

● APPENDIX A: Corporate Improvement Action Plan

Progress Updated (January 2017)

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
Governance				
Develop and implement a process/protocol for managing information and the interface between Cabinet and Scrutiny, incorporating roles, responsibilities and agenda management issues.	High	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Develop an indicative framework for pre-Cabinet scrutiny approval to ensure transparency and consistency when pre-decision Scrutiny takes place.	Medium	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Implement a joint approach to work programme planning and management to promote better alignment between Cabinet and Scrutiny business.	High	May-16	Jeff Wyatt/ Rob Thomas	Completed The Protocol agreed by Council encompasses the need for correlation of internal (i.e. Council, Cabinet and Scrutiny) Work Programmes and correlation between those and external regulators' Work Programmes.
Consider undertaking a restructure of Scrutiny Committees with a more holistic/outcome focused remit aligned to the Corporate Plan.	High	May-16	Rob Thomas/ Jeff Wyatt	Completed. New Scrutiny Committee structures commenced from May 2016.
Undertake and complete all Member PDR interviews.	High	Jan-16	Jeff Wyatt	Completed for 2015/16. A total of 30 interviews were conducted, including with all Members who are in receipt of a Senior Salary. The resultant Training Needs Analysis will be used to inform the Council's ongoing programme of Member Development.

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Undertake a review/refresh of the Member Development Strategy and undertake a Training Needs Analysis to inform ongoing Member development programme.	High	Mar-16	Jeff Wyatt	Completed A Revised Member Development Strategy was considered and approved by Democratic Services Committee and Cabinet on 10th February and 7th March 2016 respectively. An ongoing Member Development Programme is in place, with attendance details maintained by Democratic Services.
Develop/agree a framework to be implemented in relation to setting out the roles, responsibilities and relationship between Cabinet and Scrutiny Members.	High	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Undertake a review of project management arrangements (particularly in relation to consistency of application of project management tools).	Medium	Feb-16	Helen Smith	Completed Findings informed planned refresher training.
Deliver a refreshed programme of project management training across the Council to relevant officers.	Medium	Feb-16	Helen Smith / Tom Bowring	Ongoing. This work is directly linked to on-going work on the delivery of contract management training provision.
Develop, implement and raise awareness of our Corporate Safeguarding Policy. (Links to AIR 2014/15 WAO Rec P12- Develop a Corporate Safeguarding Policy)	High	Mar-16	Phil Evans/ Suzanne Clifton	Complete A Corporate Safeguarding Policy is in place and work is ongoing to monitor effectiveness of implementation across the Council.
Improve the compliance of schools in relation to Safer Recruitment Policy.	High	Jan 16 and then ongoing	Jennifer Hill/ Adrian Unsworth	Completed. On-going monitoring and escalation process in place to support compliance of schools with the Council's Safer Recruitment Policy.
Ensure that all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding. (WAO P13 Rec AIR 2014/15).	High	Mar-16	Phil Evans/ Suzanne Clifton	Ongoing Tools are being developed to support staff and elected members to feel more confident is using existing procedures and raise awareness of protection issues in relation to vulnerable children and adults.

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Ensure that the role and responsibilities of the Local Authority Designated Officer are clarified and understood across the Council. (WAO P11 Rec AIR 2014/15).	High	Mar-16	Phil Evans/ Suzanne Clifton	Completed Key roles and responsibilities of the ADO are outlined in the Safeguarding Policy.
Produce a new Corporate Plan for 2016-20 that has a more holistic outcome focused approach aligned to the Wellbeing of Future Generations (Wales) Act. Develop "Plan on a Page" version for use in communications activity (e.g. in Committee Rooms, reception areas, staff break-out facilities, flex clock locations etc.)	High	Apr-16	Huw Isaac	Completed Corporate Plan 2016-20 published on 1 st April 2016. A programme of communicating the corporate plan (and making linkages with other initiatives such as Reshaping Services and the revised personal appraisal process) is due to be rolled out over the coming months to ensure the Corporate Plan remains central to the workings of the Council.
Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment between documents.	High	Apr-17	Huw Isaac	Ongoing This will be undertaken over the coming year as policies are refreshed.
Implement requirements of the Welsh Language Standards and the associated compliance notice.	High	Sep-16	Huw Isaac	Ongoing Action plan is in place and has largely been delivered. Welsh Language Standards Board disbanded, amalgamated with Insight.
Review and refresh the Corporate Risk Strategy	High	Feb-16	Huw Isaac	Completed. Approved by Cabinet on 8 th February 2016.
Achieve Payment Card Industry Compliance.	High	Dec-16	David Vining/ Carys Lord	Ongoing Northgate have been commissioned to provide a quotation for a hosted PCI compliant payment system and it is anticipated that implementation of this new system will be undertaken at the end of this financial year.
Performance Management				
Undertake a data quality review of indicators to include a rationalisation of performance indicators.	High	Apr-16	Huw Isaac	This work is linked with the review of the Performance management framework (PMF) below.

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<p>Develop and implement a new Performance Management Framework to raise awareness of the framework to Managers, staff and Members, to revise our corporate performance reporting mechanisms and to reflect requirements of the Wellbeing of Future Generations Act in Scrutiny and Cabinet reporting formats.</p>	High	Apr-16	Huw Isaac	<p>Ongoing</p> <p>The Council's PMF has been revised and changes are being implemented over the course of the year. Work has already been undertaken in relation to the following:</p> <ul style="list-style-type: none"> • The Corporate Plan 2016-120 was published on 1st April 2016. • Revised Scrutiny Committee structures were introduced in May 2016 to reflect the Well-being outcomes outlined in the new Corporate Plan. • Revised service plan template introduced to reflect the new Corporate Plan and is more focussed. All service plans were approved by Cabinet on 23/5/16. • Revised Team Plan template introduced mirroring the approach to Service Plans and providing a summary "team plan on a page" which is being used to support team development activity and the revised PDR process. Team plans were completed at the end of June 2016. • Established a new reporting format and a suite of measures involving the Member Working Group. Reports focus on outcomes rather than service specific actions. The reports are being adjusted in line with comments from elected members. • Revised and launched new staff appraisal (#itsbaoutme) in September 2016 which builds upon the staff engagement activity undertaken in the previous year and reflects the new Corporate Plan, Service Plan, Team Plan and Staff Charter. • "Insight Board" of officers to consider integrated planning issues and report to

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				<p>CMT and Cabinet as appropriate is being developed. Work is underway to consider the work programme for the Insight Board, aligning with CMT and Cabinet forward work programmes. This approach will contribute to more integrated business planning practices, staff development opportunities, continued promotion of “one Council” working and significantly reduce the overall amount of officer time spent in meetings.</p> <ul style="list-style-type: none"> • A draft Management Competency Framework has been developed and is now subject to consultation with key colleagues. • A revised Training and Development Strategy is subject to consultation with Trade Unions, the staff engagement working group and Chief Officers and it is anticipated that this work will be completed in February 2017.
Implement a process review for Disabled Facilities Grants (DFGs) that assesses arrangements from the service user perspective and has regard to the implementation of change by other councils. (WAO P3 Rec AIR 2014/15)	High	Apr-16	Marcus Goldsworthy	Completed The review has been completed and recommendations are being implemented. This has been informed by visits to other authorities to learn some leaner processes.
Establish a broader range of measures that enable the effectiveness of the DFG service to be evaluated in terms of meeting user needs and the efficiency of resources being deployed as well as monitoring the speed of delivery.(WAO P4 Rec AIR 2014/15)	High	Apr-16	Marcus Goldsworthy	Completed Spend is currently on profile with targets being met. Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further.
Adopt ‘plain English’ principles to assess revisions necessary to current DFG guidance documents and future publications/advice for service users. (WAO P5 Rec AIR 2014/15)	High	Apr-16	Marcus Goldsworthy	Ongoing A new suite of documentation is being rolled out. This is a continuous process that involves re-assessing documents as they are developed.

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				The DFG team are looking at changing the public facing guidance on DFGs for a document that is a lot simpler than the one Welsh Audit Office considered. This revision will be influenced by the Welsh Government Enable scheme and we are still awaiting further information on marketing from the Welsh Government on this scheme.
Introduce measures that can be used to establish a corporate understanding of the way in which the DFG service and others contribute to supporting independent living. (WAO P6 Rec AIR 2014/15)	High	Apr-16	Huw Isaac	Ongoing A number of measures on DFGs have been adopted as part of a suite of measures to demonstrate progress against our Well-being Objective, 'Safeguarding those who are vulnerable and promoting independent living.' As part of the review of the Corporate Plan dataset due to take place in January 2017, consideration will be given to bringing together data from DFGs and other Council adaptations to provide a more comprehensive overview of the contribution being made towards promoting independent living. The new data requirements from WG on all Council adaptations will contribute to this work.
Monitor compliance with the Leisure Services Contract (as per WAO proposals)	High	Mar-16	Emma Reed/ Dave Knevett	Completed Arrangements in place to monitor the leisure contract on a quarterly basis.
Develop and implement a corporate approach to contract management.	High	Mar 16	Huw Isaac	Ongoing The project management toolkit is in place and will be updated in Q3 to reflect the work of the Insight Board and the Well-being of Future Generations Act approach to Sustainable Development. The procurement code of practice is being updated to include contract management guidance. Once completed, these issues (amongst others) will be the subject of a

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				training programme for team leaders/managers and Chief Officers in February 2017. In the meantime all Reshaping Services projects teams have received training on the project management toolkit as part of their involvement in the project as standard and are supported in its application by the Business Improvement Team. The Procurement function are supporting managers across the organisation in providing advice on contract management practices.
Delivery of staff engagement workshops to develop aspects of internal communications, engagement, skills/development and manager/employee relations.	High	Mar-16	Reuben Bergman	Completed The findings of the workshops have informed the development of the staff Charter.
Undertake a review of the Communications function with reference to improving communication of good news stories/achievements etc.	Medium	Feb-16	Huw Isaac	Completed A new Communications Team is now in place.
Develop a communications model/approach based on outcomes from staff engagement sessions and the Leadership Café.	High	Mar-16	Reuben Bergman	Completed Following the review of internal communications as part of Staff Charter Commitment, a quarterly Staff Engagement Forum has been established alongside a Core Brief Editorial Group.
Produce and publish where applicable communications policies/strategies.	High	Mar 16	Huw Isaac	Completed Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. An Internal Communications working group with representatives from all Directorates has been set up and is developing an action plan.
Review content of the Web and Staff Net to ensure that it is easily accessible, minimises duplication and contains information that is relevant and up to date.	High	Ongoing	Huw Isaac	Ongoing Work is continuing in this area, with an emphasis on slimming down the number of pages on the website to make it easier to navigate for customers and to maintain/translate

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				for the customer Estimated completion date end December 2016.
Establish a social media monitoring log and combine findings with the quarterly monitoring report that is presented to CMT to ensure there is more proactive monitoring of Social Media and issues/enquiries being raised through our Social Media channels.	Medium	Jan 16	Huw Isaac	Completed The Communications Team are currently trialling the use of the software platform Hootsuite to better manage and monitor the Council's social media channels.
Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback mechanism for reporting back key outcomes and findings from engagement work.	Medium	May-16	Huw Isaac	Completed The approach for collection and reporting of public engagement data has been approved by CMT and a data collection form created and circulated to all Heads of Service. This has provided a log of all the engagement work taking place and work is ongoing to determine how best to feed this into the service planning process to inform service improvement. Work is underway to identify how this can form a part of the integrated business planning (Insight) arrangements of the Council.
Update the Risk Register to ensure it effectively captures the issues associated with financial challenges either via the existing Reshaping Services risk or by reinstating the funding risk.	High	Mar-16	Huw Isaac	Ongoing Corporate risk is on the work programme and considered quarterly as part of integrated business planning (Insight) arrangements of the Council. Ongoing development of this approach will contribute towards more integrated planning practices across the Council.
Develop a service plan risk monitoring process i.e. see previous action on development of corporate data report.	High	Apr-16	Huw Isaac	Ongoing The new quarterly performance reports produced for each of the 4 Well-being Outcomes and Corporate Health provide an overview of how the use of resources impacts on

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				improvement. The overview has been informed by a number of corporate health perspectives including service risks. Feedback on the reports from Scrutiny Committees and the Member working Group continues to inform developments to the reports.
Further reinforce and improve the quality of Equality Impact Assessments produced across the Council (particularly in relation to high profile public engagement/consultation work).	High	Mar 16 and then ongoing	Huw Isaac	Completed Mandatory training on Equality Impact Assessments has been rolled out across the Council. Scrutiny Committee and Cabinet report templates have been reviewed and currently being revised.
Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Medium	Feb-16	Adrian Unsworth/ Tony Curliss	Completed and continuing to monitor for evaluation.
Deliver the remainder of the Building Services Action Plan in response to the Internal Audit Report.	High	Mar-16	Andrew Treweek	Ongoing A significant proportion of the plan has been delivered with the exception of three remaining actions as follows: <ul style="list-style-type: none"> • Branding and Reputation; rebranding the business has not commenced at present although significant work has been undertaken on improving reputation over the past 3 years. Rebranding at this stage would not deliver any benefits to change attitude towards the service. • Asset management Strategy; the Housing business plan is currently being used to deliver the strategic requirements for the service whilst work progresses on developing the longer term Asset Management Strategy. This is planned for release in January 2018 as reported in the corporate plan. • Business Growth Strategy; a temporary

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				dedicated post is proposed to facilitate business growth and assist with improving reputation.
Revise and update the PDR process to ensure there is stronger alignment to the 'golden thread' and refresh of the skills development aspects of the appraisal.	High	Mar-16	Reuben Bergman	Completed CMT has approved a new appraisal process #itsaboutme in June for immediate launch. The new process builds upon the staff engagement activity undertaken in the previous year and reflects the new Corporate Plan, Service Plan, Team Plan and staff charter.
Undertake a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.	High	May-16	Reuben Bergman	Ongoing The revised Corporate Induction approach has been drafted and will be subject to a consultation exercise with Chief Officers during quarter 3.
Ensure that any risks associated with poor engagement are reflected in the Corporate Risk Register.	Medium	Feb-16	Huw Isaac	Completed Reputation and customer relations (including engagement) are key themes within the corporate risk register template.
Develop a Leisure Strategy for the Vale of Glamorgan.	High	Apr-17	David Knevet	Ongoing Strategic Leisure has been appointed as the Council's partners to develop a Leisure Strategy. Consultation is currently ongoing in line with the agreed specification and timescales.
Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals. (Corporate Plan 2016-20)	High	Mar- 18	Paula Ham/ David Davies	Ongoing 2015/16 academic year results indicate that whilst standards have continued to improve overall, the standards achieved by children entitled to free school meals do not yet meet those of other children in all key stages. This remains a key focus for improvement and a priority for the Council in the long term. Planned actions for 2016/17 are reflected in the School Improvement and Inclusion Service Plan.
Resource Management				

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Continue delivery of the Reshaping Services Project Plan.	High	Mar-18 (ongoing)	CMT/Tom Bowring	Ongoing Work is on-going as programmed.
For Reshaping Services, the Council should ensure that staff resource is adequately assessed and relevant skills are in place before selecting any alternative models of service delivery. (WAO P7 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Reuben Bergman	Ongoing The programme has compiled a Resource Profile for each individual project, allocating staff resources to projects from central support departments and service area departments. In developing business cases, the requisite staff resources and skills will be considered when appraising options and planning for any potential implementation.
For Reshaping Services, the Council should consider developing its criteria for selecting alternative models of service delivery to ensure that models are selected according to corporate objectives, which will assist in helping the Council define an agreed vision for the future. (WAO P8 Rec AIR 2014/15)	High	Mar-18 (ongoing)	Huw Isaac	Ongoing The Reshaping Services Strategy sets out an overall aim and objectives for the programme. This has been used to inform the development of the business case template for use in projects considering alternative models of service delivery. The business case requires the project to consider how the project aligns with these programme objectives within the strategic case when setting project level objectives. Within the options appraisal the “strategic fit” with the programme is also to be documented as critical success factors.
For Reshaping Services, the Council should consider the use of best practice frameworks for business case reviews and partnership working to add strength to its Reshaping Services Strategy as it moves to the next stage of transformation. (WAO P9 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Huw Isaac	Ongoing Partnership working is a key consideration for any project, and collaborative arrangements were the subject of one specific training session, with guidance notes provided to attendees.

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For Reshaping Services, the Council should make reference to the guidance in BS11000 to strengthen its ability to enter into and ensure the management and governance of all of its partnerships are robust.(WAO P10 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Huw Isaac	Completed BS11000 was included in the training commissioned from Grant Thornton and Anthony Collins Solicitors in June 2015. The notes from this standard are available on Staffnet for projects to refer to.
Implementation of the Social Services Wellbeing Act action plan.	High	Apr-16	Phil Evans	Ongoing Work is ongoing with partners and staff to implement the 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
Translate outcomes into a Management Competency Framework and development of a refined Succession Plan. (Development as part of the Reshaping Services Organisational Development workstream).	High	Apr-16	Reuben Bergman	Ongoing A Management Competency Framework is currently being developed in consultation with managers and in anticipation of launch in March 2017.
Implement and communicate a new Employee Code of Conduct to all staff.	High	Feb-16	Adrian Unsworth	Completed Launched and communicated to all colleagues within the Council.
Undertake a refresh of the Workforce Plan and develop an approach for evidencing our outcomes from workforce planning via the Service Planning and directorate level reporting.	High	Apr-16	Reuben Bergman	Completed The Corporate Workforce Plan (2016-2020) was endorsed by Cabinet on 23 May 2016. It reflects the Reshaping Services Strategy and the new Corporate Plan.
Revise/update the ICT Strategy to reflect how our plans to use technology will support us in delivering our Corporate/Council priorities/outcomes.	High	Feb-16	Dave Vining	Ongoing In response to our proposal for improvement from the corporate assessment, work is progressing in revising our ICT strategy, focusing on the enabling role of ICT in reshaping

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				the Council's services and delivering sustainable savings. A digital strategy is also under development and is envisaged to form a key part of the Reshaping Services programme going forward.
Undertake a refresh of the Information Management Strategy to ensure that it is up to date, fit for purpose and complies with the Data Protection Act requirements.	High	May-16	Jeff Wyatt/ Dave Vining	Ongoing A review has been completed and reported to the Information Governance Board in October 2016. This is informing updating of the Strategy.
Develop and implement a new 'Vale Employment Relationship'	High	April 16	Reuben Bergman	Completed The Staff Charter was formally launched on 19th September 2016 following a pre and post launch marketing campaign. All staff were sent a copy of the Charter and an invitation to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. Prior to the formal launch of the Staff Charter six sessions were held with all managers to set out the implications of the Charter and the mechanisms for support and assistance. The results of the survey have also informed the work programme of the Employee Engagement Group.
Collaboration and Partnership				
Develop and update a quarterly strategic collaboration compendium to be reported to CMT.	High	Mar-16 and then ongoing	Tom Bowring	Completed Quarterly updates are now reported for CMT and Cabinet.
Review the external funding process to better align our corporate priorities with availability of funding.	Medium	Mar-16	Huw Isaac	Ongoing Report for Cabinet to be prepared to reflect the revised arrangements for the Council providing external funding. Consideration to be given by

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				Insight Board on future operation of the External Funding process.