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

2017-2021

Service Area	Democratic Services
Head of Service	Jeff Wyatt
Director	Rob Thomas
Cabinet Member	Cllr. Neil Moore Leader and Cabinet Member for Resources & Inward Investment
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 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 and to 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, Marriage, Civil Partnerships, same sex Marriages 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 self-assessment and 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;
- Delivery of the Scrutiny Action Plan associated with the *Wales Audit Office's "Good Scrutiny? Good* Question!" Review 2014.
- Taking into account implications for Scrutiny as a result of the Wellbeing of Future Generations Act and the proposed Local Government Bill.
- Our planning arrangements for the Welsh Local Authority elections (e.g. in terms of preparation of a Candidates' Guide, initial elected Member Induction and ongoing Member Development).
- Findings from Internal Audit reports on Data Sharing and Declarations of Members' Interests.
- 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 2017-21

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. (2016/17)

3. The Year Ahead (2017-18)

3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome/ Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 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 2017/18 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 £800,000 savings required from the Resources Directorate in 2017/2018. Support delivery of the Corporate work stream projects involving Town and Community Councils.
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. • Continue to develop succession planning arrangements at management level.
CP7	Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	Implement joint Scrutiny arrangements for the regionalisation of Regulatory Services. Continue to implement the Scrutiny Action Plan

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) 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 2017-18, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 2 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 2015/16					
Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
21	21.69	10.65	1.80	12.45	2	100

As at 9th March 2016, 100% of #itsaboutme appraisals for Democratic Services had been completed.

Our sickness absence levels have significant improved, reducing from 8.90 average days lost per FTE during quarter 3 of 2015/16 to 4.80 days lost during quarter 3 2016/17. 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 3 2016/17, staff turnover has increased to 9.52% compared to no leavers (0%) during the same time period in 2015/16 and this performance is higher than that of the whole Council at 8.13%. Within the service, both voluntary leavers and involuntary leavers accounted for 4.76% each. One employee retired, with the position being filled from within the team. The other leaver was as a result of the creation of a Joint Coroner Service covering several Local Authority areas. The Operational Manager (Democratic Services) had agreed to assume responsibility for 2 employees (including the leaver) of the period up to the creation of the Joint Service (following the retirement of their previous line manager).

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:

- Succession planning and building resilience within teams continues to be a key area of ongoing development, especially as the age profile of our service indicates that we predominately have a workforce of over 45 years old with some staff, approaching potential retirement. As a service we currently have no one under 25 years old working in the service.
- We recognise that in light of the Reshaping Services agenda the working environment has changed and as a result there needs to be a broader focus on sharing skills and responsibilities across our workforce where this is possible. However, we continue to recognise there are critical posts within the division that require more specialist skills.
- We continue to struggle to recruit to positions across the service for more skilled positions. We seem to attract a small pool of potential candidates for these positions. This may partly be due to the salaries being offered for these posts not being comparable with other local authorities who advertise on the same grade, often with less responsibility. Further work is required to explore the issues around recruitment to identify the posts affected and better understand the barriers to recruitment.

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

- Building 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 developing role flexibility within teams, with an increased emphasis on learning and development, innovation, improved performance and staff engagement,
- Enhancing succession planning within teams to address issues associated with an ageing workforce where there is also a reliance on small numbers of key staff;
- Proactively supporting staff to manage and respond positively to change in relation to Reshaping Services as well as any change to the political landscape.

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:

- Improve the interface and integration of the DEF system for Land Charges with other IT systems to improve efficiency of searches and enhance savings.
- Procure and implement a Hybrid Mail solution to enable a reduction in physical outgoing mail resulting in efficiency savings for the Council
- Implement a new Member ICT Strategy and corresponding ICT refresh.

Finance
The base budget for our service area for 2017/18 is £650,000 and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. However, over the following three years, we are also required to deliver further savings which are outlined below.

Scheme	2017/18 (£000)	2018/19 (£000)	Total (£000)
Review of Other Corporate Services	800	600	1400
Total	**800**	**600**	**1400**

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

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2017/18 are:

- The Space project which will have a significant impact on staff movement over the coming year, with relocation of staff and reduction in the amount of accommodation used to deliver services. We will work with the Business Improvement Team and Property Services to ensure the smooth relocation of the Registration Service and to minimise disruption caused by the refurbishment of the Council Chamber, Committee Rooms and Corporate Suite.

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:

- Improve the interface and integration of the Land Charges system with other IT systems to improve the efficiency of searches and enhance savings.
- Procure and roll out the phased implementation of a Hybrid Mail system to reduce associated costs of outgoing mail.

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 2017/18	Brief Description of the Purpose of the Consultation
Consultation with members of the public who have participated in (public speaking) at Scrutiny and Planning 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 Annual Satisfaction Survey	This is an annual survey that is conducted every year by the service to establish satisfaction levels with the service and identify potential areas of improvement.
Member Induction Feedback	Establish feedback from Elected Members following the election on their experience of the induction process and to identify further areas for Member Development that will inform a Training Needs Analysis.

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 2017/18	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Outbound postal service collaboration	Working in collaboration with Bridgend Council and South Wales Police to deliver a collaborative contract for postal services.	Bridgend Council and South Wales Police
Continuation of the Joint Scrutiny Shared Regulatory Service.	To explore and develop joint scrutiny arrangements for the Shared Regulatory Service.	Cardiff and Bridgend Councils.

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	Likelihood score	Impact score	Mitigating controls
Inability to recruit and retain suitably qualified or experienced staff in key areas.	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	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. 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	Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards. A corporate action plan is in place to support us in complying with the Welsh Language Standards Scheme and an annual monitoring report is produced to assess progress in its implementation.

Risk	Likelihood score	Impact score	Mitigating controls
Failure to safeguard our governance of data/information sharing.	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 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	Implementation of the Member Induction and ongoing Member Development programme. Annually Member appraisals are conducted to identify areas for training/development that are fed into a Training Needs Analysis and then an ongoing programme of Member Development.

Scoring service 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.

Democratic Services Action Plan 2017/18

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 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 DS/A003	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 2017	March 2018	Within existing resources
AC12 DS/A004	Evaluate requirements for translation of documentation.	We comply with the Welsh Language Standards requirements.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources

Appendix B

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 DS/F016	Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required in the Resources directorate in 2017/18	Proposals for making the required levels of savings are agreed and implemented.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources.
CP1 DS/C002	Support delivery of the corporate work stream projects involving Town and Community Councils as part of the Reshaping Services programme.	Delivery of cost-effective and sustainable council services into the longer term.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources.
CP2 DS/W003	Review and strengthen the performance management arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2017/18 targets	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources.
CP2 DS/W014	Manintain 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 2017	March 2018	Within existing resources.
CP2 DS/W009	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	Build a more resilient and stable workforce as part of the succession planning process.	N/A	Jeff Rees	April 2017	March 2018	Within existing resources

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
	functions.						
CP2 DS/W010	Continue to develop succession planning arrangements at management level.	Appropriate plans are in place to support progression of staff at management level.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
CP7 DS/A005	Continue to implement the Scrutiny Action Plan	Improved accountability and challenge for decision making. Our processes and procedures are based on four principles of good Scrutiny and aligned to best practice.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
CP7 DS/C015	Continue to implement joint Scrutiny arrangements for the regionalisation of Shared Regulatory Services (SRS).	Scrutiny arrangements for the Shared Regulatory Services are developed and agreed with Cardiff Council and Bridgend Councils.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
DS/IT019	Integrate DEF Land Charges system with other IT systems	Improved efficiency of searches and enhanced cost savings.	N/A	Tim Cousins	April 2017	March 2018	Within existing resources
DS/IT020	Review of relevant council policies and procedures related to data protection to ensure we comply with the data protection regime as part of the revised EU directive.	We comply with the revised EU directive relating to data protection.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
DS/F021	Procurement and phased implementation of 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 2017	March 2018	Within existing resources

Ref	Action	Outcome & key milestones 2016/17	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
DS/IT022	Implement a new Member ICT Strategy in conjunction with the Digital Strategy and corresponding ICT refresh	Members have access to digital technology that sets Member ICT Strategy sets out the strategic direction for the development of ICT services for Members that outlines new ways of working and embraces new digital technologies.		Jeff Wyatt	April 2017	March 2018	Within existing resources
DS/W023	Deliver a Member Induction Programme and Member Development Programme	Both the Induction and Member Development Programme reflect the collective and individual training/development needs of Members that addresses emerging priorities and legislative change	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
DS/AM024	Support the relocation of Registration Service as part of the Space project and the essential maintenance of Committee rooms, Council Chamber and Corporate Suite	Optimise the use of our property assets to minimise our operating costs.	N/A	Jeff Wyatt	April 2017	March 2018	Within existing resources
DS/W025	Deliver refresher training to officers on information sharing and produce a corporate list of existing Information Sharing Protocols that are in place.	Effective mechanisms and safeguards are in place to ensure appropriate sharing of information with our partners.	N/A	Tim Cousins	April 2017	March 2018	Within existing resources.