VALE of GLAMORGAN

BRO MORGANNWG

Delivering our vision for the Vale of Glamorgan

Strong Communities with a Bright Future

VALE of GLAMORGAN COUNCIL
SERVICE PLAN

2018-2022

Service Area	Democratic Services
Head of Service	Jeff Wyatt
Director	Rob Thomas
Cabinet Member	Cllr. John Thomas Leader and Cabinet Member for Performance and Resources
Scrutiny Committee	Corporate Performance & Resources

1. Introduction

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

- Democratic and Scrutiny Services
- Registration Service
- Freedom of Information / Record Management / Land Charges.

1.1 About our Service – Democratic Services

Democratic Services is responsible for developing and supporting effective decision-making processes and Scrutiny and committee arrangements and providing advice and support for elected Members, that includes the Council's Constitution, Members' Code of Conduct and Member Development. The Registration Service provides a range of services covering births, death, marriages, civil partnerships, same sex marriages and Citizenship Ceremonies.

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 and same sex marriages
- 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 requests
- Provision of corporate Records Management service
- Provision of Land Charges service

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 Democratic Services Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Priorities identified through our Corporate Improvement Action Plan (Insight Tracker).
- Our budget, including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change 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.
- Taking into account any learning from complaints and or the Information Commissioner's Office (ICO).
- Taking into account any national or regional guidance from the General Register Office (GRO).

1.4 How We Work - Sustainable Development

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

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

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

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

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

2. Our Corporate Plan Priorities for 2018-22

2.1 Corporate Plan Priorities

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

Well-being Outcome/Scrutiny Committee	Well-being objective	Ref	Action
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)

2.2. Integrated Planning Priorities

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

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)
CP2	Align the workforce plan to the Reshaping Services strategy, ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)
CP7	Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability.

3. The Year Ahead (2018-19)

3.1. Our Annual Service Priorities for 2018-19

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

Well-being Outcome/ Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Improve equality monitoring data so enabled more informed decisions about service delivery.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)	Evaluate requirements for translation of documentation.

Ref	Action	During 2018/19 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources Directorate in 2018/2019. Support delivery of the Corporate work stream projects involving Town and Community Councils which will include undertaking a review and refresh of the existing CAT guidance. Support undertaking a review of the Charter between the Vale of Glamorgan Council and the Town and Community Councils. Development of appropriate charging policies associated with Environmental Information requests and amendments to the Register.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.(2017/18)	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Deliver our key workforce development priorities for the coming year as outlined as outlined below: • Maintain and/or increase size of existing pool of Relief Registrars

		• Continue to develop the skills of specific staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions. • Further develop succession planning arrangements at management level.
CP7	Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability.	Agree way forward and implementation of joint Scrutiny arrangements for the Cardiff Capital Region City Deal.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) priorities for the Corporate Plan.

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

3.2. Managing Our Resources to Deliver Our Priorities

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

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meet people's needs. For 2018-19, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 3 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

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

Workforce Development

Key Service Statistics 2016/17						
Average headcount 2016/17	FTE 2016/17	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
20.5	20.18	6.44	1.85	8.29	3 (14.63%)	100

During 2017/18 100% of #itsaboutme appraisals for Democratic Services have been completed.

Our sickness absence levels have significantly worsened during 2017/18, increasing from 0.64 average days lost per FTE during quarter 2 of 2016/17 to 11.26 days lost during quarter 3 2017/18. This sickness performance has also significantly exceeded the Directorate's annual target of 2.90 days lost per FTE. In this instance long term sickness accounted for the majority of sickness absence (9.80 average days per FTE) during the first half of 2017/18 compared to short term sickness of 1.46 days per FTE. 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.

As at quarter 2 2017/18, staff turnover has increased slightly to 10.53% compared to 9.76% of leavers during the same time period in 2016/17. During quarter 2 2017/18, both leavers were voluntary leavers (10.53%). The voluntary turnover figure for this service has missed the whole Council's target of 7.5% for 2017/18.

It is important for us 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 Democratic Services to continue to support staff development and succession planning, despite the pressures of budget and staffing reductions.

The key issues currently impacting on the service are:

- 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.
- The proportion of 16-24 year olds continues to remain low within the Division, but, during 2017/18, 1 appointment has been made within this age group. 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, so have been able to successfully recruit to positions readily such as the Registration Officer post. However, in some other areas the recruitment picture has been more problematic. This is particularly the case in relation to the Democratic Services Team, where recruiting to the Assistant Democratic Services Officer post has been unsuccessful on two occasions in the last year, with the post currently vacant.

Therefore, based on these issues, our key workforce development priorities for the coming year are to:

- Build resilience in our workforce through, in the case of the Registration Services, ongoing recruitment of relief staff (as necessary) to meet the workforce challenges we face as a service.
- Further develop role flexibility within teams, with an increased emphasis on learning and development, innovation, improved performance and staff engagement,
- Enhance succession planning within teams to address issues associated with an ageing workforce where there is also a reliance on small numbers of key staff;

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

- Implementation (in conjunction with officers from Facilities and ICT) of a new "Webcasting" solution
- Implement a Hybrid Mail Solution Council-wide.

Finance
The base budget for our service area for 2018/19 is £936,000 (which includes the Council's contribution to the Joint Coroner Service) and the planned improvement activities for 2018/19 focus on delivering the in-year savings identified for the service. The service also faces cost pressures in

2018/19 totalling £25k to reflect our increased contribution required towards the costs of the Joint Coroner Service. This has arisen following an unexpected increase in the number of long jury inquests. Additional costs associated with the increased activity are juror expenses (daily rates apply), forensic and toxicology reports. Over the following two years, we will be contributing to the delivery of general policy and council-wide savings as follows:

Scheme	2018/19 (£000)	2019/20 (£000)	Total (£000)
Reshaping Tranche 3- Procurement	1,000	1,000	2,000
Reshaping Tranche 3- Commercial Opportunities (Charging and Income Management)	550	500	1,050
Reshaping Tranche 3- Digital Strategy	250	500	750
Reshaping Trance 3- Establishment Review	250	0	250
Minimum Revenue Provision- Review of methodology	1,500	0	1,500
Total	3,550	2,000	5,550

Assets
In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). No asset challenges or priorities have been identified for 2018/19.

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

- Procurement (in conjunction with officers from Facilities and ICT) of a new "Webcasting" solution.
- Procurement of the Hybrid Mail Solution

Consultation and Engagement
We proactively engage with our key stakeholders with a particular focus on working closely with Elected Members as well as our residents. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2018/19	Brief Description of the Purpose of the Consultation
Consultation with members of the public who have participated in (public speaking) at the Planning Committee and Scrutiny Committees.	To understand the customer experience and impact of the new public speaking protocol and to identify any aspects of the protocol that require improvement. The consultation will also enable us to explore ways in which we can encourage further public engagement in the Scrutiny and Planning process.
Registration Service Satisfaction Survey	This is an annual survey that is conducted by the service to establish satisfaction levels with the

	service and identify potential areas of improvement.
Member Scrutiny Satisfaction Survey	To identify strengths and weaknesses and the support provided from officers to inform any areas of improvement.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Continuation of support for Community Asset Transfer project.	To continue to support the co-ordination of the CAT process corporately.	CAT Group, Insight Board and Cabinet.
Joint Scrutiny arrangements associated with the Cardiff Capital Region City Deal.	To explore and develop joint scrutiny arrangements for the Cardiff Capital Region City Deal.	The Cardiff Capital Region City Deal City Deal regional Partners are made up of 10 local authorities in the South East region, i.e. the Vale of Glamorgan, Cardiff, Rhonda Cynon Taff, Merthyr, Caerphilly Monmouthshire, Bridgend, Blaenau Gwent, Torfaen and Newport.

Risk Evaluation

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

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
CR1: Reshaping Services				
Political & Legislative- Failure to continue to provide priority services.	1	2	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are	⬆

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			embedded into project management to identify and mitigate the impacts on service users.	
Resources: Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	2	2	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.	⬆️
Service Delivery & Wellbeing: Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	2	2	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.	↔️
Reputation: Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	2	2	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.	↔️

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Programme Board includes representatives of partners.	
CR6: Workforce				
Political & Legislative: Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	2	2	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.	⬌
Resources: Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	2	2	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.	⬌
Service Delivery & Wellbeing: Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services	1	1	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.	⬌

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
both now and in the future				
Reputation: Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	2	2	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.	⬌
CR7: Information Security				
Political & Legislative: Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	2	2	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. Information Security & Governance Framework arrangements are in place.	⬌
Resources: Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Corporate document retention system in place (TRIM) and FOI/Records Management Unit established	⬌
Service Delivery & Wellbeing: Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners. Revised the Information Management Strategy to reflect how plans to use technology will support the delivery of the Council's	⬌

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Corporate Plan and the expected outcomes as well as how we will manage and safeguard information that we exchange between organisations and our partners. Implementation Plan aligned to the Strategy is in place and is being delivered.	
Reputation: Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	2	2	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.	⬌
CR11: Safeguarding				
Political & Legislative: Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	1	2	Adhere to corporate-wide policy on safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the council. Work with the Council's Corporate Safeguarding Steering Group to deliver our safeguarding responsibilities.	⬌
Resources: Failure to comply with the corporate safeguarding requirements especially relation to recruitment and staff training.	1	2	Adhere to the Council's Safer Recruitment Policy when recruiting staff. Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters.	⬌

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

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017.	
Service Delivery & Wellbeing: Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	1	2	Updates to CMT on regular basis regarding the audit work undertaken on contracts and contract management. Service performance requirements included in contract documentation with performance reviewed as per contract terms.	⬌
Reputation: Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation with performance reviewed as per contract terms.	⬌

Service-level Risks

Risk Description	Inherent Risk		Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact	Likelihood	Impact		
Inability to recruit and retain suitably qualified or experienced staff in key areas.	3	2	3	2	Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff that have a wide range of skills to meet the evolving needs of the Council.	⬌
Risk of not having the skill base to deliver the Reshaping Services agenda.	2	2	2	2	Strong and effective programme and project management with realistic goals. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff.	⬌

Risk Description	Inherent Risk		Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact	Likelihood	Impact		
					Implementation of staff development initiatives e.g. Leadership Cafe, Management Competency Framework.	
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	2	2	2	2	Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards. Continue to contribute to the corporate action plan in order to ensure compliance with standards. Welsh language requirements are considered as standard for all services including all publications and information provision.	↔
Failure to safeguard our governance of data/information sharing.	2	3	2	3	The Council is part of the Wales Accord for Sharing Personal Information (WASPI). WASPI provides a template for officers that guide them through the process of evaluating the key considerations for sharing information/data. Completion of the template is designed to ensure that we share only the m to ensure that we set out the parameters for the safe and secure sharing of information on a justifiable need to know basis in accordance with the Data Protection Act. We have also raised awareness with staff Data Protection principles and	↔

Risk Description	Inherent Risk		Residual Risk		Mitigating controls	Forecast direction of travel
	Likelihood	Impact	Likelihood	Impact		
					the need to safeguard/secure our data in relation to information sharing.	
Significant change in composition of the Council) (Elected Members) and impact this has on Members' roles and responsibilities.	3	2	1	2	Developed a Protocol that provides clear differentiation of roles and responsibilities of Elected Members in terms of the Executive and Non-Executive Functions. Delivery of an ongoing comprehensive Member Development Programme. Offer all Members a Personal Development Review and ensure that all Members in receipt of a Senior Salary receive a Review. The Member Personal Development reviews are used to identify areas for training/development that are fed into a Training Needs Analysis and then an ongoing programme of Member Development.	↔

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

Democratic Services Action Plan 2018/19

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	**A More Equal Wales**	A Wales of Cohesive Communities	**A Wales of Vibrant Culture & Thriving Welsh Language**	**A Prosperous Wales**	A Globally Responsible Wales

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
DS/A003 AC10	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data is produced that informs proposals and decisions about service delivery.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources
DS/A004 AC12	Evaluate requirements for translation of documentation.	We comply with the Welsh Language Standards requirements.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & key milestones 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
DS/F016 CP1	Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources directorate in 2018/19.	Proposals for making the required levels of savings are agreed and implemented.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/F026 CP1	Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	Delivery of cost-effective and sustainable council services into the longer term.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/F027 CP1	Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	Delivery of cost-effective and sustainable council services into the longer term.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/F028 CP1	Develop charging policies for Environmental Information requests.	Delivery of cost-effective and sustainable council services into the longer term.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/F029 CP1	Review the success of the Income Generation Policy for Registration Services.	Policy continues to effectively generate additional income for the service.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/F030 CP1	Explore/extend income generation opportunities within the division.	Additional income generation opportunities are identified and agreed.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.

Ref	Action	Outcome & key milestones 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
DS/W003 CP2	Review and strengthen the performance management arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2018/19 targets	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources.
DS/W014 CP2	Maintain and/or Increase size of existing pool of Relief Registrars.	Build a more resilient and stable workforce that is able to meet the growing demand for the service.	N/A	Tania Carter	April 2018	March 2019	Within existing resources.
DS/W009 CP2/W	Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	Build a more resilient and stable workforce as part of the succession planning process.	N/A	Jeff Rees	April 2018	March 2019	Within existing resources
DS/W010 CP2	Develop and put in place succession planning arrangements at management level (given the retirement of the Operational Manager at the end of May 2018).	Appropriate plans are in place to support progression of staff at management level.	N/A	Jeff Wyatt	April 2018	May 2018	Within existing resources
DS/A031 CP7	Agree a way forward to implement joint Scrutiny arrangements for the Cardiff Capital Region City Deal.	Scrutiny arrangements for the Cardiff Capital Region City Deal are agreed.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources
DS/F021	Procure and implement a Hybrid Mail system.	Hybrid Mail system is implemented as part of a phased roll out across services that leads to reduction in associated outgoing mail costs.	N/A	Jeff Rees	April 2018	March 2019	Within existing resources
DS/IT032	Procure and implement (in conjunction with officers	Webcasting equipment / arrangements are "fit for	N/A	Jeff Wyatt	April 2018	May 2018	Within existing resources

Ref	Action	Outcome & key milestones 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
	from Facilities and ICT) a new 'Webcasting' solution.	purpose" and able to accommodate any new legislative provisions which require an increase in service provision.					
DS/A033	Delivery of the Member Development Programme.	The Member Development Programme reflects the collective and individual training/development needs of Members that addresses emerging priorities and legislative change.	N/A	Jeff Wyatt	April 2018	March 2019	Within existing resources
DS/A034	Contribute to delivery of Corporate Print Strategy and its priorities.	Delivery of Corporate Print Strategy priorities results in a reduction in the volume and cost of printing across the whole Council.	N/A	Jeff Rees	April 2018	March 2019	Within existing resources
DS/IT035	Implement the General Data Protection Regulations Action Plan.	Our policies and processes in place effectively align to the new requirements of the new regulation.	N/A	Tim Cousins	April 2018	March 2019	Within existing resources
DS/IT036	Deliver refresher training on Data Protection and information sharing.	All staff and elected Members are aware of their responsibilities in relation to data protection and information sharing.	N/A	Tim Cousins	April 2018	September 2018	Within existing resources.
DS/IT037	Undertake a review of our existing Information Sharing Protocol Framework and associated templates to raise awareness amongst staff.	Effective mechanisms and safeguards are in place to ensure appropriate sharing of information with our partners.	N/A	Tim Cousins	April 2018	March 2019	Within existing resources.
DS/IT038	Identify and develop new Information Sharing	Effective mechanisms and safeguards are in place to	N/A	Tim Cousins	April 2018	March 2019	Within existing resources.

Ref	Action	Outcome & key milestones 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
	Protocols are in place for all required arrangements.	ensure appropriate sharing of information with our partners.					
DS/IT039	Develop a protocol to enable us to reuse information under the Open Government licence.	Effective mechanisms in place to enable the reuse of information as part of the Open Government licence to promote greater transparency and accessibility to our information.	N/A	Tim Cousins	April 2018	March 2019	Within existing resources.

Risk Evaluation Scoring

Corporate Risks

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
CR1: Reshaping Services									
Political & Legislative	3	3	9	2	2	4	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR6: Workforce									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
Average risk score	3	3	9	2	2	4	2	2	4 (Medium)
CR7: Information Security									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
Average risk score	4	3	12	2	2	4	2	2	4 (Medium)
CR11: Safeguarding									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
Average risk score	3	3	9	3	2	6	1	3	3 (Medium/Low)
CR14: Contract Management									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
Average risk score	3	3	9	3	1	6	1	3	3 (Medium/Low)

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing ⬆ Risk is decreasing ⬇ Risk remaining static ⬌

Risk Matrix

		Very Unlikely	Possible	Probable	Almost Certain
Possible Impact or Magnitude of Risk	**Catastrophic**	4 *MEDIUM*	8 **MEDIUM/HIGH**	12 **HIGH**	16 **VERY HIGH**
	High	3 *MEDIUM/LOW*	6 *MEDIUM*	9 **MEDIUM/HIGH**	12 **HIGH**
	Medium	2 **LOW**	4 *MEDIUM*	6 *MEDIUM*	8 **MEDIUM/HIGH**
	Low	1 **VERY LOW**	2 **LOW**	3 *MEDIUM/LOW*	4 *MEDIUM*

Low 1-2	**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
Low/Medium 3				
Medium 4-6				
Medium/High 8-10	**Likelihood/Probability of Risk Occurring**			
High 12-16				

Effectiveness of Controls Score

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