to illustrate progress against our corporate health and integrated planning priorities. The corporate health indicators outlined at **Annex D** together with our 'enabling' actions will enable us to demonstrate how we are achieving our Corporate Plan Well-being Objectives and contributing to the national Well-being Goals.

ANNEX A
WELL-BEING GOALS

GOAL	DESCRIPTION of the GOAL
A Prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A Resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A Healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A More Equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of Cohesive Communities	Attractive, viable, safe and well-connected communities.
A Wales of Vibrant Culture and Thriving Welsh Language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A Globally Responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Annex B: How our Well-being Objectives contribute to the National Well-being Goals

Vale of Glamorgan's Well-being Objectives for 2019/20			7 National Well-being Goals						
			Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant & Welsh Language	Globally Responsible
Inclusive & Safe	1	Reducing poverty and social exclusion.	✓		✓	✓	✓		
	2	Providing decent homes and safe communities.	✓		✓	✓	✓		✓
Environmentally Responsible & Prosperous	3	Promoting regeneration, economic growth and employment.	✓		✓	✓	✓	✓	✓
	4	Promoting sustainable development and protecting our environment.	✓	✓	✓		✓		✓
Aspirational & Culturally Vibrant	5	Raising overall standards of achievement.	✓			✓		✓	
	6	Valuing culture and diversity.			✓	✓	✓	✓	
Active & Healthy	7	Encouraging and promoting active and healthy lifestyles.			✓	✓	✓	✓	
	8	Safeguarding those who are vulnerable and promoting independent living.			✓	✓	✓		

Annex C: How our Well-being Objectives align to the Vale of Glamorgan Public Services Board's Well-being Objectives

Vale of Glamorgan Council Well-being Objectives for 2019/20			Alignment to Vale of Glamorgan Public Services Board's Well-being Objectives			
			Objective 1: Enable people to get involved in their local communities and shape local services.	Objective 2: Reduce poverty and tackle inequalities linked to deprivation.	Objective 3: Give children the 'Best Start in Life'.	Objective 4: Protect, enhance and value the environment.
	1.	Reducing poverty and social exclusion.	✓	✓	✓	
	2.	Providing decent homes and safe communities.	✓	✓	✓	✓
	3.	Promoting regeneration, economic growth and employment.	✓	✓		✓
	4.	Promoting sustainable development and protecting the environment.	✓	✓		✓
	5.	Raising overall standards of achievement.		✓	✓	
	6.	Valuing culture and diversity.	✓	✓		✓
	7.	Encouraging and promoting active and healthy lifestyles.	✓	✓	✓	✓
	8.	Safeguarding those who are vulnerable and promoting independent living.	✓	✓	✓	

Annex D: How we will measure success

The following measures make up our Corporate Plan Performance Measures Framework and been identified to enable us to demonstrate progress on our Well-being Objectives and integrated planning (Corporate health) priorities. They comprise a combination of national and local indicators, selected to reflect the breadth of services being delivered across the Council to achieve our Well-being Objectives and Corporate Health priorities. Progress will be monitored and reported quarterly in line with our Performance Management Framework.

Well-being Objective		Performance measures
1	**Reducing poverty and social exclusion**	CPM/043: Percentage success rate on accredited courses for priority learners.
		CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
		CPM/105: Number of tenancies sustained as a result of Money Advice Service/Council support.
		CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their independence.
		CPM/002: The percentage of customers who are satisfied with access to services across all channels.
		CPM/096: Percentage of attendance at Flying Start childcare.
		CPM/111: Percentage of eligible Flying Start children that take up childcare offer.
		CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
		CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
		CPM/065: The total number of subscribers to Vale Connect.
2	**Providing decent homes and safe communities**	CPM/130: Number of homeless households per 1,000 population.
		CPM/135: Rate of all offences per 1,000 population.
		CPM/012: Percentage of all households where a positive prevention action succeeded in preventing/relieving homelessness.
		CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.
		CPM/124: Percentage of domestic abuse victims that report that they feel safer as a result of target hardening.
		CPM/234 (PAM/038): Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March.
		CPM/235 (PAM/039): Percentage of rent debt lost due to let-able units of permanent accommodation being empty during the year.
		CPM/244: Percentage increase in the number of recorded incidents of domestic violence.
		CPM/010: Average number of working days to let an empty property (standard condition). (Housemark).
		CPM/011: The percentage of tenants satisfied with WHQS works.
		CPM/027 (PAM/015): Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).
		CPM/030: The percentage of tenants that were satisfied with the outcome of an anti-social behaviour complaint. (Housemark)
		CPM/064 (PAM/013): Percentage of empty private sector properties brought back into use during the year through direct action by the local authority.
		CPM/245: Percentage of case closures as a result of non-attendance/DNA.
		CPM/246: Number of new Council Homes developed.
		CPM/237: Number of additional affordable housing units granted planning permission during the year as a percentage of all additional housing units granted planning permission during the year.

Well-being Objective		Performance measures
3	Promoting regeneration, economic growth and employment	CPM/078: Average vacancy rate in the Vale's main town centres.
		CPM/087: Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
		CPM/253: Total number of staying visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
		CPM/254: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a serviced stay (this includes hotels, guest houses and B&Bs) as measured by STEAM survey.
		CPM/255: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a non-serviced serviced stay (as measured by STEAM survey).
		CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a SFR stay (staying with friends or relatives) (as measured by STEAM survey).
		CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.
		CPM/230: The Percentage of surveyed residents who consider our town centres including Barry, Penarth, Llantwit Major and Cowbridge to be attractive places to visit and shop.
		CPM/079: Number of facilitated visits to country parks and heritage coast.
		CPM/081: Number of communities/ groups supported to lead on the delivery of community projects.
		CPM/145: Number of visitors to Barry Island weekender events.
4	Promoting sustainable development and protecting our environment	CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.
		CPM/018: Percentage of local authority collected municipal waste recycled.
		CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.
		CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
		CPM/154: Percentage of Council street lights that are LED.
		CPM/006: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.
		CPM/013: The Cleanliness Index.
		CPM/014 (PAM/010): Percentage of highways inspected of a high or acceptable standard of cleanliness.
		CPM/015: Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported.
		CPM/017: Percentage of adults 60+ who have a concessionary bus pass.
		CPM/020 (PAM/018): Percentage of all planning applications determined within required time periods.
		CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.
		CPM/023: The percentage of decisions made contrary to officer recommendation.
		CPM/031: Percentage of people satisfied with cleanliness standards.
		CPM/080: Percentage of customers satisfied with country parks.
		CPM/155: Satisfaction with public transport including a) accessibility and b) road safety.
		CPM/156 (PAM/019): Percentage of appeals against planning application decisions dismissed.
		CPM/158: Public satisfaction with facilities on Barry Island where they are rated as 'Good' or 'Excellent'.
		CPM/252: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition.
		CPM/238: Percentage of Dangerous Structures inspected within 1 working day of receipt.
		CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.
		CPM/159: Number of m2 of Parks, Open Spaces & Highways land that has been sown with wildflowers or being maintained as a naturalised area.

Well-being Objective		Performance measures
		CPM/161: Value of investment levered into the Council that is dedicated to transport improvement schemes.
		CPM/164: Number of beach awards achieved.
		CPM/241: Amount of s106 money secured in the financial year.
		CPM/242: Amount of s106 money spent in the financial year.
5	Raising overall standards of achievement	CPM/005: The percentage of FSM pupils at Key Stage 2 who achieved the expected standard in Maths.
		CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/042: Percentage of Year 11 non-FSM pupils, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/043: Percentage success rate on accredited courses for priority learners.
		CPM/044: The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/045: The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/046: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/047: The percentage of all pupils at Key Stage 2 who achieve the expected standard in maths.
		CPM/048: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.
		CPM/049: The percentage of all Year 11 pupils (including LAC) in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/092: Percentage of year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority.
		CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
		CPM/167a (PAM/009): Percentage of Year 11 leavers known not be in education, training or employment (NEET).
		CPM/167b: Percentage of Young people leaving Year 12 who are not in education employment or training.
		CPM/168a: Percentage of Year 11 pupils achieving 5 or more GCSE at grades A* to A for all pupils.
		CPM/168b: Percentage of Year 11FSM pupils achieving 5 or more GCSE at grades A* to A.
		CPM/168c: Percentage of Year 11 Non FSM pupils achieving 5 or more GCSE at grades A* to A
		CPM/250: Percentage of pupils assessed at the end of the Foundation Phase, in schools maintained by the local authority, achieving Outcome 5, as determined by Teacher Assessment.
		CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.
		CPM/035: The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.
		CPM/036 (PAM/007): Percentage of pupil attendance in Primary schools.
		CPM/037 (PAM/008): Percentage of pupil attendance in Secondary schools.
		CPM/038: Percentage of final statements of Special Educational Needs issued within 26 weeks including exceptions.
		CPM/039: Percentage of final statements of Special Educational Needs issued within 26 weeks excluding exceptions.
		CPM/052: Number of accredited outcomes achieved by learners through the Youth Service.
		CPM/091: Percentage of schools judged good or better by Estyn (in all 5

Well-being Objective		Performance measures
		judgements).
		CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
6	Valuing culture and diversity	CPM/174: Percentage of people attending or participating in arts, culture or heritage activities at least 3 times a year.
		CPM/175: Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh.
		CPM/072: The average speed of answer for calls on the Welsh language line (seconds).
		CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.
		CPM/080: Percentage of customers satisfied with country parks.
		CPM/088: Percentage visitor satisfaction with Heritage Coast Project as determined via satisfaction survey.
		CPM/051: Number of visits to public libraries during the year per 1,000 population.
		CPM/180: Percentage of Council staff completing Welsh language awareness training to increase understanding of the Council's duties under the Welsh Language Standards.
		CPM/181: Number of adult Welsh learners.
7	Encouraging and promoting active and healthy lifestyles	CPM/187: Percentage of clients accessing substance misuse services who reported an improvement in their quality of life.
		CPM/191: Percentage of adults reporting that they participate in sports/ physical activity three or more times a week.
		CPM/236: Percentage of problematic substance misuse clients accessing treatment who maintain or reduce their substance misuse.
		CPM/096: Percentage of attendance at Flying Start childcare.
		CPM/111: Percentage of eligible Flying Start children that take up childcare offer.
		CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
		CPM/192: Number of participations of children and young people in the 5x60 scheme.
		CPM/196: Percentage of Council catered schools that offer healthy food options.
		CPM/248: Percentage of individuals who exit substance misuse treatment in a planned way.
		CPM/249: Percentage of substance misuse treatment commencements within 20 working days.
		CPM/028: Number of sports clubs which offer either inclusive or specific disability opportunities.
		CPM/197: Number of Green Flag Parks.
8	Safeguarding those who are vulnerable and promoting independent living	CPM/060 (SSM/027): The percentage of re-registrations of children on local authority Child Protection Registers (CPR).
		CPM/098: Percentage of adult service users receiving a direct payment.
		CPM/203: Percentage of adults at risk of abuse or neglect reported more than once during the year.
		CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.
		CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/057 (SSM/019) (PAM/025): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.
		CPM/058 (SSM/020a): The percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later.
		CPM/059 (SSM/020b): The percentage of adults who completed a period of reablement b) and have no package of care and support 6 months later.
		CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their

Well-being Objective	Performance measures
	independence.
	CPM/056 (SSM/018): The percentage of adult protection enquiries completed within statutory timescales.
	CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
	CPM/206: Percentage of telecare customers satisfied with the telecare monitoring service.
	CPM/207: Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).
	CPM/208: Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).
	CPM/209: Number of new Telecare users.
Corporate health	CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.
	CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.
	CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.
	CPM/210: Employee turnover (voluntary).
	CPM/211: Percentage of staff appraisals completed.
	CPM/214: Spend against approved Council revenue programme.
	CPM/215: Spend against approved Council capital programme.
	CPM/216: Performance against savings targets.
	CPM/217: Performance against agreed Reshaping Services targets.
	CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.
	CPM/221: Number of assets transferred to the community.
	CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
	CPM/001: The percentage of customer enquiries to C1V resolved at first contact.
	CPM/002: The percentage of customers who are satisfied with access to services across all channels.
	CPM/076: Percentage of residents who are satisfied with communication from the Council.
	CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.
	CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.
	CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.
	CPM/222: Percentage of customers satisfied overall with services provided by the Council.
	CPM/223: Percentage of Corporate complaints dealt with within target timescales.
	CPM/224: Percentage of Corporate complaints resolved at Stage 1.
	CPM/225: Percentage of Corporate complaints resolved at stage 2.
	CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).
	CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction
	CPM/227: Satisfaction with the process for public speaking at committees.
	CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.
	CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.
	CPM/008: Percentage of service availability of the top 20 ICT systems.
	CPM/243: Percentage increase in active users of the app
	CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.

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
2019-2020

Service Area	Human Resources
Op. Manager	Adrian Unsworth
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

www.valeofglamorgan.gov.uk

1. Introduction

The Human Resources and Organisational Development Service forms part of the Resources Directorate. The Service's primary role is to provide professional advice and support to all our managers and employees on a wide range of HR and OD issues as well as provide HR employee services for the payment of salaries and contract and employee administration.

1.1 What We Do - Human Resources and Organisational Development

The Human Resources & Organisational Development Division provides a range of professional support and advice to our managers and the wider Council including schools in relation to best practice HR issues. The main elements of the service include:

- Supporting the recruitment and retention of the right people to the right job;
- Helping to ensure the continued engagement and development of our staff and helping to support our managers to be the best they can be in managing their employees;
- Helping to maintain a positive, safe and healthy working environment for our employees;
- Ensuring the provision of a fair pay and reward system, including the payment of salaries and expenses;
- Providing consultancy support on organisational transformation and development initiatives;
- Helping deal with complex case management issues relating to change, performance and attendance;
- Helping to develop HR policies and best practice to meet the current and future needs of the Council;
- Maintaining positive and transparent employee relations arrangements with our recognised trade unions.
- Maintaining and developing our systems and processes to meet the needs of the Council.

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 planned actions are set for one financial year and are informed by and reflect 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 Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, engagement etc. It also highlights our key challenges going forward.
- Priorities identified in our Corporate Improvement Action Plan (Insight tracker);
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Programme;
- Taking into account the priorities outlined in the Council's Human Resources Strategy, the Workforce Plan 2016-20 and outcomes from the its #itsaboutme staff appraisal process;
- Taking into account the outcomes from the Staff Engagement process and the findings from the staff survey work undertaken to assess progress/outcomes against the Staff Charter;
- Taking into account our corporate responsibilities as a Stonewall Diversity Champion;
- Implications of employment law requirements on employers following Britain exiting the European Union.

1.4 How We Work - Sustainable Development

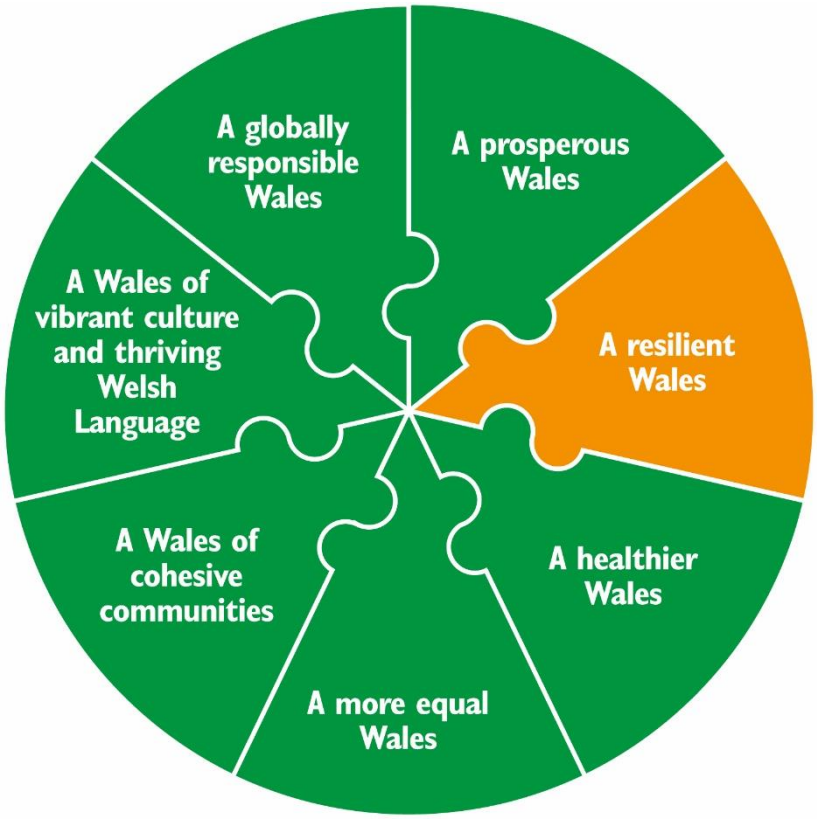
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Human Resources and Organisational Development Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Developing the capacity to support services to deliver the level of transformational change required over the medium term in line with the Reshaping Services programme. (CP2)
- Working with services to develop a business partnering approach to workforce planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP2)
- There is a need to strengthen succession planning across all Council services in order to increase resilience in line with the Council's reshaping agenda and our national Well-being priorities. (CP2)
- Ensuring that our safeguarding procedures with particular reference to safer recruitment remain robust and are being applied consistently across the Council and in schools. (AH11)
- There remains a need to strengthen attendance management within the Human Resources & Organisational Development service whilst also supporting directorates and individual service areas to review and strengthen their arrangements in relation to attendance management in order to reduce absence levels across all service areas and increase resilience. (CP2)
- A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target in 2019/20.(CP1)
- Going forward there is a significant challenge in retaining the same level of engagement with the trade unions and employees to maintain the positive momentum we have achieved to date following the launch of the Staff Charter. During 2019/20, we will need to retain the same level of engagement with trade unions and employees, their involvement in and understanding of the change process and where possible their contribution to delivering the Council's transformation agenda. (CP1)
- There is a need to continue to explore collaborative opportunities for shared services that will benefit the Council. (CP1)
- There is a need to establish competency frameworks and embed the Staff Charter commitments within the Council so as to ensure effective leadership, staff engagement, succession planning, performance appraisal. (CP2)
- There is a need to support the development needs associated with the Council's Digital Strategy which is currently evolving. (CP1)
- There is a need to further develop and embed front end (and multi-discipline) service skills in the HR Employee Service as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers e.g. recruitment. (CP2)
- Supporting the development needs associated with the Council's Digital strategy will represent both an opportunity and challenge given that our digital workforce requirements are yet to be determined. (CP2)
- It remains a challenge to increase the numbers of employees aged 16-24 employed by the Council to reflect the wider community across the Vale of Glamorgan. Currently 11% of our workforce is in this age category compared to 25% of the wider population. There is a need to continue to work with service areas and our partners to increase apprenticeship and other opportunities within the

Council and promote the Council as a potential employer for school leavers setting out on their careers. (ER2)

- Responding appropriately to the implications of employment law requirements on employers following Britain exiting the European Union is likely to have significant resource implications at a time of reducing budgets.

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
WO2: An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER2	Develop opportunities for employment and training through new developments, regeneration schemes and the managements of the Council's assets.	Continue to work with service departments, and our key partners including local employers to increase the numbers of 16-24 year old employees as a proportion of the wider workforce. Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits. Work with our key partners including further education establishments and local businesses to increase opportunities for 16-24 year olds to participate in work experience opportunities in line with the Council's 16-24 Strategy.
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.	Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan. Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical

Well-being Outcome/Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
				Employment" including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation and utilising the Council's digital learning platform, iDev.
WB04: An Active and Healthy Vale. (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. *Our focus during 2019/20 is on working with the Corporate Safeguarding group to ensure effective mechanisms are in place to monitor compliance of the policy in relation to all services and in schools*	Review and maintain the Council's Safer Recruitment and Disclosing & Barring service Policies and procedures. Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

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

Ref	Action	2019/20 Activities
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.	Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change. Continue to contribute to the delivery of organisational change as part of the reshaping services agenda and HR implications that may arise as a result. Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and the Big Conversation 2 including, directorate level action

Ref	Action	2019/20 Activities
		plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy. Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme. Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821K savings required in 2019/20. Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.
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.	Deliver our key workforce development priorities for the coming year that will include: • Continue to review and enhance the Council's Succession Planning and Talent Management scheme. • Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation. • Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service. • Continue to support all directorates and individual service areas to review and strengthen their performance arrangements in relation to attendance management to minimise absence levels and increase resilience. • Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes. • Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers. • Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council

Ref	Action	2019/20 Activities
		and begin work to embed these within the #itsaboutme appraisal system. • Support the development needs associated with the Council's Digital Strategy. • Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles. • Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks). • Review key employment policies to help deal more effectively with issues of capability. • Extend the use of career pathways for identified key/ specialist roles within the HR and OD service. • Improve the recruitment pages of the Council's website to attract candidates.
CP8	Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. *Our focus during 2019/20 is on implementing a self-directed approach to learning and development, thus giving managers and individual employees the flexibility to manage their own learning in line with the Council's core competency frameworks for both managers and employees.*	Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'. Undertake a review of our arrangements for chief officer appraisal. Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme.

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.

3.3. 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.

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 (2017/18)						
Average headcount 2017/18	FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
73.5	65.13	7.22	5.74	12.96	6 (8.16%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance. As at December 2018, the service has completed 100% of the required staff appraisals for the 2018/19 period.

The key workforce issues impacting on the service going forward are:

- There is a need to further embed the integrated HR service model following its launch in early 2018, with further service developments planned over the coming year including roll out of Oracle HR self-service facilities, online recruitment facilities, a managers' dashboard and streamlined HR processes.
- The important need to maintain a focus on a transformation and organisational development capacity to support the Reshaping Services Agenda.
- The expectations in relation to staff engagement have risen considerably since 2016/17 as a result of the launch of the Staff Charter. There is a significant challenge in maintaining momentum in relation to this in 2019/20 and learning lessons from the 2018 staff survey and the Big Conversation 2.
- There is a need to establish frameworks and embed the Staff Charter commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the required savings within the Resources Directorate during 2019/20.
- Sickness absence rates within the service remain an area of development. Absence increased from 7.51 days per FTE in 2016/17 to 12.96 days in 2017/18. Current data at Q2 2018/19 (1.13 days per FTE) shows an improvement from the same time period last year (1.48 days), and the service remains on track to report a performance which is well within the Directorate's annual target of 6 days. The most common reasons for absence within the service relate to stress, viral infections and recovery from operations. To reduce absence levels, there remains continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We continue to work proactively with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- Absence levels increased across the Council for the period 2016/17 to 2017/18 from 8.8 days per FTE to 10.14 days per FTE. Corporately, there remains a need to continue to support all directorates to review and strengthen their arrangements in relation to attendance management to further reduce absence levels and increase resilience.
- The age profile of staff within the service is generally not a cause for concern, as on balance there is a good spread of age ranges. As at September 2018, the age profile of the service is follows: 0% (65+); 27% (55-64); 16% (45-54); 27% (35-44); 23% (25-34); 7% (16-24)]. Since same period last year, there has been an increase in the 16-24, 25-34 and 55-64 categories and a decrease in the 35-44, 45-54 and 65+ categories. To ensure continued resilience within teams for the long term,

there is a need to continue to increase the number of staff within the 16-24, 25-34 and 35-44 categories.

- As at September 2018, the service has an establishment of 39.27 FTEs compared to 38.24 FTEs in the previous year. The service is in the process of implementing a new service model and supporting staff structure and this continues to impact on turnover. Overall, staff turnover has increased further to 10.99% compared to 10.87% during the same period last year. This increase in turnover within the Human Resources & Organisational Development service is anticipated as the service continues to review how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. This has also contributed to the increase in the number of involuntary leavers from the service which increased to 6.59% from 4.35% during the same period last year.

Despite our challenges, it is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. Our key workforce development priorities for the coming year are:

- Continued support and development for team members to embed the HR model of service delivery, that is, the new HR Business Partnership, HR Employee Service team and other planned developments.
- Continue to maintain a focus on transformation and organisational development capacity to support the Reshaping Services Agenda.
- To provide on-going training to support managers through change management and the delivery of alternative models via the Management Competency and Employee Competency frameworks, identified transformation leads and integrated workforce planning.
- Continue to retain the engagement of our staff at all levels and representatives of our recognised Trade Unions, their involvement in and understanding of the change process and where possible their contribution to the reshaping agenda through initiatives such as the 'Big Conversation' i.e. in preparation for a new Corporate Plan from 2020 onwards and directorate level engagement champions.
- Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the £821k savings required within the Resources Directorate in 2019/20.
- Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.
- In addition to reducing levels of absence within the service, we will continue to support directorates and individual service areas to review and strengthen their arrangements in relation to attendance management in order to further reduce absence levels across the Council.
- Develop and support the implementation of self-directed learning for all council employees as aligned with the Employee Core Competency and Management Competency Frameworks and the reshaping agenda.
- Continue to increase the number of staff within the 16-24, 25-34 categories to ensure continued resilience within the service's teams for the long term.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets, in line with the Council's Digital Strategy and the reshaping agenda.

- Continuing to strengthen our data governance arrangements and online security in line with GDPR requirements, embedding required behaviours and raising staff awareness.

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy. Our areas of focus for the coming year are:

- Continue to roll out Oracle HR self service facilities for all managers and staff.
- Piloting a managers' dashboard to display key HR data.
- Implementing an online recruitment facility.
- Continue supporting the development needs associated with the Council's Digital Strategy.
- Continuing to increase mobile/agile working across the workforce through the use of new equipment in order to access emails, files and documentation as well as continuing to utilise home working where appropriate.
- Extending the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsaboutme.
- Moving away from a traditional active learning approach to training and development to implementing and supporting one that is self-directed, thus giving all employees responsibility for managing their own learning as they see fit.

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. Key issues impacting on the service are:

- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and Intended Outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Collaborative working with other local authorities on policy integration and implementation where there is legislative change.	Working closely with other local authorities in relation to policy integration and implementation enabling us to ensure that the Council's policies are coherent and consistent with other local authorities and in line with the most current legislative requirements. This also provides us with opportunities to explore other potential partnership/ collaborative ventures for pursuing policy and service improvement and securing more cost-effective and sustainable service delivery over the longer term.	Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on managers, employees trade unions and Elected Members to inform delivery of cost-effective and sustainable Council services into the longer term. Our annual programme of consultation for 2019/20 includes: a Staff Engagement

survey; consultation with managers to further enhance the new HR model; and consultation with schools on SLAs for HR service provision. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The estimated base budget for our service area for 2019/20 is £2.223m which includes 74k of savings for 2019/20 and the planned improvement activities for the year focus on delivering the in-year savings identified for the service.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	CR1: Reshaping Services	2 2 4		As outlined in actions under CP1
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	CR6: Workforce	2 3 6		As outlined in actions under CP2
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/ cyber-attacks and the wider impact on service delivery.	CR7: Information Security	2 3 6		No further actions planned
Failure to put in place appropriate safeguards and meet our responsibilities for responding to situations	CR11: Safeguarding	1 3 3		As outlined in actions under AH11

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
effectively where people are 'at risk' of neglect or abuse.				Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	CR14: Contract Management	1 2 2	⇔	No further actions planned
Inability to recruit and retain talent with particular reference to key specialist roles/ skills.	No	1 3 3	↑	Extend the use of career pathways for identified key/specialist roles within the service. Improve the recruitment pages of the Council's website to attract candidates.

Risk Key

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 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Appendix A

Human Resources Action Plan 2019/20

Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale	**Objective 3: Promoting regeneration, economic growth and employment**

Well-being Goals	A Resilient Wales (RW)	**A Healthier Wales (HW)**	**A More Equal Wales (EW)**	**A Wales of Cohesive Communities (CW)**	**A Wales of Vibrant Culture & Thriving Welsh Language (VW)**	**A Prosperous Wales (PW)**	**A Globally Responsible Wales (GW)**

Our Ways of Working	**Long Term (LT)**	**Integrated (I)**	**Involving (I)**	**Collaborative (C)**	**Preventing (P)**

Ref	**Action**	**Outcome & Key milestone 2019/20**	**Contribution to Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
ER2	Continue to work with service departments, and our key partners including local employers to increase the numbers of 16-24 year old employees as a proportion of the wider workforce.	Increase in the numbers of 16-24 year old employees within the Council proportionate to the wider workforce and the Vale population.	HW EW CW PW GW VW	LT I IV C	1/4/2019 – 31/3/2020	Gemma Williams/HHR & OD Existing resources
ER2	Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.	Increased opportunities for volunteers to develop key workplace skills thus increasing their employability and chances of gaining full time employment.	HW EW CW PW GW VW	LT I IV C P	1/4/2019 – 31/3/2020	Gemma Williams//HHR & OD Existing resources
ER2	Work with our key partners including further education establishments and local businesses to increase opportunities for 16-24 year olds to participate in work experience opportunities in line with the Council's 16-24 Strategy.	Increased opportunities offered and take by 16-24 year olds. Opportunities enable Young people to develop key employability skills required by employers and gain experience of the working environment.	HW EW CW PW GW VW	LT I IV C P	1/4/2019 – 31/3/2020	Gemma Williams/ /HHR & OD Existing resources

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

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (RW)

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IN)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC10	Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and trans-sexual staff.	HW EW CW VW	LT I IV C	1/04/2019 – 31/3/2020	Adrian Unsworth/ Janice Ballantine Existing resources
AC10	Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation and utilising the Council's digital learning platform, iDev.	Council complies with legislation and ensures its contractors follow ethical and fair employment practices.	HW EW CW VW	LT I IV C P	1/04/2019 – 31/3/2020	Adrian Unsworth/ Janice Ballantine Existing resources

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living

Well-being Goals	A Resilient Wales (RW)	**A Healthier Wales (HW)**	**A More Equal Wales (EW)**	**A Wales of Cohesive Communities (CW)**	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (RW)

Our Ways of Working	**Long Term (LT)**	**Integrated (I)**	**Involving (IV)**	**Collaborative (C)**	**Preventing (P)**

Ref	**Action**	**Outcome & Key milestone 2019/20**	**Contribution to Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
AH11 CR11	Review and maintain the Council's Safer Recruitment Policy.	Promotion and application of the Safer Recruitment Policy across the Council. - 6 monthly update reports to Cabinet. - Annual Report.	HW EW CW	LT I IV C	1/04/2019 – 31/3/2020	Adrian Unsworth/Alyson Watkins
AH11 CR11	Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.	Consistent approach to dealing with issues of cyber bullying. Cyber bullying policy/ approach communicated to all staff.	HW EW CW	LT I IV C P	1/04/2019 – 31/3/2020	Adrian Unsworth/Andrea Davies

Appendix B

Integrated Planning

Our Ways of Working	Long Term (LT)	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change.	Projects completed on time and in accordance with good practice guidelines.	LT I IV C	1/4/2019-31/3/2020	Adrian Unsworth/Janice Ballantine/Sue Alderman Existing resources
CP1 CR1	Continue to contribute to the delivery of organisational change as part of the reshaping services agenda and HR implications that may arise as a result.	Delivery of cost-effective and sustainable services for the long term.	LT I IV C P	1/4/2019-31/3/2020	Adrian Unsworth Janice Ballantine/Sue Alderman Existing resources
CP1 CR1	Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and Big Conversation 2 including, directorate level action plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy.	The 15 Staff Charter commitments are delivered in line with agreed action plan. Staff Charter is monitored by CMT in line with agreed evaluation framework. Identified areas for improvement informs future developments.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Adrian Unsworth Existing resources
CP1 CR1	Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme.	Managers are supported to develop the required competencies to enable them to perform their role effectively.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821k savings required in 2019/20.	Proposals for making the required savings are agreed and implemented. Savings of £74k achieved for HR.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Adrian Unsworth Existing resources
CP1 CR1	Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.	Potential opportunities identified and progressed. Income generation opportunities maximised.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/ Adrian Unsworth/Laithe Bonni Existing resources
CP2 CR6	Continue to review and enhance the Council's Succession Planning and Talent Management scheme.	Improved retention rates and more co-ordinated and consistent approach to developing and up-skilling staff and building a resilient workforce.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD Existing resources
CP2 CR6	Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.	Improved retention rates and more co-ordinated and consistent approach to developing and up-skilling staff and building a resilient workforce with HR.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/ HR DMT Existing resources
CP2 CR6	Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service.	Reduction in sickness absence rates in line with 2019/20 targets	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Adrian Unsworth/ Laithe Bonni Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR6	Continue to support all directorates and individual service areas to review and strengthen their performance arrangements in relation to attendance management to minimise absence levels and increase resilience.	Maintain sickness absence rates within upper quartile of Welsh local authorities in 2019/20.	LT I IV C P	1/4/2019-31/3/2020	Adrian Unsworth/Janice Ballantine Existing resources
CP2 CR6	Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	Increased resilience in the provision of services for managers. Enhanced dedicated support to managers on strategic workforce issues. Simplified HR and Payroll transactional services will ensure consistency of advice and support.	LT I IV C P	1/4/2019-31/3/2020	Laithe Bonni Existing resources
CP2 CR6	Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers.	Streamlined HR services provide a framework for up-skilling staff and sharing skills whilst effectively providing support and advice that is consistent, responsive to the needs of the business.	LT I IV C P	1/4/2019-31/3/2020	Laithe Bonni Existing resources
CP2 CR6	Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council and begin work to embed these within the #itsaboutme appraisal system.	Existing skills and knowledge of the current workforce is identified and maximum use is made of these, increasing resilience and capacity within services across the Council.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Managers and staff are appropriately supported to develop the required competencies to enable them to perform their role effectively.			Existing resources
CP2 CR6	Support the development needs associated with the Council's Digital Strategy.	The Council's workforce has the relevant skills to deliver digital services, contributing towards improved services for our customers and service efficiencies	LT I IV C P	1/4/2019-31/3/2020	Laithe Bonni Existing resources
CP2 CR6	Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.	Council responds proactively to address issues of gender segregation and promotes transparency and equality for all staff.	LT I IV C P	1/4/2019-31/3/2020	Laithe Bonni Existing resources
CP2 CR6	Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	Employees as able to maximise opportunities for individual learning and development as they see fit in line with the Council's Employee Core Competency and Management Competency Frameworks. Increased service resilience.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams/HHR & OD Existing resources
CP2 CR6	Review key employment policies to help deal more effectively with issues of capability.	Up to date policies which support managers in delivering the new ways of working.	LT I IV C P	1/4/2019-31/3/2020	Adrian Unsworth/Janice Ballantine Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 SLR	Extend the use of career pathways for identified key/ specialist roles within the HR and OD service.	Increased service resilience.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Gemma Williams Existing resources
CP2 SLR	Improve the recruitment pages of the Council's website to attract candidates.	Increased access to improvement opportunities. Easy to use website which encourages increased interest and increased applications with respect to employment opportunities in the Council.	LT I IV C P	1/4/2019-31/3/2020	Laithe Bonni Existing resources
CP8	Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	The staff appraisal scheme remains relevant and connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Gemma Williams Existing resources
CP8	Undertake a review of our arrangements for Chief Officer appraisal.	The Council's chief officer appraisal scheme delivers an effective framework for performance management.	LT I IV C P	1/4/2019-31/3/2020	HHR & OD/Gemma Williams Existing resources
CP8	Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme.	The Council's chief officer appraisal scheme delivers an effective framework for performance management.	LT I IV C P	1/4/2019-31/3/2020	Gemma Williams Existing resources

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
2019-2020

Service Area	Finance and ICT
Head of Service	Carys Lord
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

www.valeofglamorgan.gov.uk

1. Introduction

The Finance and ICT Service form part of the Resources Directorate. The Finance Service performs a series of statutory duties and its primary roles are to ensure the financial probity of all Council activities and that all our assets are effectively managed and maintained. The ICT Service's primary role is to provide high quality ICT services to the Council, its users and Members and support the Corporate Plan priorities to deliver better public services to citizens of the Vale of Glamorgan.

1.1 What We Do - Financial Services and ICT

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

Our broad functions are:

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

- Supporting the Reshaping Services programme.

1.2 The Purpose of Our Service Plan

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

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

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

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

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

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

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

1.3 Developing Our Plan

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

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, engagement etc. It also highlights our key challenges going forward.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Our Medium Term Financial Plan and budget planning that includes identifying planned service savings and efficiencies alongside the implementation of the Council's Reshaping Services Change Programme;
- Findings from the Wales Audit Office's Corporate Assessment 2016 and the WAO Financial Resilience Report 2016;
- Annual Governance Statement and Head of Audit Annual Report;
- Requirements of the Public Sector Audit Standards;
- Taking into account the priorities of the Corporate Asset Management Plan;
- Delivery requirements of a shared Audit service;
- Implications arising from the transfer of Community Assets;
- Priorities outlined in our ICT Strategy, the Digital Strategy, Information Management Strategy, Connecting with our Customers, the Council's customer relations strategy and the National Cyber Security Strategy 2016 – 2021;
- Findings from Internal Audit Reports on our services;
- Requirements of the General Data Protection Regulation;
- Requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources and Organisational Development.

1.4 How We Work - Sustainable Development

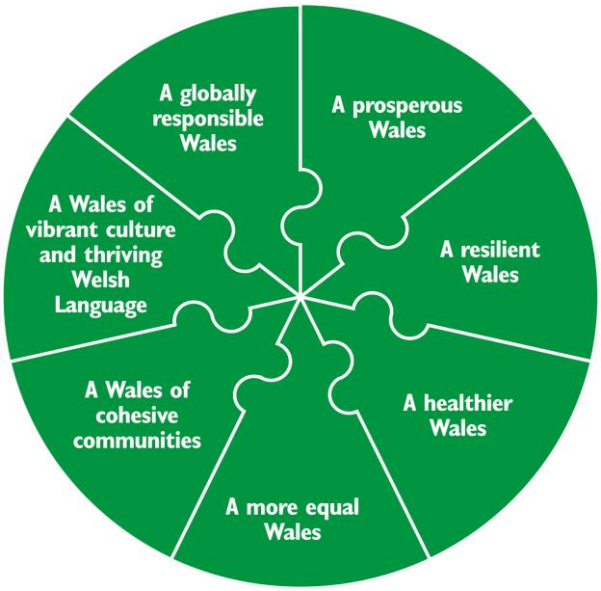
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

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

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

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our planned activities for the 2019/20 period contributes to all of the national goals and this is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Finance and ICT Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Developing capacity within the service to support services to deliver the level of transformational change required over the medium term in line with the Reshaping Services programme. (CP1)
- Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate. (CP3)
- Maximising income generation opportunities, remains a key priority for the Council given diminishing budgets. (CP1)
- There is a need to implement the remaining proposals for improvement arising from the WAO Corporate Assessment and the annual Regulatory Plan with specific reference to Finance, ICT and Property.

- Despite supporting graduate/ trainee opportunities to build resilience and strengthen succession planning with the service, the short term nature of these posts and the lack of career progression opportunities means that it will difficult to retain these trainees for the long term. (CP2)
- There is a need to continue to build resilience in the service through a variety of development opportunities for existing employees in order to mitigate against the lack of career progression opportunities available within the service. (CP2)
- There is a need to maintain our focus on effectively managing sickness absence in line with corporate policy.(CP2)
- Ensuring that all corporate owned buildings managed by the Directorate remain compliant with current legislation (evidenced by up to date compliance data) in an increasingly difficult financial climate. (CP11)
- There is a need to build capacity across the Council to ensure a more strategic and commercial approach to contract management and effective contract and supplier management in order to maximise both the opportunities for additional income generation and the potential savings these could bring. (CP10)
- Despite challenging service budgets, there is a need to work with services to identify procurement (third party spend) savings to achieve our savings target for 2019/20, in line with the Reshaping Services programme. (CP1)
- Ensuring that the Council has adequate ICT systems and controls in place to prevent data breaches and or cyber-attacks in light of reducing budgets, particularly as there are significant financial costs associated with data breaches and/or cyber-attacks.
- Ability to continue to meet our carbon reduction commitments under the CRC Energy Efficiency scheme in light of reducing budgets and resources and increasing energy costs. (ER15)
- Effectively mobilising our resources and working collaboratively across Council departments and organisational boundaries to minimise the social impact of welfare reform on Vale residents. (IS003)
- The delayed implementation of the Universal Credit roll-out to full service within the Vale of Glamorgan by DWP will impact on the Council as it will need to continue to support those on Jobseekers Allowance (JSA) until they are eventually transferred to UC. This transfer did not commence until October 2018. (IS003)
- There is a need to continue to challenge our assets and seek opportunities to use space more efficiently and reduce the amount of accommodation we use and seek out innovative ways to use our property assets to assist with the income generation strategy. (CP1)
- A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £821k in 2019/20 (Finance & ICT element of the directorate savings is £488k) (CP1)
- Responding to the emerging demand to support external initiatives such as the Cardiff City Region project, the Welsh Government's LiDW 2 project (schools' broadband upgrade) and ICT collaboration projects with other Welsh local authorities within existing resources. (CP1)
- There is a need to continue to raise awareness and ensure adequate systems are in place including a programme of training to comply with the General Data Protection Regulation which came into force in May 2018.
- There is a need to achieve payment card industry compliance to support the Council's 'digital first' approach to designing and delivering its services in line with industry standards. This will enable customers to better engage with the Council and monitor and view the history of their service transactions in an integrated way. (CP1)
- The potential financial costs associated with addressing any non-compliance issues in relation to the Council's building assets will be a challenge given reducing budgets. (CP11)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing Poverty and Social Exclusion	IS003	Provide information and support to residents affected by Welfare Reform and raise awareness amongst staff and partners about the impact of the changes	Continue to support the roll out Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales. Signpost applicants to enable them to fully access support on the new digital service for UC applications. Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears.
WO2: An Environmentally Responsible Vale (E&R)	O4:Promoting sustainable development and protecting our environment	ER15	Review and implement the Council's Carbon Management Plan and targets to reduce emissions from council buildings, street lighting and council vehicles.	Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification. Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme. Work to achieving the new targets in the Vale of Glamorgan Council Carbon Management Plan 2018-22.
WO3: An Aspirational and Culturally Vibrant	O6: Valuing culture and	AC10	Improve our knowledge of the	Undertake equality impact assessments

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
Vale. (L&C)	diversity		diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services.	(EIAs) in relation to the regional Audit Service and the Council's annual budget for 2019/20.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

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

Ref	Action	2019/20 Activities
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.	Contribute to the work of the Directorate to achieve the required savings target of £821k in 2019/20 (Finance & ICT element of the directorate savings is £488k). Continue to support the Council's Reshaping Services programme and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management. Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project. Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target. Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) by working with theme leads to deliver key projects. Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation. Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning

Ref	Action	2019/20 Activities
		in Digital Wales 2' (LiDW 2) project. Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements. Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN in line with Digital Vale. Continue to review ICT systems and software across the Council to ensure they are fit for purpose. Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve our required savings target for 2019/20, in line with the Reshaping Services Programme. Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy. Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy. Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay council bills electronically. Maximise opportunities for agile working within the Finance and ICT service and across the Council in line with the reshaping programme.
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.	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service. Deliver our key workforce development priorities for the coming year as outlined below: • Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term. • Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams within Finance & ICT and encouraging take up of self-development opportunities. • Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity. • Continue to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.

Ref	Action	2019/20 Activities
CP10	Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.	Implement a central contracts register for the Council to enable effective procurement and contract management. Continue to roll-out digital procurement and invoicing across the Council.
CP11	Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits.	Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21. Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review. Support the monitoring of corporate building compliance data including supporting managers to use the CIPFA (IPF) asset management system to record asset information. Work with owning departments to identify and progress the disposal of the key disposal sites. Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus. Work with service departments to maximise opportunities for Community Asset Transfers where appropriate. Progress the next phase of Space project to improve efficiency in the way services operate and deliver financial savings.

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.

3.3. 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. The 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 2017/18						
Service	Average headcount 2017/18	FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
			Long term	Short term			
Finance (sickness and FTE figures are including Directors office)	137	127.04	4.39	2.67	7.06	16 (11.68%)	100
ICT	40	40	3.15	6.08	9.23	5 (12.5%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme appraisals were completed for both Financial Services and ICT Services mirroring our performance in the past two years. As at December 2018, 100% of appraisals have been completed for both service areas for 2018/19.

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

- Managing sickness absence rates continue to be an area of development across the division. Overall, reported absence for both Finance and ICT services increased between 2016/17 and 2017/18. Absence levels within Finance increased from 5.53 days per FTE in 2016/17 to 7.06 per FTE in 2017/18. Within ICT services, absence increased from 3.87 days per FTE to 9.23 days per FTE in 2017/18. Performance in both service areas exceeded the Directorate target of 5.8 per FTE for 2017/18.
- An improved position has been reported by the Finance service in relation to attendance as at September 2018/19, with 1.81 days per FTE attributed to sickness absence compared to 3.60 days during the same period last year. Based on this performance, the service is currently on track to achieve a performance of 3.62 days per FTE in 2018/19 which is well within the Directorate's annual target of 6 days. Within the ICT service, based on a reported performance of 3.51 days per FTE as at September 2018, the service is on track to achieve a performance of 7.02 days per FTE which will fall short of the Directorate's annual target of 6 days.
- There have been more recorded incidents of stress and anxiety related absence following the restructure of services within Finance and ICT. This is putting additional pressure on remaining staff who have to cover these absences as well as their own areas of work. The service continues to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. However, if this trend continues it is likely to have a significant impact on capacity within the service overall.
- As at September 2018, Finance and ICT has an establishment of 146.78 FTEs (104.78 FTEs in Finance and 42 FTEs in ICT) compared to 147.11 FTEs (109.11 in Finance and 38 FTEs in ICT) at the same time period in 2017. On balance, the workforce within Financial Services has remained relatively static over the past few years, with fairly low levels of turnover. As at September 2018, the service reported a slight increase in its turnover rate of 7.46% compared to just over 5% in the same period last year. In relation to ICT, turnover rates reduced from 5.13% to 2.44% during the same time period following consolidation of the new service structure implemented in 2017. The increase in turnover (voluntary) within Finance may be attributed to the fact that career progression within the service remains relatively flat and although there is a steady stream of new trainees to help build resilience within the service, once trained up, they are poached by external organisations who offer better pay and employment terms, which the service is unable to compete with.
- Overall, the age profile of staff is not a cause of concern, as there is currently a good spread of age ranges across the Finance and ICT Service. As at September 2018 the age profile of the ICT Service is as follows: [0% (65+); 10% (55-64); 28% (45-54) 28% (35-44); 28% (25-34); 2% (16-24)]. Since last year, there has been a slight decrease in the following age categories: 35-44, and 16-24. Within Finance, the age profile is as follows: [0% (65+); 16% (55-64); 27% (45-54) 22% (35-44); 28% (25-34); 7% (16-24)]. There has been a marginal reduction in the age categories of 16-24, 35-44 and 55-64. To ensure continued resilience within the service's teams for the long term, there is a need to increase the number of staff within the 16-24, 25-34 and 35-44 categories where appropriate.
- Through focusing our efforts on succession planning and encouraging cross-skilling across teams, we are continuing to working to build resilience within the workforce. However, career

progression remains relatively flat and continues to impact on retention levels. To mitigate this, the service encourages staff to take advantage of continuous self-development opportunities available within the service and through a variety of corporate initiatives, such as the management competency programme (aimed at team leaders and above), #itsabout me, the succession planning and talent management scheme and the Leadership Café to further enhance their skill set.

- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.
- In the medium term, with the implementation of the Welfare reform changes, it is anticipated there will be the requirement for fewer benefits staff. There is an ongoing review of our workload and capacity of teams to assess staffing requirements.
- The optimisation of our procurement function/systems in light of the Reshaping Services agenda is anticipated to have an impact on our staffing requirements going forward. Procurement across all services is a major tranche 3 project under the programme.
- Sustaining a resilient workforce remains a challenge as the Accountancy, Property, Audit and the ICT service divisions continue to experience issues with recruitment and retention. The division currently recruits a number of graduates/trainees, but services often struggle to have the capacity to support their development effectively which then impacts on our ability to put in place succession plans. Whilst progress has been made in developing a number of service initiatives, it will take time for these to bed in and have an impact. In addition, once entrained, employees are often being poached by external organisations offering better terms which the service is unable to compete with.
- Within the Audit Service, the ongoing regionalisation of the service has aligned the workforce to service demands, identifying required skillsets and therefore development opportunities for staff going forward. Again these will take time to bed in and have an impact.

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

- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change and the required savings.
- Continuing to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.
- Continuing to effectively manage sickness absence in line with corporate policy.
- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.
- Further developing succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.
- Further developing a culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.

ICT

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

- The increasing demand for ICT solutions by service departments in response to the Reshaping agenda and the Council's Digital Strategy will require significant resources from ICT and there is a need to ensure there is adequate capacity to support the delivery of the transformational change required across the Council.
- Emerging demand to support external initiatives such as the Cardiff City Region project, the Welsh Government's LiDW 2 Wan project (schools' broadband upgrade) and ICT collaboration projects with other Welsh LA's.
- Work associated with 21st century schools programme in relation to Whitmore High, St Joseph's primary, Wick and Marcross.

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

- Supporting implementation of the Council's Digital Strategy.
- Maximising opportunities for agile working within the service and across the Council.
- Supporting reshaping projects across the Council as well as implementation of major ICT projects.
- Working towards Payment Card Industry (PCI) Compliance to ensure we have secure payment processing arrangements in place that meet the required standards.
- Promoting sustainable IT usage by using technology that uses less space and power.
- Continue to maintain Public Services Network (PSN) compliance.
- Fully implementing E-citizen (including Welsh language version) as part of the Digital strategy, enabling residents and businesses to engage with the Council and monitor and view the history of their service transactions in an integrated way.
- Supporting managers to use the CIPFA (IPF) asset management system to record asset information.
- Conclude the review the ICT systems and software across the Council to ensure they are fit for purpose.
- Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.
- Implementing a second internet connection to the Council to provide additional service resilience.
- Ensure adequate information security systems and controls remain in order to prevent data breaches and or cyber-attacks and reduce the likelihood of incurring significant fines.
- Continuing to roll out technology refresh programme for staff and elected members, which has enabled more agile working across the Council.
- Continue work with schools to deliver the Welsh Government's LiDW 2 Wan project (schools' broadband upgrade).
- Support external initiatives such as the Cardiff City Region Project and ICT collaboration projects with other Welsh local authorities.
- Develop a central contracts database/register for the Council.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively, on a local and regional basis, in order to deliver improved services for customers and deliver savings.

Key issues impacting on the service are:

- Identifying appropriate partners to work with remain a challenge;
- Identifying services that would be enhanced through a joint working arrangement.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Planned Activity for 2019/20
Community Asset Transfers (CATs)	Transfer of services to communities to manage as a means of protecting valued (non-statutory) services.	Continue to advertise potential community asset transfer opportunities on the Council website. Publicise to all key stakeholders the revised CAT guidance which has been informed by lessons learnt to date and from applicants and the application process overall.
Regional Audit Service	Economies of scale through shared resources. To deliver a shared audit service in collaboration with Bridgend, Rhondda Cynon Taf and Merthyr Tydfil councils. The purpose of the collaboration is to reduce Audit costs, share the skill and expertise of Auditors and ensure service sustainability for the future.	Establish a Regional Audit Service by 1st April 2019.
Universal Credit roll out (Universal Support Delivered Locally (USDL)	Implementation of Universal Credit and engagement with Vale population on specific reform changes.	Continue to support the roll out Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales. Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears.
Shared ICT service/ expertise.	Explore options for a shared ICT service between 5 councils. Work remains ongoing in sharing specialist ICT skills/ resources across the councils to increase service resilience.	Establish a project team to identify and take forward options for shared ICT services.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our key partners, residents, and internal client departments to inform delivery of cost-effective and sustainable Council services into the longer term. Our annual programme of consultation for 2019/20 includes: Budget consultation 2019/20; Revenues and Benefits annual customer satisfaction survey and Service Asset Management Plan surveys (SAMPs) for 2019. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The estimated base budget for our service area for 2019/20 is £6.658m which incorporates the 2019/20 required savings of (£488k) for the service. Our planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service.

The service has identified one cost pressure for 2019/2020 which is in relation to the increased cost of Microsoft licenses for use across the Council. The cost pressure was for £291k and this has been distributed across all services on the basis of Microsoft licences held.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	**Link to Corporate Risk (Yes/No)**	**Residual risk Score (as at April 19)**			**Forecast direction of travel**	**Mitigating actions planned for 2019/20**
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	CR1: Reshaping Services	2	2	4		See reshaping service actions (CP1)
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	CR6: Workforce	2	2	4		See workforce actions (CP2)
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR7: Information Security **(Identified Risk Owner)**	3	4	12		See reshaping actions (CP1)
Impact of our failure to meet our commitments under the CRC Energy Efficiency Scheme and its	CR8: Environmental Sustainability	2	3	6		Submit a bid under the Welsh Government Asset

Risk description	Link to Corporate Risk (Yes/No)	Residual risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
associated financial benefits.				Management Collaboration Fund to establish electric charging points in main council owned corporate estate locations.
Roll out of the Welfare Reform programme has a detrimental financial and social impact on residents.	CR9:Welfare Reform **(Identified Risk Owner)**	3 3 9		See welfare reform actions under IS003
Failure to put in place adequate quality assurance mechanisms to safeguard our citizens and assure that we are managing building compliance issues in relation to both our Council owned assets and those of our Third Party providers.	CR10: Corporate Building Compliance	2 2 4		See building compliance actions under CP11
Failure to put in place appropriate safeguards and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR11: Safeguarding	1 3 3		
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	Yes CR14: Contract Management **(Identified Risk Owner)**	2 2 4		Develop and implement a central contracts register to enable effective procurement and contract management
Capacity to deliver the requirements of the Accounts and Audit (Wales) Regulations 2018, which will bring forward the timetable for the closure of accounts by one month from 2019/20 and subsequent financial years.	No	3 3 9		Engage with all council services to meet the new timetable.

The mitigating actions aligned to our risks identified above are included in our action plan at Appendix A and Appendix B to ensure the on-going monitoring of corporate and service level risks.

Risk Key

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 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Appendix A

Finance and ICT Services Action Plan 2019/20

Well-being Outcome 1: An Inclusive and Safe Vale	**Objective 1: Reducing poverty and social exclusion**

Well-being goals	A Resilient Wales (RW)	**A Healthier Wales** (HW)	**A More Equal Wales** (EW)	**A Wales of Cohesive Communities** (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	**A Prosperous Wales** (PW)	A Globally Responsible Wales (GW)

Our ways of working	**Long term** (LT)	**Integrated** (I)	**Involving** (IV)	**Collaborative** (C)	**Preventing** (P)

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
IS003 CR9	Continue to support the roll out Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales.	Customers receive appropriate and timely advice and support tailored to meet their needs. Roll out effectively delivered in partnership with DWP and Job Centre Plus.	HW EW CW PW	LT I IV C P	1/4/2019 – 31/3/2020	Carys Lord Existing resources/ partnership working with DWP and Job Centre Plus
IS003 CR9	Signpost applicants to enable them to fully access support on the new digital service for UC applications.	Customers receive appropriate and timely advice and support tailored to meet their needs. Up to date and easily accessible information for all residents/ applicants.	HW EW CW PW	LT I IV C P	1/4/2019 – 31/3/2020	Carys Lord Existing resources/ partnership working with DWP and Job Centre Plus
IS003 CR9	Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears.	Reduction in rent arrears and increased income generation contributes to sustaining priority council services.	HW EW CW PW	LT I IV C P	1/4/2019 – 31/3/2020	Carys Lord Existing resources/ partnership working with colleagues across the Council.

Well-being Outcome 2: An Environmentally Responsible Vale	**Objective 4: Promoting sustainable development and protecting our environment.**

Well-being goals	**A Resilient Wales** (RW)	**A Healthier Wales** (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	**A Globally Responsible Wales** (GW)

Our ways of working	**Long term** (LT)	**Integrated** (I)	**Involving** (IV)	**Collaborative** (C)	**Preventing** (P)

Ref	**Action**	**Outcome & Key milestone 2019/20**	**Contribution to Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
ER15 CR8	Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.	Improved energy efficiency. Achievement of financial benefits as a result of emission reductions.	RW HW GW	LT I IV C P	1/4/2019 – 31/3/2020	David Powell Existing resources
ER15 CR8	Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	Implementation of energy efficiency measures to the Council estate improves the energy performance of the buildings and contributes to reduced carbon emissions and cost savings.	RW HW GW	LT I IV C P	1/4/2019 – 31/3/2020	David Powell Existing resources
ER15 CR8	Work with colleagues across the Council to achieve the new targets in the Vale of Glamorgan Council Carbon Management Plan 2018-22.	Improved energy efficiency of buildings and in use of lower energy equipment. Reduced energy costs and carbon emissions from public buildings	RW HW GW	LT I IV C P	1/4/2019 – 31/3/2020	Lorna Cross Existing resources

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

Well-being goals	A Resilient Wales	**A Healthier Wales** (HW)	**A More Equal Wales** (EW)	**A Wales of Cohesive Communities** (CW)	**A Wales of Vibrant Culture & Thriving Welsh Language** (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)

Our ways of working	**Long term** (LT)	**Integrated** (I)	**Involving** (IV)	**Collaborative** (C)	**Preventing** (P)

Ref	**Action**	**Outcome & Key milestone 2019/20**	**Contribution to Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
AC10	Undertake an equality impact assessment (EIAs) in relation to the regional Audit Service	EIA informs service development proposals for the Regional Audit Service.	HW EW CW VW	LT I IV C P	1/4/2019 – 31/3/2020	Carys Lord Existing resources
AC10	Undertake an equality impact assessment (EIAs) in relation to the Council's annual budget for 2019/20.	EIA considerations inform decisions about the Council's budget for 2019/20.	HW EW CW VW	LT I IV C P	1/4/2019 – 31/3/2020	Carys Lord Existing resources

Appendix B

Integrated Planning

Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Contribute to the work of the Directorate to achieve the required savings target of £821k in 2019/20.	Proposals for making the required levels of savings are agreed and implemented. Finance and ICT element of £488k savings achieved.	I IV C P LT	1/4/2019 - 31/3/2020	Carys Lord Existing resources
CP1 CR1	Continue to support the Council's Reshaping Services programme and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	Accurate financial positions, property asset and ICT advice, and audit advice effectively informs decision making as part of Reshaping Services projects	LT I IV C P	1/4/2019 - 31/3/2020	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith Existing resources
CP1 CR1	Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.	Service efficiencies and improvements achieved in line with the Council's Digital strategy.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Existing resources
CP1 CR7	Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN.	Compliance ensures secure arrangements that meet the required standards.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler/ Carolyn Michael Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1	Continue to review ICT systems and software across the Council to ensure they are fit for purpose.	Fit for purpose systems which will support delivery of the Council's Digital Strategy.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Existing resources
CP1 CR1	Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve our required savings target for 2019/20, in line with the Reshaping Services Programme.	There is a coherent approach to third party spend across the Council. Savings target for 2019/20 achieved.	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord Existing resources
CP1 CR1	Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	Increased income contributes towards sustaining priority council services.	LT I IV C P	1/4/2019 - 31/3/2020	Cary Lord Existing resources
CP1 CR1	Maximise opportunities for agile working within the Finance and ICT service and across the Council in line with the reshaping programme.	Increased service efficiencies and savings in line with the reshaping programme.	LT I IV C P	1/4/2019 - 31/3/2020	Richard Hortop Existing resources
CP1	Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy.	Residents and businesses are able to receive Council bills and Benefit Notifications electronically and also pay electronically.	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord Existing resources
CP1 CR7	Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy.	Options identified and implemented to facilitate increased efficiency and support delivery of the Council's Digital Strategy.	LT I IV C P	1/4/2019 - 31/3/2020	Emma Williams Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR7	Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning in Digital Wales 2' (LiDW 2) project.	Increased IT resilience for the Council and Vale schools in line with the Council's Digital Strategy.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Existing resources/ Working in partnership with key stakeholders including Welsh Government.
CP1 CR7	Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation.	Targeted service efficiencies achieved, increased agile and mobile working in line with the Council's Digital Strategy.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Resources to be determined
CP1 CR1/ CR7	Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) by working with theme leads to deliver key projects.	Efficiency savings and service improvements associated with the Digital strategy are achieved to the benefit of customers, residents and the business.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Existing resources/ working with colleagues across the council.
CP1 CR1	Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project.	Optimised use of our property assets results in minimised operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord/ Lorna Cross Existing resources
CP1 CR1	Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target.	Targeted efficiencies and savings achieved in line with reshaping programme.	LT I IV C P	1/4/2019 - 31/3/2020	Nick Wheeler Existing resources
CP2 CR6	Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	Reduction in sickness absence rates in line with 2019/20 targets	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR6	Further develop succession planning arrangements within the Finance & ICT service in order to retain expertise and skills especially in business critical areas for the long term.	Increased resilience in teams and across the whole service.	LT I IV C P	1/4/2019 - 31/3/2020	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith Existing resources
CP2 CR6	Focus on up-skilling and developing flexibility in skill sets across all teams within Finance and ICT and encouraging take up of self-development opportunities.	The broad skill sets of staff leads to increased resilience in smaller teams.	LT I IV C P	1/4/2019 - 31/3/2020	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith Existing resources
CP2 CR6	Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity.	Increased staff participation in corporate engagement initiatives.	LT I IV C P	1/4/2019 - 31/3/2020	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith Existing resources
CP2 CR6	Continue to build on existing collaborative working arrangements in the Finance & ICT Service and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.	Increased resilience in teams and across the whole service.	LT I IV C P	1/4/2019 - 31/3/2020	Carolyn Michael/Lorna Cross/ Nick Wheeler/ Helen Smith Existing resources
CP10 CR14	Implement a central contracts register for the Council.	Consistent approach enables effective procurement and contract management corporately. Corporate overview of all contracts.	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP10 CR14	Continue to roll-out digital procurement and invoicing across the Council.	Coherent corporate procedures and streamlined systems resulting in improved purchasing control and reduced costs.	LT I IV C P	1/4/2019 - 31/3/2020	Carys Lord Existing resources
CP11 CR10	Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21.	Achievement of key targets contributes towards achievement of Corporate Plan outcomes overall.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources
CP11	Continue to progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	Optimum use of our property assets contributes towards minimising operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources
CP11 CR10	Support the monitoring of corporate building compliance data including supporting managers to use the CIPFA (IPF) asset management system to record asset information.	Corporate overview of building compliance issues across all assets. Up to date data informs corporate decisions on assets.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources
CP11	Work with owning departments to identify and progress the disposal of key disposal sites.	Optimum use of our property assets contributes towards minimising operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources
CP11	Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.	Optimum use of our property assets contributes towards minimising operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP11	Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	Optimum use of our property assets contributes towards minimising operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources
CP11	Agree and progress the next phase of the Space project to improve efficiency in the way services operate and deliver financial savings.	Optimised use of our property assets results in minimised operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Lorna Cross Existing resources

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
2019-2020

Service Area	Performance and Development
Head of Service	Huw Isaac
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance and Resources

www.valeofglamorgan.gov.uk

1. Introduction

The Performance and Development service forms part of the Resources Directorate. The directorate has a wide range of statutory duties and its primary role is to support transformational change, strategy development, performance management, business improvement, communications and customer relations.

1.1 What We Do – Performance and Development

The Performance and Development team provides a corporate approach to policy, performance management, business and corporate improvement, consultation/ engagement, communications, partnership working and equalities. The Customer Services arm of the team provides frontline access to all Council services and focuses on delivering customer service excellence. The team strives to provide a range of services in the most cost-effective and efficient way whilst transforming the way the Council works by using our skills, resources, and technology more innovatively. We also play a leading role in the delivery of the Reshaping Services agenda.

Our broad functions are:

- Supporting the development and implementation of the Council's corporate vision (in the form of the Corporate Plan);
- Improving the quality and consistency of performance management across all Council services;
- Improving internal review, business processes and the management of services to deliver transformational change across the Council;
- Producing effective communications internally to staff and externally to our citizens, key partners and regulators;
- Ensuring the work of the Council conforms with Equalities legislation, incusing Welsh Language Standards;
- Improving our partnership framework and working collaboratively through the Vale of Glamorgan Council Public Services Board and other associated mechanisms;
- Undertaking effective engagement and consultation activities across the Vale;
- Delivering services via the Corporate Contact Centre, face to face and by electronic means that includes undertaking any assessments and client monitoring;
- Learning from complaints to improve services and better understand customer expectations;
- Overseeing Corporate Complaints Policy and process;
- Facilitating seamless access to integrated health social care and well-being services;
- Blue Car Badges, Telecare, and issuing Concessionary Travel passes.

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 coming year and how we will manage our resources to deliver them. 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 service
- **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 that all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the Well-being Goals is highlighted throughout our Service Plan.

1.3 Developing Our Plan

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

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, engagement etc. It also highlights our key challenges going forward.
- Priorities identified in our Corporate Improvement Action Plan (Insight tracker), including our regulatory proposals for improvement;
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Availability of Welsh Government funding to deliver services to meet the needs of Vale citizens and contribute to the national well-being goals.
- Requirements of the new Well-being of Future Generations Act, specifically those relating to corporate planning and Public Services Boards;
- Planning in readiness for the Local Government Bill including new national performance management arrangements;

- Requirements of the Welsh Language Standards;
- Our contribution to the integrating social care and health agenda across Cardiff and the Vale, including the development of services to increase income generation;
- Our contribution to delivering the Digital Customer Service objective as outlined in the Council's Digital Strategy including how we will embrace new technology to redesign our services and the way they are provided to customer (citizen centred service design).
- Requirements of "Delivering Digital inclusion: A strategic Framework for Wales" and our contribution to delivering the Council's Digital Strategy.
- Parliamentary Review of Health and Social Care (January 2018)
- Healthier Wales (NHS Wales).
- Availability of Welsh Government funding to meet key outcomes in our Digital Strategy.

1.4 How We Work - Sustainable Development

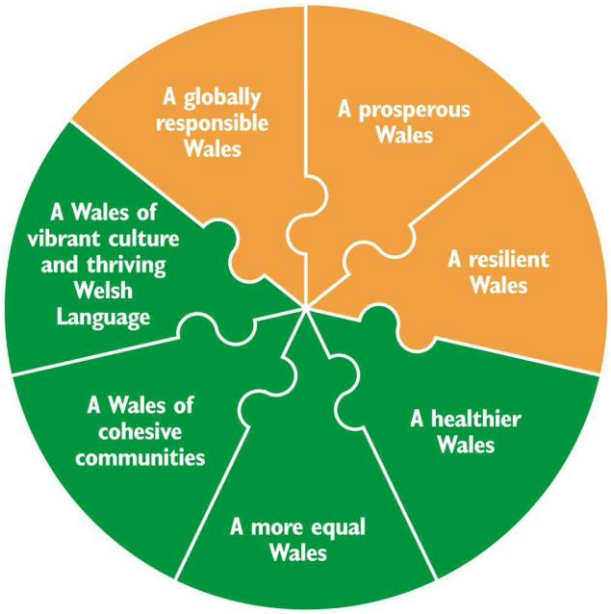
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our planned activities for the 2019/20 period contributes to all of the national goals and this is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Performance & Development Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Capacity to deliver the level of transformational change required as part of the Reshaping Services Programme and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the required change. (CP1)
- Delivering outcomes for citizens and internal customers that continue to demonstrate best value for money in an increasingly difficult financial climate. (CP1)
- Developing and implementing opportunities to generate income from existing resources will be a challenge for the service going forward, in light of reducing budgets and the need to identify significant savings. (CP1)
- There is a need to continue to build resilience in the service through a variety of development opportunities in order to mitigate the limited number of career progression opportunities available within the service. Supporting trainee opportunities to build resilience and strengthen succession planning with the service is important, however, the fixed term nature of these posts and the limited career progression opportunities means that it will difficult to retain this talent in the long term. (CP2)
- There is a need to continue to maintain our focus on effectively managing attendance to reduce sickness absence within the service in line with corporate policy. (CP2)

- There is a need to continue to maintain a focus on implementing our regulatory proposals for improvement (informed by local and national reviews undertaken by our regulators, Wales Audit Office) as identified in the Council's Insight Tracker. (CP6)
- Capacity to provide sustainable contact centre services at a time of increasing demand, increasing customer expectations and reducing resources. (CP2)
- Ability of existing customer relations staff to develop skills and competencies required to work successfully in a new multi-channel operational environment. (CP2)
- There is a need to ensure the service continues to develop the right job roles and skills of our colleagues to meet changing business needs and the challenges of the new ways of working. (CP2)
- Capacity to meet new legislative requirements with particular reference to the Well-being of Future Generations Act and the Local Government Bill and the challenges these pose for delivering services on reducing budgets. (CP4)
- Ability to deliver the Vale of Glamorgan Well-being Plan in conjunction with PSB partners at a time when all organisations are facing pressures of their own. (CP4)
- Despite the challenging environment the Council continues to operate in, it has continued to deliver on an ambitious improvement agenda aimed at improving the social, economic, environmental and cultural well-being of residents. Developing and delivering a new Corporate Plan for 2020-2025 that maintains these high ambitions for Vale residents will become increasingly challenging given the ongoing austerity and the need to continue to make efficiencies and budget savings at a time when service demand across most Council services is increasing. (CP1,CP4,CP6)
- Whilst positive progress is being made corporately with how we manage, monitor and learn from complaints, there is more work to do to ensure we meet our target timescales when dealing with complaints. In addition, we need to address issues earlier to prevent them from escalating to the second stage of the process. Looking ahead, faced with increasingly limited resources and rising demand for council services, there is a likelihood that the number of complaints will increase and we need to respond more proactively. (CP5)
- Improving and sustaining good performance across all Council services whilst managing customer expectations in a climate of diminishing resources. (CP6)
- Working with services to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP6)
- The extent to which equalities data is analysed and used to improve services continues to be variable across the Council. There is a need to continue working with council services to improve the quality of equality monitoring data and reinforce and improve the quality of Equality Impact Assessments to enable more informed decisions about service delivery and reduce the likelihood of legal challenges. (AC10)
- Capacity (at a time of reducing Customer Service Representative numbers) to meet departmental service targets and contribute to delivery of planned integrated Health and Social Care services including Single Point of Access. (AH8)
- Capacity to contribute to the delivery of the our Well-being matters agenda by maximising utilisation of human resources in C1V to deal with high risk, high complexity issues at a time of reducing funding and resources. (AH8)
- There is a need to further strengthen and extend shared working between C1V and the Health Board in order to provide a more integrated service for the public and better resilience in line with the Council's reshaping agenda and our well-being priorities. (AH8)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
WO1: An Inclusive and Safe Vale (H&SC)	O1: Reducing poverty and social exclusion	IS001	Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills. *Our focus for 2019/20 is to deliver the digital inclusion elements of the Council's Digital Strategy, with work being progressed via the established 'Get the Vale Online' group.*	Progress the work with our partners via the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion. Progress the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally. Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone). Continue to provide access and make use of social media to extensively involve and engage with our citizens and to enable further feedback and learning from them. Improve the transactional functionality of our website and general user experience to enable more residents to access information and services online.
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	Reinforce the need for and improve the quality of Equality Impact

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
			of people protected under the Equality Act 2010 can better access Council services.	Assessments produced across the Council. Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery. Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan.
WO3: an Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity.	AC11	Work with partners to promote the use of the Welsh language.	Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan. Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy. Offer Welsh language as a standard option when customers wish to access services across all channels.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity.	AC12	Implement the Welsh Language Standards to improve access to services and information.	Continue to implement the Welsh Language Standards and review progress. Provide opportunities for staff to improve their language skills.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH8	Improve access to health and social care services by improving the speed, simplicity and choice of how to access services.	Continue to work with partners to improve self-service options to ensure that customers' enquiries are resolved as quickly as possible, complying with the Social Care and Well-being (Wales) Act 2014. Continue to strengthen and extend shared

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	2019/20 Activities
				working between C1V and the Health Board to provide a more integrated service for the public and better resilience. Contribute to the delivery of the Our Well-being Matters agenda with specific focus on the following during 2019/20. • Work with Cardiff and Vale Health Board, Social Services and Telecare to develop services that meet the needs of our citizens. • Implement a new contact centre platform to improve the citizen experience of accessing services across a range of communication channels and measure satisfaction levels. • Incorporate the principles of the Council's Digital Customer Strategy at the forefront of developing new integrated services. Progress the integrated Health and Social Care agenda with specific reference to the GP triage proposal.

Appendix A contains the detailed activity plan which outlines the actions we will undertake in the coming year to deliver our 2019/20 priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

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

Ref	Action	2019/20 Activities
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.	Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate. More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme. Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required. Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required. Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend. Develop proposals for tranches 5 and 6 for Reshaping Services programme. Contribute to the development of a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework. Deliver the work to ensure the service contributes to finding the savings required from the Resources Directorate in 2019/20. Agree and progress delivery of the next phase of Space project to improve efficiency in the way services operate and deliver financial savings. Explore emerging collaborative opportunities arising for appropriate Council services. Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model.

Ref	Action	2019/20 Activities
		Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy. Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities). Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing maintaining service levels and achieving savings. Progress the work with Cardiff to bring in Trading Standards, Licencing and Public Sector Housing services to C1V, further integrating services and ensuring consistent customer experience of accessing SRS 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.	Continue to strengthen the performance management and support arrangements in relation to sickness absence within the service to reduce absence levels. Further embed the Council's internal communications strategy to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme. Undertake an internal campaign to encourage digital working and support delivery of the Digital Strategy. Develop StaffNet to offer self-service functionality to support delivery of the Internal Communications Strategy and the Digital Employee workstream. Deliver our key workforce development priorities for the coming year as outlined as outlined below and in Appendix B: • Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council. • Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.

Ref	Action	2019/20 Activities
		• Continue to enhance succession planning within the service by supporting trainee opportunities and apprenticeships to ensure there is a pool of appropriately qualified and skilled staffed over the coming years. • Work with services to ensure there is appropriate resourcing (including skills) to support Reshaping projects in order to achieve transformational change. • Continue to review and implement efficient ways of working as aligned to the business needs (including the job roles required) and ensure workloads are manageable.
CP4	Work with partners to undertake a well-being assessment which will inform the Public Service Board's well-being objectives and Well-being Plan. *Following publication of the Vale of Glamorgan Public Services Board's Well-being Plan (2018-23), the focus is now on delivering the action plan.*	Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23. Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals.
CP5	Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice.	Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025. Implement the Public Engagement Framework and supporting action plan for 2019/20. Continue to work with Council services to ensure learning from complaints to improve how we deliver services. Implement the new arrangements for supporting the Vale 50+ Strategy Forum including embedding the new Memorandum of Understanding.
CP6	Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones. *We continue to refine and embed the Council's performance management arrangements as aligned with our duties under the WBFG Act. Our focus for 2019/20 is on procuring a software system to further enhance performance reporting including the format of reports.*	Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making. Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan. Develop and publish a new Corporate Plan for 2020-2025. Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure.

Ref	Action	2019/20 Activities
		Work with Council services to implement our regulatory proposals for improvement as identified in the Council's Insight tracker. Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes.
CP9	Review our approach to risk management with reference to the Well-being Goals and our duties under the Well-being of Future Generations (Wales) Act. *The focus for 2019/20 is to continue to refine and embed our approach to risk management across all services and to ensure this continues to reflect our duties under the WBFG Act.*	Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management. Review, update and promote the Council's Risk Management Strategy to elected members and Council staff.

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.

3.3. 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. The 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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
73.5	65.13	7.22	5.74	12.96	6 (8.16%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance. As at December 2018, the service has completed all required staff appraisals although, only 46% of required staff appraisals for the 2018/19 period were updated by the required deadline. This was due to supervisory resource issues and a high level of staff turnover experienced within the customer relations section which have since been

addressed. Work is continuing to ensure that all staff have #itsaboutme appraisals in place by 31 March 2019. Regular performance management activity such as Quality Monitoring, feedback and team meetings have been undertaken during the period and departmental performance managed. Performance is expected to improve in the coming year.

The key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of development across the division, especially within the Customer Relations team. Absence increased from 11.99 days per FTE in 2016/17 to 12.96 days in 2017/18. Current data at Q2 2018/19 (4.18 days per FTE) shows an improvement from the same time period last year (6.48 days), however, the service is currently on track to report a performance which is below the Directorate's annual target of 6 days. The most common reasons for absence within the service relate to stress, viral infections and recovery from operations. To reduce absence levels, there remains continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We continue to work proactively with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- Overall, the Performance and Development workforce has remained relatively static, with fairly low levels of turnover. Establishment figures reduced marginally from 75.5 in 2016/17 to 73.5 in 2017/18. As at September 2018, the service has an establishment of 50.32 FTEs compared to 65.73 FTEs at the same time period in 2017. The service is in the process of implementing a new service structure aimed at improving efficiency and effectiveness and increasing resilience within the workforce and this has impacted on turnover in the short term which increased slightly from 2.65% to 6.25%. This has also contributed to the increase in the number of involuntary leavers from the service which increased to 3.13% (September 2018) compared to 1.32% during the same period last year.
- There is a need to continue to build resilience in the service through a variety of development opportunities. With relatively low levels of turnover, there are a number of career progression opportunities available within the service. Supporting trainee opportunities to build resilience and strengthen succession planning with the service is important.
- Working with services to further enhance our business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and the national Well-being goals remains an area of focus for the service. This work will be undertaken alongside corporate initiatives such as the Management Development Competency Framework and the Employee Core Competency Framework.
- There is a need to address the skills gap within the Customer Relations service thus ensuring that existing staff develop the skills and competencies required to work successfully in the new multi-channel operational environment.
- Ensuring the personal resilience of staff as the scale and pace of change, together with the impact on individuals and their job roles increases in line with the Well-being matters agenda.

Despite our challenges, it is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. Our key workforce development priorities for the coming year:

- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development informed by the corporate initiatives such as the Employee Core Competency Framework and the Management Competency Framework.
- Ensuring appropriate resourcing (including skills) to support Reshaping projects in order to achieve transformational change.

- Continue to develop and implement succession planning arrangements to address issues associated with reliance on small numbers of key staff through supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.
- Continue to transfer expertise and skills in certain corporate areas such as consultation and engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.
- Continue to work with service areas to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being goals.
- Focusing on implementing new ways of working to improve operational efficiency and ensure that workloads are manageable.
- Ensuring all planned service activities are essential and deliver value in line with the reshaping agenda.
- Continuing to effectively manage sickness absence in line with corporate policy.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new ways of working digitally and investing in new technologies. Our ICT priorities for 2019/20 are outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets, in line with the Council's Digital Strategy.
- Strengthening our data governance arrangements and online security in line with GDPR requirements and raising awareness.
- Progressing the Council's Digital Strategy including sourcing the right funding to deliver business needs and outcomes.
- There is a need to replace the Contact Centre technology platform in Customer Relations in order to progress key elements within the Council's Digital Strategy.
- There is a need to effect channel shift by increasing web functionality and promoting our digital services to all residents and customers.
- There is a need to further enhance corporate performance reporting and improve timeliness of data to inform decisions through the use of a new performance software system.
- There is a need to overcome challenges presented by the fact that health, social care and well-being services are delivered across different networks and software platforms.
- There is a need to find ways of using a broad range of data from multiple sources to inform service design and change/reflect customer behaviour.
- There is a need to understand how technology is developing to ensure that maximum value is achieved through procurement of solutions e.g. Use of Robotic Process Automation (RPA), Artificial Intelligence (AI) and Machine Learning etc.

Our key areas of focus for 2019/20 are:

- Contributing to programme management and the delivery of the Council's Digital Strategy which was endorsed by Cabinet in July 2017;
- Utilising home/agile working across the service which is also contributing to the Space Project;
- Promoting sustainable ICT usage by using technology that uses less space and power, for example in tablet computers to support engagement activity;
- Procuring and implementing a replacement for the Contact Centre technology platform in Customer Relations that meets the future needs of customers and the service.

- Implementing appropriate web functionality, such as web chat, to assist customers to access services digitally and promoting this to all residents and customers.
- Consult with services on a specification and procure a new performance management system in 2019. This will further inform performance processes and provide timely insight into the Council's performance to inform decision making.
- Implement a Citizen Centred Design approach to delivering new digital services.
- Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services.
- Review what roles / job types will be needed in customer relations to deliver the new ways of working and in delivering digital services in the future.

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.

Key issues impacting on the service are:

- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	**Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity**	**Planned Activity for 2019/20**
Public Services Board	Delivery of the commitments within the Public Services Board's Well-being Plan for 2018-23 to improve well-being of Vale residents.	Work with partners to deliver the four well-being objectives in 'Our Vale Our Future', the Public Services Board's Well-being Plan for 2018-23.
Cardiff and Vale UHB Communications Hub and Contact One Vale (C1V).	Supporting the creation and delivery of Health and Social Care services to improve access to services, deliver improved outcomes for customers and reduce costs.	Continue to develop and extend joint services between Cardiff and Vale UHB Communications Hub and Contact One Vale (C1V).
Reshaping Services projects: Joint Town and Community Councils and voluntary sector.	Identify and progress opportunities to deliver Council services (including using its assets) differently.	Continue to work with Town and Community Councils to identify and progress opportunities to deliver Council services (including using its assets) differently.
Shared Regulatory Services: Development of Single point of contact for all SRS services.	Deliver a single point of access and consistent customer experience for SRS customers across Cardiff, Bridgend and Vale of Glamorgan Council.	Customer Relations continues to work with the Shared Regulatory Services to ensure a consistent customer experience in relation to all SRS service requests. Work is ongoing for enquiries from Cardiff residents regarding Trading Standards, Licencing and Public Sector Housing to be introduced to Contact OneVale at the end of March 2019. This will allow for a simplified IVR options and delivery of a consistent customer experience of accessing SRS

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
		services.
Get the Vale Online Group	Working with partner agencies through the Get the Vale Online group to address issues of digital inclusion and poverty.	See IS001 planned actions for 2019/20 re get the Vale Online.
Local Government Reform agenda.	Developing an approach and potential proposals between Welsh Government and the Council to further regional working in line with the developing agenda.	Continue to consider the implications and opportunities associated with the Local Government Reform agenda as they arise in relation to Council services.
Integrated Health and Social Care Agenda	The G.P Triage proposal seeks to address General Medical Services (GMS) sustainability issues through the development of an effective service that builds upon the current Single Point of Access (SPoA) in the Vale of Glamorgan. The proposal seeks to add to the model by providing support and diverting people away from a G.P appointment/home visit unless this is medically necessary. This will be achieved this through facilitating access to a suite of services and professionals across health, social care and third sector in a seamless manner, thus eliminating boundaries and ensuring the 'patient' accesses the seamless system at the right point and with the right service/professional, reducing the number of 'hand-off's' between professions and organisations.	See AH8 actions Establish steering group / project team, Undertake an 'As Is' process analysis and define new processes to deliver project outcomes. Deliver a pilot service for the Eastern Vale GP cluster by August 2019 Assess outcomes against project objectives, review processes and begin expansion of project.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our key partners, residents, and internal client departments to inform delivery of cost-effective and sustainable Council services into the longer term. Our annual programme of consultation for 2019/20 includes a series of engagement activities to inform the development our new Corporate Plan for 2020-2025; undertaking a public opinion survey of Vale residents for 2019-20; budget consultation with Vale residents and a series of consultations on s106 projects and 21st Century Schools. In addition, customers calling Contact OneVale are offered an opportunity to leave feedback on the service received and this is used to help ensure service meets customer needs and expectations. A satisfaction survey of Telecare customers will be undertaken to establish appropriateness of current provision and to develop the service going forward. A new contact centre system has been procured which will allow for customer satisfaction to be measured and compared across all communication channels. The system will be implemented during 2019/20 and used to help ensure that services meet customer needs. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The estimated base budget for our service area for 2019/20 is £2.650m which incorporates the in-year savings of £69k identified for the service for 2019/20. No cost pressures were identified for the service for the period 2019/20.

Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	**Link to Corporate Risk (Yes/No)**	**Residual Risk Score (as at April 19)**			**Forecast direction of travel**	**Mitigating actions planned for 2019/20**
		L	I	R		
Failure to deliver the Reshaping Services Programme and mitigate the impact of budget reductions and demand challenges results in cuts to services significantly impacting their availability and quality.	Yes CR1: Reshaping Services **(Identified Risk Owner**	2	3	6		See CP1 for planned actions
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Yes CR1: Reshaping Services **(Identified Risk Owner)**	2	3	6		See CP1 for planned actions
Failure to deliver the requirements of the Well-being of Future Generations Act and the Local Government Bill.	Yes CR2: Legislative Change **(Identified Risk Owner)**	2	3	6		See CP4, CP5, CP6, CP9 and AH8 for planned actions
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver	Yes CR6: Workforce	2	2	4		See CP2 for planned actions

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
sustainable services both now and in the future.						
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/ cyber-attacks and the wider impact on service delivery.	Yes CR7: Information Security	2	2	4	⇔	No further mitigating actions planned
Failure to put in place appropriate safeguards and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR11: Safeguarding	1	3	3	⇔	No further mitigating actions planned
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	Yes CR14: Contract Management	1	3	3	⇔	No further mitigating actions planned
Customers are not able to effectively engage with the Council due to digital exclusion.	No	1	3	3	⇔	See CP1 and IS001for actions re Digital Strategy/ Digital exclusion

The mitigating actions aligned to our risks identified above are included in our action plan at Appendix A and Appendix B to ensure the on-going monitoring of corporate and service level risks.

Risk Key

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 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Appendix A

Performance and Development Action Plan 2019/20

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

Well-being Goals	A Resilient Wales (RW)	**A Healthier Wales (HW)**	**A More Equal Wales (EW)**	**A Wales of Cohesive Communities (CW)**	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	**A Prosperous Wales (PW)**	A Globally Responsible Wales (GW)

Our Ways of Working	**Long Term (LT)**	**Integrated (I)**	**Involving (IV)**	**Collaborative (C)**	**Preventing (P)**

Ref	**Action**	**Outcome & Key milestone 2019/20**	**Contribution to Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
IS001 SR1	Continue to progress the work with our partners via the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion.	Maximum number of Vale citizens benefit from the financial and social opportunities of using digital services by providing means of access and the skills required to do so.	HW EW CW PW	LT IV I C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources
IS001 SR1 CR1 (2nd risk)	Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally.	Increased opportunities to access Council services and increased take up of Council digital services.	EW CW PW	LT IV I C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources
IS001 SR1	Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone).	Residents are able to maximise the benefits of accessing online services. Efficiency savings associated with channel shift.	EW CW PW	LT IV I C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
IS001 SR1	Continue to provide access and make use of social media to extensively involve and engage with our citizens and to enable further feedback and learning from them.	Consistent approach to customer relations management and expectations.	EW CW	LT IV I C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources
IS001 SR1	Improve the transactional functionality of our website and general user experience to enable more residents to access information and services online.	Citizens and businesses can easily find information or complete their dealings with the Council in ways that are convenient to them contributing to service efficiencies. Key milestones include: • Roll out of 'do it online forms'; • Promotion campaign to encourage take up and drive channel shift; • Refine content on website to reflect user experience principles.	EW CW	LT IV I C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources

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

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC10	Reinforce the need for and improve the quality of Equality Impact Assessments produced across the Council.	Well considered Equality Impact Assessments completed in a timely manner across the Council. Impact Assessments effectively inform the Council's approach to shaping service delivery.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC10	Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC10	Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and trans-sexual staff.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC11	Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the	Increased number of activities offered through the medium of Welsh supported by the Council.	HW EW CW VW	LT I IV C	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	Vale of Glamorgan.			P		with internal and external partners.
AC11	Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy.	Increased opportunities and take up contributes towards improving and enhancing services for Welsh speakers and learners in the Vale of Glamorgan.	HW EW CW VW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.
AC11	Offer Welsh language as a standard option when customers wish to access services across all channels.	Council services comply with the Welsh Language Standards requirements.	HW EW CW VW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.
AC12	Continue to implement the Welsh Language Standards and review progress.	Council services comply with the Welsh Language Standards requirements.	HW EW CW VW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.
AC12	Promote and provide opportunities for staff to improve their language skills.	Council services comply with the Welsh Language Standards requirements. Increased opportunities and take up of activities for improvers.	HW EW CW VW	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living.

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH8 CR2	Continue to work with partners to improve self-service options to ensure that customers' enquiries are resolved as quickly as possible, complying with the Social Care and Well-being (Wales) Act 2014.	Improved access to Health and Social Care services. Less complex social care queries are handled via self-service options freeing up more time for call handlers to deal with more complex enquiries resulting in improved customer outcomes.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources/ partnering approach with internal and external partners.
AH8 CR2	Continue to strengthen and extend shared working between C1V and the Health Board to provide a more integrated service for the public and better resilience.	Integrated service delivery and increased service resilience.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources/ partnering approach with internal and external partners.
AH8 CR2	Contribute to the delivery of the Our Well-being matters agenda with specific focus on the following during 2019/20: • Work with Cardiff and Vale Health Board, Social Services and Telecare to develop services that	Increased focus on developing health and well-being within the Council and with our partners. Increased access to prevention resources. Integrated services.	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources/ partnering approach with internal and external partners.

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	meet the needs of our citizens; • Implement a new contact centre platform to improve the citizen experience of accessing services across a range of communication channels and measure satisfaction levels. • Incorporate the principles of the Council's Digital Customer Strategy at the forefront of developing new integrated services.					
AH8 CR2	Progress the integrated Health and Social Care agenda with specific reference to the GP triage proposal.	Seamless access to medical support at the right point and with the right service/ professional, thus reducing the number of 'hand-off's' between professions and organisations. key milestones include: • Establish steering group / project team. • Undertake 'As Is' process analysis and define new processes to deliver project outcomes. • Deliver a pilot service for the Eastern Vale GP cluster by August 2019. • Assess outcomes against project objectives, review processes and begin expansion	HW EW CW	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources/ partnering approach with internal and external partners.

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		of project.				

Appendix B

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	Agreement of proposals across various tranches of the programme contributes to a balanced budget and the delivery of cost-effective and sustainable priority Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac/ Tom Bowring Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme.
CP1 CR1	Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required.	Agreement of tranche 4 projects to contribute to a balanced budget and the delivery of cost-effective and sustainable priority Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac/ Tom Bowring Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme.
CP1 CR1 SR1	Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required.	Delivery of cost-effective and sustainable priority Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme.

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	Delivery of cost-effective and sustainable priority Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Project Manager from within existing resources (Democratic Services) and project team resourced by Corporate Resources departments
CP1 CR1	Develop proposals for tranches 5 and 6 for Reshaping Services programme.	Agreement of tranche 5 and 6 proposals contributes to a balanced budget and the delivery of cost-effective and sustainable priority Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme.
CP1 CR1	Contribute to the development of a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework.	Managers develop the skills required to effectively deliver the Reshaping Services Programme.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Officer time
CP1 CR1 (2nd risk)	Deliver the work to ensure the service contributes to finding the savings required from the Resources Directorate in 2019/20.	Proposals for making the required levels of savings are agreed and implemented.	LT I IV C P	1/4/2019 - 31/3/2020	Project Manager from within existing resources and project team resourced by relevant services.
CP1 CR1	Agree and progress delivery of the next phase of Space project to improve efficiency in the way services operate and deliver financial savings.	Optimised use of our property assets results in minimised operating costs.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing Resources
CP1 CR1	Explore emerging collaborative opportunities arising for appropriate Council services.	Opportunities for expanding our collaborative agenda identified and explored where appropriate to do so.	LT I IV	1/4/2019 - 31/3/2020	Huw Isaac Existing Resources

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
			C P		
CP1 CR1	Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model.	Optimised use of our property assets and minimised operating costs as a result of joint working involving the communities of the Vale of Glamorgan.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing Resources
CP1 CR1 (2nd risk) SR1	Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy.	Replacement system meets the future needs of customers and the service, and delivers service efficiencies.	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing Resources
CP1 CR1 SR1	Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	Residents are able to maximise the benefits of accessing online services. Efficiency savings associated with channel shift.	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources and project team resourced by relevant services.
CP1 CR1 SR1	Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing to maintaining service levels and achieving savings.	Delivery of cost-effective and sustainable Council services into the longer term.	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources and project team resourced by relevant services.
CP1 CR1	More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping	Key stakeholder views are effectively engaged in implementing key priorities in line with the Corporate Plan and Reshaping Services programme.	LT I IV C P	1/4/2019 - 31/3/2020	Rob Jones Existing resources/ partnering approach with council services

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	Services programme.				
CP1 CR1 (2nd risk)	Bring in the final areas of Cardiff into the Contact centre, further integrating services and ensuring full service coverage across Cardiff and the Vale of Glamorgan for SRS services.	Delivery of cost-effective and sustainable Council services into the longer term. Consistent SRS services for all Cardiff and Vale of Glamorgan residents.	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources and project team resourced by relevant services.
CP2 W	Continue to strengthen the performance management and support arrangements in relation to sickness absence within the service to reduce absence levels.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources
CP2 CR6	Further embed the Council's internal communications strategy to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.	Staff have a clear direction of how they can support delivery of the Council's key priorities. Staff are proactively encouraged to share their ideas, knowledge and take a 'one Council' approach to maximise use of limited resources to achieve the best outcomes for citizens.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources
CP2 CR6	Undertake an internal campaign to encourage digital working and support delivery of the Digital Strategy.	Increased staff awareness and take up of the benefits of working digitally i.e. working flexibly/agile working which will contribute to greater efficiencies and savings in line with the Council's Digital agenda.	LT I IV C P	1/4/2019 - 31/3/2020	Rob Jones Existing resources
CP2 CR6	Develop StaffNet to offer self-service functionality to support delivery of the Internal Communications Strategy and the Digital Employee workstream.	Key priority areas of StaffNet identified and work progressed accordingly to build our internal infrastructure to support digital working. Increased take up across council	LT I IV C P	1/4/2019 - 31/3/2020	Rob Jones Existing resources

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		services ensures maximum impact. Increased digital skills and confidence of workforce through consistent application of technology.			
CP2 W CR6	Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	Consistent approach taken corporately.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources
CP2 W CR6	Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.	The broad skill sets of staff leads to increased resilience in smaller teams.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources
CP2 W CR6	Continue to enhance succession planning within the service by supporting trainee opportunities and apprenticeships to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	Increased resilience in smaller teams across the service.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources
CP2 W CR6	Work with services to ensure appropriate resourcing (including skills) for Reshaping Services projects in order to achieve the required change.	Managers and officers across council services develop the skills required to effectively deliver the Reshaping Services Programme	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Project Manager from within existing resources and project team resourced

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Delivery of cost-effective and sustainable Council services into the longer term.			by relevant services.
CP2 W CR6	Continue to review and implement efficient ways of working as aligned to the business needs (including the job roles required) and ensure workloads are manageable.	Delivery of a cost-effective and sustainable service into the longer term. Increased personal resilience of staff through well-being initiatives.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring/ Tony Curliss Existing resources
CP4 CR2	Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	Delivery of planned activities contributes to the national goals and improved outcomes/ well-being of Vale residents.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partners of the Public Services Board
CP4 CR2	Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals.	The Council complies with its duty to report on progress in delivering the Vale of Glamorgan Well-being Plan and demonstrate its contribution to the national goals.	I IV C	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ contribution from partners of the Public Services Board
CP5 CR2	Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025.	The views of all key stakeholders inform the priorities for the Corporate Plan 2020/25.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources
CP5 CR2	Implement the Public Engagement Framework and supporting action plan for 2019/20.	Consistent approach to undertaking engagement activities across the Council in line with good practice consultation principles. Engagement data effectively informs decision making in the Council.	LT I IV C P	1/4/2019 - 31/3/2020	Rob Jones Existing resources/ partnering approach with council services

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP5	Continue to work with council services to ensure learning from complaints to improve how we deliver services.	Improved customer satisfaction.	LT I IV C P	1/4/2019 - 31/3/2020	Tony Curliss Existing resources/ partnering approach with council services
CP5	Implement the new arrangements for supporting the Vale 50+ Strategy Forum including embedding the new Memorandum of Understanding.	Embedding new arrangements ensures the views of older people continue to inform existing and proposed service developments.	LT I IV C P	/4/2019 - 31/3/2020	Helen Moses Existing resources/ partnering approach with 50+ forum
CP6 CR2	Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making.	Fully integrated performance system will provide timely information and reporting of performance to inform Council decision making.	LT I IV C P	1/8/19- 31/3/2020	Tom Bowring Existing resources/ partnering approach with council services and elected members
CP6 CR2	Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan.	Performance reporting arrangements effectively reflect our performance in relation to the Corporate Plan's Well-being Outcomes.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources/ partnering approach with council services and elected members
CP6 CR2	Develop and publish a new Corporate Plan for 2020-2025.	The Vale of Glamorgan Corporate Plan for 2020-25 complies with our respective duties under the Well-being of Future Generations (Wales) Act 2015 and the Local Government (Wales) Measure 2009.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources
CP6 CR2	Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus	We meet our statutory duties to assess our progress/achievements in relation to the Well-being of Future Generations Act and Local Government Measure and report	I IV C	1/7/2019 - 31/10/2019	Tom Bowring Existing resources

Ref	Action	Outcome & Key milestones 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure.	these to Vale residents, customers and our partners.			
CP6 CR2	Work with Council services to implement our regulatory proposals for improvement as identified in the Council's Insight tracker.	Positive progress is made in response to identified areas for improvement.	LT I IV C P	1/4/2019 - 31/3/2020	Huw Isaac Existing resources/ partnering approach with council services
CP6 CR2	Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes.	Integrated planning for improvement and service development consistent with Corporate Plan priorities.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources/ partnering approach with council services
CP9 CR2	Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management.	Corporate and Service risks are effectively monitored and reported.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources/ partnering approach with council services
CP9 CR2	Review, update and promote the Council's Risk Management Strategy.	Corporate and Service risks are effectively monitored and reported.	LT I IV C P	1/4/2019 - 31/3/2020	Tom Bowring Existing resources/ partnering approach with council services

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
2019-2020

Service Area	Democratic Services
Op. Manager	Jeff Rees
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

www.valeofglamorgan.gov.uk

1. Introduction

Democratic Services forms part of the Managing Director and Resources Directorate. The Division comprises distinct service elements:

- Democratic and Scrutiny Services
- Registration Service
- Freedom of Information / Record Management / Land Charges/Commons Registration Authority/Data Governance.
- Cabinet and Mayoral functions

1.1 What we do – Performance and Development

Democratic Services is responsible for developing and supporting effective decision-making processes and Scrutiny and committee arrangements as well as independently administering the school appeals service, providing advice and support for elected Members, that includes the Council's Constitution, Members' Code of Conduct and Member Development and supporting the cabinet and mayoral functions. The Registration Service provides a range of services covering births, death, marriages, civil partnerships, marriages and Citizenship Ceremonies. The Division also includes an Information Governance team that supports the co-ordination and administration to respond to information requests as well as provides specialist advice and assistance to Council departments on data protection and information governance issues.

In June 2018 and following a service restructure within the Resources Directorate saw the line management of Democratic Services moved under the Monitoring Officer/ Head of Legal and Democratic Services. The same service restructure also resulted in the transfer of the Cabinet and Mayors function to Democratic Services.

Our broad functions are:

- Provision of a range of services relating to the Council's decision-making processes
- Provision of advice, guidance and support to develop the Council's Scrutiny and Committee Services functions and to ensure that decision-making is transparent and accessible
- Provision of a wide range of Scrutiny support, including undertaking Task and Finish Reviews, co-ordination of Scrutiny Forward Work Programmes, preparation of the Annual Reports to Council, development of guidance notes and protocols and implementation of Scrutiny Action Plans
- Provision of advice in respect of the Council's Constitution, Codes of Conduct and Register of Interests of elected Members, to all Directorates, elected Members and Town and Community Councils
- Reviewing / delivering / facilitating the Council's Member Development Strategy and Member Development Programme, including training in respect of the Council's Scrutiny function and other areas relating to the Council's governance arrangements
- Responsibility for servicing independent bodies such as School Admissions Panels and the Vale of Glamorgan Local Access Forum
- Registrations of Births, Deaths, Still-births, Marriages, Civil Partnerships and Citizenships
- Issuing of copy certificates for all of the above type of registrations
- Taking the legal notice of Marriages, Civil Partnerships
- Recording and maintaining records of all religious marriages
- Provision of Tell Us Once service
- Carrying out of Celebratory Services, e.g. Renewal of Vows, Naming Ceremonies
- Dealing with Access to Information and Freedom of Information requests
- Provision of Corporate Records Management service

- Provision of Land Charges service
- Provision of specialist advice and assistance in relation to Data Protection and Information Governance issues and responsible for data protection compliance across the Authority.
- Administer the Commons Registration Authority for the administration, updating and dealing with requests for amendments to the Register.
- Providing support and assistance to Cabinet to fulfil their Executive duties and to provide support to the Mayor's office in terms of co-ordinating and organising meetings and events on the Mayor's behalf.

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 coming year and how we will manage our resources to deliver them. 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 service
- **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 that all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more

joined-up approach. The contribution our service will make to the Well-being Goals is highlighted throughout our Service Plan.

1.3 Developing Our Plan

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

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial ,ICT, assets etc;
- Our budget, including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Priorities identified through our Member Development Programme;
- Findings from External and Internal Audit work in relation to Scrutiny, Member Support, Information Governance, Data Protection and other related service areas;
- Taking into account implications for Scrutiny (and Democratic Services generally) of the Wellbeing of Future Generations Act and the Local Government (Wales) Bill.
- Our response to the Wales Audit Offices findings in relation to the review of Scrutiny arrangements;
- Taking into account any national or regional guidance from the General Register Office (GRO) and complying with the statutory requirements outlined by the GRO in relation to the Public Protection and Counter Fraud Framework and the Production of a Performance Plan annually; and
- Our statutory requirements in relation to the General Data Protection Regulations and any other associated Information Governance legislation. These statutory requirements impact on how and what we do in relation to Information Management and Governance in terms of Records Management, Freedom of Information Requests and information sharing etc.

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. Although our Division does not directly contribute to the Well-being Goals as defined in the Well-being of Future Generations Act, it does have a key enabling role to play in relation to supporting other services to contribute to these Goals. Our contribution is set out in more detail in our action plan which can be found at Appendix A.

2. Our Challenges in 2019/20

Democratic Services continues to face unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. We also need to review options for becoming increasingly commercial in our approach and consider ways of providing a service to others in order to generate income to support our core services. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Capacity to deliver the level of transformational change required as part of the Reshaping Services Agenda and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the change needed. (CP1)
- In light of the demand on services on the need to make further efficiency savings there is an increasing focus on identifying income generation opportunities. There is also the need to ensure we develop a more strategic and commercial approach to contract management and effective contract and supplier management in order to maximise both the opportunities for additional income generation and the potential savings these could bring. (CP1)
- Maximising opportunities to improve access to services, information using a digitally focused approach that best supports and meets the needs of our customers without creating a digital divide. (CP1)
- Effectively managing agendas for committees to ensure that Elected Members receive timely, accurate and relevant information in order to fulfil their roles effectively. (CP7)
- Ensure we provide a meaningful member Development programme, and embed the programme going forward, following the first session held in November 2018.

- Capacity and capability to fully meet our requirements as part of the Well-being of Future Generations Act and the Local Government (Wales) Bill in relation to the both the Executive and non-Executive functions. In addition, as a consequence of the Local Government Bill, there may well be a requirement to ensure that more public meetings are webcast. A key challenge for our service will be to ensure moving forward in future years that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements. (CP7)
- The General Data Protection Regulation has been made by the European Parliament, the Council for the European Union (EU) and European Commission, which is intended to further strengthen and unify the approach to data protection across the EU. In the last year we have successfully amended our policies, issued new procedures, developed a record of processing activities and delivered training to staff. A privacy notice is on our website and many departments are tailoring their own to suit their own services. The consequence of growing awareness of GDPR related issues, is that there is a growing demand for support. The FOI unit is increasingly being asked for advice on Data Protection issues. Therefore having sufficient capacity to meet this demand will continue to be a challenge. The demands on the service going forward are likely to be in relation to Data Protection Impact Assessments and on data sharing arrangements with an annual commitment to e-training on data protection for staff.
- The potential impact on resources and capacity to administer our role as a Commons Registration Service in order to meet the requirements of the Commons Registration Act 1965 and the Commons Act 2006. (CP1)
- Supporting collaborative arrangements regionally within our existing capacity and resources. Although appropriate arrangements are in place to scrutinise the performance of some joint services, for example for the Joint Education Service, we recognise that there is a need to improve consistency in our approach to how we challenge. This has been particularly the case in relation to the joint Scrutiny of Shared Regulatory Services. To date progress in relation developing and agreeing a joint scrutiny approach has been limited and needs further progression. (CP7)
- Potential increased demand for Environmental Information requests and the impact this is having on existing resources and staff capacity for administering and applying charges for these requests. (CP1)
- Whilst Community Asset Transfers presents opportunities for developing new forms of service delivery, the challenge relates to how we manage those expectations. The role of Democratic Services has been to provide a co-ordination function to the CAT application process, whilst working alongside other divisions to process CAT applications. Now that the revision of the CAT application process is coming to an end and will be submitted to Cabinet for approval, the challenge for Democratic Services is having the capacity to continue to co-ordinate the application process. (CP1)
- Growing requirements of the General Register Office will impact on our capacity to meet our statutory requirements, which in turn could cause reputational damage. For example, greater expectations on us by the GRO with regard to meeting our statutory targets. Meeting these targets becomes particularly challenging for the registration of deaths during the winter months or during bank holiday periods.
- Ensuring the future sustainability of services through building resilience within teams continues to be an ongoing area of development. Building resilience within teams is challenging in a climate where there are rising demands for service and where there is a reliance on small numbers of staff. This is particularly the case in relation to the Democratic and Scrutiny Services Team. We recognise the need for a cost pressure bid for 2019/20 to address this workforce issues through implementing a restructure of the service.(CP2)
- Workforce resilience and capacity within teams remains an ongoing challenge particularly in relation to more specialist functions.

- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with Reshaping Services agenda will remain an ongoing challenge. This requires a shift change in how teams operate and work to enhance greater fluidity and flexibility within roles in response to a changing policy landscape. (CP2)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

No contributory actions have been identified for this Service area in relation to the Corporate Well-being Outcomes and Objectives.

3.2. Integrated Planning Priorities

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

Ref	Integrated Action	Planned activities 2019/20
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.	As part of Tranche 4, continue to support delivery of the Council's reshaping agenda which will include: Identify and review charging policies for non-statutory services and income generation opportunities for the division which will include: • Develop opportunities to enhance existing wedding / ceremonies by offering a wider choice of services. • Develop improved ways of promoting and publicising the Council's weddings and ceremonies offered. • Review and develop opportunities for the provision of information governance advice to key partners. Implement an integrated Registrars service based at Llandough Hospital with the bereavement service at the University Hospital Llandough. Procure and implement a Hybrid Mail system. Contribute to supporting the roll out of Microsoft 365 to Elected Members. Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology. Continue to co-ordinate the CAT transfer process corporately.

Ref	Integrated Action	Planned activities 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.	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Develop the skills of staff within the Democratic Services Team to enable a full interface across the Scrutiny, Committee and Cabinet functions. Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions). Deliver a suite of Member Expo events. Undertake a refresh of the Member Development Strategy.
CP7	Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability.	Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements.

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.

3.3. 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.

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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
19	18.68	13.92	3.98	17.90	2 (10.53%)	100

During 2017/18, 100% of #itsaboutme staff appraisals were completed for Democratic Services which mirrors our performance in the previous year 2016/17. By comparison, in terms of our half year performance (as at September 2018/19), 100% of staff appraisals had been completed for the year.

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

- Managing sickness absence rates. This continues to be an area of development across the division. The average days lost to sickness absence per full time equivalent during 2017/18 (17.90 days per FTE) has deteriorated when compared with 2016/17's reported performance

of 8.29 days per FTE. Long term sickness continues to be more of the dominate issue in the division, as during 2017/18, 13.92 days per FTE were lost due to long term sickness compared to 3.98 days per FTE in terms of short term sickness absence. Equally, long term sickness rates have continued to worsen increasing from 6.44 days per FTE during 2016/17 to 13.92 days per FTE during 2017/18. In terms of our half year performance for 2018/19 (quarter 2), the average number of days sickness absence per full time equivalent has also significantly improved when compared to the same period in the previous year (2017/18). The Service reported a quarter 2 performance of 2.86 days per FTE during 2018/19, compared to 11.86 days per FTE during the same period in the previous year. The majority of sickness absence continues to be long term, as no short term sickness was reported for the division during quarter 2 2018/19 and 2.86 days/shifts per FTE were lost due to long term sickness. This is a significant improvement compare to the same period last year where 9.80 days per FTE were lost due to long term sickness and just 1.46 days per FTE for short term sickness absence. The service continues to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. Any absence places additional pressure on remaining staff to cover these absences as well as their own areas of work. If a trend continues it could have a significant impact on capacity within the service overall. In line with corporate direction, we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

- During 2017/18, Democratic Services had an establishment of 18.68 FTEs compared to 20.18 FTEs during the same time period in 2016/17 indicating a very marginal decrease in the staffing complement within the division. During 2017/18, the service reported an overall turnover rate of 10.53% which is slightly lower to the 2016/17 turnover of 14.63%. In relation to our half year performance for 2018/19 (quarter 2), there was no turnover during the period compared to 10.53% during the same period last year. It remains a priority for Democratic Services to continue to support staff development and succession planning, despite the pressures of budget and staffing reductions.
- The age profile of staff whilst not a cause of concern in the short term, remains a key area of development for the service, as over 72% of employees are between the ages of 45 and 65+. As at September 2018, the age profile of the service is as follows: [0% (65+); 22% (55-64); 50% (45-54); 5.5% (35-44); 17% (25-34); 5.5% (16-24)]. To ensure continued resilience within teams for the long term, there is a need further increase the number of staff within the 16-24 and 25-34 categories especially as staff are approaching retirement. We will continue developing initiatives with a focus on building capacity within specialist areas in order to increase resilience within the service.
- Ensuring the future sustainability of services through building resilience within teams continues to be an ongoing area of development. Building resilience within teams is challenging in a climate where there are rising demands for service and where there is a reliance on small numbers of specialist staff.
- Addressing the age balance of the workforce continues to remain an ongoing challenge for the service to ensure service sustainability both now and in the future.
- We have had mixed success with recruitment across the division. For some areas we have had healthy interest in posts advertised. In some other areas the recruitment picture has been more of an issue. This remains particularly the case in relation to the Democratic Services Team, where recruitment to vacant posts has been problematic.

It is important that we continue to maintain and develop our 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 Democratic Services 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:

- Build resilience in our workforce through, in relation to reviewing the structure of the Democratic Services Team in relation to its Executive and Non-Executive function to meet the workforce challenges we face as a service.
- Further develop role flexibility within teams, with an increased emphasis on building resilience in relation to both the Scrutiny and Cabinet functions.

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 2019/20 are outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets remains an ongoing issue.
- Strengthening our data governance arrangements and online security in line with GDPR requirements and having the resource and capacity to provide an advisory function to other service areas.
- Maximising opportunities to promote digital engagement with Elected Members.

Our key areas of focus for 2019/20 are:

- Consolidating our data governance arrangements in relation to GDPR by undertaking refresher training for all relevant staff.
- Support delivery of the Digital Strategy by working with ICT to support Elected Members to use Microsoft 365.
- Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology.

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.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.
- Expectations of partners are at odds with the Council's priorities and transformation agenda.
- Inability to deliver key collaborative projects due to a lack of agreement on the consensual way forward.
- Challenges associated with establishing regionalised approach to scrutiny for key collaborative arrangements such as the SRS.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	**Brief Description of the Purpose and intended outcomes of the partnership/ collaborative activity**	**Planned Activity for 2019/20**
Joint Scrutiny arrangements associated with the Cardiff	To explore and develop joint scrutiny arrangements for the	Bridgend are the host authority for operating the City Deal

Name of Collaboration	Brief Description of the Purpose and intended outcomes of the partnership/ collaborative activity	Planned Activity for 2019/20
Capital Region City Deal. The Cardiff Capital Region City Deal regional partners are made up of 10 local authorities in the South East region.	Cardiff Capital Region City Deal.	Scrutiny arrangements. No actions have been identified for 2019/20 relevant to Democratic Services at this stage.

Consultation and Engagement
The Division actively engages with stakeholders and service users regarding the quality of service delivery and how we shape future services.

Our annual programme of consultation for 2019/20 is outlined below. Further details on the consultations including the key findings and outcomes will be available in the Engagement Hub.

Consultation Activity Planned 2019/20
Consultation with members of the public who have participated in (public speaking) at the Planning Committee and Scrutiny Committees.
Registration Services satisfaction survey.
Member Scrutiny satisfaction survey.

Finance
The estimated base budget for our service area for 2019/20 is £769,000 which includes the following savings and cost pressures identified for the year.

- Members Printing (reduction in printing) - £2k
- Review of Lease - £3k
- Fees and charges (inflationary uplift) - £8k
- Reduced postage due to hybrid mail - £6k (allocated against Legal, Electoral and Democratic Services)
- A Third Party saving of £12k has also been identified which has been allocated against Legal, Electoral Registration and Democratic Services.

The service also faces a cost pressure in 2019/20 of £50k in relation to restructuring of Democratic Services. Recent changes within the staff dynamic of the Democratic Services Team has increased pressure on our capacity to meet the increasing demands of the work. A restructure within the section will enable us to add greater capacity and resilience to the team and allow us to meet the business needs of the service.

Risk Evaluation
Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	**Link to Corporate Risk**	**Residual Risk (as at April 19)**			**Forecast direction of travel**	**Mitigating actions planned for 2019/20**
		L	**I**	**R**		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated the Reshaping Programme and meet savings targets.	CR1: Reshaping Services	2	2	4	⟷	As part of Tranche 4 continue to support delivery of the Council's reshaping agenda. (CP1) Identify and review charging policies for non-statutory services and income generation opportunities for the division which will include: • Developing opportunities to enhance existing wedding / ceremonies by offering a wider choice of services. • Developing improved ways of promoting and publicising the Council's weddings and ceremonies offered. • Review and develop opportunities for the provision of information governance advice to key partners. Implement an integrated Registrars service based at Llandough Hospital with the bereavement service at the University Hospital Llandough. (CP1) Procure and implement a Hybrid Mail system. (CP1)
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable	CR6: Workforce	2	2	4	⟷	Review and implement a restructure within Democratic Services (relating to Executive and Non-Executive functions). (CP2) Develop the skills of staff within the Democratic Services Team to enable a full interface across the Scrutiny, Committee and Cabinet functions. (CP2)

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
services both now and in the future.						
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR7: Information Security	2	2	4		Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology (CP1). Undertake refresher on GDPR and information sharing training for all relevant staff. Review the Vale of Glamorgan's Retention Policy.
Failure to comply with the Corporate Safeguarding Policy and the requirements associated with the Safer Recruitment Policy.	CR11: Safeguarding	1	3	3		No further mitigating actions identified.
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	CR14: Contract Management	1	3	3		No further mitigating actions identified.
Failure to provide support to Elected Members to fulfil their roles and responsibilities effectively.	N/A	1	3	3		Delivery of a suite of Member Expo events. Undertake a refresh of the Member Development Strategy.

Risk description	Link to Corporate Risk	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to statutory requirements of the General Register Office and the associated reputational damage to the Council.	N/A	1	3	3	⇔	Produce an Annual Performance Plan in response to GRO requirements.
Inability to put in place robust Scrutiny mechanisms to support good governance.	N/A	2	2	4	⇔	Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements. (CP7).

The mitigating actions aligned to our risks identified above are included in our action plan at Appendix A and Appendix B to ensure the on-going monitoring of corporate and service level risks.

Risk Key

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 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Appendix B

Democratic Services Action Plan 2019/20

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1	As part of Tranche 4, continue to support delivery of the Council's Reshaping Services Agenda.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C, P	April 2019-March 2020	Jeff Rees Within existing resources.
CP1	Identify and review charging policies for non-statutory services and income generation opportunities for the division which will include: • Developing opportunities to enhance existing wedding / ceremonies by offering a wider choice of services. • Developing improved ways of promoting and publicising the Council's weddings and ceremonies offered. • Review and develop opportunities for the provision of information governance advice to key partners.	Additional charging and income generation opportunities are identified and agreed.	LT I IV C P	April 2019-March 2020	Jeff Rees Within existing resources.
CP1	Implement an integrated Registrars service based at Llandough Hospital with the bereavement service at the University Hospital Llandough.	Enhanced integration enables relatives to be able to access bereavement services as well as Register a death at the same time and location.	LT I IV C P	April 2019-March 2020	Tania Carter Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1	Procure and implement a Hybrid Mail system.	Hybrid Mail system is implemented as leading to a reduction in outgoing mail costs.	LT I P	April 2019-March 2020	Jeff Rees Within existing resources.
CP1 IT	Contribute to supporting the roll out of Microsoft 365 to Elected Members.	Elected Members effectively use Microsoft 365.	LT I IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP1 IT CR7	Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology.	Reduction in costs associated with retention of records.	LT I IV C P	April 2019-March 2020	Jeff Rees/Tim Cousins Within existing resources.
CP1	Continue to co-ordinate the CAT transfer process corporately.	Delivery of cost-effective and sustainable council services into the longer term.	LT I IV C P	April 2019-March 2020	Karen Bowen Within existing resources.
CP2	Review and strengthen the performance management arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2019/20 targets.	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP2 CR6	Develop the skills of staff within the Democratic Services Team to enable a full interface across the Scrutiny, Committee and Cabinet functions.	Build a more resilient and stable workforce as part of the succession planning process.	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP2 CR6	Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions).	Build a more resilient and stable workforce	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2	Deliver a suite of Member Expo events.	Member Expo events reflect the collective and individual training/development needs of Member whilst also addressing emerging priorities and legislative change.	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP2	Undertake a refresh of the Member Development Strategy.	Member Development Strategy is 'fit for purpose' to enable us to effective support our Elected Members to fulfil their roles and responsibilities effectively.	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP7	Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements.	Increased co-ordination between the Council's Cabinet and Scrutiny functions.	LT I IV C P	April 2019-March 2020	Jeff Rees Within existing resources.
IT CR7	Undertake refresher training on GDPR and information sharing for all relevant staff.	All staff and Elected Members are aware of their responsibilities in relation to GDPR and information sharing.	LT IV P	April 2019-March 2020	Tim Cousins Within existing resources.
CR7	Review the Vale of Glamorgan's Retention Policy.	Ensure the Retention Policy is robust and fit for purpose and compliant with current legislative requirements relating to the retention of personal data and documentation.	LT IV P	April 2019-March 2020	Tim Cousins Within existing resources.
	Produce an Annual Performance Plan in response to the General Register Office requirements.	Effective compliance with our statutory duties associated with the General Register Office responsibilities.	LT IV P	April 2019-March 2020	Tania Carter Within existing resources.

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
2019-2020

Service Area	**Legal Services**
Head of Service	Debbie Marles
Director	Rob Thomas
Cabinet Member	Cllr. Hunter Jarvie Deputy Leader and Cabinet Member for Regulatory and Legal Services
Scrutiny Committee	Corporate Performance & Resources

www.valeofglamorgan.gov.uk

1. Introduction

Legal Services forms part of the Resources Directorate. It undertakes a wide range of statutory duties, together with providing a high quality legal advice and support service to the Council and its directorates, to enable effective/informed decisions to be made to meet the Council's priorities as set out in the Corporate Plan. The Service is also responsible for overseeing and managing the Electoral Registration Service.

The Monitoring Officer / Head of Legal and Democratic Services has a number of roles including line management of the Operational Manager – Legal Services and Operational Manager – Democratic Services; providing a professional steer to the Information Manager and is the Council's Returning Officer and Electoral Registration Officer. Additional statutory roles include that of Monitoring Officer, Proper Officer for Access to Information, Proper Officer for Freedom of Information Act appeals and the Senior Responsible Officer for the regulation of investigatory powers.

This Service Plan solely deals with functions falling within Legal Services, with a separate Service Plan addressing Democratic Services.

1.1 What we do – Legal Services

Legal Services undertakes a number of key roles for the Council, providing an efficient and effective legal service to internal client departments and providing cost-effective, timely and accurate legal advice to Members and Officers in order to support their decision making whilst ensuring effective representation in legal proceedings. Legal Services is accredited by the Law Society's Lexcel legal practice quality mark for excellence in legal practice management and excellence in client care. Its management framework ensures consistent operational efficiencies, client services, effective management of risk, reduction in costs and increase in profitability. Annual inspection is undertaken by the Solicitors Regulation Authority. The quality assurance system is in place to ensure that the Team delivers high quality standards and excellent levels of service at all times.

Forming part of Legal Services, the Electoral Registration Team is responsible for ensuring that the Register of Electors is maintained and co-ordinates all elections within the Vale of Glamorgan.

Legal Services broad functions include:

- Updating the Register of Electors including the maintenance of an Absent Voters and Overseas and Special Category Electors lists as well as publishing the revised Register of Electors annually;
- Undertaking an annual canvass of properties in the Vale of Glamorgan including house visits to increase registration;
- Overseeing / administration of UK Parliamentary elections, Welsh Assembly elections, Police and Crime Commissioner elections, European elections, County/Local Government elections, Town/Community elections, referendums, community polls and NNDR postal ballot bids;
- Undertaking polling district, place and station reviews;
- Undertaking the Returning Officer and Electoral Registration Officer statutory duties;
- Undertaking the Monitoring Officer and designated Proper Officer roles including Proper Officer for Access to Information and Freedom of Information Act;
- Providing guidance to Members regarding the Members' Code of Conduct and advising both Members and Officers on the Council's Constitution;
- Supporting the Standards Committee in undertaking its statutory functions;

- Overseeing the strategic provision of an efficient comprehensive legal service that is responsive to client's needs and proactive in protecting the Council's legal position and supporting corporate policy making;
- Providing legal advice in respect of all community services and education matters including adult community services, childcare and mental health;
- Conducting both claimant and defendant litigation on behalf of the Council across various civil and criminal jurisdictions, providing planning and highways advice, including representation at planning, highways and compulsory purchase order inquiries, criminal prosecutions and civil proceedings brought by the Council including conducting regulatory prosecutions on behalf of the Council within the context of the regulatory services collaboration and defending challenges brought against the Council by way of Judicial Review.;
- Providing generic advice and Monitoring Officer Support to the Shared Regulatory Services as host authority, advising and assisting the Licensing Committee (Public Protection, Statutory and Sub-Committee) and the Shared Regulatory Services Joint Committee:
- Providing employment law advice in respect of Council policy including advice for the appeals committee, representing the Council in respect of employment claims and delivering administrative support to the Legal Services Team, including the production and management of client billing reports;
- Providing legal advice in respect of the implementation of new legislation in protecting the Council's legal position, supporting corporate policy making; and providing legal advice in relation to partnership working;
- Undertaking the Council's conveyancing, landlord and tenant work and the negotiation and drafting of contracts for goods and services including an advice service in relation to contract and property law generally, and in relation to local government law, charities, contracts, land issues, compulsory purchase, landlord and tenant, housing matters and town and village green applications and legal advice and professional steer on the City Deal project;
- Providing advice on Council, Cabinet, and Committee reports and determining whether such reports contain exempt information for the purposes of the Local Government Act 1972; and
- Business Partnering in the context of Reshaping, Commercial Conveyancing Projects and Gateway meetings (Children and Young People's Services).

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 coming year and how we will manage our resources to deliver them. 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 service.
- **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 that all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the Well-being Goals is highlighted throughout our Service Plan.

1.3 Developing Our Plan

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

- The Annual Service 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;
- Taking into account implications for the service arising from new legislative developments such as: the Well-being of Future Generations (Wales) Act 2015, Social Services and Wellbeing (Wales) Act 2014, Renting Homes (Wales) Act 2016, the Regulation and Inspection of Social Care (Wales) Act 2016, the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and the proposed Local Government Bill.
- The Council's Corporate Safeguarding Policy.

1.4 How We Work - Sustainable Development

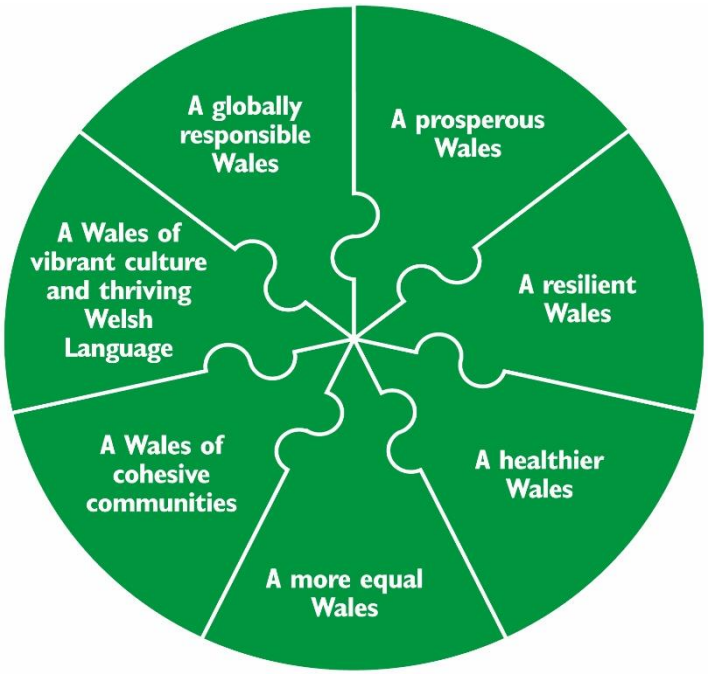
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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. The chart below shows that Housing and Building Services contributes to all seven Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plan at Appendix A.



2. Our Challenges in 2019/20

Legal Services continues to face unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- Ensuring appropriate resource to deliver the level of transformational change required as part of the Reshaping Services Agenda and ensuring appropriate resourcing for Reshaping Services projects in order to achieve required change. **(CP1)**
- Ensuring we have sufficient resource and capacity to meet new legislative requirements with particular reference to the Well-being of Future Generations Act, Additional Learning Needs and Education Tribunal (Wales) Act 2018, the Housing Bill and the Welsh Language Act and the challenges these pose for delivering services on reducing budgets**.(CP2)**
- Managing client expectations in a climate of diminishing resources across the Council remains a challenge within Legal Services. **CP2**
- Maintaining our focus on effectively managing sickness absence in line with corporate directive. **(CP2).**
- Being particularly mindful of the demographics of staff working within legal services we must continue to maintain our focus on effective workforce planning and developing succession planning, this will ensure we are best placed when vacancies arise within the department. **(CP2)**
- 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 and ensure resilience within the workforce, whilst encouraging self-development. **(CP2)**
- Ensuring appropriate resilience to meet the challenges posed by the threat of Judicial Review where litigation remains high by Claimants seeking to challenge decision making by the Council leading to a greater demand for legal service. **(CP2)**
- Generating income remains a challenge for Legal Services due to temporary vacancies in the establishment impacting upon our capacity to attract income and the lack of guarantee of instructions being received from external sources. **(CP1)**
- Supporting Social Services in relation to its statutory duties in accordance with the Social Services and Well-being (Wales) Act 2014 and other legislation. For example; supporting Adult Services Safeguarding in regard to the on-going risk posed by the challenge of Deprivation of Liberty (DOL's) ahead of implementation of new legislation which should see the implementation of a new Parliamentary Bill, based on the Liberty Protection Safeguards Model as developed by the Law Commission. **(AH7)**
- Supporting the "Review of electoral arrangements for the Vale of Glamorgan Council" by the Local Democracy and Boundary Commission for Wales which will commence in May 2019 and continue throughout 2019/20. This is an additional requirement to on-going workloads within a small team.
- The roll out of case management software and implementation of a Legal Portal in liaison with the Courts subject to this being progressed by the Court during 2019/20. The challenge for us will be the change of internal systems and procedures to meet the requirements of the Court and the subsequent impact on resource required to impellent these changes.

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

Legal Services provides legal advice to assist client departments to 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	2019/20 Activities
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER01	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone.	Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal).
	O3: Promoting regeneration, economic growth and employment	ER03	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 (*Link road is now completed subject to the conclusion of the s.38 agreement).* • Links between Penarth Haven and the Town Centre. (*Section 106 spend -Penarth Heights).*	Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone. Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects.
	O3: Promoting regeneration, economic growth and employment	ER04	Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.	Provide legal advice, guidance and support on legal matters in relation to transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.

	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane.	Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane.
	O4: Promoting sustainable development and protecting our environment	ER14	Work with partners to continue the regeneration of Barry Island and promote the development of land at Nell's Point for tourism and leisure purposes.	Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island. (Ongoing instructions being received).
WBO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC08	Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry.	Provide legal advice, guidance and support on legal matters in relation to secondary school provision in Barry and the 21st century schools project. (Ongoing instructions being received).
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH7	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 - Performance measures	Provide legal advice and support on legal matters in relation to implementing new ways of working arising from the Social Services Well-being (Wales) Act 2014 with a particular focus on Provision of information - Advice and assistance services - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures - Charging (debt recovery) - Direct Payments provision - Pooled Funds

3.2. Integrated Planning Priorities

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

Ref	Action	2019/20 Activities
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.	Contribute to the preparatory work to identify £821k savings required for the Resources Directorate in 2019/20. Contribute to Third Party savings for 2019/20 identified in the sum of £12k against Legal, Electoral Registration and Democratic Services budgets. Identify opportunities and review existing arrangements for charging for legal services (where permissible and subject to available capacity) in line with the Councils Income Generation and Commercial Opportunities Strategy. Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to. Conclude review and consultation of Catalina at the Waterfront Barry. Roll out the transition to Cloud solution (Winscribe). Finalise the review of the case management software (considering other software including that used by other Authorities). Work with Her Majesty's Courts Tribunal Service as part of their Reform Programme to adopt a Legal Portal (when finalised) in liaison with the Courts regarding use of electronic court bundling. Procure contract commissioning in relation to the electronic legal resource library along with other regional Local Authorities. Explore opportunities with neighbouring Councils to insource enforcement/environmental litigation work. Undertake contract discussions with the Head of Finance and the Council's appointed insurers to explore opportunities to further increase the insourcing of the PI/litigation legal work.
CP2	Align the workforce plan to the Reshaping Services strategy, ensuring staff have	Continue to effectively manage sickness absence in line with corporate directive.

Ref	Action	2019/20 Activities
	the necessary skills and training to adapt to the changes in how services are planned and delivered.	Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change. **(CR1)** Deliver workforce planning with a focus on alternative service delivery and workforce implications. **(CR5)** Develop succession planning arrangements to address issues associated with reliance on small numbers of key staff. **(CR5)** Continue to focus on up-skilling and developing skill sets across all teams within Legal Services and encourage self-development. **(CR5)** Ensure appropriate resilience and staff skill sets to meet the challenges posed by the threat of Judicial Review. Maintain Solicitors Regulation Authority Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs. Provide training on the Members' Code of Conduct and governance to new members including co-opted member (as and when required).

Appendix A contains the detailed activity plan which outlines the actions we will undertake in the coming year to deliver our 2019/20 priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

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.

3.3. 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 2019/20, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 4 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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
30	27.32	0	2.25	2.25	2 (6.67%)	100

During 2016/17, 2017/18 and 2018/19, 100% of #itsaboutme staff sessions were consistently completed.

The key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of focus within the service area. Whilst long term sickness decreased from 0.21 days per full time employee (FTE) in 2016/17 to 0 in 2017/18, short term sickness has increased from 1.58 days FTE to 2.25 in 2017/18.
- Sickness levels are better than both the Directorate (5.80 FTE) and Council (8.90 FTE) targets for 2017/18.
- Based on current data at Q2 2018, a total average of 1.44 FTE days were lost to sickness absence during the first 6 months of 2018/19 which is higher than the same period last year (0.52 FTE).
- As at September 2018, the age profile of the service was as follows: [0% (65+); 26% (55-64); 29% (45-54); 23% (35-44); 19% (25-34) and 3% (16-24)]. In order to address this disparity, Legal Services has had a programme which has been in place for 11+ years for appointing trainee solicitors.
- The Legal Services workforce has remained fairly static, with low levels of turnover. As at 2017/18, the service had an establishment of 30 FTEs compared to 31 FTEs during 2016/17. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- 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.
- Challenges and position at January 2019: Resignation of the Principal Lawyer/Team Leader Community Services with effect from 22nd November 2018. The team undertakes the Council's Children's Services, Education and Adult Services legal work, all front line services. The Team also contribute to the Council's Income Generation strategy in undertaking child care work on behalf of Cardiff Legal Services. The new Team Leader was expected to take up the post on 9th January 2019 however declined the position during early January 2019; temporary acting up arrangements have been put in place in the Team to assist with addressing the vacancy at Team Leader level. A child care paralegal has been appointed into the Team; however the Assistant Lawyer post in the Community Services Team is vacant as a result of promotion of the former Assistant Lawyer to a Senior Lawyer post in the Litigation and Business Support Team.

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for Legal Services 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:

- Continuing to effectively manage sickness absence in line with corporate policy.
- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.

- Ensuring appropriate resilience and skills set to meet the challenges posed by the threat of Judicial Review where litigation remains high by claimants seeking to challenge decision making by the Council leading to a greater demand for legal service.
- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
- Developing succession planning arrangements to address issues associated with reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staff over the coming years.
- Transferring expertise and skills in certain areas such as education, adult social services and procurement to increase resilience across the team.

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 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

The key ICT issues impacting on the service are:

- The reliability of connectivity when remote working.

Our key areas of focus for 2019/20 are:

- Roll out the transition to Cloud solution (Winscribe);
- Finalise the review of the case management software in May 2019, with other software being considered including that used by other Authorities;
- Work with Her Majesty's Courts Tribunal Service as part of their Reform Programme to adopt a Legal Portal (when finalised) in liaison with the Courts regarding use of electronic court bundling;
- Upgrade to Windows 10 across Legal Services in line with corporate timetable to include compatibility with TRIM and other software.

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.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.
- Expectations of partners are at odds with the Council's priorities and transformation agenda.
- Inability to deliver key collaborative projects due to a lack of agreement on the consensual way forward.
- A regionalised approach could impact negatively on local service delivery.
- A lack of willingness to work in partnership.
- Ensuring appropriate resilience in the service including a focus on up-skilling and developing flexibility in skill sets across all teams within the service to meet the challenges posed by collaboration.
- Continue to support collaboration activity in order improve services for customers and support the Council's reshaping agenda.

Highlighted below are our planned activities for the coming year.

Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Continued legal advice work for Cardiff Legal Services in respect of their childcare work.	Community service team continue to undertake legal advice work for Cardiff Legal Service in respect of Childcare work as and when required.	Continue to undertake legal advice/advocacy Childcare work for Cardiff Legal Services as and when required (subject to sufficient capacity).
Employment law advice provision under the shared services agreement to regional Councils.	Provision of Employment law advice formerly to Neath Port Talbot Council under the shared services agreement.	Continue to explore opportunities in regard to the provision of employment law advice to Councils under the shared services agreement.
Continue to explore shared service opportunities and income generation with other local authorities, Town and Community Councils and third parties.	To explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	Explore opportunities with neighbouring Councils to insource enforcement/environmental litigation work.
'Out of hours' legal service on behalf of Cardiff Council.	Provision out of hours service on behalf of Cardiff Council.	The provision of this service by the Community Services Team will continue during 2019/20.
Drafting of Tree Preservation Orders for Merthyr Council.	To continue to explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	Undertake any necessary work required by Merthyr Tydfil Council in respect of the provision of advice and drafting of the Council's Tree Preservation Orders. Explore opportunities to work with other Councils.
Insourcing of the PI/Litigation legal work (cases with a damages claim value of up to £75k) has potential for further insourcing of additional work subject to due diligence.	In line with the Council's Commercial Opportunities and Income Generation Policy the PI/Litigation legal work has continued to be insourced to Legal Services (since 2015) up to a value of £75K resulting in a reduction in third party spend on external solicitors appointed by the Council's insurers Zurich.	Undertake contract discussions with the Head of Finance and the Council's appointed insurers to explore opportunities to further increase the insourcing of the PI/litigation legal work.
Continued membership of the South East Wales Legal Consortium.	To explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	Procure contract commissioning in relation to the electronic legal resource library.
Legal Portal HMCTS	To continue to explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	Continue to work with HMCTS as part of the Courts Reform programme to adopt a Legal Portal developed by the Court Service.

Consultation and Engagement
We support all Directorates in ensuring that they are engaging with key stakeholders in accordance with legal requirements.

Finance
The estimated base budget for 2019/20 for Legal Services is £1,428,000 and £492,000 for Electoral Registration which takes into the account the savings identified below.

- Software Savings (from the introduction of new software in Electoral Registration) - £5k
- Legal income (income generation) - £5k
- Third Party Spend (savings from external procurement) - £12k
- Hybrid Mail savings from reduced postage - £6k (split between Legal, Electoral Registration and Democratic services).

Risk Evaluation
Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of key risks that pose a threat to our service. Some of the risks identified may be specific to service delivery whereas other risks can be aligned to a corporate risk. Where this is the case, these are identified within the table.

For risks that require further mitigation, actions have been identified and planned for delivery in 2019/20. Not all risks will necessitate a mitigating activity as they will already be effectively managed through current controls, already in place.

Risk description	**Link to Corporate Risk (Yes/No)**	**Residual Risk (as at April 19)**			**Forecast direction of travel**	**Mitigating actions planned for 2019/20**
		L	**I**	**R**		
Failure to meet savings targets and identify new ways of working to maximise opportunities and deliver alternative service models associated with the Reshaping Programme.	CR1: Reshaping Services	2	2	4		Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities.	CR5: Workforce	2	2	4		Deliver workforce planning with a focus on alternative service delivery and workforce implications. Develop succession planning arrangements to address issues associated with reliance on small numbers of key staff.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to implement adequate ICT management system and financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR6: Information Security	2	3	6		No further mitigating actions identified.
Failure to put in place appropriate safeguards for children and young people and adults and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	CR10: Safeguarding	2	4	8		No further mitigating actions identified.
Failure to execute contracts required in line with Council Standing Orders.	CR13: Contract Management	1	1	2		No further mitigating actions identified.
Failure to support the Council's services in responding to the implications of new and emerging legislation.	N/A	2	3	6		No further mitigating actions identified.
Loss of experienced staff and knowledge impacting on service delivery and the Council's Reshaping Agenda.	Linked to CR5	4	3	12		Continue to focus on up-skilling and developing flexibility in skill-sets across all teams within Legal Services and encourage self-development.
Inability to recruit and retain suitably qualified staff in key areas.	N/A	2	3	6		No further mitigating actions.
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	N/A	2	2	4		No further mitigating actions.

The mitigating actions aligned to our risks identified above are included in our action plan at Appendix A and Appendix B to ensure the on-going monitoring of corporate and service level risks.

Risk Key

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 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Appendix A

Legal Services Action Plan 2019/20

Well-being Outcome 2: An Environmentally Responsible and Prosperous Wales	**Objective 3: Promoting regeneration, economic growth and employment**

Well-being Goals	**A Resilient Wales (RW)**	**A Healthier Wales (HW)**	A More Equal Wales (EW)	**A Wales of Cohesive Communities (WCC)**	A Wales of Vibrant Culture & Thriving Welsh Language (VCWL)	**A Prosperous Wales (PW)**	**A Globally Responsible Wales (GRW)**

Our ways of working	**Long Term (LT)**	**Integrated (I)**	**Involving (IV)**	**Collaborative (C)**	**Preventing (P)**

Ref	**Action**	**Outcome & Key Milestone 2019/20**	**Contribution to the Well-being Goals**	**Integration with the 5 Ways of Working**	**Start / Finish date**	**Responsible Officer / Resources required**
ER01	Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal) – ongoing instructions being received.	Delivery of Projects in line with approved Business Plan.	PW RW WCC	LT I C IV P	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.
ER03	Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone.	Greater interest in the Enterprise Zone, with greater prospects of new and improved job creation.	PW RW WCC HW	LT I C IV P	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Ref	Action	Outcome & Key Milestone 2019/20	Contribution to the Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER03	Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects Ongoing instructions being received.	Legal advice and support facilitates progress in relation to key Council regeneration projects.	PW RW EW WCC GRW VCWL	LT I C IV P	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.
ER04	Provide legal advice, guidance and support on legal matters in relation to transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.	Legal advice and support facilitates progress in relation to key Council regeneration projects.	PW RW WCC HW EW	LT I C IV P	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Well-being Outcome 2: An Environmentally Responsible and Prosperous Wales	Objective 4: Promoting sustainable development and protecting our environment

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2019/20	Contribution to the Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
ER10	Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane. Ongoing instructions being received	Contract works progressed.	PW RW WCC	LT I IV C LT	01/04/2019 – 31/03/2020	Victoria Davidson / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.
ER14	Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island. Ongoing instructions being received.	Co-ordinated approach to development of Barry Island resort enables maximum benefits for the Vale residents and improved tourism visits.	PW RW HW CC VCWL GRW	LT I IV C LT	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement

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 2019/20	Contribution to the Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC08	Provide legal advice, guidance and support on legal matters in relation to secondary school provision in Barry and the 21st century schools project. Ongoing instructions being received.	School Modernisation Programme remains on track ensuring schools in the Vale meet 21st century standards and expectations. New schools within the Vale which are fit for purpose, in the right place, meet pupils' needs and become a resource which communities can fully utilise.	PW RW EW HW VCWL GRW	LT I IV C LT	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living

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 2019/20	Contribution to the Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH07	Provide legal advice and support on legal matters in relation to ongoing project work under the Social Services Well-being (Wales) Act 2014 with a particular focus on Provision of information - Advice and assistance services - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures - Charging (debt recovery) - Direct Payments provision - Pooled Funds.	Provision of legal advice, guidance and support on legal matters in line with the new ways of working and the requirements Social Services Well-being (Wales) Act, including charging (debt recovery), Direct Payments, and Pooled Funds.	PW HW EW WCC	LT I IV C P	01/04/2019 – 31/03/2020	Victoria Davidson / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Appendix B

Integrated Planning

Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1	Contribute to the preparatory work to identify £821k savings required for the Resources Directorate in 2019/20.	Proposals for making the required levels of savings are agreed and ready for implementation.	LT P	01/04/2019 – 31/03/2020	Debbie Marles / Existing resources.
CP1	Contribute to Third Party savings for 2019/2020 identified in the sum of £12k against Legal, Electoral Registration and Democratic Services budgets.	Proposals for making the required levels of savings agreed for implementation.	LT P	01/04/2019 – 31/03/2020	Debbie Marles / Existing resources.
CP1	Identify opportunities and review existing arrangements for charging for legal services (where permissible and subject to available capacity) in line with the Councils Income Generation and Commercial Opportunities Strategy.	Explore opportunities and review arrangements to charge for legal services to generate income in line with corporate strategy. Potential opportunities identified and progressed. Income generation opportunities maximised.	LT P	01/04/2019 – 31/03/2020	Debbie Marles / Existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1	Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	Legal support /advice inform decisions on reshaping projects.	LT P IV I	01/04/2019 – 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.
CP1	Conclude review and consultation of Catalina at the Waterfront Barry.	Subject to consultation the potential reallocation of properties in the district/ward.	LT C I IV	01/04/2019-31/03/2020	Debbie Marles / Existing resources.
CP1 IT	Roll out the transition to Cloud solution (Winscribe).	• Improved accessibility and securing storage savings • Legal agreement entered into with Provider	LT P	01/04/2019 - 30/09/2019	Victoria Davidson/ Existing Resources
CP1 IT	Finalise the review of the case management software (considering other software including that used by other Authorities).	Replacement options identified for Legal Services Software. Demonstrations arranged for January/February 2019. Consider compatibility with TRIM/other software and HMCTS development of legal portal in line with their Reform programme.	LT P C	01/04/2019-31/05/2020	Victoria Davidson / Existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 IT	Work with Her Majesty's Courts Tribunal Service as part of their Reform Programme to adopt a Legal Portal (when finalised) in liaison with the Courts regarding use of electronic court bundling.	Work will be completed in line with the requirements of HMCTS Reform Programme.	LT I C P	01/04/2019- 31/03/2020	Victoria Davidson / Grant funding to be explored alternatively existing resources.
CP1 C	Procure contract commissioning in relation to the electronic legal resource library along with other regional Local Authorities	Tendering process undertaken jointly with other interested Local Authorities within the South East Wales Legal Consortium Legal agreement entered into with Provider	LT P IV C I	01/06/2019 – 31/12/2019	Debbie Marles/ Existing Resources
CP1 C	Explore opportunities with neighbouring Councils to insource enforcement/environmental litigation work.	Increased Income Working arrangement agreed	LT P IV C I	01/04/2019 – 31/09/2019	Victoria Davidson / Existing Resources
CP1 C	Undertake contract discussions with the Head of Finance and the Council's appointed insurers to explore opportunities to further increase the insourcing of the PI/litigation legal work.	• To extend the volume of pi/litigation legal work insourced. • To secure additional savings for the Council by reducing the use of private sector solicitors	LT P C	01/04/2019 – 31/09/2019	Victoria Davidson/ Existing Resources
CP2 W	Continue to effectively manage sickness absence in line with corporate directive.	Sickness absence managed in line with Council's Sickness Absence Policy.	LT P IV	01/04/2019 – 31/03/2020	Debbie Marles / Existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR1	Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change.	• Ensure the Council's Reshaping Programme is delivered efficiently and to time. • Increase capacity in-house. • Learn from external support and increase internal Legal Service resilience.	LT P IV, I C	01/04/2019 – 31/03/2020	Debbie Marles/Existing Resources (Legal Services and Client Services)
CP2 CR5	Deliver workforce planning with a focus on alternative service delivery and workforce implications.	• Explore alternative service delivery • Increase skillsets to develop in-house capacity • Improve efficiency	LT P I	01/04/2019 – 31/03/2020	Victoria Davidson/ Existing Resources
CP2 CR5	Develop succession planning arrangements to address issues associated with reliance on small numbers of key staff.	Support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staff over the coming years.	LT P I IV	01/04/2019 – 31/03/2020	Victoria Davidson/ Existing Resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR5 SR	Continue to focus on up-skilling and developing skill sets across all teams within Legal Services and encourage self-development.	To ensure resilience and a delivery of an effective legal services at a time of increasing demand. Identify and address gaps in knowledge through greater emphasis on self-assessment in the context of continuing competence. Identify means of transferring skills and knowledge base.	LT P I IV	01/04/2019 – 31/03/2020	Victoria Davidson / Existing resources.
CP2 W	Ensure appropriate resilience and staff skill sets to meet the challenges posed by the threat of Judicial Review.	• Increase skill sets in-house to develop capacity. • Share knowledge and experience within Legal Services and across the Council. • Utilise Counsel at key stages of individual matters.	LT P	01/04/2019 – 31/03/2020	Victoria Davidson/ Existing Resources and Client Department Resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 W	Maintain Solicitors Regulation Authority Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs.	Maintain the continuing competence process in line with Solicitors' Regulation Authority (SRA) requirements. Reflect on practice and identification of training needs and how these might be addressed. Record and reflect on training undertaken. Dissemination of training undertaken in line with corporate needs. Review SRA options followed by consultation and implementation. Establish arrangements for monitoring.	LT P IV C I	01/04/2019 – 31/03/2020	Victoria Davidson / Existing resources.
CP2 W	Provide training on the Members' Code of Conduct and governance to new members including co-opted member (as and when required).	Councillors maintain the highest standards of conduct in line with the Code.	LT I P	01/04/2019-31/03/2020	Debbie Marles / Officer time/existing resources.

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	Report on the 'covert activity' undertaken by the Council pursuant to the Regulation of Investigatory Powers Act 2000.	Full disclosure of the number of RIPA authorisations reported in line with statutory requirements.	LT P	01/04/2019 – 31/03/2020	Debbie Marles / Existing resources.
	Work with Local Democracy and Boundary Commission's for the Principal Area Review commencing in April/May 2019.	Undertake preparation for the Local Boundary Commission's review for the principal area in conjunction with Local Democracy Boundary Commission for Wales	LT C P	31/12/2019-31/03/2020	Debbie Marles / Existing resources.
	Deliver the Canvass for 2019.	Accurate and up to date electoral register for households in the Vale of Glamorgan.	LT C I	01/07/2019 – 01/12/2019	Debbie Marles / Existing resources.
	Publicise the revised electoral register on the 1st December 2019.	Updated electoral register for households in the Vale of Glamorgan is publically available to all stakeholders.	LT C I	01/12/2019	Debbie Marles / Existing resources.
	Complete an Absent Voters Refresh between January and March 2020.	Accurate and up to date electoral register for households in the Vale of Glamorgan.	LT C I	01/01/2020 – 31/03/2020	Debbie Marles / Existing resources.

Appendix 3

Integrated Planning

Corporate Performance & Resources Scrutiny Committee

Contributions from other service areas to the Corporate Health Priorities: Service Plan Actions 2019/20

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP1	Housing and Building Services	Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	To ensure a sustainable facilities management service is in place which is fit for purpose.	LT P IV	01/04/2019-31/03/2020	Andrew Treweek. Existing resources – In budget.
CP1 CR13 CR14	Housing and Building Services	Explore and identify the use of appropriate software solutions across Housing and Building Services.	Review current software and identify needs. Procurement of identified modules followed by implementation of new software.	LT P IV	01/04/2019-31/03/2020	Andrew Treweek. Existing resources.
CP1 W C	Housing and Building Services	Explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	To develop apprenticeships and skill sets within the wider construction work force. Potential to engage tenants into a skills	LT P IV I C	01/04/2019-31/03/2020	Andrew Treweek. In budget and with CVC.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
			programme. Identify a suitable development site which can be used to develop a joint apprentice-training programme for construction.			
CP1	Housing and Building Services	Contribute to the Council's Digital Strategy by improving quality and range of housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service.	Phased roll out the Housing rent self service module. Pilot Housing repairs self-service module Promotion of the tenant portal to increase take up of on line service	LT P IV I	01/04/2019-31/03/2020	Pam Toms. In budget
CP1	Housing and Building Services	Complete a strategic review of the CCTV service.	To provide the Vale with options for the future delivery of CCTV.	LT P	01/04/2019-31/03/2020	Deb Gibbs. Existing Resources - In budget.
CP1/W CR5	Housing and Building Services	Restructure Building Services.	Align the service within the context of changing business requirements in line with the reshaping agenda. Restructure implemented.	LT P IV	01/04/2019-31/03/2020	Andrew Treweek. Existing Resources - In budget
CP1	Housing and Building Services	Develop a business plan for Building Services.	Increased income and revenue to sustain the business. Improved and viable trading account position.	LT P IV I C	01/04/2019-31/03/2020	Andrew Treweek. Existing Resources - In budget.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP1	Housing and Building Services	Develop a Digital Transformation Strategy for Housing and Building Services.	Improved quality and range of information provided via the Housing website. Increase in the number of services tenants can access on line. Explore agile working. Achieve full roll out of a housing rent self service module. key	LT P I IV	01/04/2019-31/03/2020	Andrew Treweek. In budget.
CP1 CR09	Housing and Building Services	Review funding arrangements to ensure long term building compliance sustainability.	Futureproof the service.	LT P	01/04/2019-31/03/2020	Andrew Treweek. Existing resources.
CP1	Neighbourhood Services and Transport	Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings.	Ensure service sustainability, increased flexibility, enhanced succession planning and reduce service reliance on agency staff. Implement changes to working hours to ensure new model works effectively. Deliver further savings as a result of other business transformation initiatives.	LT I IV C P	01/04/2019-31/03/2020	Emma Reed/ Colin Smith / Dave Knevett / Mike Clogg / Kyle Phillips. Existing resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP1/C	Neighbourhood Services and Transport	Transfer the responsibility of single use outdoor sports facilities to clubs / organisations.	Improved access to local community facilities. Reduction in operating costs for the Council.	LT IV C P I	01/04/2019-31/03/2020	Dave Knevett. Existing Resources.
CP1 SR	Neighbourhood Services and Transport	Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities.	Reduction in operating costs for the Council.	LT IV C	01/04/2019-31/03/2020	Dave Knevett. Existing Resources.
CP1	Neighbourhood Services and Transport	Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service.	Extension of the contract and certainty for the provision of leisure centre services up until August 2027.	LT I C	01/04/2019-31/03/2020	Dave Knevett. Existing Resources.
CP1	Neighbourhood Services and Transport	Review current fees and charges for Neighbourhood Services and Transport.	Move towards cost recovery of NS&T services.	LT P IV I	01/04/2019-31/03/2020	Emma Reed / Colin Smith / Dave Knevett / Mike Clogg / Kyle Phillips. Existing resources.
CP1 C	Neighbourhood Services and Transport	Continue to pursue joint working or collaboration opportunities with partners or other Councils to reduce costs, assist staffing issues (in specialist areas) and build service resilience.	Reduced costs, and increased service resilience in specialist areas.	LT C P	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
CP1 C	Neighbourhood Services and Transport	Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre.	Enhanced provision of health and, leisure facilities for citizens to improve levels of health and well-being.	LT I C P	01/04/2019-31/03/2020	Dave Knevett Existing Resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP1	Neighbourhood Services and Transport	Work towards operating from one depot at the Alps with satellite parking areas.	Reduction in costs and maximum use of space in line with corporate strategy.	LT P	01/04/2019-31/03/2020	Emma Reed/ Dave Knevett/ Colin Smith. Existing service resources.
CP1	Neighbourhood Services and Transport	Rationalisation of Civic Depots and other redundant assets.	Consideration of future of Court Road, Atlantic trading estate, Alps Depot, possible new western vale amenity site and furthering disposal of Old Toilet Block at Nells Point, Land at Nells point, and consideration of further CAT's for Parks/Leisure.	LT P I	01/04/2019-31/03/2020	Emma Reed/ Dave Knevett/ Colin Smith. Existing resources /capital funding (WG - CCP).
CP1	Neighbourhood Services and Transport	Continue to progress mobile and agile working across Neighbourhood Services & Transport.	Efficient use of ICT to deliver service improvements.	LT P	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
CP1	Neighbourhood Services and Transport	Invest in software and hardware in line with the Digital Vale agenda to enable efficient maintenance of gully's including scheduled cleaning.	Improved maintenance of gulleys and reduced costs.	LT P C I	01/04/2019-31/03/2020	Colin Smith/Dave Knevett/ Mike Clogg. Existing resources.
CP1	Neighbourhood Services and Transport	Review the Mayrise system and identify a 'one stop shop' solution to deliver mobile working and efficiencies.	Provision of a centralised "one stop shop" solution which will allow the Council to deliver mobile working and efficiencies within the service.	LT C P I	01/04/2019-31/03/2020	Colin Smith/Mike Clogg/ Dave Knevett/ Jo Lewis. Existing resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP1	Neighbourhood Services and Transport	Roll out the upgrade to Tranman Release 9, vehicle replacement module.	Upgrade completed early part of 2019. Training provided by supplier and system fully operational by Summer 2019.	LT I P	01/04/2019-31/03/2020	Colin Smith/ Dave Knevett. Existing resources.
CP1	Neighbourhood Services and Transport	Complete the move towards a paperless "O" licence vehicle inspection procedure.	More efficient process contributing to reduced costs.	LT C P I	01/04/2019-31/03/2020	Kyle Phillips/ Gareth George. Existing resources.
CP1 SR	Neighbourhood Services and Transport	Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised and all software/hardware is compatible.	Ensure staff have the correct ICT equipment to undertake their job. Prevent being charged for ICT equipment that is not required.	LT C P I	01/04/2019-31/03/2020	Colin Smith/Mike Clogg/ Dave Knevett/ Jo Lewis. Existing resources.
CP1	Neighbourhood Services and Transport	Tender all school transport services.	All services awarded to operators with implementation in September 2019.	LT I	01/06/2019-31/08/2019	Kyle Phillips – Existing Resources
CP1	Neighbourhood Services and Transport	Review existing highway maintenance contracts.	Contracts renewed or extended as deemed necessary.	LT P	01/04/2019-31/03/2020	Mike Clogg – Existing resources.
CP1	Neighbourhood Services and Transport	Procure consultant and contractor to implement Salix loan project.	Tender and award relevant contracts.	LT I P	01/04/2019-31/03/2020	Mike Clogg – Existing resources.
CP1	Neighbourhood Services and Transport	Expand commercial waste operations.	Deliver a revised commercial waste service subject to the production of a sound business case.	LT I IV, P	01/04/2019-31/03/2020	Dave Knevett/ James Webber in consultation with Colin Smith.
CP1/F	Regeneration and Planning	Contribute to delivering service efficiencies and savings to	Successful delivery of the Council's transformational	Savings seek to ensure long	01/04/2019-31/03/2020	Existing resources /

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		support the Council's Reshaping Services Programme.	change programme.	term sustainability.		Marcus Goldsworthy
CP1/F	Regeneration and Planning	Further explore options to maximise income generation within the service.	Income generation opportunities are identified and implemented.	There is a long term need to identify savings and this action will prevent long term resource issues arising.	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy
CP1 CR1	Regeneration and Planning	Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.	Reshaping opportunities are identified as part of the tranche 4 process and implemented.	There is a long term need to identify savings and this collaborative action will prevent long term resource issues arising.	01/04/2019-31/03/2020	Existing resources /Marcus Goldsworthy
CP1/ ICT	Regeneration and Planning	Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme.	Mobile working is operational across the service	Long term planning.	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy
CP1 A/P	Regeneration and Planning	Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.	Exchange site contracts.	Regeneration aims to prevent long term decline in	01/04/2019-31/03/2020	Existing resources / Mark White

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
				the local economy.		
CP1 / P	Regeneration and Planning	Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.	Disposal of land in accordance with the Development Land Disposal Project and exchange sale contracts.	Collaboration with the private sector, long term planning of site.	01/04/2019-31/03/2020	Existing resources / Mark White
CP1 / P	Regeneration and Planning	Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.	(a) Lease land to VMCE for Exchange (Market Hall): (b) Enter into License with Charter Trust (for demolition of non-operational cattle pens/Town Wall repairs) (c) Market main site as development opportunity.	Collaboration, long term planning, preventing decline.	01/04/2019-31/03/2020	Existing resources / Mark White
CP1 SR	Regeneration and Planning	Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.	UK and Welsh Government grant sources identified and exploited to benefit the Vale to the maximum, including the new Shared Prosperity Fund.	This action seeks to prevent long term resource issues arising.	01/04/2019-31/03/2020	Existing Resources / Marcus Goldsworthy
CP1 CR1	Strategy, Community Learning and Resources	Implement the agreed service model for delivering catering services.	Delivery of a cost effective and sustainable catering service	LT I IV C P	01/04/2019-31/03/2020	Carole Tyley Existing team resources, support from corporate services
CP1	Strategy, Community	Continue to further develop capacity within communities to	Delivery of cost effective and sustainable services	LT I	01/04/2019-31/03/2020	Trevor Baker/ Sean Granville

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CR1	Learning and Resources	deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.	for the future.	IV C P		Existing resources
CP1 CR1	Strategy, Community Learning and Resources	Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker Existing resources
CP1 CR1	Strategy, Community Learning and Resources	Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	Increased service resilience for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP1 CR1	Strategy, Community Learning and Resources	Further develop cloud/web based services for schools to support learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.	Enhanced storage to support additional learning resources in line with Welsh Government's Education Digital Standard.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Sean Granville Existing resources
CP1	Strategy, Community Learning and Resources	Continue to build resilience in our information management infrastructure and extend capacity for additional services for schools.	Improved data integrity in schools MIS systems.	LT I IV C P	01/04/2019-31/03/2020	Sean Granville Existing resources
CP1	Strategy, Community Learning and Resources	Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and	Enhanced reporting and analysis of targeted groups contributes to improved learner outcomes.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Sean Granville Existing resources

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		NEETs pupils.	Timely and accurate data informs decisions.			
CP1 CR7	Strategy, Community Learning and Resources	Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.	All contracts are revised and appropriately reflect forthcoming changes to legislation as required. Continue to demonstrate Value for money for contracts across the service.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker Existing resources
CP1 CR7	Strategy, Community Learning and Resources	Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.	Coherent and streamlined approach taken by schools to meeting their GDPR requirements within existing resources.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker Existing resources
CP1 CR1	Strategy, Community Learning and Resources	Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.	Coherent and streamlined approach taken by schools to procurement. Increased service efficiency.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker Existing resources
CP1 SR	Strategy, Community Learning and Resources	Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, community Learning and Resources service in line with the Council's Reshaping Services programme.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker Existing resources and support from corporate services.
CP1 CR1	Strategy, Community Learning and	Review service requirements and continue a programme of upgrading Server/Storage	Server/ storage capacity within the Directorate is fit for purpose	LT I IV	01/04/2019-31/03/2020	Sean Granville Existing resources

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
	Resources	requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.		C P		
CP1 SR	Strategy, Community Learning and Resources	Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Phil Southard Existing resources
CP1 (CR1)	Adult Services	As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda any other associated projects with the Social Services Budget programme.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.
CP1 (CR1)	Adult Services	Continue to increase provision and take up of Direct Payments.	Increased numbers of individuals utilise Direct Payment and have greater choice and control over their care arrangements.	LT I IV P	01/04/2019-31/03/2020	Linda Woodley/Andy Cole Within existing resources.
CP1 (CR1)	Adult Services	Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future which includes identifying options for the way forward for the delivery of integrated health and social care services.	We maximise opportunities to deliver sustainable health and social care services both now and in the future.	LT I IV C P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.
CP (CR1)	Adult Services	Consider our assets in partnership with other partners to make best use of our pooled	We maximise opportunities to work in partnership with our partners to deliver	LT I IV	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		resources.	services whilst making best use of our pooled resources.	C P		
CP1	Children and Young People Services	As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C P	01/04/2019-31/03/2020	Rachel Evans Within existing resources.
CP1 SR	Children and Young People Services	Implementation of the Therapeutic Fostering Service for Children Looked After and their Carers.	The Therapeutic Fostering Scheme promotes and further supports placement stability and reduces disruption to placements.	LT I IV P	01/04/2019-31/03/2020	Karen Conway Within existing resources.
CP1 (CR1)	Resources Management and Safeguarding	As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	We effectively support delivery of the Reshaping Services programme and achieve our savings targets for the service.	LT I IV C P	01/04/2019-31/03/2020	Amanda Phillips
CP1 (CR1)	Resources Management and Safeguarding	Identify and implement income generation opportunities for the Division such as the implementation of discretionary charging for social care.	We effectively generate additional income for the service.	LT I IV C P	01/04/2019-31/03/2020	Amanda Phillips
CP1 (CR1)	Resources Management and Safeguarding	Work with the Care Package Task and Finish Group to implement a new dashboard application for the monitoring of Care Packages.	More effective management of the use and cost of care packages across Adult Social Services to ensure that the care packages we provide are appropriate to the needs of the individual to	LT I IV C	01/04/2019-31/03/2020	Gaynor Jones

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
			provide cost effective care packages that best meet the needs of our citizens.			
CP1 CR1	Achievement for All	Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils.	Appropriate provision within the Vale to meet the needs of children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	LT I IV C P	01/04/2019-31/03/2020	Andy Borsden Existing resources
CP1 CR1	Achievement for All	Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	Appropriate provision within the Vale to meet the needs of children and young people with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties.	LT I IV C P	01/04/2019-31/03/2020	David Davies/ Gill Toon Existing resources
CP1 SR CR2	Achievement for All	Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	Appropriate local and regional workforce arrangements in place to meet provision in line with the ALN & Education Tribunal (Wales) Act.	LT I IV C P	01/04/2019-31/03/2020	Sarah Redrup Existing resources
CP1 CR1	Achievement for All	Deliver service efficiencies and budget savings in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	01/04/2019-31/03/2020	David Davies Existing resources
CP1 CR2	Achievement for All	Identify and progress potential areas of service delivery and provision that can be delivered on	Delivery of cost effective and sustainable services for the future.	LT I IV	01/04/2019-31/03/2020	David Davies Existing resources

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		a regional basis.		C P		
CP2 W	Housing and Building Services	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. Engage more employees aged 16-24.	LT P IV	01/04/2019-31/03/2020	Mike Ingram. Existing Resources - In budget.
CP2 CR5 W	Housing and Building Services	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 2019/20 targets. Improve staff retention.	LT P IV	01/04/2019-31/03/2020	Mike Ingram. Existing resources – In budget
CP2 CR5 W	Housing and Building Services	Implement a talent succession planning programme within Housing & Building Services.	Recruit an apprentice in both the housing management and community investment team. Enhanced staff progression and retention within the service. Increased focus on recruiting graduates, trainees and apprentices across the Housing and Building Services division.	LT P IV	01/04/2019-31/03/2020	Mike Ingram. Existing Resources - In budget.
CP2 W	Housing and Building Services	Review the capacity and resources within the Community Investment Team to develop sustainable & cohesive	Review the progress on the strategy and the outcomes achieved.	LT P IV	01/04/2019-31/03/2020	Pam Toms Existing resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		communities.	Review the input of the neighbourhood management team.			
CP2	Neighbourhood Services and Transport	Review and strengthen the performance management arrangements in relation to sickness absence within the service.	Reduction in service sickness absence rates in line with 2017/18 targets.	LT P	01/04/2019-31/03/2020	Emma Reed. Officer time / within existing service resources.
CP2	Neighbourhood Services and Transport	Continue to focus on succession planning for critical posts within the service to ensure we continue to retain expertise within the service.	Increased retention and resilience in relation to critical posts within the service.	LT P IV	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
CP2/W	Neighbourhood Services and Transport	Consider and agree a way forward to address service recruitment issues in relation to key specialist posts which are heavily influenced by market forces e.g. shortage of technical staff.	Development and training of graduates and trainees within the service through collaboration with Cardiff and Vale College and other educational establishments as necessary.	LT P IV C	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith. Existing resources.
CP2/W	Neighbourhood Services and Transport	Develop and implement strategies to reverse the aging workforce profile within key areas of the service.	Targeted succession planning undertaken for priority service area. Increased development opportunities for graduates and trainees.	LT P I	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
CP2/W	Neighbourhood	Review working and all out of	Cost effective and efficient	LT	01/04/2019-	Emma Reed/

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
	Services and Transport	hours arrangements to ensure adequate availability of resources and operational needs of service and public are adequately met.	operation of out of hours services.	P I	31/03/2020	Mike Clogg, Colin Smith, Dave Knevett/ Kyle Phillips. Existing resources.
CP2/W	Neighbourhood Services and Transport	Continue to build resilience by skilling staff to gain LGV licences and necessary qualifications to undertake specific roles.	Increased service resilience within Waste management and Highways.	LT P IV	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips/ George. Existing resources.
CP2/W	Neighbourhood Services and Transport	Continue to review staff requirements and training needs within the winter maintenance service.	Suitably skilled and qualified workforce. Increased resilience in the service. Staff fully trained in readiness for winter period.	LT P IV	01/04/2019-31/03/2020	Colin Smith/Mike Clogg/ Dave Knevett. Existing resources.
CP2/W	Neighbourhood Services and Transport	Seek further opportunities to recruit volunteers for service initiatives.	Specific opportunities identified and targeted at priority service areas. Increased volunteer numbers.	LT I P	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
CP2/W C	Neighbourhood Services and Transport	Continue to explore the potential for collaboration with Cardiff and Vale College (and other	Assist decreasing workforce age profile bringing new up to date	LT C P	01/04/2019-31/03/2020	Emma Reed/Dave Knevett/ Mike

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		educational establishments) to develop graduates and trainees.	ideas and adding to the resilience of the service in the future.	I		Clogg/ Colin Smith/Kyle Phillips. Existing resources
CP2/W	Regeneration and Planning	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with the 2018/19 targets.	This action aims to prevent long term issues in respect of Council resources.	01/04/2019-31/03/2020	Existing resources /Marcus Goldsworthy
CP2 CR5	Regeneration and Planning	Explore options for succession planning within hard to recruit areas in Regeneration Services. through the development of career pathways.	Strong internal candidates available for vacant posts.	This is long term planning of the workforce.	01/04/2019-31/03/2020	Existing resources /Marcus Goldsworthy
CP2 CR5	Regeneration and Planning	Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.	Staff have skills which benefit the Council's long term service aspirations	This is long term planning of the workforce.	01/04/2019-31/03/2020	Existing resources /Marcus Goldsworthy
CP2	Regeneration and Planning	Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.	Enhance staff progression and retention within the service.	This is long term planning of the workforce to prevent future issues arising.	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy
CP2 CR5	Regeneration and Planning	Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped	Manager skills are developed via training courses.	This is long term planning of the workforce to prevent future	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		with the skills required to manage services of the future.		issues arising.		
CP2/W	Regeneration and Planning	Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment.	Critical posts identified and options explored to recruit.	This is long term planning of the workforce to prevent future issues arising.	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy
CP2/W	Regeneration and Planning	Consider the opportunities for regional working to improve resilience and skill sets.	Skilled, resilient workforce.	Regional working is by its nature collaborative.	01/04/2019-31/03/2020	Existing resources / Marcus Goldsworthy
CP2 CR6	Strategy, Community Learning and Resources	Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service and reduce absence levels.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Strategy, Community Learning and Resources	Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.	Increased service resilience for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard /Carole Tyley Existing resources
CP2 CR6	Strategy, Community Learning and Resources	Continue to work collaboratively across the region to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service.	Increased service resilience for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Strategy, Community Learning and	Work with Organisational Development to ensure that employees and volunteers (where	Increased service resilience for the future.	LT I IV	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
	Resources	appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).	The SCL&R service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.	C P		Existing resources
CP2 CR6	Strategy, Community Learning and Resources	Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.	Develop and promote opportunities to part-time and sessional employees to influence reshaping within the service. Increased service resilience for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Strategy, Community Learning and Resources	Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future. Increased service resilience for the future.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard/ Carole Tyley Existing resources
CP2 (CR6)	Adult Services	Continue to 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 2019/20 targets.	LT IV P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CP2 (CR6)	Adult Services	Consider how apprenticeship scheme within the Adult Services Division can be implemented.	Increase the number of appointments to entry point positions to enhance succession planning.	LT IV C P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.
CP2 (CR6)	Adult Services	Review the delivery of the pilot leadership programme for the division.	Enhance the quality of leadership skills and with effective succession planning for the future.	LT IV P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.
CP2 (AH8) (CR6)	Adult Services	Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions.	Enhance the skill-set of existing staff to provide specialist support for Adult Services functions to better manage demand for service at the 'front door'.	LT I IV P	01/04/2019-31/03/2020	Suzanne Clifton Within existing resources.
CP2 (AH9) (CR6) (CR12)	Adult Services	Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team.	Jointly drive forward improvements to delivering an integrated service through joined up leadership arrangements. Co-leadership supports sustainable integration of health and social care services.	LT I IV C P	01/04/2019-31/03/2020	Suzanne Clifton/Andy Cole Within existing resources.
CP2 (AH9) (CR6) (CR12)	Adult Services	Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams.	A workforce that has clear roles and responsibilities improves the quality and consistency of care and support provided to individuals.	LT I IV C P	01/04/2019-31/03/2020	Suzanne Clifton/Andy Cole Within existing resources.
CP2 (CR6)	Adult Services	Review the remuneration of Approved Mental Health Professionals to improve	Enhanced recruitment and retention of Approved Mental Health	LT IV P	01/04/2019-31/03/2020	Suzanne Clifton/Linda Woodley

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		recruitment and retention.	Professionals enhance our capacity and resilience.			Within existing resources.
CP2 (CR6)	Adult Services	Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.	Enhanced recruitment and retention of Approved Mental Health Professionals enhance our capacity and resilience.	LT I IV C P	01/04/2019-31/03/2020	Suzanne Clifton/Linda Woodley Within existing resources.
CP2 (CR6/W)	Children and Young People Services	Continue to 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 2019/20 targets.	LT IV P	01/04/2019-31/03/2020	Rachel Evans Within existing resources.
CP2	Children and Young People Services	Progress succession planning in relation to the Practitioner Manager tier using the Team Manager Development Programme.	Increased service resilience at the Practitioner Manager level with effective succession planning for the future.	LT IV P	01/04/2019-31/03/2020	Rachel Evans Within existing resources.
CP2	Children and Young People Services	Work with corporate colleagues to deliver a targeted recruitment exercise in relation to 'hard to recruit'/'business critical' posts.	Effective recruitment to specialist and critical posts with increased service resilience.	LT IV P	01/04/2019-31/03/2020	Rachel Evans Within existing resources.
CP2	Children and Young People Services	Deliver an apprenticeship scheme within the Children and Young People Services Division.	Increase the number of appointments to entry point positions to enhance succession planning.	LT P	01/04/2019-31/03/2020	Rachel Evans Within existing resources.
CP2 (CR6/W)	Resources Management and Safeguarding	Continue to 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 2019/20 targets.	LT I IV P	01/04/2019-31/03/2020	Amanda Phillips
CP2	Resources	Review the effectiveness of the	Refreshed structure is fit	LT	01/04/2019-	Amanda Phillips

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
(CR9)	Management and Safeguarding	new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division.	for purpose to best meet the business needs of the division both now and in the future.	I IV P	31/03/2020	
CP2 (CR2)	Resources Management and Safeguarding	Deliver a programme of training to staff in relation to meeting the requirements of the Social Services and Well-being (Wales) Act.	Staff feel competent and confident in their roles in meeting the requirements associated with the Act.	LT I IV	01/04/2019- 31/03/2020	Sharon Miller
CP2 AH10 (CR15)	Resources Management and Safeguarding	Deliver a programme of refresher training to staff on WCCIS.	Staff are competent and confident in using WCCIS to record their case notes/work on the system. Improved accuracy of information and performance information.	LT I IV	01/04/2019- 31/03/2020	Gaynor Jones
CP2 (CR9)	Resources Management and Safeguarding	Undertake an Audit of Staff to support our approach to succession planning and nurture a broader skill mix of staff.	Increased resilience within teams by ensuring we maximise the use of our skill mix of staff to operate our services at the appropriate scale.	LT I IV P	01/04/2019- 31/03/2020	Amanda Phillips
CP2 CR6	Achievement for All	Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV C P	01/04/2019- 31/03/2020	David Davies Existing resources
CP2 CR2	Achievement for All	Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and	Increased service capacity and flexibility. Increased service resilience for the future.	LT I IV C P	01/04/2019- 31/03/2020	David Davies/ Andy Borsden/ Sarah Redrup Existing resources

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	The Achievement for All service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.			
CP2 CR6	Achievement for All	Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term.	Increased service resilience. Continued access to specialist services for the long term.	LT I IV C P	01/04/2019-31/03/2020	David Davies Existing resources
CP2 CR2	Achievement for All	Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.	The Council has sufficient Welsh speaking professionals to deliver its WESP and ALN commitments.	LT I IV C P	01/04/2019-31/03/2020	David Davies/ Sarah Redrup Existing resources
CP2 CR6	Achievement for All	Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding from the Education Improvement grant.	Option agreed and implemented to future proof EMAS services within existing resources. EMAS pupils continue to be appropriately supported to achieve their full potential.	LT I IV C P	01/04/2019-31/03/2020	David Davies/ Andy Borsden/ Sarah Redrup Existing resources
CP11	Housing and Building	Continue to develop and improve the management of compliance,	Ensure that compliance information is up to date	LT P	01/04/2019-31/03/2020	Andrew Treweek.

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
CR09	Services	and in particular, 'compliance data' in relation to the Council's Corporate Building stock.	and buildings are safe. Identify any gaps in compliance evidence held by the Council and seek to rectify and improve processes.	IV		Existing Resources - In budget.
CP11 CR09	Housing and Building Services	Monitor corporate building compliance within Schools to raise awareness with premises Managers of any compliance risks.	Provide regular building compliance updates to the school investment operational board. To undertake annual school inspections To maintain an accurate compliance database.	LT P IV	01/04/2019-31/03/2020	Andrew Treweek. Existing resources.
CP11 CR09	Housing and Building Services	Review funding arrangements to ensure long term building compliance sustainability.	Future proof the service.	LT P IV	01/04/2019-31/03/2020	Andrew Treweek. Existing resources.
CP11 CR09	Neighbourhood Services and Transport	Undertake a programme of public buildings inspections to ensure we meet our building compliance responsibilities.	Buildings are safe and compliant with health and safety / legislation.	LT I P	01/04/2019-31/03/2020	James Webber/ Kevin Parsons.
CP11 CR10	Strategy, Community Learning and Resources	Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.	The Council is satisfied that its corporate buildings' compliance risks are being effectively managed. The Directorate's building assets and Schools comply with legislative	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources

Ref	Service Plan	Action	Outcome & key milestones 2019/20	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
			requirements.			
CP11 CR10	Strategy, Community Learning and Resources	Trial mechanisms for operational support to primary schools in relation to building compliance via funded school.	School buildings comply with legislative requirements.	LT I IV C P	01/04/2019-31/03/2020	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources

Direction of Travel Key;

↑ - arrow indicates the target has been set to improve on the 2017/18 performance
↔ - arrow indicates target has remained the same as the 2017/18 performance
↓ - arrow shows the target has been set at a reduced level compared to the 2017/18 performance

Corporate Performance and Resources Scrutiny Committee

Corporate Health

Appendix 4

										National benchmarking		Other considerations	Target setting		
PI Ref	**PI description**	**Local/ National**	**PI Owner**	**Directorate**	**2015/16**	**2016/17**	**2017/18**	**Target 2018/19**	**2018/19 (Q2)**	**Wales top quartile 2017/18**	**Wales average 2017/18**	**National minimum standards/ statutory targets**	**Target 2019/20**	**Direction of travel (Proposed target compared to 2017-18 performance)**	**Rationale for target**
People															
CPM/210	Employee turnover (voluntary).	Local	Adrian Unsworth	Managing Director/ Resources	7%	7.49%	6.68%	7.50%	4.57%	N/A	N/A	N/A	7.50%	↓	The target figure is based on voluntary turnover figures from previous years and the forecast for the current year which is between 7.5-8%. Turnover can fluctuate year to year but monitoring will continue as part of quarterly reporting arrangements.
CPM/211	Percentage of staff appraisals completed.	Local	Adrian Unsworth	Managing Director/ Resources	97.76%	97.38%	97.38%	95%	Annual Measure	N/A	N/A	N/A	95%	↓	Target figure of 95% is based on previous years and the current approximate 2018/19 figure of 96%. We always look to improve but as this is staff dependent which can make it more unpredictable, we are aiming for a target that's achievable as well as challenging.
CPM/019 **(PAM/001)**	The number of working days/shifts per fulltime equivalent (FTE) local authority employee lost due to sickness absence.	National	Adrian Unsworth	Managing Director/ Resources	9.56	8.8	10.14	9.3	3.71	9.7	10.4	N/A	9.2	↑	The quarter 3 absence figure for 2018/19 is 6.32 days lost per FTE. The expected outturn figure for the current year is forecast to be slightly under the 2018/19 target of 9.3 days lost per FTE. Sickness absence is also very much staff dependant which can make it unpredictable. We have therefore set a target figure of 9.2 days lost per FTE which is an improvement on the current year and with the aim of producing lower absence levels. The target figure is also under the Welsh average.
CPM/212	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	Local	Adrian Unsworth	Managing Director/ Resources	3.01	2.99	3.16	N/A	1.09	N/A	N/A	N/A	No target	N/A	No target set for short term absence. For information purposes.
CPM/213	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	Local	Adrian Unsworth	Managing Director/ Resources	6.55	5.81	6.98	N/A	2.62	N/A	N/A	N/A	No target	N/A	No target set for long term absence. For information purposes.
Financial															
CPM/214	Spend against approved Council revenue programme.	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	100%	100%	100%	50%	N/A	N/A	N/A	100%	↔	Budget set reflects the required savings.
CPM/215	Spend against approved Council capital programme.	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	84%	86%	100%	14.15%	N/A	N/A	N/A	100%	↑	Full spend against capital programme is planned for 2019/20.
CPM/216	Performance against savings targets.	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	94%	75%	100%	44.25%	N/A	N/A	N/A	100%	↑	Savings have been re profiled in 2019/20 to ensure they are achievable.
CPM/217	Performance against agreed Reshaping Services targets.	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	86%	70%	100%	No data	N/A	N/A	N/A	100%	↑	Savings have been re profiled in 2019/20 to ensure they are achievable
CPM/219	Percentage of Council contracts engaged in via the National Procurement Service framework	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	No data	90.32%	No target	86.36%	N/A	N/A	N/A	90%	↔	This target has been set in line with the indicators current and previous performance. The National Procurement Services (NPS) Frameworks are used if they meet the needs of the service.
Assets															

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16	2016/17	2017/18	Target 2018/19	2018/19 (Q2)	Wales top quartile 2017/18	Wales average 2017/18	National minimum standards/ statutory targets	Target 2019/20	Direction of travel (Proposed target compared to 2017-18 performance)	Rationale for target
CPM/221	Number of assets transferred to the community.	Local	Carys Lord	Managing Director/ Resources	New PI for 2016/17	3	0	1	Annual Measure	N/A	N/A	N/A	1	↑	Community Asset Transfers (CAT) are dependent on what applications the Council receives and whether the application meets the Councils objectives and priorities for each asset. It is therefore difficult to predict the level of interest or numbers that will be transferred year on year. A realistic target has therefore been set to reflect this.
CPM/153 (W02 & CH)	Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	Local	Carys Lord	Managing Director/ Resources	1.30%	Increase of 1.96%	5.2%	3%	Annual Measure	N/A	N/A	N/A	3%	↓	This target has been set in line with the requirements of the Carbon Management Plan.
Customer															
CPM/001	Customer enquiries to C1V resolved at first contact.	Local	Tony Curliss	Managing Director/ Resources	No data	68.07%	77.01%	70%	No data	N/A	N/A	N/A	70%	↓	High volume/low complexity enquiries that make up a large proportion of those resolved at C1V are anticipated to move to the web. Of those left a higher percentage may need to be passed to services for resolution.
CPM/002 (W01 & CH)	The percentage of customers who are satisfied with access to services across all channels.	Local	Tony Curliss	Managing Director/ Resources	98.87%	98.7%	99.06%	98%	98.46%	N/A	N/A	N/A	98%	↑	The proposed target has been set to reflect the current performance trend.
CPM/222	Percentage of customers satisfied overall with services provided by the Council.	Local	Huw Isaac	Managing Director/ Resources	Biennial survey	92%	Biennial survey	No target	Annual Measure	N/A	N/A	N/A	No target	N/A	A target is not applicable as this indicator takes its data from the biennial Public Opinion Survey which will not take place in 2019/20. The next survey will take place in 2020/21.
CPM/223	Percentage of Corporate complaints dealt with within target timescales.	Local	Huw Isaac	Managing Director/ Resources	New PI for 2016/17	73.5%	55.7%	75%	53.36%	N/A	N/A	N/A	75%	↑	The stretching target previously set for 2018/19 was achieved in quarter 2 2018/19 for the first time. Therefore it is proposed this target is maintained for 2019/20. Performance in this indicator is not under the control of Customer Relations because it depends on effectiveness of complaint handling across the organisation.
CPM/226	Number of Ombudsman complaints upheld against the Council (including Social Services).	Local	Huw Isaac	Managing Director/ Resources	New PI for 2016/17	0	0	5	0	N/A	N/A	N/A	5	↓	This target reflects the current performance trend and it is therefore proposed we maintain the same target as 2018/19.
CPM/240	Percentage of Corporate complaints that proceed to the Ombudsman stage.	Local	Huw Isaac	Managing Director/ Resources	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	5%	Annual Measure	N/A	N/A	N/A	5%	N/A	It is proposed we maintain the same target as 2018/19.
CPM/076	Percentage residents who are satisfied with communications from the Council.	Local	Huw Isaac	Managing Director/ Resources	Biennial survey	88%	Biennial survey	No target	Annual Measure	N/A	N/A	N/A	No target	N/A	A target is not applicable as this indicator takes its data from the biennial Public Opinion Survey which will not take place in 2019/20. The next survey will take place in 2020/21.
CPM/077 (W03 & CH)	Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	Local	Huw Isaac	Managing Director/ Resources	New PI for 2016/17	2%	Biennial survey	3%	Annual Measure	N/A	N/A	N/A	3%	N/A	This target has been set to reflect the overall demographic for the Vale of Glamorgan (3.6%).
CPM/086	Average daily reach of Vale of Glamorgan Life Facebook page	Local	Rob Jones	Managing Director/ Resources	New PI for 2016/17	PI amended for 2017/18	1,318	No target	6,637.08	N/A	N/A	N/A	7,000	↑	The target has been set at a 5% increase on current performance.
CPM/084	Average daily impressions achieved by @VOGCouncil Twitter account	Local	Rob Jones	Managing Director/ Resources	New PI for 2016/17	PI amended for 2017/18	17,100	8000	8,500	N/A	N/A	N/A	8,750	↑	Continued incremental increase from 2017/18 and 2018/19 targets. When reviewing performance for the @VOGCouncil twitter account it should be remembered that the increase in follower numbers and average reach that has been consistent in recent years will inevitably plateau as the number of Twitter users in general is not increasing.
ICT															
CPM/008	Percentage of service availability of the top 20 ICT systems.	Local	Nick Wheeler	Managing Director/ Resources	99.95%	99.97%	99.19%	99.95%	99.76%	N/A	N/A	N/A	99.90%	↑	This target has been set based upon performance during 2018/19 to date where the service should be able to maintain this level of high performance.
CPM/007	Percentage of service desk calls/tickets resolved within agreed timescales.	Local	Nick Wheeler	Managing Director/ Resources	96.84%	97.30%	92.84%	95%	95.72%	N/A	N/A	N/A	95%	↑	This target has been set based upon performance during 2018/19 to date where the service should be able to maintain this level of high performance.
CPM/243	Percentage increase in active users of the Council app.	Local	Huw Isaac	Managing Director/ Resources	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	No target	Annual Measure	N/A	N/A	N/A	5%	N/A	The stretching but achievable target of 5% is proposed for 2019/20 given delays in development of integration and roll out of functionality to improve customer experience.

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16	2016/17	2017/18	Target 2018/19	2018/19 (Q2)	Wales top quartile 2017/18	Wales average 2017/18	National minimum standards/ statutory targets	Target 2019/20	Direction of travel (Proposed target compared to 2017-18 performance)	Rationale for target
CPM/100	Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day to day basis.	Local	Huw Isaac	Managing Director/ Resources	New PI for 16/17	44%	100%	50%	Annual measure	N/A	N/A	N/A	65%	↓	The performance of 100% in 2017/18 is considered exceptional given the 2016/17 result of 44%. A target of 65% remains stretching but achievable.
Risk															
None - A review of existing Corporate risks and emerging service risks is reported quarterly via performance reports to all scrutiny committees.															
Additional National PIs															

Corporate Health

Corporate Health: Proposed performance indicator deletions, amendments and additions 2019/20

Proposed Deletions 2019/20

PI Description	Local/ National	PI owner	Rationale for Deletion
CPM/227: Satisfaction with the process for public speaking at committees.	Local	Jeff Rees	This indicator is not a true reflection of the public speaking process, in part because of the small number of respondents each quarter which impacts the statistical validity of this indicator. The satisfaction survey which is the source of data for this indicator will continue to be undertaken, however it is proposed the data will be used for monitoring purposes only going forward.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	Local	Huw Isaac	During 2019/20 the service will be seeking to implement a differentiated service level by enquiry type based on level of risk to the customer and the organisation. Lower risk/complexity enquiries will have a longer target to "nudge" customers to use online self-service options for accessing these services, allowing staff resources to focus on high risk/complexity wellbeing related issues where they can add greatest value. This will make an overarching PI redundant. Once the levels of risks for services have been determined a new indicator will be proposed for collection in 2019/20 based on the risk priority levels. This is expected to take place in March 2019.
CPM/224: The percentage of corporate complaints resolved at stage 1.	Local	Huw Isaac	This indicator has been proposed for deletion as a new replacement indicator has been proposed for collection in 2019/20. The new indicator in both wording and calculation better reflects the current process and policy with regards to complaints.
CPM/225: The percentage of complaints escalated at stage 2'.	Local	Huw Isaac	This indicator has been proposed for deletion as a new replacement indicator has been proposed for collection in 2019/20. The new indicator in both wording and calculation better reflects the current process and policy with regards to complaints.

Proposed New PIs for 2019/20

PI Description	Local/ National	PI owner	Rationale for Proposal
Percentage of Corporate complaints investigated and not escalated past Stage 1.	Local	Huw Isaac	This indicator has been proposed to replace CPM/224 'the percentage of corporate complaints resolved at stage 1'. The new indicator in both wording and calculation better reflects the current process and policy with regards to complaints and the choices customers are making with regards to how their complaints are handled. Based on current data the target of 90% is proposed for 2019/20.
Percentage of Corporate complaints escalated at stage 2.	Local	Huw Isaac	This indicator has been proposed to replace CPM/225 'the percentage of corporate complaints resolved at stage 2'. The new indicator in both wording and calculation better reflects the current process and policy with regards to complaints and the choices customers are making with regards to how their complaints are handled. Based on current data the target of 10% is proposed for 2019/20.