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 – Democratic Services

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.
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.

Ref	Integrated Action	Planned activities 2019/20
		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 Capital Region City Deal. The Cardiff Capital Region City Deal regional partners are made up of 10 local authorities in the South East region.	To explore and develop joint scrutiny arrangements for the Cardiff Capital Region City Deal.	Bridgend are the host authority for operating the 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 4	2		↔	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 services both now and in the future.	CR5: Workforce	2 4	2		↔	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)
Failure to implement adequate ICT and information	CR6: Information Security	2 4	2		↔	Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology (CP1).

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		
management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.						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.	CR10: 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.	CR13: Contract Management	1 3		3	⬇	No further mitigating actions identified.
DS/SR001 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.
DS/SR002 Failure to statutory requirements of the General	N/A	1 3		3	↔	Produce an Annual Performance Plan in response to GRO requirements.

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		
Register Office and the associated reputational damage to the Council.						
DS/SR003 Inability to put in place robust Scrutiny mechanisms to support good governance.	N/A	2 4	2		⟷	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		Very Unlikely	Possible	Probable	Almost Certain
Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Likelihood/Probability of Risk Occurring			

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 DS/F040	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 DS/F041	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 DS/W042	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 DS/F021	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 DS/IT043	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 CR6 DS/IT044	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 DS/AM045	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 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 2019/20 targets.	LT IV P	April 2019-March 2020	Jeff Rees Within existing resources.
CP2 CR5 DS/W046	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 CR5 DS/W047	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 DS/W048	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 DS/W049	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 DS/A050	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.
CR6 DS/IT036	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.
CR6 DS/IT051	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.