

1. Introduction

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

The Head of Legal Services provides a professional steer to the Information Manager and is the Council's Returning Officer and Electoral Registration Officer. Additional statutory roles of the Head of Legal Services include that of Monitoring Officer, Proper Officer for Access to Information, Proper Officer for Freedom of Information Act appeals and the Senior Responsible Officer for the regulation of investigatory powers.

1.1 About our Service – Legal Services

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

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

Our broad functions are:

- Updating the Register of Electors including the maintenance of an Absent Voters and Overseas and Special Category Electors lists as well as publishing the revised Register of Electors annually;
- Undertaking an annual canvass of properties in the Vale of Glamorgan including house visits to increase registration;
- Overseeing/administration of UK Parliamentary elections, Welsh Assembly elections, Police and Crime Commissioner elections, European elections, County/Local Government elections, Town/Community elections, referendums, community polls and NNDR postal ballot bids;
- Undertaking polling district, place and station reviews;
- Undertaking the Returning Officer and Electoral Registration Officer statutory duties;
- Undertaking the Monitoring Officer and designated Proper Officer roles including Proper Officer for Access to Information and Freedom of Information Act.
- Providing guidance to Members regarding the Members' Code of Conduct and advising both Members and Officers on the Council's Constitution;
- Supporting the Standards Committee in undertaking its statutory functions;
- Overseeing the strategic provision of an efficient comprehensive legal service that is responsive to client's needs and proactive in protecting the Council's legal position and supporting corporate policy making;
- Providing legal advice in respect of all community services and education matters including adult community services, childcare and mental health;

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

1.2 The Purpose of Our Service Plan

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

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

- The Annual Service Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Taking into account implications for the service arising from new legislative developments such as: the Well-being of Future Generations (Wales) Act, Social Services and Wellbeing (Wales) Act, Renting Homes (Wales) Act, the Regulation and Inspection of Social Care (Wales) Act and the proposed Local Government Bill.
- Taking into account the new Corporate Safeguarding Policy.

1.4 How We Work - Sustainable Development

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

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

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

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.

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

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

2. Our Corporate Plan Priorities for 2017-21

2.1 Corporate Plan Priorities

Given the nature of Legal Services, comprehensive support is provided to enable the Council to deliver its Corporate Plan actions in line with associated Project Plans. The key areas we contribute towards are shown below. We will support these projects by:

- Providing legal advice, guidance and support on legal matters that have implications for the whole Council.

Well-being Outcome /Scrutiny Committee	Well-being Objective	Ref	Action
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER01	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone. (2019/20)
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER03	Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> • The Rural Local Development Strategy • Town Centres Framework • Penarth Esplanade • Barry Waterfront including the Barry Island Link Road • Links between Penarth Haven and the Town Centre (2019/20).
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER04	Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road (2018/19).
WBO2 : An Environmentally Responsible and Prosperous Vale	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane (2018/19).
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes (2018/19).
WBO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC08	Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry (2017/18).

Well-being Outcome /Scrutiny Committee	Well-being Objective	Ref	Action
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)
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH7	Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of: <ul style="list-style-type: none"> - Provision of information - Advice and assistance services - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures (2016/17)

2.2. Integrated Planning Priorities

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

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

3. The Year Ahead (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:
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER01	Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone. (2019/20)	Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal) and Cardiff Airport and St Athan Enterprise Zone.
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER03	Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> • The Rural Local Development Strategy • Town Centres Framework • Penarth Esplanade • Barry Waterfront including the Barry Island Link Road • Links between Penarth Haven and the Town Centre (2019/20). 	Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects.
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O3: Promoting regeneration, economic growth and employment	ER04	Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road (2018/19).	Provide legal advice, guidance and support on legal matters in relation to transport improvement schemes associated with the Cardiff Capital Region Metro.
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER10	Work with Welsh Government to deliver improvements to Five Mile Lane (2018/19).	Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane.
WBO2 : An Environmentally Responsible and Prosperous Vale (E&R)	O4: Promoting sustainable development and protecting our environment	ER14	Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes (2018/19).	Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island.

Well-being Outcome/ Scrutiny Committee	Well-being Objective	Ref	Action	During 2017/18 we will:
WBO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC08	Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry (2017/18).	Provide legal advice, guidance and support on legal matters in relation to the school modernisation programme.
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)	<p>Ensure service delivery complies with Welsh language standards.</p> <p>Promote and provide opportunities for staff to access Welsh language courses.</p>
WO4: Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living	AH7	<p>Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of:</p> <ul style="list-style-type: none"> - Provision of information - Advice and assistance service - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures <p>(2016/17)</p>	<p>Provide legal advice and support on legal matters in relation to implementing new ways of working arising from the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of:</p> <ul style="list-style-type: none"> - Provision of information - Advice and assistance service - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures <p>(2016/17)</p>

Integrated Planning actions

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).	Contribute to the preparatory work to identify the £800k savings required for the Resources Directorate in 2017/2018. Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.
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 in Appendix B.
		Support the Council's services in responding to the implications of new legislation including the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014.
		Deliver the May 2017 Local Government Elections and associated training. Deliver the Canvass for 2017. Publish the revised Electoral Register on 1.12.17
		Consult and revise the Council's Local Dispute Resolution Procedure
		Provide Members' Code of Conduct Training to newly elected Councillors and Clerks to Town and Community Councils.

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			
29.5	27.82	6.16	1.62	7.78	3 (10.17%)	100

As at December 2016, 100% of staff appraisals for the service have been completed mirroring our performance last year.

Attendance management figures for Q3 (2016/17) show a significant improvement in sickness absence with the service reporting 1.70 days lost per full time equivalent employee compared to 4.88 days during the same period in 2015/16. The improvement in our performance can be attributed to our proactive approach to management of attendance in line with the revised policy with targeted and consistent monitoring of sickness levels at senior management level. In addition, we are ensuring appropriate support is in place to enable staff to return to work. We will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service to support further improvements going forward.

Staff turnover has decreased to 6.56% compared to 7.02% during the same time period in 2015/16. This performance compares favourably with the whole Council performance of 8.13%. Within the service, both voluntary and involuntary leavers accounted for 3.28% each of leavers. In comparison, in the same time period last year, all leavers were voluntary.

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

- Continue to build resilience in our workforce by developing succession planning arrangements further in order to ensure the service has the right balance of skillset within teams.
- Ensure that employees remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Develop the skillset/competencies of team managers in line with the Council's Management Competency Framework with specific focus on commissioning, contracting, collaboration and project management skills.

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:

- Increasing agile working of staff through use of available technology.

- Focusing on promoting sustainable IT usage by using technology that uses less space and power through the use of laptops and tablets.
- Undertaking a review of AIM software with consideration given of other software including that used by other Authorities including Leeds Council;
- Legal Portal – in liaison with the Courts regarding use of electronic court bundles.
- Reviewing our Electoral Registration software.
- Trailing the use of tablets with a view to investment being considered to enable lawyers to work more effectively whilst away from the office and whilst at Court.
- Review of printer specification and secure replacement for Legal Services printer.

Finance

The estimated budget for the Legal service area (including Electoral Registration) for 2017/18 is £1,197,000 (excluding overheads) 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)	2019/20 (£000)	Total (£000)
<i>Review of Resources Directorate</i>	800	600	0	1,400,000
Total	800	600	0	1,400,000

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:

- In line with the Space Project, reviewing and rationalising existing accommodation needs for Legal Services.

Procurement

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

- Establishing a framework agreement for commissioning legal advice and support from external barristers in collaboration with other Welsh Unitary Authorities and the National Procurement Service.

Consultation and Engagement

We support the respective Directorates in ensuring that they are engaging with key stakeholders in accordance with legal requirements.

Consultation activity planned for 2017/18	Brief description of the purpose of the consultation
Quarterly review meetings with Heads of Service	Identify satisfaction with services provided and areas of service development.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for the officers we represent, contributing to the Corporate priorities. 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
Continued membership of the South East Wales Legal Consortium.	To explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	10 Unitary authorities in South East Wales
Legal advice work for Cardiff Legal Services in respect of their childcare work.	Community service team continue to undertake legal advice work for Cardiff Legal Service in respect of Childcare work.	Cardiff Council and Vale of Glamorgan Council agreement
Employment law advice provision under the shared services agreement to regional Councils.	Provision of Employment law advice to Torfaen Council under the shared services agreement to Torfaen Council.	Vale of Glamorgan and Torfaen Councils shared services agreement.
Explore shared service opportunities and income generation with other local authorities.	To explore further opportunities for collaborative working to aid an effective and cost efficient legal service.	10 Unitary authorities in South East Wales
'Out of hours' service on behalf of Cardiff Council.	Provision out of hours' service on behalf of Cardiff Council.	Cardiff Council and Vale of Glamorgan Council agreement

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
Loss of experienced staff and their knowledge base as a result of reduced staffing levels.	3	3	Strategic approach taken to managing budget reductions to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan. Transfer of skills via shadowing and documentation of processes and procedures.
Risk of not having the skill base to deliver the Reshaping Services agenda.	2	3	Effective programme and project management with realistic goals, including sharing of learning with other officers, use of briefing sessions to achieve full involvement across teams, to address any gaps in knowledge as the advice covers more diverse areas of the law. The need to develop a particular skillset at all levels to

Risk	Likelihood Score	Impact Score	Mitigating controls
			<p>support and provide advice in a flexible way.</p> <p>Any gaps in knowledge will be addressed through greater emphasis on self-assessment analysis in the context of continuing competence. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff.</p> <p>Consideration of skill sets when recruiting into skilled/ technical posts. Implementation of corporate and other staff development initiatives e.g. Leadership Café, Management Competency Framework, CPD.</p>
Inability to recruit and retain suitably qualified staff in key areas.	3	3	Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduates/ trainees who have a wide range of skills to meet the evolving needs of the Council. Different approach to methods of recruitment, including a move away from traditional means of advertising
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	2	2	<p>Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards.</p> <p>Welsh language requirements considered as standard for all services including all publications and information provision.</p> <p>Continue to contribute to the corporate action plan in order to ensure compliance with standards.</p>

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.

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

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
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER1	Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal) and Cardiff Airport and St Athan Enterprise Zone.	Progress: Shadow Regional Transport Authority to formal authority as part of the City Deal Board.	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector
ER1	Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone.	Greater interest in the Enterprise Zone, with greater prospects of new and improved job creation.	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER3	Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects.	Legal advice and support facilitates progress in relation to key Council regeneration projects.	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector
ER4	Provide legal advice, guidance and support on legal matters in relation to transport improvement schemes associated with the Cardiff Capital Region Metro.	Consultant appointed to commence feasibility works along the route subject to appropriate funding availability from WG.	N/A	Victoria Davidson	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector

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

Objective 4: Promoting sustainable development and protecting our environment

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
ER10	Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane.	Progression of CPOs in Winter/Spring 2017 Appoint employers agent. Commence work to appoint contractor (subject to a successful CPO).	N/A	Victoria Davidson	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector
ER14	Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island.	Co-ordinated approach to development of Barry Island resort enables maximum benefits for the Vale residents and improved tourism visits.	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement
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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
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC08	Provide legal advice, guidance and support on legal matters in relation to the school modernisation programme.	<p>School Modernisation Programme remains on track ensuring schools in the Vale meet 21st century standards and expectations.</p> <p>New schools within the Vale which are fit for purpose, in the right place, meet pupils' needs and become a resource which communities can fully utilise.</p>	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
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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
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery. Key milestones: - Service collects and analyses data for use in EIAs and service improvements. - More data included in EIAs to inform decisions.	N/A	Debbie Marles	1.4.17	31.3.18	Officer time/within existing resources
AC12	Ensure service delivery complies with Welsh language standards.	Service delivery complies with the Council's Welsh language scheme.	N/A	Debbie Marles	1.4.17	31.3.18	Within existing resources
AC12	Promote and provide opportunities for staff to access Welsh language courses.	Staff are aware of the requirements of the Council's scheme and have opportunities to learn Welsh.	N/A	Victoria Davidson	1.4.17	31.3.18	Within existing resources

Well-being Outcome 4: An Active and Healthy Vale

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

Well-being Goals	A Resilient Wales	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
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH07	Provide legal advice and support on legal matters in relation to implementing new ways of working arising from the Well-being (Wales) Act with a particular focus on the priority work streams of: <ul style="list-style-type: none"> - Provision of information - Advice and assistance services - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures 	Provision of legal advice, guidance and support on legal matters in line with the new ways of working and the requirements Social Services Well-being (Wales) Act.	N/A	Victoria Davidson	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1	Contribute to the preparatory work to identify £800k savings required for the Resources Directorate in 2017/2018.	Proposals for making the required levels of savings are agreed and ready for implementation.	N/A	Debbie Marles	1.4.17	31.3.18	Existing Resources
CP1	Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	Legal support /advice inform decisions on reshaping projects.	N/A	Debbie Marles	1.4.17	31.3.18	In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector
CP2	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	Sickness absence managed in line with Council's Sickness Absence Policy	N/A	Debbie Marles	1.4.17	31.3.18	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W1	Review and implement approaches to increase role flexibility within Legal Services.	Outcomes: Adopt innovative approach to working. Increased resilience. Milestones: Identify key skills Review Job Descriptions and Person Specifications	N/A	Victoria Davidson	1.4.17	31.3.18	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W2	Review Solicitors Regulation Authority Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs.	<p>Outcomes: Adopt a new approach to continuing professional development ('CPD') in line with Solicitors' Regulation Authority (SRA) requirements</p> <p>Reflect on practice and identification of training needs and how these might be addressed. Record and reflect on training undertaken. Examples of good practice.</p> <p>Dissemination of training undertaken in line with corporate needs.</p> <p>Milestones: Review SRA options Consult team Implement a consistent approach Arrangements to monitor to be established</p>	N/A	Victoria Davidson	1.4.17	31.3.18	Existing resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W3	Increase service resilience by transferring specialist knowledge and legal skills across Legal Services teams.	<p>Outcomes: To ensure resilience and a delivery of an effective legal services at a time of increasing demand. To meet the challenges faced in delivering an effective legal service in the context of the Council's Reshaping.</p> <p>Milestones: Identify key skillsets Identify means of transferring skills Identify posts and post holders to be skilled-up</p>	N/A	Victoria Davidson	1.4.17	31.3.18	Existing resources
W4	Provide refresher training for all town and community council clerks on the Members Code of Conduct.	Clerks are aware of the standards of conduct required of Councillors. Clerks are able to disseminate the information within their respective Councils.	N/A	Debbie Marles	01.09.17	30.11.17	Officer time/existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
W5	Provide Presiding Officer and Poll Clerk training for the Local Government Elections 2017.	<p>Presiding Officers have the appropriate skills and a good knowledge of voting procedures to manage the conduct of the ballot in their polling stations.</p> <p>Polling station staff ensure that voters are able to cast their vote in secret, free from influence.</p>	N/A	Victoria Davidson	5.4.17	28.4.17	Officer time/existing resources
W6	Review the Local Dispute Resolution Procedure in respect of Members and communicate this widely.	<p>Procedure meets the Public Services Ombudsman for Wales' expectations.</p> <p>Timely conclusion of low level complaints.</p>	N/A	Debbie Marles	01.6.17	31.3.18	Officer time/existing resources
W7	Provide training on the Members' Code of Conduct and governance.	Councillors maintain the highest standards of conduct in Line with the Code.	N/A	Debbie Marles	1.5.17	31.5.17	Officer time/existing resources
	Support the Council's services in responding to the implications of new and emerging legislation.	<p>Accurate and timely information enables informed decision making.</p> <p>The Council and its services respond appropriately and comply with statutory obligations as required.</p>	N/A	Debbie Marles	1.4.17	31.3.18	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
	Deliver the Local Government Elections for the Vale of Glamorgan Council and the 26 Town and Community Councils in May 2017.	Successful administration and delivery of local government elections. Performance standards for Electoral Registration Officer and Local Returning Officer as set by the Electoral Commission are met.	N/A	Debbie Marles	N/A	May 2017	Officer time/existing resources
	Deliver the Canvass for 2017.	Accurate and up to date electoral register for households in the Vale of Glamorgan.	Electoral Commission require 100% completion of canvass including 1 visit and 2 forms per household.	Debbie Marles	3.07.17	1.12.17	Existing resources
	Complete an Absent Voters Refresh between January and March 2018.	Accurate and up to date electoral register for households in the Vale of Glamorgan.	N/A	Debbie Marles	1.1.18	31.3.18	Existing resources
	Undertake a review and consultation of the Waterfront Ward.	Subject to consultation the potential reallocation of properties in the district/ward	N/A	Debbie Marles	01.06.17	31.3.18	Existing resources
IT	Undertake a review of the AIM software for legal services.	Replacement options identified for Legal Services Software.	N/A	Victoria Davidson	01.04.17	31.3.18	Existing resources
IT	Review of Electoral Registration software.	Replacement options evaluated.	N/A	Debbie Marles	01.06.17	31.3.18	Existing resources