



## 1. Introduction

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

### 1.1 About our Service – Performance and Development

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

Our broad functions are:

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

### 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 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  |
|-----------------------------|---|---|---|---|
| <b>Well-Being Objective</b> | Reducing poverty and social exclusion       | Promoting regeneration, economic growth and employment.           | Raising overall standards of achievement.   | Encouraging and promoting active and healthy lifestyles.                |
| <b>Well-Being Objective</b> | 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 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 Performance and Development's 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
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme
- Requirements of the new Well-being of Future Generations Act, specifically those relating to corporate planning and Public Services Boards
- Planning in readiness for the Local Government Bill
- Requirements of the Welsh Language Standards
- Our contribution to the integrating social care and health agenda across Cardiff and the Vale, including the development of services to increase income generation
- Our Customer Relations Strategy and how we respond to changes in customer behaviour and expectations
- Requirements of "Delivering Digital inclusion: A strategic Framework for Wales"

## 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 the Performance & Development Service 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  |
|---|--|-------|---|
| WO1: An Inclusive and Safe Vale (H&SC)                  | O1: Reducing poverty and social exclusion                                  | IS001 | Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills. (2018/19)   |
| 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.   | AC11  | Work with partners to promote the use of the Welsh language. (2019/20)  |
| WO3: An Aspirational and Culturally Vibrant Vale. (L&C) | O6: Valuing culture and diversity.   | AC12  | Implement the Welsh Language Standards to improve access to services and information. (2019/20)   |
| WO4: An Active and Healthy Vale (HL&SC)                 | O8: Safeguarding those who are vulnerable and promoting independent living | AH8   | Improve access to health and social care services by improving the speed, simplicity and choice of how to access services. (2018/19)                                      |

### 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 priority 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

| Ref | Action  |
|-----|---|
| 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)                             |
| CP4 | Work with partners to undertake a well-being assessment which will inform the Public Service Board's well-being objectives and Well-being Plan. (2016/17)   |

| Ref | Action  |
|-----|---|
| CP5 | Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)   |
| CP6 | Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17) |
| CP9 | Review our approach to risk management with reference to the Well-being Goals and our duties under the Well-being of Future Generations (Wales) Act. (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:   |
|--|---|-------|---|---|
| WO1: An Inclusive and Safe Vale (H&SC) | O1: Reducing poverty and social exclusion | IS001 | Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills. (2018/19) | <p>Continue to work with partners through the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion.</p> <p>Promote the role of Digital Champions as external volunteers across the Vale.</p> <p>Promote online services, digital skills training and opportunities to access digital services.</p> <p>Monitor and report on the numbers and characteristics of those who attend digital training courses.</p> <p>Continue roll out of integrated e-forms for CRM to improve opportunities for customers to access our services digitally.</p> <p>Extend our C1V service to include taking Shared Regulatory Services enquiries from Cardiff residents.</p> <p>Contribute to the development of the Council's corporate Digital Strategy.</p> |

| Well-being Outcome/Scrutiny Committee                      | Well-being Objective   | Ref  | Action   | During 2017/18 we will:  |
|--|--|------|--|--|
| WO3: An Aspirational and Culturally Vibrant Vale.<br>(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.<br>(2019/20) | Reinforce and improve the quality of Equality Impact Assessments produced across the Council.<br><br>Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.   |
| WO3: an Aspirational and Culturally Vibrant Vale.<br>(L&C) | O6: Valuing culture and diversity.   | AC11 | Work with partners to promote the use of the Welsh language.<br>(2019/20)  | Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan.   |
| WO3: An Aspirational and Culturally Vibrant Vale.<br>(L&C) | O6: Valuing culture and diversity.   | AC12 | Implement the Welsh Language Standards to improve access to services and information.<br>(2019/20)   | Implement the Welsh Language standards including the tendering of a translation service.   |
| WO4: An Active and Healthy Vale<br>(HL&SC)                 | O8: Safeguarding those who are vulnerable and promoting independent living | AH8  | Improve access to health and social care services by improving the speed, simplicity and choice of how to access services.<br>(2018/19)                                      | Continue to look at ways to improve self-service options and ensure that the customer gets through to the person best placed to deal with their enquiry as quickly as possible, complying with the Social Care and Well-being (Wales) Act 2014.<br><br>Work with Adult Services to review and amend processes at the Customer Contact Centre (C1V) to support the provision of advice and assistance in line with requirements of the Social Services Wellbeing Act. |

| 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) | <p>Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.</p> <p>Commence consideration of tranche 3 proposals of the Reshaping Services programme and seek Cabinet approval for business cases as required.</p> <p>Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.</p> <p>Contribute to the development of a programme of training to support managers in delivering the Reshaping Services programme.</p> <p>Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/18.</p>   |
| 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)                               | <p>Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.</p> <p>Deliver our key workforce development priorities for the coming year as outlined as outlined below:</p> <ul style="list-style-type: none"> <li>• Continuing to transfer skills across corporate areas (e.g. consultation/engagement).</li> <li>• Continue to increase role and flexibility within Performance and Development Teams.</li> <li>• Work with Organisational Development to further develop Team Leader skills, particularly in relation to performance management, project management, risk management, procurement and contract management.</li> <li>• Strengthen and extend shared working between C1V and the Cardiff and Vale University Health Board</li> <li>• Deliver training to managers to raise awareness of commercialisation and income generation.</li> </ul> |
| CP4 | Work with partners to undertake a well-being assessment which will inform the Public Service Board's well-being objectives and Well-being Plan. (2016/17)   | Develop and agree a Wellbeing Plan in line with requirements of the Wellbeing of Future Generations Act.   |
| CP5 | Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)   | <p>Work with ICT to develop an online engagement database to monitor and track public engagement work and their outcomes.</p> <p>Strengthen internal networks by creating points of contact within each directorate.</p>   |

| Ref | Action  | During 2017/18 we will:  |
|-----|---|--|
|     |   | <p>Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.</p> <p>Implementation of the Public Engagement Framework Action Plan.</p>  |
| CP6 | Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17) | <p>Continue to work with elected members and officers to develop arrangements associated with performance reporting aligned with the new Corporate Plan Well-being Outcomes.</p> <p>Review the way in which the Insight Board is operating to support integrated planning and ensure corporate improvement activity is monitored and progressed effectively.</p> <p>Incorporate reviewing the existing Wellbeing Objectives as part of our annual self-assessment process.</p> <p>Produce an Annual Report for the Council that incorporates a performance assessment (in line with improvement planning requirements) and an annual wellbeing report in line with requirements outlined in the Wellbeing of Future Generations Act.</p> <p>Procure and implement a new Performance Management System.</p> |
| CP9 | Review our approach to risk management with reference to the Well-being Goals and our duties under the Well-being of Future Generations (Wales) Act. (2016/17)  | Review our approach to Corporate Risk monitoring (including Service Plan risks).   |

**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<br>2015/16   | FTE<br>2015/16 | Average days sick |            | Average<br>days<br>sickness per<br>FTE | Turnover<br>(no of<br>leavers) | #itsaboutme<br>completion<br>rate<br>(%) |
|                                |                | Long term         | Short term |  |                                |  |
| 70                             | 64.60          | 6.15              | 3.21       | 9.36                                   | 10<br>(14.29%)                 | 100                                      |

*\*These figures provide only an indicative reflection of the workforce due to recent changes made to the Council's structures.*

At December 2016, 100% of #itsaboutme appraisals had been completed. The only exemptions were due to long term sickness and maternity leave.

Performance has also improved in relation to overall sickness absence levels with the service reporting 6.86 days lost as at quarter 3 2016/17 which is an improvement on the figure of 8.39 days lost reported for quarter 3 during 2015/16. However, our performance still exceeds the directorate target of for 2016/17 of 4.35 days. Within the service long term sickness accounts for the majority of absence, as during quarter 3 2016/17 4.21 days were lost due to long term sickness compared to 2.65 days lost due to short term sickness. 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.

At quarter 3 2016/17, staff turnover has decreased to 9.59% compared to 12.80% during the same period in 2015/16. Although turnover is above that of the whole Council at 8.13% we continue to focus our efforts on effective retention and succession planning mechanisms where appropriate. Within the service, voluntary leavers accounted for 6.85% of leavers with the remaining 2.74% being involuntary. Across the division turnover has remained relatively low as the majority of leavers tend to be from the Customer Relations Team, which is usually due to staff taking up opportunities elsewhere within the Council.

It is important for that we continue to maintain and develop the workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for the Performance and Development Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions.

The key issues impacting on the service are:

- The Performance and Development workforce has remained relatively static, with fairly low levels of turnover. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- The age profile of staff is not a cause of concern for the service, as there is currently a good spread of age ranges across the division.
- Although we have built effective resilience within our teams, career progression remains relatively flat and that could impact on retention levels in the future. To mitigate this, the service encourages staff to get involved in continuous self-development opportunities through a variety of corporate initiatives, such as the Leadership Café to further enhance their skill set.
- Managing sickness absence rates continues to be an area of development across the division, and more so within Customer Relations team.

- There are no significant issues with recruitment to posts within the division, but we recognise the need to recruit more Welsh speakers.
- There continues to be the need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Therefore, our key workforce development priorities for the coming year are:

- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within service and encouraging self-development.
- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
- Putting in place succession planning to address issues associated with reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.
- Working to develop a new culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.
- Transferring expertise and skills in certain corporate areas such as consultation and engagement across the Council to build service capacity.
- Strengthening and extending shared working between C1V and the Health Board to provide a more integrated service for the public and better resilience.
- Continuing to effectively manage sickness absence in line with corporate policy.

## ICT

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

- Continue to utilise home/agile working across the service, contributing to the Space Project
- Focusing on promoting sustainable ICT usage by using technology that uses less space and power
- Assess the telephony system in C1V and procure a replacement to ensure PSN and PCI compliance and a consistent customer experience of accessing services.
- Specify and procure a new performance management system, to inform performance processes and provide timely insight into the Council's performance to inform decision making.
- Contribute to development of the Council's corporate Digital Strategy.

## Finance

The estimated base budget for our service area for 2017/18 is £2,912,000 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.

| <b>Scheme</b>  | <b>2017/18<br/>(£000)</b> | <b>2018/19<br/>(£000)</b> | <b>Total<br/>(£000)</b> |
|--|---------------------------|---------------------------|-------------------------|
| Reduction in Customer Service Representatives headcount as a result of more people using web and reduction in business hours | 178                       | 0                         | 178                     |
| <i>Review of Other Corporate Services</i>  | 800                       | 600                       | 1,400                   |
| <b>Total</b>   | <b>978</b>                | <b>600</b>                | <b>1,578</b>            |

*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:

- Delivery of phase 2 of the Space Project (Provincial House and Civic Offices), 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.
- Application of new Community Asset Transfer guidance in conjunction with Estate colleagues to support various Reshaping Services projects including Town and Community Councils and the voluntary sector and income generation.

## 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:

- Procure a new performance system, to inform performance processes and provide timely insight into the Council's performance to inform decision making.
- Procure a replacement telephony system for the C1V.
- Development of a potential procurement project for tranche 3 of the Reshaping Services programme.

## Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on our key partners, residents and internal client departments. Highlighted below are our planned activities for the coming year.

| <b>Consultation Activity Planned 2017/18</b>                  | <b>Brief Description of the Purpose of the Consultation</b>  |
|---|--|
| Draft Public Engagement Framework Consultation April/May 2017 | Gather feedback on draft engagement framework (updated) in order to finalise and implement the framework and action plan.        |
| Community Facilities Monies – Rhoose – Spring/Summer 2017     | Project to determine local priorities for spending community facilities section 106 monies in Rhoose.                            |
| Budget Consultation November/ December 2017                   | This could be a standalone exercise or a combination of engagement exercises which will inform the budget proposals for 2018/19. |
| Let's Talk About Well-being                                   | Further engagement on the PSB's Well-being assessment as the draft document is approved and progressed. Ongoing.                 |
| North Penarth Open Space Improvement Scheme                   | Further engagement to agree designs for upgrade of skate facilities at Cogan Recreation Ground. Date unknown.                    |

## 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   |
|--|--|---|
| Work with the new Public Services Board (PSB) to develop and agree the PSB's wellbeing objectives set out in the Wellbeing Plan. | Establish and agree with the PSB a set of wellbeing objectives that are set out in the PSB's Wellbeing Plan as required by the Well-being of Future Generations Act. | The four statutory partners are the Fire Service, Council, Cardiff and Vale UHB and Natural Resources Wales   |
| Implementation and monitoring of the Community Strategy Delivery Plan 2014-18  | Delivery of the commitments within the delivery plan regarding preventing poverty, helping people into work and mitigating poverty.                                  | Delivered through three PSB sub-groups:<br>Poverty Alignment Group – Phil Evans is the SRO<br>Improving Opportunities Board – Marcus Goldsworthy and Kay Martin (CAVC) are SROs<br>Financial Inclusion Group - Hayley Selway is the SRO |
| Continue to develop joint services between Cardiff and Vale UHB Communications Hub and Contact One Vale (C1V).                   | Supporting the creation and delivery of Health and Social Care services to improve access to services, deliver improved outcomes for customers and reduce costs.     | Governance is achieved through Integrated Health and Social Care Board as well as established service and project boards within the Council and Health Board.   |
| Continue to focus on working with Joint Town and Community Councils and voluntary sector to deliver Reshaping projects.          | Identify and progress opportunities to deliver Council services (including using its assets) differently.  | Involves all Vale of Glamorgan Town and Community Councils and voluntary sector organisations.  |
| Consider the implications and opportunities associated with the Local Government Reform agenda.                                  | Develop an approach and potential proposals to further regional working in line with the developing agenda.  | To be confirmed following the consultation on the white paper.  |

## 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  |
|--|------------------|--------------|--|
| Capacity to deliver transformational change over the medium term (i.e. Reshaping Services agenda). | 2                | 3            | <p>Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan.</p> <p>Ensuring sufficient resources are available to deliver projects.</p> <p>Emphasis on staff engagement in the</p> |

| Risk   | Likelihood score | Impact score | Mitigating controls   |
|--|------------------|--------------|---|
|  |                  |              | <p>Reshaping Services programme.</p> <p>Development of corporate approach to contract management and a refresh of project management, risks management and procurement training.</p>  |
| <p>Inability to comply with the legislative requirements of the Wellbeing of Future Generations Act and Local Government Reform and the challenges these pose for delivering services on reducing budgets.</p> | <p>2</p>         | <p>3</p>     | <p>Cabinet and Corporate Management Team (CMT) take overall responsibility for monitoring and responding to developments on new legislative developments.</p> <p>Formation of working groups to put in place action plans to ensure that the Council is able to meet new legislative requirements. Regular progress monitoring to CMT, Cabinet and Scrutiny on progress made in meeting legislative requirements.</p> <p>Briefing sessions held with staff and members to raise awareness of forthcoming legislation.</p> <p>Through Reshaping Services agenda identify alternative models of service delivery that will support us in meeting our legislative obligations.</p> <p>We promote principles of sustainable development corporately. Managed via Corporate Management Team, Insight Board and piloting audit approaches with the Wales Audit Office.</p> <p>Corporate Plan, Service Plans, Reshaping Services guidance and performance management framework revised to reflect requirements of the Act.</p> <p>We continue to ensure that there are robust partnership structures and arrangements in place to promote accountability in how key projects are delivered as well as continuing to nurture the strong relationships we have developed with key partners. The PSB builds on the work of the LSB.</p> <p>We have worked with the PSB to develop a Wellbeing Assessment that will inform the development Wellbeing Objectives for the PSB.</p> <p>The Council is one for four statutory partners</p> |

| Risk   | Likelihood score | Impact score | Mitigating controls   |
|--|------------------|--------------|---|
|  |                  |              | within the PSB which will co-ordinate all Vale-based collaborations. [Should this be collaborations between the partners for clarity?] The Strategy and Partnership Team will provide a central planning and co-ordination role. There are strong governance structures in place for strategic collaborative projects i.e. Memorandum of Understanding with Bridgend and Regional Planning Board for Health and Social Care arrangements.   |
| Customers are not able to effectively engage with the Council due to digital exclusion.  | 2                | 3            | <p>Work is underway to help get more people on-line and access and develop digital skills. Continue to offer telephone and face to face services to those requiring them.</p> <p>New governance arrangements implemented around digital inclusion. The Insight Board is responsible for co-ordinating more integrated business planning practices, staff development opportunities, continued promotion of “one Council” working and significantly reducing the overall amount of officer time spent in meetings and the potential for duplication. We have provided free public access to Wi-Fi across our public buildings and libraries to enable the public to access our services online. A new mobile app is now available to access information and our services via mobile devices.</p> |
| 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>A corporate action plan is in place to support us in complying with the Welsh Language standards and an annual monitoring report is produced to assess progress in their implementation.</p>  |
| Inability to deliver a replacement contact centre technology platform resulting in loss of the council’s PSN and PCI compliance Certificates and impact this could have on meeting customer demand for channels used to access services. | 4                | 3            | <p>Multi-disciplinary project team is being created to address functionality requirements and review procurement options.</p> <p>Contact has been made with councils in similar circumstances to review opportunities for joint procurement of a hosted solution.</p>   |

| <b>Scoring service risks</b> |   |
|------------------------------|---|
| <b>Likelihood score</b>      | 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.   |
| <b>Impact score</b>          | 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. |

## Performance and Development Action Plan 2017/18

|   |   |
|---|---|
| <b>Well-being Outcome 1: An Inclusive and Safe Vale</b> | <b>Objective 1: Reducing Poverty and Social Exclusion</b> |
|---|---|

|                         |                   |                   |                    |                                 |  |                    |                              |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|
| <b>Well-being Goals</b> | 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 |
|-------------------------|-------------------|-------------------|--------------------|---------------------------------|--|--------------------|------------------------------|

|                            |           |            |           |               |            |
|----------------------------|-----------|------------|-----------|---------------|------------|
| <b>Our Ways of Working</b> | Long term | Integrated | Involving | Collaborative | Preventing |
|----------------------------|-----------|------------|-----------|---------------|------------|

| Ref   | Action  | Outcome & Key milestone 2017/18   | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required                |
|-------|---|---|----------------------|---------------------|------------|-------------|-----------------------------------|
| IS001 | Continue to work with partners through the 'Get the Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion. | Ensure that the maximum number of Vale citizens can benefit from the financial and social opportunities of using digital services by providing means of access and skills required to do so.              | N/A                  | Tony Curliss        | April 2017 | March 2018  | Officer time at meetings          |
| IS001 | Promote online services, digital skills training and opportunities to access digital services.  | Residents are able to maximise the benefits of accessing online services.   | N/A                  | Tony Curliss        | April 2017 | March 2018  | Officer time at meetings          |
| IS001 | Monitor and report on the numbers and characteristics of those who attend digital training courses  | Monitoring will help to identify the potential scale of digital exclusion within the Vale and ensure that effectiveness of initiatives can be evaluated and developed to be responsive to customer needs. | N/A                  | Tony Curliss        | April 2017 | March 2018  | Part-time project resource 0.2FTE |

| Ref   | Action  | Outcome &Key milestone 2017/18  | KPI (where relevant) | Officer responsible      | Start date | Finish date | Resources required   |
|-------|---|---|----------------------|--------------------------|------------|-------------|--|
| IS001 | Promote the role of Digital Champions as external volunteers across the Vale.   | Reduction in the number of digitally excluded residents and improved take up of Council digital services.   | N/A                  | Tony Curliss             | April 2017 | March 2018  | Officer time at meetings<br>Capital investment in digital equipment. |
| IS001 | Further develop integrated CRM e-forms.   | Improved take up of Council digital services.   | N/A                  | Tony Curliss             | April 2017 | March 2018  | Within existing resources  |
| IS001 | Extend our Customer Contact Centre Contact OneVale (C1V) service to include Shared Regulatory Service enquiries from Cardiff residents. | Cardiff residents make Shared Regulatory Service enquiries via Contact OneVale (C1V)  | N/A                  | Tony Curliss             | April 2017 | March 2018  | Within existing resources  |
| IS001 | Contribute to the development of the Council's corporate Digital Strategy.  | The Digital Strategy sets out the strategic direction for the development of services and outlines new ways of working for our staff and how we work with partners that embraces new digital technologies to improve our services to our customers whilst reducing costs. | N/A                  | Tom Bowring/Tony Curliss | April 2017 | March 2018  | Within existing resources  |

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

|                         |                   |                   |                           |                                 |   |                           |                              |
|-------------------------|-------------------|-------------------|---------------------------|---------------------------------|---|---------------------------|------------------------------|
| <b>Well-being Goals</b> | A Resilient Wales | A Healthier Wales | <b>A More Equal Wales</b> | A Wales of Cohesive Communities | <b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b> | <b>A Prosperous Wales</b> | A Globally Responsible Wales |
|-------------------------|-------------------|-------------------|---------------------------|---------------------------------|---|---------------------------|------------------------------|

|                            |                  |                   |                  |                      |                   |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|
| <b>Our Ways of Working</b> | <b>Long Term</b> | <b>Integrated</b> | <b>Involving</b> | <b>Collaborative</b> | <b>Preventing</b> |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|

| Ref | Action   | Outcome & Key milestone 2017/18   | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required         |
|-----|--|---|----------------------|---------------------|------------|-------------|----------------------------|
| AH8 | Continue to look at ways to improve self-service options and ensure that customer enquiries are resolved quickly and effectively in line with requirements of the Social Services Wellbeing Act.             | Improved access to Health and Social Care services. Less complex social care queries are handled via self-service options freeing up more time for call handlers to deal with more complex enquiries resulting in improved customer outcomes. | N/A                  | Tony Curliss        | April 2017 | March 2018  | Within existing resources. |
| AH8 | Work with Adult Services to review and amend processes at the Customer Contact Centre (C1V) to support the provision of advice and assistance in line with requirements of the Social Services Wellbeing Act | Processes used by C1V comply with the requirements of the Act and enable services users to access information/advice in a timely way that enables effective signposting.  | N/A                  | Tony Curliss        | April 2017 | March 2018  | Within existing resources. |

|   |   |
|---|---|
| <b>Well-being Outcome 4: An Active and Healthy Vale</b> | <b>Objective 8: Safeguarding those who are vulnerable and promoting independent living.</b> |
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|                         |                   |                          |                           |  |  |                    |                              |
|-------------------------|-------------------|--------------------------|---------------------------|--|--|--------------------|------------------------------|
| <b>Well-being Goals</b> | A Resilient Wales | <b>A Healthier Wales</b> | <b>A More Equal Wales</b> | <b>A Wales of Cohesive Communities</b> | A Wales of Vibrant Culture & Thriving Welsh Language | A Prosperous Wales | A Globally Responsible Wales |
|-------------------------|-------------------|--------------------------|---------------------------|--|--|--------------------|------------------------------|

|                            |                  |                   |                  |                      |                   |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|
| <b>Our Ways of Working</b> | <b>Long term</b> | <b>Integrated</b> | <b>Involving</b> | <b>Collaborative</b> | <b>Preventing</b> |
|----------------------------|------------------|-------------------|------------------|----------------------|-------------------|

| <b>Ref</b> | <b>Action</b>   | <b>Outcome &amp;Key milestone 2017/18</b>  | <b>KPI (where relevant)</b> | <b>Officer responsible</b> | <b>Start date</b> | <b>Finish date</b> | <b>Resources required</b> |
|------------|---|--|-----------------------------|----------------------------|-------------------|--------------------|---------------------------|
| AC10       | Reinforce and improve the quality of Equality Impact Assessments produced across the Council.                                 | Well considered Equality Impact Assessments completed in a timely way across the Council. Equality Impact Assessments effectively inform the Council's approach to shaping service delivery. | N/A                         | Huw Isaac                  | April 2017        | March 2018         | Within existing resources |
| AC10       | Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery. | Accurate and timely data which informs proposals and decisions about service delivery  | N/A                         | Huw Isaac                  | April 2017        | March 2018         | Within existing resources |

| Ref  | Action   | Outcome &Key milestone 2017/18   | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required                              |
|------|--|--|----------------------|---------------------|------------|-------------|---|
| AC11 | Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan. | Increased number of activities offered through the medium of Welsh supported by the Council. | N/A                  | Huw Isaac           | April 2017 | March 2018  | Within existing resources                       |
| AC12 | Implement the Welsh Language Standards including the tendering of a translation service.                                     | We comply with the Welsh Language Standards requirements.                                    | N/A                  | Huw Isaac           | April 2017 | March 2018  | Increased budget to cover costs of translation. |

## Integrated Planning

|                     |           |            |           |               |            |
|---------------------|-----------|------------|-----------|---------------|------------|
| 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  |
|-------|--|--|----------------------|-----------------------|------------|-------------|---|
| CP1/F | Progress proposals via the Reshaping Programme, seek Cabinet approval for business cases as required and implement approved projects where appropriate | Agreement of tranche 3 projects to contribute to a balanced budget and the delivery of cost-effective and sustainable Council services into the longer term. | N/A                  | Huw Isaac/Tom Bowring | April 2017 | March 2018  | Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme. |
| CP1/F | Progress proposals via the Reshaping Programme, seek Cabinet approval for business cases as required and implement approved projects where appropriate | Agreement of tranche 3 projects to contribute to a balanced budget and the delivery of cost-effective and sustainable Council services into the longer term. | N/A                  | Huw Isaac/Tom Bowring | April 2017 | March 2018  | Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme. |
| CP1/F | Development a procurement project for Tranche 3 of the Reshaping Service   | Tranche 3 projects to contribute to a balanced budget and the delivery   | N/A                  | Tom Bowring           | April 2017 | March 2018  | Within existing resources   |

| Ref   | Action   | Outcome & Key milestone 2017/18  | KPI (where relevant) | Officer responsible   | Start date | Finish date | Resources required  |
|-------|--|--|----------------------|-----------------------|------------|-------------|---|
|       | programme.   | of cost-effective and sustainable Council services into the longer term.           |                      |                       |            |             |   |
| CP1/F | Commence consideration of Tranche 3 proposals of the Reshaping Services programme and seek Cabinet approval for business cases as required.                                  | Delivery of cost-effective and sustainable Council services into the longer term.  | N/A                  | Huw Isaac/Tom Bowring | April 2017 | March 2018  | Project teams led by service colleagues with involvement from corporate departments. Business Improvement Team dedicated to Reshaping Services Programme. |
| CP1/F | Continue to develop and contribute to the corporate projects work streams including Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale. | Delivery of cost-effective and sustainable Council services into the longer term.  | N/A                  | Huw Isaac/Tom Bowring | April 2017 | March 2018  | Project Manager from within existing resources (Democratic Services) and project team resourced by Corporate Resources departments.                       |
| CP1/F | Contribute to the development of a programme of training to support managers in  | Managers develop the skills required to effectively deliver the Reshaping Services | N/A                  | Huw Isaac/Tom Bowring | April 2017 | March 2018  | Officer time  |

| Ref   | Action  | Outcome & Key milestone 2017/18  | KPI (where relevant)                                | Officer responsible | Start date | Finish date | Resources required        |
|-------|---|--|---|---------------------|------------|-------------|---------------------------|
|       | delivering the Reshaping Services Programme.  | Programme.   |   |                     |            |             |                           |
| CP1/F | Undertake the preparatory work to ensure that the service contributes to finding £800,000 savings required for the directorate in 2017/18   | Proposals for making the required levels of savings are agreed and implemented.                              | N/A   | Huw Isaac           | April 2017 | March 2018  | Within existing resources |
| CP1/F | Continue to respond to budget savings for 2017/18   | Savings targets for 2017/18 are met.   | N/A   | Huw Isaac           | April 2017 | March 2018  | Within existing resources |
| CP2/W | Review and strengthen the performance management arrangements in relation to sickness absence with the service  | Reduction in sickness absence rates in line with 2017/18 targets   | Number of days/shifts lost due to sickness absence. | Huw Isaac           | April 2017 | March 2018  | Within existing resources |
| CP2/W | Transfer expertise and skills across corporate areas (e.g. consultation/engagement) to enhance cross-skilling across teams.   | Broaden the skills mix of staff and increase resilience in smaller teams.                                    |   | Huw Isaac           | April 2017 | March 2018  | Officer time              |
| CP2/W | Continue to increase role flexibility within the Performance and Development Teams  | Sessions arranged and delivered to broaden the skills mix of staff and increase resilience in smaller teams. |   | Tom Bowring         | April 2017 | March 2018  | Officer time              |
| CP2/W | Work with Organisational Development to further develop Team Leader skills, particularly in relation to performance management, risk management, procurement and contract management. | Broaden and enhance the expertise of Team Leaders.   |   | Huw Isaac           | April 2017 | March 2018  | Officer time              |

| Ref   | Action   | Outcome & Key milestone 2017/18   | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required  |
|-------|--|---|----------------------|---------------------|------------|-------------|---|
| CP2/W | Strengthen and extend shared working between C1V and the Cardiff and Vale University Health Board.       | Increase the resilience of teams through integrating services and increase cost savings.  |                      | Huw Isaac           | April 2017 | March 2018  | Within existing resources   |
| CP2/W | Develop support for to managers on commercialisation and income generation.                              | Effectively raise the profile of the importance of developing commercialisation and income generation skills.                                     |                      | Huw Isaac           | April 2017 | March 2018  | Within existing resources; Consideration of additional external resources as required funded from the Reshaping Services reserve. |
| CP4   | Develop and agree a Wellbeing Plan in line with requirements of the Wellbeing of Future Generations Act. | Wellbeing Plan is approved by the PSB   |                      | Huw Isaac           | April 2017 | March 2018  | Within existing resources   |
| CP5/E | Work with ICT to develop an online engagement database.  | Online database is developed to effectively monitor and track public engagement work.   |                      | Rob Jones           | April 2017 | March 2018  | Within existing resources   |
| CP5/E | Strengthen internal networks by creating points of contact within each directorate.                      | We develop a more consistent approach to undertaking engagement activities across the Council in line with good practice consultation principles. |                      | Rob Jones           | April 2017 | March 2018  | Within existing resources   |
| CP5/E | Refresh guidance provided  | We develop a more   |                      | Rob Jones           | April 2017 | March       | Within existing   |

| Ref   | Action  | Outcome &Key milestone 2017/18  | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required        |
|-------|---|---|----------------------|---------------------|------------|-------------|---------------------------|
|       | on effective public engagement with an increased emphasis on the legal principles that define good consultation.  | consistent approach to undertaking engagement activities across the Council in line with good practice consultation principles.   |                      |                     |            | 2018        | resources                 |
| CP5/E | Implementation of the Public Engagement Framework action plan.  | We develop a more consistent approach to undertaking engagement activities across the Council in line with good practice consultation principles.   |                      | Rob Jones           | April 2017 | March 2018  | Within existing resources |
| CP6   | Continue to work with Elected Members and officers to develop performance reporting arrangements that are aligned to the Corporate Plan Wellbeing Outcomes. | Performance reporting arrangements are implemented that effectively reflects our performance in relation to the Corporate Plan's Wellbeing Outcomes.  |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |
| CP6   | Review the operation of the Insight Board for supporting integrated planning.   | We develop a more focused and streamlined approach to integrated planning to enable more effective and joined up decision-making and ensuring the appropriate monitoring and implementation of corporate improvement priorities |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |
| CP6   | Incorporate the process of reviewing the existing Wellbeing Objectives as part  | We meet our statutory requirements to review our Wellbeing Objectives   |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |

| Ref   | Action  | Outcome &Key milestone 2017/18  | KPI (where relevant) | Officer responsible | Start date | Finish date | Resources required        |
|-------|---|---|----------------------|---------------------|------------|-------------|---------------------------|
|       | of our annual self-assessment process.  | in line with the Wellbeing of Future Generations Act  |                      |                     |            |             |                           |
| CP6   | Produce an Annual Report for the Council that incorporates a performance assessment and an annual Wellbeing report in line with statutory requirements. | We meet our statutory duties to assess our progress/achievements in relation Wellbeing of Future Generations Act whilst ensuring we continue to meet our duty to undertake an annual assessment of our performance in line with the Local (Wales) Measure Government 2009 |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |
| CP6/F | Procure a new performance management system.  | Fully integrated performance system is established to provide timely information and reporting of performance information/data to inform council decision making  |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |
| CP9   | Review our approach to corporate risk monitoring (incorporate Service Plan risks).  | Effectively streamline our approach to risk monitoring to ensure risks are accurately monitored and reported.   |                      | Tom Bowring         | April 2017 | March 2018  | Within existing resources |
| C     | Explore emerging collaborative opportunities arising from the Local Government Reform White Paper   | We identify potential opportunities for expand our collaborative agenda in line with the White Paper  |                      | Huw Isaac           | April 2017 | March 2018  | Within existing resources |

| Ref | Action   | Outcome & Key milestone 2017/18   | KPI (where relevant) | Officer responsible      | Start date | Finish date | Resources required  |
|-----|--|---|----------------------|--------------------------|------------|-------------|---|
| F   | Further develop opportunities to generate income from existing C1V resources.  | We further enhance and deliver income generation opportunities.   |                      | Tony Curliss             | April 2017 | March 2018  | Within existing resources   |
| F   | Procure a replacement telephony system for C1V   | Replacement telephony system is implemented and resulting in cost-savings. We continue to sustain PCI and PSN compliance and maintain a consistent customer experience. |                      | Tony Curliss             | April 2017 | March 2018  | Within existing resources   |
|     | Continue to progress the review work in relation to customer management  | We develop a consistent approach to developing our approach to customer management and expectation.   |                      | Tom Bowring/Tony Curliss | April 2017 | March 2018  | Within existing resources   |
| A   | Implement new Community Asset Transfer guidance and further explore and promote opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and Strong Communities Grant Fund. | Optimise the use of our property assets to minimise our operating costs and promote new ways of working, involving the communities of the Vale of Glamorgan.            |                      | Huw Isaac/Tom Bowring    | April 2017 | March 2018  | Within existing resources   |
| A   | Delivery of Phase 2 of the Space Project.  | Optimise the use of our property assets to minimise our operating costs.  |                      | Tom Bowring              | April 2017 | March 2018  | Within existing resources and external project management contract. |