# VALE of GLAMORGAN

# Corporate & Customer Services Service Plan 2014/18

# BRO MORGANNWG

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# Corporate and Customer Services Plan 2014-18

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**Service Overview – Corporate and Customer Services**

Corporate and Customer Services undertakes a number of key roles for the council. The directorate provides a corporate approach to policy, performance management and improvement, consultation and engagement, communications, partnership working and equalities.

Through its Customer Relations arm the directorate provides frontline access for all council services and is responsible for the development and delivery of 'Connecting With Our Customers', the council's customer service strategy.

Policy and performance work and its integration with day-to-day business lies at the heart of our work. It includes:

- developing and implementing our corporate vision (the Corporate Plan);
- ensuring high quality, SMART joined up plans;
- improving performance management across all council services;
- improving internal review and the management of services;
- proactive and effective communications internally to staff and externally to residents, key partners and regulators;
- improving our partnership framework and working collaboratively through the Local Service Board and associated mechanisms;
- planned engagement and consultation across the Vale of Glamorgan with feedback;
- ensuring all council services consider and address equality and sustainability issues as part of their day to day business;
- working with venues, community groups, artists and performers, arts organisations and related agencies to increase access and participation in the arts.

The Customer Relations focus is on delivering customer service excellence and ensuring a positive experience for customers when dealing with the council:

- working with internal and external partners to improve access to and delivery of services, ensuring they meet the needs of our customers;
- delivering services via corporate contact centre, face to face and by electronic means;
- delivering the Customer Service and Channel Strategies/ "Connecting with Our Customers";
- supporting vulnerable adults through Telecare Monitoring services;
- supporting Community Safety through CCTV Monitoring services;
- undertaking Adult Social Service assessments;
- delivering Blue Car Badge and Concessionary Travel Pass services;
- running local and national elections, meeting the Electoral Commission performance standards;
- encouraging citizens of the Vale of Glamorgan to register and vote.
- learning from complaints in order to better understand how customer expectations are changing.

**Our Service Plan for 2014-18**

The Service Plan is a key component of the Vale of Glamorgan Council's planning framework. It supports the delivery of the Corporate Plan 2013-17 and ultimately the overarching Community Strategy 2011-2021 and the delivery of the day to day business activities of the Council.

The Corporate and Customer Services Plan provides a four year overview of our work and sets out how it contributes towards achieving some of the key outcomes and objectives identified in the Corporate Plan 2013-17. It outlines what objectives the service is trying to achieve, why they are important, how they are to be achieved, how we will monitor progress and what success will look like.

The actions within the service plan will inform team plans and ultimately feed into personal objectives for individual members of staff via the Performance Development and Review System. The clear lines of responsibility, outcomes and targets at all levels will be monitored as part of the Council's performance monitoring arrangements.

Each year we will review the plan and update it accordingly, ensuring we demonstrate continuous service improvement.

**Our Service Outcomes and Objectives**

The priorities and actions set out within this plan are aimed at ensuring that we improve the **performance** of the Council, through strengthened partnership working and performance management, including a strong and a proactive approach to internal review and challenge to inform service development and sustainability, in line with requirements of the Local Government (Wales) Measures 2009 and 2010. During the current economic climate, this will be a particular challenge, as services are reduced and re-configured.

The duty to conduct a self-assessment in line with the Local Government (Wales) Measure is achieved through **service planning**. Through regular quarterly performance reporting, elected members are able to continuously challenge performance and drive improvements. This work will continue with imminent changes to performance reporting and more outcome-focused planning and monitoring.

The contract for our **performance management software**, Ffynnon, a key tool in monitoring and reporting performance across the council, is due to end in June 2014. We will need to establish appropriate contingency arrangements internally to ensure a smooth transition to the new system, including adequate resources to support the building of a new reporting framework in Ffynnon.

A key priority continues to be to improve the reach and quality of our **community engagement** activity and **partnership working**. We will continue to emphasise the widening and improvement of community engagement and participation in informing the council's decision-making. We will continue the work with our partners in the Vale through the Local Service Board in developing a joined-up approach, ensuring effective governance arrangements through which local communities and key partners work together to make sure local services meet local needs.

Increasing **customer satisfaction** and improving how customers access services is a key priority for the Council. The work of the Customer Relations service focuses on ensuring that people have more choice in how and where they access the Council's services and in ensuring that those services are delivered efficiently and cost effectively. A key challenge is to enhance and promote self-service opportunities for customers, in particular via the website and mobile phone applications, which will help to drive down the cost of interaction

Reflecting trends in customer behaviour and expectations of the experience of dealing with the council continues to be the key challenge. Processes and procedures have been developed to listen to our customers and learn from complaints in order to better understand how customer expectations are changing. We are working with partners to improve access to public services and reflect models of integrated, multi-disciplinary service delivery.

Key to customer satisfaction with the council is how well we **communicate** the good work achieved across the council, explaining decisions and managing the communication in emergency situations. This becomes increasingly important as people expect to have instant answers through the use of social media and the web.

The service takes a lead role in ensuring the council delivers on its **Equality objectives** as outlined in the Strategic Equality Plan. We continue to promote the principles of equality in all our work and policies, and support the development of equality impact assessments in council services. This ensures that the principles are embedded in the council's policies and functions. The Equalities team will provides equality training to ensure that as a council we meet our duties in terms of equalities legislation. The impending establishment of a set of **Welsh language standards** in 2014 applicable to public bodies will require a new approach.

The forthcoming legislation introducing a **Sustainable Development** duty will impact on the work we do in embedding the principles of sustainability council-wide. Further work will need to be undertaken to ensure the council adequately evidences how sustainability principles inform decision making.

The challenge continues for the requirement to step up the **regional collaboration** agenda. There is a need to explore and promote opportunities for working collaboratively regionally in order to deliver improved services for customers and deliver savings.

The service takes a lead role in ensuring **local and national elections** run smoothly and in accordance with Electoral Commission performance standards. Increasing the number of citizens on our electoral register and encouraging citizens to vote continues to present a challenge. The introduction of Individual Electoral Registration (IER) by the summer of 2014 presents an opportunity to increase voter numbers as each person will be required to register to vote individually, rather than by household.

Having considered the above opportunities and risks we have agreed the following service outcomes and objectives:

**Service Outcome 1: Our customers can access services conveniently.**

Objective 1: To increase the number of customers who use the lowest cost, most appropriate method for their enquiry.

**Service Outcome 2: Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.**

Objective 2: To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner.

Objective 3: To engage our residents in decision making and work with other council services and our communities to continuously improve.

**Our contribution to corporate priorities 2014-2018**

Last year, Corporate and Customer Services contributed towards delivering the following objectives from the corporate plan:

- We agreed a new charter with Town and Community Councils which helped improve working relationships between the Council and town and community councils. [CL7]
- We improved the website and the new design and improved interactivity has increased take-up. We continued to develop social media as a channel for handling customer enquiries and the numbers of followers on Twitter and Facebook continue to increase. Over 10, 00 subscribers have signed up to the Vale Connect subscription service which allows customers to receive email updates on subject matter of choice. [CL3]
- We worked with the LSB to complete a Unified Needs Assessment which will inform a new delivery plan for the Community Strategy. [CL5]
- Agreed a new Public Engagement Framework which will help us engage with a wider range of individuals and groups within our communities [CL1].
- We explored the potential for sharing a technology platform and premises with Cardiff and Vale UHB Communications HUB. The introduction of shared telephony services between the Communications HUB and Contact OneVale in the coming year (2014/15) will help to further improve customer access to services and deliver savings through shared costs. [CL4]

Over the next four years Corporate and Customer Services will take an active role in driving initiatives, policies and procedures to support the Corporate Plan key priorities of:

**Community Leadership**

**Corporate outcome:** Citizens of the Vale of Glamorgan can easily access efficiently management services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.

**Corporate objectives:**

- Develop the methods by which we engage our residents in decision making enabling the council and partners to work with communities to create solutions to the problems that affect them. (2016/17)
- Increase customer satisfaction and improve how customers access services by developing more integrated service delivery with our partners and being more innovative in how public buildings are used. (2016/17)
- Develop and promote website and social media to enable the public to contact and access Council services as much as possible online. (2016/17)
- Explore opportunities for working collaboratively within the Vale and regionally which will lead to improved services for customers, support innovation and deliver savings. (2016/17)
- Work with the Local Service Board to develop a robust intelligence base to support the delivery of the Community Strategy and ensure that partnership structures support the delivery of agreed priorities. (2014/15).
- Promote sustainable development ensuring that sustainability factors are taken into account in decision making and that the council complies with forthcoming legislation on sustainable development. (2016/17).
- Deliver the Strategic Equality Plan and equality objectives to improve the Council's understanding of the needs of protected groups, through improved information gathering, awareness raising and communication. (2016/17)
- Review the charter between the Vale of Glamorgan Council and Town and Community Councils. (2013/14) Completed.

**Efficiencies and Savings 2014-2018**

During 2013/14, the service achieved planned budget savings totalling £66K. The Council is facing significant budgetary pressures and requires all Directorates to make substantial savings in the coming years. Over the next three years, Corporate and Customer Services has been tasked with delivering the following savings:

| | Annual Savings Target £000 | | | |
|---|---|---|---|---|
| **Department** | **2014/15** | **2015/16** | **2016/17** | **Total** |
| Corporate and Customer Services | **421** | **48** | **123** | **592** |

Appendix 4 provides a breakdown of the savings required and identifies the service and potential HR implications associated with each saving.

These savings will only be achieved fully by a reduction in staff. A Cabinet report on 24 February 2014 made a number of proposals on its restructuring of the Corporate & Customer Services Department, including the deletion of a number of posts.

The consultation period on the proposals will last until 10 April 2014. If the proposals are implemented, it will put additional pressure on the staff who remain to achieve the objectives and deliver the actions set out in its Service Plan.

Equality Impact Assessments have been undertaken as appropriate and will continue to be undertaken as required.

**Workforce Planning 2014-2018**

Our workforce is our primary resource, and our objectives are only achievable through the hard work and flexibility which our staff consistently demonstrate. It is therefore vital to continue to support this through staff development and succession planning despite the pressures of budget and staffing reduction. The detailed workforce requirements for Corporate and Customer Services are set out in its workforce plan. This addresses structural requirements, succession planning issues, the employee profile and employee development issues for the service. For the service the impact of ever dwindling resources will mean:

- We will have fewer staff and will therefore need to identify what we will have to stop doing;
- An emphasis on role flexibility with officers taking on a variety of responsibilities;
- More junior officers taking on expert roles and developing on the job, with senior staff taking on a greater supervisory role;
- A flatter structure and more part-time contracts;
- Council staff generally becoming more expert in certain areas so that there is less need for central staff;
- Collaboration with other Councils, to achieve service resilience and where services are being delivered regionally.

Key developmental themes for the service over 2014-18 will include the continued development of management and generic skills in order to improve the flexibility and resilience required to achieve this.

In general, levels of absence give no major cause for concern. The department lost 4.66 days per full time equivalent to sickness absence in 2012/13 against a target of 7 days. This compares favourably with the corporate performance of 8.7 days.

Turnover of staff for 2012/13 was 10.42% against a target of 9%. This equated to 5 members of staff leaving during the year from an average of 48 employees. In general, staff turnover in the service gives no cause for concern.

**Our ICT Requirements 2014-2018**

Continued investment in ICT is required in order to maintain acceptable levels of service. Customer Relations will continue to be heavily dependent upon technology to deliver its service objectives. In particular investment will be required in customer facing technologies to improve the customer experience, support the transition toward self-service access to services and deliver operational efficiencies.

A key element in this will be in meeting the growing demand for mobile access to services by the creation of mobile content on our website and employing mobile applications to allow for quick and convenient access to self-service transactions. Critically, to take full advantage of this investment these technologies must be fully integrated with existing customer service ICT systems to minimise the amount of human intervention in the transaction process. These developments will place increasing strain on existing ICT web services and developer teams.

In addition to this there is a high probability that on-going development of partnership working with the Cardiff & Vale UHB's Communications Hub will require investment in Virtual Agent software to allow customers to self-serve and navigate using natural language to interact with the contact centre telephony platform. This will allow for extensive expansion of services offered by the shared service while minimising additional resource requirement – therefore delivering greater savings.

In tandem with this the development of a secure voice and data connection must be established between the Vale of Glamorgan Council ICT network and that of the Cardiff & Vale UHB to ensure shared services can be delivered efficiently and cost effectively.

This increasing and on going reliance on ICT coupled with the operation of 24/7 x 365 day operational environment will require a review of existing ICT support provision to ensure that services remain resilient and any break in service resulting from ICT systems outage can be quickly resolved.

The contact centre AVAYA telephony platform is currently supported by a third party supplier as the council ICT team do not have the necessary knowledge to support the technology. This not only creates operational issues when things go wrong it also adds cost. To resolve these issues we will explore the potential for the transfer to internal ICT support either through training on the existing platform or by migrating to a Cisco contact centre platform when the existing technology becomes unsupported.

The replacement for Ffynnon (performance management software) is likely to be delayed, and we will need to consider carefully how we manage this. Welsh Government is procuring a replacement system, and we will need to continue to be involved in this, to ensure that ultimately we receive a system that meets our requirements.

In line with the Space Project, the Corporate and Customer Services Department has adopted a more flexible approach to work where appropriate in order to maximise the use of space. More "hot desking" and working from home with appropriate equipment will be considered. Laptops, with docking stations, will replace PCs for the majority of staff.

**Equalities 2014-18**

We are committed to fairness in respect of equality and diversity and ensure that equality action planning is part of our normal day to day considerations especially when designing new services or policies.

The council has published its Strategic Equality Plan designed to enable it to fulfil its duties under the Equality Act 2010. It will be a major challenge to implement the accompanying action plan, and to implement new Welsh language standards when they are published in 2014.

We recognise as a service that both our staff and customers come from a range of backgrounds and cultures. We also recognise that many people face different barriers to services and employment and as a service provider and employer we have a responsibility to address these barriers. We are taking steps to increase digital inclusion, while helping our customers to choose less costly options when dealing with the council. Equality impact assessments will become more important in the way that we do business.

*Corporate Plan Outcome:*
*Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.*

**Service Outcome 1: Our customers can access services conveniently.**

**Objective 1: To increase the number of customers who use the lowest cost, most appropriate method for their enquiry.**

The following **Corporate Plan** priorities will be undertaken as part of this objective:

**CL2**    Increase customer satisfaction and improve how customers access services by developing more integrated service delivery with our partners and being more innovative in how public buildings re used. (2016/17)

**CL3**    Develop and promote the website and social media to enable the public to contact and access council services as much as possible online. (2016/17)

**CL9**    Deliver the Strategic Equality Plan and equality objectives to improve the Council's understanding of the needs of protected groups, through improved information gathering, awareness raising and communication. (2016/17)

Whilst Corporate and Customer Services does not have any Improvement Objectives and Outcome Agreement objectives proposed for 2014/15, it will support relevant services in ensuring relevant actions and measures of progress, resources, timescales and accountabilities for delivery are in place and regularly monitored in line with corporate performance management arrangements.

**The context for this objective:**

- It is a priority of the council to meet the needs of its customers in an efficient and cost effective way. Our channel strategy is focused on encouraging customers to use the lowest cost, most appropriate channel for their enquiry, which means directing them to self-service options. This may be on our website, via automated telephony, using mobile applications or self kiosks at public buildings. The council's channel strategy aims to shift as many customer enquiries and service requests as possible to the website, as this is the council's lowest cost communications channel.
- Customers are increasingly demonstrating an appetite for multi-channel contact with the council, even on a single enquiry or request for service. It is important to ensure that these contacts are joined up and coordinated to ensure Customer Service Representatives are able to deal effectively with enquiries and minimise avoidable contact and therefore cost.
- A new content management system has been adopted, which will assist in increasing the interactivity of our website.

- The Equality Act 2010 and the Welsh Public Sector Equality Duty places specific duties which require listed public authorities to collect, analyse and use equality information to improve access to services for protected groups. Risks of non-achievement of this duty include non compliance orders, damaging publicity, poor reputation amongst service users and the cost of fines for non-compliance. Opportunities include improved service delivery and better targeted services to meet customer service needs. This includes addressing issues of digital exclusion.
- The Welsh Language Measure will present a challenge as the council must comply with new Welsh Language Standards in providing services to customers.
- Effective consultation and engagement is the key method by which we can gain an understanding of how our residents prefer to make contact with the council and why they are reluctant to shift towards lower cost alternatives.

**How are we doing?**

- According to our most recent public opinion survey (2012), 72% of residents have access to the internet. 42% of all residents had used the internet to access the council's website. A significant proportion, were looking for some information. Over half (55%) said they'd visited to find out local information; almost a third (31%) wanted to find out what's on in the Vale. However many also wanted to access services directly, with 24% wanting to request a service while 15% said they wanted to pay a bill.
- Overall rating of the council website has remained good, with the majority (97%) rating it as Excellent/Good/Fair, the same as in 2009. However fewer residents were rating the website as Excellent in 2012 (14%) compared to a quarter (25%) in 2009 and this may reflect the expectation of a broader user group with more diverse needs, and increasing expectations about what people feel they should be able to do on-line.
- The proportion of residents saying they have contacted the council in the last 12 months has increased 11% since 2009 (from 35% to 46% in the last 3 years). The method for contact is dominated by the telephone, with 85% of those who have contacted in the last 12 months using this forum for contact. A fifth (20%) have also had contact with the council in person, whilst 14% have done so by email.
- Residents who had contact with the council were asked to rate various aspects of the service received. All were positive, with 8 in 10 or more stating they were satisfied overall with each element of the service. Having a service that is easily understood was rated highest in 2012, with virtually all (99%) saying they felt that the information was not complicated and jargon free. 98% also said they were satisfied with the politeness of staff. Of the 10% who had experienced any problems when contacting the council, over half mentioned that this was to do with a slow response (53%), while 25% also mentioned being passed around as their main gripe.

- In September 2013 we introduced the ability for customers to provide feedback regarding the competency of staff and their overall experience immediately after their telephone call to Contact OneVale was completed. Between 02 September and 31 December 2013 at total of 2740 surveys were undertaken by customers. During this period 95.7% of customers were Satisfied to Extremely Satisfied with the service received and 56.9% rating the overall experience as Excellent. 91.2% rated the call handlers knowledge as Good or Excellent, Listening and Understanding 94.1%, and Helpfulness at 96.4%. There are no formal detailed national statistics comparing customer satisfaction with access to public services.
- The council continues to promote use of social media and currently has 7,000 Twitter followers and 2,100 Facebook 'likes' (October 2013).
- The Vale Connect subscription service for customers to receive email updates on subject matter of choice currently has 10,000 subscribers and circa 18,000 topic subscriptions.
- In Wales, 17.5% of adults have never used the internet. In Cardiff and the Vale, this figure is 11.3%. Currently, between 12% and 25% of the Vale population is 'digitally excluded', meaning that they are unable to access services via the internet.
- Our Annual Equalities Monitoring report for 2012/13 incorporates service data on protected characteristics covering council services including Libraries, Public Protection, Housing, Housing Benefit, Social Services, Youth Service and Registration Services.

Key service risks to the delivery of this objective include:

| Risk | Likeli hood score | Impact score | How will it be managed? |
|---|---|---|---|
| Leaving some people behind as a result of digital exclusion. | 2 | 3 | Coordinate work taking place in the council to help get more people on-line. Continue to offer telephone and face to face services to those requiring them. |
| Inability to introduce and increase self-service while reducing staff resources, may reduce customer satisfaction. | 2 | 3 | Use Customer Service Implementation Group to deliver projects and Customer Relations Project Board to provide governance. |

Key sustainability issues relating to the delivery of this objective include:

| Sustainability Issue | How will it be managed? |
|---|---|
| Use of electronic forms of communication is more efficient and less wasteful of resources. | Encourage customers to deal electronically and on line with council. |

Key equalities issues relating to the delivery of this objective include:

| Equality Issue | How will it be managed? |
|---|---|
| Ensuring that people in protected groups are able to contact the council and access services. | Use of assistive technology.<br>Ensuring that information and interaction remain available in various formats.<br>Maintaining a multichannel access strategy.<br>On going consultation with customers ensuring needs are being met. |

Effective consultation and engagement activities continue to be a key method by which we can gain an understanding of the views of residents and customers and address them appropriately. Consultation/ engagement activities already undertaken or coming up include:

| Consultation undertaken 2013/14 | Consultation planned 2014/15 |
|---|---|
| Vale Viewpoint surveys – Members of Vale Viewpoint have taken part in budget, leisure centres, parks, sustainability, on-line habits and access to health services. Responses have fed into policy developments. | Public Opinion Survey - Views on key council services will inform future service delivery plans. |
| Website survey – did you find this page helpful? – Website users have been impressed by seeing web pages change as a result of their feedback. | Corporate Equalities Working Group – Members will contribute to monitoring and development of equalities policies and work |
| Corporate Equalities Working Group – Members feed into equalities policies and receive information to feedback to their service areas. | Equalities Consultative Forum - Members will contribute to monitoring and development of equalities policies and work. |
| Equalities Consultative Forum – Members of the Forum provide oversight to equalities issues and are able to influence policy-making. | Post -call customer feedback survey. Findings will continue to inform customer relations improvements in C1V. |
| Post call customer feedback introduced. 95.7% of customers were extremely satisfied or satisfied with service received from C1V. 56.9% rated the overall experience as excellent. (Between 2/9/13 and 31/12/13.) | Complaints satisfaction surveys - Findings will ensure more consistent approach corporately to dealing with complaints. |
| Complaints satisfaction surveys Currently being undertaken – findings will inform improvements and ensure consistency of approach. | |

In line with our corporate priorities and Welsh Government requirement, we continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Our contribution to the collaboration agenda is evidenced in our participation in the following projects.

| *Collaboration undertaken 2013/14* | *Collaboration planned 2014/15* |
|---|---|
| | A Welsh translation framework is being developed by Welsh Government aimed at reducing translation costs. |
| Sharing technology platform and premises with Cardiff and Vale UHB Communications Hub. | Introduction of shared telephony services between Communications Hub and Contact OneVale. Improved customer access to services/ shared costs. |

**What did we do in 2013-14?**

- Increased the number of Welsh learners and training sessions which ensured greater awareness amongst staff of Welsh language needs.
- Established a new equalities training programme which is more targeted and focused on needs arising in different directorates.
- Worked with services to improve equalities data monitoring which has informed our Annual Equalities Monitoring Report.
- Customer surveys are being undertaken with information regarding protected characteristics being collected for analysis.
- Improved the website and the new design has increased take-up.
- Continued to develop social media as a channel for handling customer enquiries. The number of followers on Twitter and Facebook continues to increase.
- Introduced a Vale Connect subscription service for customers to receive email updates on subject matter of choice. Service has 10,000 subscribers and circa 18,000 topic subscriptions.
- Introduced post call customer surveys at Contact OneVale to complement feedback option on website.
- Developed means to accurately measure cost per transaction for each communication channel, ensuring telephony costs are fully understood. As a result of this work, a project is underway to review costs relating to administration and transactions received via other channels.
- Libraries provide range of services and information, particularly in relation to waste management. Other services are planned to be introduced but are subject to a review of library services currently being undertaken.
- The Connecting With Our Customers Strategy has been approved by Corporate Management Team and is awaiting final approval by cabinet.
- Better understanding of reasons for customers accessing reception services. Over 40% of enquiries are regarding Waste management services.
- Projects have been identified and initiated with the UHB Communications Hub.

**What impact have these actions had?**

- New website and content management system launched, enabling improved interactivity and analytics.
- Extensive training has engendered a greater awareness of equalities issues is becoming widespread amongst a greater number of staff; better understanding of customer needs.
- Improved understanding of how council decisions affect people with protected characteristics.
- Improved officer awareness of the actions they need to take to provide more accessible services.
- Improved understanding of how the overall experience of contacting the council meets customer expectations.
- Better management and communication in crisis situations using Vale Connect bulletins and social media to inform customers quickly and efficiently.

**What do we plan to do in 2014-15?**

- Develop the website to enhance customer experience and to encourage citizen engagement. Customer experience will be explored as part of the Public Opinion Survey to be undertaken during spring 2014.
- Implement the new Welsh language standards once they are published by WG.
- Develop the language skills of elected members, through language awareness training.
- Complete implementation of the Strategic Equality Plan.
- Further improve equalities data monitoring.
- Implement shared telephony based services with the Cardiff and Vale UHB Communications Hub.
- Adopt a "Digital First" approach to access to services.
- Deliver mobile access to digital services.
- Address issues of digital exclusion by promoting access via libraries.

**How will we know if we're achieving our objective?**

- Public opinion survey is agreed, market research company is selected and briefed, canvassing is carried out and report is completed.  An action plan to improve service delivery is developed.
- Officers are aware of the Engagement Strategy and the quality of engagement work, analysis and feedback improves.
- Welsh language standards are implemented.
- High take up by elected members of language awareness training.
- Equality and Diversity Scheme action plan is completed.
- Customer satisfaction ratings are consistently high and savings targets are met.

The following measures will also help us monitor our progress:

- Percentage of incoming calls to the Customer Contact Centre not answered/abandoned.
- Percentage of incoming calls to the Customer Contact Centre abandoned after 20 seconds.
- Percentage of black and ethnic minority members on Vale Viewpoint.
- Average speed of answer for incoming calls to Customer Contact Centre.
- Average speed of answer for calls made on the Welsh Language Line.
- The percentage of customers who are satisfied with access to services across all channels.
- The percentage of customer enquiries to C1V resolved at first contact.
- Percentage of all transactions which were self service transactions.
- The percentage of Adult Services Assessments which result in signposting to external agencies.
- The percentage of Adult Services Assessments which result in a referral to Social work teams.
- The percentage of customers who are satisfied with the assessment service.
- Average number of weekly unique visits to the Council's English language website.
- Average number of weekly unique visits to the Council's Welsh language website.

**What do we plan to do in 2015/18?**

- Increase the skills and flexibility of our staff to manage technological changes, especially in maintaining and enhancing the website and in growing use of social media.   Improve the customer service knowledge and skills of our staff.
- Further develop and promote our website and social media to enable the public to contact and access our services as much as possible online. 2016/17 [CL3]
- Develop the language skills of the council's workforce to enable the Welsh Language Standards to be implemented effectively.
- Improve the awareness of the council's workforce in cultural and disability awareness so that they are able to respond to community needs appropriately. 2016/17 [CL9]

*Corporate Plan Outcome:*
*Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.*

**Service Outcome 2: Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.**

**Objective 2: To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner.**

The following **Corporate Plan** priorities will be undertaken as part of this objective:

**CL4**   Explore opportunities for working collaboratively within the Vale and regionally which will lead to improved services for customers, support innovation and deliver savings. (2016/17)

**CL5**   Work with the local Service Board to develop a robust intelligence base to support the delivery of the Community Strategy and ensure that partnership structures support the delivery of agreed priorities. (2016/17)

**CL7**   Review the charter between the Vale of Glamorgan Council and Town and Community Councils. (2013/14)

**CL8**   Promote sustainable development ensuring that sustainability factors are taken into account in decision making and that the Council complies with forthcoming legislation on sustainable development. (2016/17)

**The context for this objective:**

- The Vale of Glamorgan Community Strategy 2011-2021 and its governing and delivery structure under the Local Service Board enables the council and its partners to pursue agreed key outcomes for the Vale and work together in partnership to deliver against these. The key priorities outlined in the Vale of Glamorgan Community Strategy are reflected in the Corporate Plan which identifies how the council is going to contribute to the Community Strategy priorities. This in turn informs service plans which detail how services will contribute towards achieving corporate outcomes and consequently strategic community outcomes.
- The Connecting With Our Customers strategy sets out how working with partners to improve access to services is required to meet the expectations of customers, reflect the increasingly integrated models of service delivery and produce operational efficiency and resilience.
- The Equality Act 2010 and the Welsh Public Sector Equality Duty place specific duties which require public authorities to collect, analyse and use equality information to improve services for protected groups.

- Many people report that they experience discrimination, harassment and abuse. About 10% of the population as a whole has experienced an incident of discrimination, harassment or victimisation in the last five years. Some groups, such as young people, disabled people, lesbian, gay and bisexual people, refugees and asylum seekers, transgender people, people with mental health conditions and older people report very much higher levels of discrimination and harassment – up to a third of all disabled 16-39 year olds said they had been the victim of discrimination or harassment. ("How Fair is Wales")
- Low levels of confidence lead to significant under-reporting of hate crime and often justice is not achieved. Preventing hate crime is an essential step in building good relations between groups in society. Where hate crime occurs, increasing reporting rates is an urgent task. People from ethnic minority groups, disabled people, lesbian, gay and bisexual people and transgender people are all at risk from hate crime and bullying. ("How Fair is Wales")
- The council has entered into an agreement with the Welsh Government (called an Outcome Agreement) based on the premise that the council and WG share common objectives and that this agreement could assist in achieving these objectives.
- Town and community councils provide the third tier of government, and operate at a local level, close to their communities.
- The arts attract tourism, investment and visitors to the area, generating a positive economic impact on the creative industries and local businesses. The arts and creative industries are important employers; one in every 40 people is earning a living from the arts economy or the work it creates.
- MORI research for the Local Government Association has found that councils that keep their staff well informed are rewarded with more motivated and productive staff.

**How are we doing?**

- The Vale LSB was one of the first to produce a Single Integrated Plan, and there are well established partnership arrangements with good stakeholder engagement. A single Cardiff and the Vale LSB is due to be established in 2014 which will focus on key regional priorities.
- There are low levels of reporting of hate crimes using our Hate Crime line and work is ongoing to promote the service.
- Our Annual Equalities Monitoring report for 2012/13 incorporates service data on protected characteristics covering council services including Libraries, Public Protection, Housing, Housing Benefit, Social Services, Youth Service and Registration Services.
- The Vale benefits from high levels of participation in the arts. Provision in the Vale is primarily delivered through an active and thriving third sector. Arts attendance in the Vale (92%) is higher than the national average (88%) and higher than the South Wales average (88%). Attendance increased 12% between 2005 and 2010.

Key service risks to the delivery of this objective include:

| Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|
| Inability to influence Arts Connect Memorandum of Understanding so that it reflects local needs. | 3 | 2 | Regular attendance at leadership meetings. Continued pressure to collaborate more effectively. |
| Reduced capacity to ensure that services are delivered effectively. | 4 | 3 | Careful management of budget reductions. Use of temporary staff. |
| Failure to deliver integrated technology. | 3 | 2 | Work with partner ICT teams to ensure effective technical integration. |
| Failure to comply with forthcoming legislation on sustainable development. | 2 | 3 | Promote principles of sustainable development corporately, ensuring all are aware of their responsibilities. |
| Failure to step up the collaboration agenda. | 2 | 3 | Continue to explore and promote opportunities for working collaboratively locally, regionally and nationally in order to deliver improved services for customers and savings. |

Key sustainability issues relating to the delivery of this objective include:

| Sustainability Issue | How will it be managed? |
|---|---|
| Reduced capacity to facilitate staff environmental campaigns. | Transfer as much as possible to other departments to deliver; utilise technologies wherever feasible. |
| Loss of essential skills. | Reduce expectations of managers in what can be effectively delivered. |

Key equality issues relating to the delivery of this objective include:

| Equality Issue | How will it be managed? |
|---|---|
| Reduced capacity to focus on equalities issues. | Prioritisation of what can be achieved. |
| Inability to deliver Welsh Language Standards, fines for non-achievement. | Ensure that all departments are aware of their responsibilities. |

Effective consultation and engagement activities continue to be a key method by which we can gain an understanding of the views of residents and customers and address them appropriately. Consultation/ engagement activities already undertaken or coming up include:

| Consultation undertaken 2013/14 | Consultation planned 2014/15 |
| --- | --- |
| Consultation on the Medium Term Financial plan. Residents' views have informed the budget process. | Public Opinion Survey - Views on key council services will inform future service delivery plans. |
| Vale Viewpoint survey on volunteering. Worked with Vale Volunteer Bureau to set up website publicising volunteering opportunities in the Vale in response to survey. | LSB Local Service Forum – Annual stakeholder event to consider progress with the Community Strategy and local priorities. |
| LSB Local Service Forum - Advised stakeholders about a range of different projects and developments and to inform the Community Strategy Delivery Plan. | |
| LSB/CYPP Anti Poverty Event - Improved understanding around different aspects of poverty e.g. education inequalities and health inequalities and what partners can do to tackle the issues. | |

In line with our corporate priorities and Welsh Government requirement, we continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Our contribution to the collaboration agenda is evidenced in our participation in the following projects.

| Collaboration undertaken 2013/14 | Collaboration planned 2014/15 |
| --- | --- |
| Arts Connect – collaboration has allowed some sharing of programming and additional funding from the Arts Council. | WLGA equalities training will enable us to use regional training resources more effectively. |
| South Wales Ffynnon User Group Effective management of performance and resources. | Welsh Government translation framework will reduce costs of translation. |
| Unified Needs Assessment – Used to inform a new delivery plan for the Community Strategy. | Welsh Government – PAN Procurement of bespoke performance software for use by Welsh councils and other public sector bodies. Effective management of performance. |
| | Joint Cardiff and Vale LSB – To improve partnership working across the two Local Service Boards (LSBs) and enhance joint delivery of shared priorities, improving outcomes for residents and saving money across partner organisations. |

**What did we do in 2013-14?**

- Explored opportunities for working collaboratively within the Vale and regionally to improve services, support innovation and deliver savings. Work is progressing with Cardiff & Vale UHB to improve access to services and deliver efficiency savings.
- Worked with the LSB to develop a robust intelligence base to support the delivery of the Community Strategy. The approved unified needs assessment will inform a new delivery plan for the Community Strategy.
- The work to review partnership structures been superseded by work between the Cardiff and Vale LSBs to explore the potential of a joint LSB. This work has been funded through the Welsh Government Regional Collaboration Fund and a joint LSB should be established in early 2014. Further work will then be undertaken to review the remaining partnership structures.
- Following a review of arrangements the LSB agreed to bring to an end the initial arrangements for area working. It was agreed that Task and Finish groups should be convened for any identified area based project and that the results of the UNA would help identify the need for particular projects.
- Worked closely with Cardiff and Vale UHB to develop integrated services.
- Initiated customer surveys to assess satisfaction with main communication channel, telephony, and now able to collect and analyse complaints information.
- Developed an Information and Engagement Strategy for the LSB to improve engagement with local residents. Resulting strategy and action plan were endorsed by the LSB and are being implemented.
- Through the Sustainable Development Working Group, we promoted the principles of sustainable development ensuring key factors are taken into account in decision making and that the Council is well placed to comply with forthcoming legislation on sustainable development.
- Maintained level 3 of the Green Dragon Environmental Standard. Various new initiatives implemented leading to reduced waste and energy use.
- Introduced a system that allows all complaints to be recorded on the Customer Relationship management system and this has created a full audit trail. Performance against service standards are being tracked and monitored. 'Learning From Complaints' tracking by Directorate has commenced with 6 monthly reports to CMT and annual reports to Cabinet.
- Increased awareness and confidence in use of domestic abuse support services. There is evidence of fewer repeat users of the service.
- Worked with various departments within the council to improve equalities data monitoring. More accurate information will be published in our Annual Equalities Monitoring Report.
- Continued to develop and extend the reach of equalities impact assessment council wide.
- Continued to integrate our equality objectives into strategic plans and monitored actions in our Strategic Equalities Plan. Improved officer awareness of the actions they need to take to provide more accessible services.
- Evaluated progress on achieving equality objectives as part of the annual equalities monitoring reporting process. Equality improvements across service areas are reported in the Annual Equalities Monitoring Report.

- Reviewed the use of the hate crime help line and identified barriers to reporting hate crimes.
- We commissioned Race Equality First to undertake an awareness-raising campaign, promoting the hate crime help line and use of advocacy services.
- Promoted the complaints system to the general public. Information inviting customers to make complaints is available at all receptions, via the website and by telephone. Details of complaints are being collated using CRM and management information produced on service, directorate and corporate levels.
- Service planning is streamlined and more outcome focused.
- Rolled out team planning reflecting revised service plan arrangements.
- Identified areas of under performance and targeted improvement work at those areas. Improvement reviews were undertaken of partnership working, communications and libraries.
- Drew down £1.2 million of funding to support service delivery through achievement of key objectives for the final year of the Outcome Agreement 2010-2013.
- Reviewed the Town and Community Councils charter, which has led to improved working relationships between the Vale and town and community councils.
- Worked with the voluntary sector and community councils to expand provision of council services close to local communities. Improved relationships with town and community councils are beginning to emerge. Volunteering has been promoted, and a new volunteering base has been created in the rural Vale. We also consulted with partners and the third sector in relation to them providing waste management materials.

**What impact have these actions had?**

- The development of the Unified Needs Assessment has provided a robust evidence base to inform service delivery and emphasised linkage between inequalities and areas of deprivation in the Vale. The work has also helped to strengthen the Business Intelligence Group and establish good working relationships across partners.
- The review of LSB arrangements undertaken as part of the consideration of a joint LSB with Cardiff has helped to identify strengths and weaknesses with current arrangements and opportunities for joint working within the region.
- While maintaining Green Dragon level 3, we were able to implement a number of waste and energy reducing schemes in the Civic Offices, such as food waste recycling. Many members of staff have been asking for this facility for a number of years and the amount of waste going to landfill (and our waste removal charges) have reduced as a result.
- Partners have signed up to changes in the hate crime reporting system, making it more streamlined and responsive. The line has been promoted, and hate crime awareness training rolled out to staff and partners, so that it will be taken more seriously.
- There is greater use and understanding of the purpose of equalities impact assessments. Appropriate groups are being consulted with decisions better reflecting the views of the whole communities.

- Resources available to the council are enhanced by £1.2 million each year as a result of the successful Outcome Agreement.
- Access to social media is being rolled out to departments to assist them in communicating and being more responsive to customers.
- Profile of complaints has been raised throughout the authority and the processes and outcomes are more transparent.
- We have learned that customers are satisfied with services offered via Contact OneVale and when this is not the case they can be quickly identified and addressed.
- Improved interaction and communication with town and community councils.

**What do we plan to do in 2014-15?**

- Review partnership structures to support regional and local arrangements and priorities.
- Implement a new Community Strategy Delivery Plan and performance management framework for the LSB.
- Promote sustainable development ensuring that the Council complies with forthcoming legislation on sustainable development.
- Publish data to show how services across the Council are being used by people from protected groups.
- Develop and implement guidance on producing accessible Council documents written in plain English so that there is a corporate approach to publishing accessible documents.
- Contribute to WG consultation on shaping requirements for the replacement of Ffynnon and implement adequate contingency arrangements to ensure smooth transition to the new system.
- Implement a new pan-Wales performance information collection and reporting system.
- Revise the council's performance management framework to take into account new national arrangements, reflecting changes in our service and team plans.
- Implement the action plans developed as a result of the Staff Survey and the Public Opinion Survey.
- Develop an improved staff survey that allows us to effectively monitor levels of employee engagement.
- Further develop the Staffroom e-newsletter.
- Further extend the Arts Connect work to involve the third sector and improve marketing.
- Review Arts Connect in 2014 with a view to renewing the 'Memorandum of Understanding' for a further time scale.
- Develop and implement an action plan in relation to the charter with town and community councils.

**How will we know if we're achieving our objective?**

- Partnership arrangements are streamlined and support the delivery of Community Strategy priorities.
- Sustainability factors are considered as standard as evidenced by the work of the SDWG and key council documents.
- Improved equalities monitoring as reported in the Annual Equalities Monitoring Report.
- Continue to report performance following the end of Ffynnon and the beginning of PAN. Contingency arrangements are in place.
- Maintaining levels of satisfaction with the council, despite service reductions as a result of budget cuts.
- Improved customer satisfaction.
- Town and community action plan agreed with council to improve working relationship.

The following measures will also help us monitor our progress:

- Percentage of residents participating in arts activities.
- Percentage of residents satisfied overall with the service provided by the council.
- Percentage of staff satisfied with internal communications.

**What do we plan to do in 2015/18?**

- Continue to explore opportunities for working collaboratively within the Vale and regionally leading to improved services for customers and deliver savings. (2016/17) [CL4]
- Continue to embed the principles of sustainable development council-wide and in its decision making processes. (2016/17) [CL8]

*Corporate Plan Outcome:*
*Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.*

**Service Outcome 2: Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.**

**Objective 3: To engage our residents in decision making and work with communities to continuously improve.**

The following **Corporate Plan** priorities will be undertaken as part of this objective:

**CL1** Develop the means by which we engage residents in decision making enabling the Council and partners to work with communities to create solutions to the problems that affect them. (2016/17)

**The context for this objective:**

- MORI research for the Local Government Association has indicated that good communication between a council and its residents is the main driver for overall satisfaction with council services. Councils who are best at informing their residents about what they do, tend to be the most popular and well-regarded, irrespective of council tax levels and actual satisfaction with service delivery. MORI research has also found that councils that keep their staff well informed are rewarded with more motivated and productive staff.
- Consultation and engagement are essential to gaining an understanding of the extent to which we meet our residents' needs and whether or not we do so in a way that is convenient to them. Service delivery cannot be improved without engaging service users in the process.
- Engagement is one of the core values set out in the revised Corporate Plan. The plan gives a commitment that "before making significant decisions we will engage with the individuals, groups and communities who are affected by them".
- The Local Government Measure 2011 stresses the importance of engaging service users in improving services and also obliges Councils to "measure improvement from the service user's perspective".
- Electoral Commission performance standards require the council to ensure that local and national elections run smoothly. The council is committed to increasing the number of citizens on the Vale of Glamorgan electoral register and encouraging them to vote at elections.

**How are we doing?**

- In the most recent public opinion survey undertaken in 2012, 44% of residents agreed that they have the ability to influence decisions in their local area, 1 in 10 (12%) agreed strongly with this. However, a third (32%), do not feel they can influence decisions that affect them locally.
- The Vale has higher levels of people with access to the internet than the Welsh average. 72% of Vale residents report that they have access to the internet.

- 42% of residents have visited the council website: A significant proportion report looking for some information. Over half (55%) want to *find out local information*; almost a third (31%) to *find out what's on in the Vale*. However many people also want to access services direct, with 24% wanting to *request a service* while 15% want to *pay a bill.* Rating of the Council website has remained consistent, with the majority (97%) rating it as Excellent/Good/Fair.
- 76% of residents are satisfied with communications from the council overall.
- Overall satisfaction with services provided amongst residents was high, with 9 in 10 (93%) stating they were satisfied ('Very' or 'Fairly'). Only 7% said they were dissatisfied overall.
- The council's website, e-newsletter and social media (Twitter with over 7000 followers and Facebook with 2100 'friends') have replaced more traditional forms of communication with our residents.
- The Vale Connect subscription service for customers to receive email updates on subject matter of choice currently has 10,000 subscribers and circa 18,000 topic subscriptions.
- Compared with most other councils, the Vale Council receives fewer recommendations and proposals from regulators.
- We met the national performance standards for Electoral Registration officers and Local Returning Officers for the PCC elections in 2012.

Key service risks to the delivery of this objective include:

| Risk | Likeli hood score | Impact score | How will it be managed? |
|---|---|---|---|
| Reduced resources impacting on the ability to maintain the reputation of the council. | 4 | 3 | Reduce expectations of what can be achieved with reduced resources; use departmental resources to best effect. |

Key sustainability issues relating to the delivery of this objective include:

| Sustainability Issue | How will it be managed? |
|---|---|
| High expectations about what can be achieved with reducing numbers of staff. | Reduce expectations of what can be achieved with reduced resources; use departmental resources to best effect. |

Key equality issues relating to the delivery of this objective include:

| Equality Issue | How will it be managed? |
|---|---|
| Consultation with hard-to reach groups can be difficult to manage. | Identify, support and consult with local groups. |

Effective consultation and engagement activities continue to be a key method by which we can gain an understanding of the views of residents and customers and address them appropriately. Consultation/engagement activities already undertaken or coming up include:

| Consultation undertaken 2013/14 | Consultation planned 2014/15 |
|---|---|
| Various engagement activities on behalf of service departments, for example libraries in order to make efficiency savings. | The Public Opinion Survey will be undertaken during 2014. Views on key council services will inform future service delivery plans. |
| Survey about the Staffnet, allowing users to have a say in the revamped Staffnet site. | Website survey – to use users' views to help make the website more user-friendly. |

In line with our corporate priorities and Welsh Government requirement, we continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Our contribution to the collaboration agenda is evidenced in our participation in the following projects.

| Collaboration undertaken 2013/14 | Collaboration planned 2014/15 |
|---|---|
| Establishment of Vale Viewpoint Panel. Working on various joint consultation initiatives with partners in collaborative projects. | Joint promotion of engagement projects and activities via Vale View Point Panel |

**What did we do in 2013-14?**

- Rationalised and improved the partnership website to help stakeholders and residents' access information and promote how LSB partners are working collaboratively to deliver the community strategy.
- Continued to maximise on opportunities to coordinate consultation across partners and ensure there is appropriate feedback following consultation. Vale Viewpoint Panel (shared resource of the Vale LSB) being used with joint promotion and linking up of activities. Engagement and Information Strategy introduced.
- We used various groups including the Rainbow Group to access a wider range of community views.
- Developed and provided a training programme in conjunction with Participation Cymru for both senior officers and engagement practitioners within the council and there was good take up.
- Established an officers' network which enabled better knowledge and coordination of engagement activities and greater use of the knowledge that we have.
- Produced and publicised guidance on engaging and consulting with protected groups.
- Advertised the council's Facebook page and increased its following. This has improved our ability to communicate more effectively.
- Developed and launched the new website to encourage further engagement with customers.
- Increased the use of social media in more departments, increasing the number of followers.
- Worked with the newly appointed Community Cohesion Officer to revise the Hate Crime line to make it more accessible.

- Engaged with communities in Penarth Heights, Pencoedtre and Sully on new public art initiatives.
- Photographed and mapped all existing Public Art sites.
- Worked with Cardiff and Vale Health Service and Arts partners to develop arts and health opportunities locally and regionally. Introduced projects for Looked After Children and adults with dementia taking place.
- Organised a Freedom Ceremony. The Royal Welsh exercised their right to march through Penarth in November 2013.
- Undertook preparatory work to enable smooth transition to Individual Electoral Registration (IER) covering all eligible electors in the Vale.

**What impact have these actions had?**

- More volunteers being recruited, to develop their skills and to provide services to individuals and groups.
- More use of social media to communicate with residents.
- Increased usage of the website.
- Increased participation in the arts with more opportunities for individuals, groups and communities to participate in the arts.
- Better co-ordination of consultation and engagement activities in the council and with our partners.
- Engaging with a wider range of individuals and groups in local communities.

**What do we plan to do in 2014-15?**

- Implement the Council's Public Engagement Framework.
- Refine the Vale Public Opinion Survey to develop a tool that allows individual service areas to gather evidence on which they can take future decisions.
- Evaluate the effectiveness of engagement and consultation guidance for involving people with protected characteristics.
- Evaluate and report on whether guidance has resulted in people with protected characteristics being more involved in decisions about services.
- Increase schools activity and attendance at Art Central Gallery.
- Continue to develop and extend the use of social media, including a Welsh page and provide training for officers.
- Revise the council's Arts Strategy.
- Commemorate the centenary of World War I.
- Develop the use of e-petitions.
- Revise the External Communications Plan.
- Support the development of a crisis communications plan for the council.

**How will we know if we're achieving our objective?**

- Maintain the reputation of the council and high levels of satisfaction with communication.
- Increased numbers of and take up of arts opportunities by individuals, groups and communities in the Vale.
- More use of social media to communicate with residents.
- Increased usage of the website.
- Council approves a revised Arts Strategy.

The following measures will also help us monitor our progress:

- Percentage of citizens satisfied overall with the service provided by the Council.
- Percentage of citizens proud to be living in the Vale.
- Percentage of residents who feel they are able to influence decisions affecting their local area.

**What do we plan to do in 2015/18?**

- Implement Individual Electoral Registration covering all eligible electors in the Vale.
- Move from 'consultation' with stakeholders to more active forms of engagement.
- Continue developing the methods by which we engage residents in decision making enabling the council and its partners in working with communities to create solutions to the problems that affect them. (2016/17) [CL1]

# Corporate and Customer Services Action Plan

| Outcome 1: | Customers can access services conveniently. |
|---|---|

| Objective 1: | | To increase the number of customers who use the lowest cost, most appropriate method for their enquiry. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High, medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 053 CL2 | Implement shared telephony based services with Cardiff and Vale UHB Communications Hub. | Operational efficiency/ resilience and improved access to services. | H | TC | 1/4/13 | 31/3/15 | Jointly funded project manager in post place since 8th Dec 2013. |
| CC/A 054 CL2 | Adopt a 'Digital First' approach to access to services and deliver mobile access to digital services. | Increased self -service, options reflecting trends in customer behaviour and preferences, reducing operational costs. | H | TC | 1/4/13 | 31/3/15 | Customer service implementation group. Multi service working group. |
| CC/A 055 CL2 | Address issues of digital exclusion by promoting access via libraries. | Equal access to services for all customers. | H | TC | 1/4/13 | 31/3/15 | Customer service implementation group. Multi service working group. |

| Objective 1: | | To increase the number of customers who use the lowest cost, most appropriate method for their enquiry. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 056 CL3 | Continue to develop the website to enhance customer experience and to encourage citizen engagement. | Increased customer satisfaction. Increased self service options. | H | TC | 1/4/14 | 31/3/16 | Customer service implementation group. Multi service working group. |
| CC/A 002 CL9 | Implement the new Welsh language standards. | Welsh and English are treated on the basis of equality. | H | LB | 1/4/14 | 31/6/16 | Through the work of the Corporate Equalities Officer, working with other departments. |
| CC/A 081 WAO/I P5/ICT/ 2011 | Use performance information relating to usage and cost of transactions across different access channels to inform customer strategy and reduce transaction costs. | Regular monitoring and review of channel used to streamline service. | H | TC | 1/4/14 | 31/3/15 | Channel Strategy Task Group |
| CC/A 057 CL9 | Complete implementation of the Strategic Equality Plan. | The Vale becomes a fairer place for people with protected characteristics; there is increased community cohesion. | H | NH | 1/4/14 | 31/3/15 | Through the work of the Corporate Equalities Officer, working with other departments. |

| Objective 1: | | To increase the number of customers who use the lowest cost, most appropriate method for their enquiry. | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 017 CL9 | Further improve equalities data monitoring and reporting council-wide. | Understanding and awareness of how services are accessed by people with protected characteristics. | H | NH | Commenced | 31/3/15 | Through the work of the Corporate Equalities Officer, working with other departments. Plus 10 working days for data gathering, analysis and report publication. |
| CC/A 058 CL9 | Develop the language skills of elected members. | Members are aware of the needs of the Welsh-speaking community. | H | LB | 1/4/14 | 31/12/14 | External consultant engaged, approximately £500 |
| CC/A 059 CL9 | Evaluate the effectiveness of equalities training. | Investment in equality training is recognised; staff are aware of their duties. | H | NH | 1/4/14 | 31/8/14 | 10 working days |

| Outcome 2: | Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale. |
|---|---|

| Objective 2: | To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner. | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 060 CL5 | Review partnership structures to support regional and local arrangements and priorities. | Partnership structures are cohesive and facilitate collaborative work locally and across the Vale. | H | HI | Commenced | 31/3/15 | Through the partnership team with the involvement of a range of partners – 20 working days |
| CC/A 061 CL5 | Implement a new Community Strategy Delivery Plan and local arrangements and priorities. | Framework in place setting our LSB priorities and effective arrangements for monitoring progress. | H | HI | 1/4/14 | 31/3/18 | Monitored by the Strategy and Sustainability Manager and LSB Support Officer – 40 working days |
| CC/A 062 CL8 | Promote sustainable development ensuring that the council complies with forthcoming legislation. | There is a consistent and integrated approach to sustainable development. Sustainability implications are considered as standard in all Council decisions. | H | HI | Commenced | 31/3/15 | Co-ordinated through the Sustainable Development Working Group – 10 working days |

| Objective 2: | | To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner. | | | | | |
|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 063 CL4 | Continue to explore opportunities for collaborative working within the Vale and regionally. | Financial savings are achieved and work improved through sharing of resources. | H | HI | Commenced | 31/3/15 | Corporate Partnership Team Staff, BPR Team. |
| CC/A 028 | Maintain level 3 of the Green Dragon Environment Standard. | Staff actively engage in energy saving and environmentally friendly initiatives. | M | HM | 1/4/14 | 31/3/15 | Potential cost savings. Additional work will be undertaken by members of the team. |
| CC/A 064 | Publish guidance on producing accessible Council documents written in plain English so that there is a corporate approach to publishing accessible documents. | Council documents are increasingly more accessible. | H | NH | Commenced | 30/6/14 | 15 working days |
| CC/A 042 | Progress the implementation of action plans developed as a result of the Staff Survey and the Public Opinion Survey. | Feedback is provided to residents and staff about how their views affected decision making. | M | RJ | Commenced | 30/9/14 | 5 working days |
| CC/A 065 | Develop an improved staff survey that allows us to effectively monitor levels of employee engagement. | Internal communication and staff morale are improved, leading to improved productivity. | H | RJ | 1/4/14 | 31/12/14 | 20 working days |

| Objective 2: | | To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner. | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 043 | Further develop the Staffroom e-newsletter. | Internal communication and staff morale are improved, leading to improved productivity. | M | AC | 1/4/14 | 31/3/15 | 30 working days |
| CC/A 027 | Extend the Arts Connect work to involve the third sector and improve marketing. | The collaboration meets the needs of the Vale and further joins up arts provision. | M | BN | 1/4/14 | 31/3/15 | 10 working days |
| CC/A 066 | Review Arts Connect in 2014 with a view to renewing the 'Memorandum of Understanding' for a further time scale. | Collaboration continues and improves. | H | BN | Commenced | 31/5/14 | 2 working days |
| CC/A 030 | Contribute to WG consultation on shaping requirements for the replacement of Ffynnon and implement adequate contingency arrangements to ensure smooth transition to the new system. | The replacement software meets the needs of the council and the wider public sector. | H | BN | Commenced | 30/9/14 | 10 working days |
| CC/A 067 | Revise the council's performance management framework to take into account new national arrangements. | Performance can be easily reported and scrutinised. | M | JA | 30/9/14 | 31/3/15 | 5 working days |

| Objective 2: | | To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A 068  PIAP/ 4.2& 4.4/ 2013 | Improve service and team planning across the council ensuring that plans show milestones, quantifiable targets, identified resources and clear links to service, corporate and strategic plans. | Fit for purpose plans. Service and team plans appropriately reflect corporate and service priorities and are quality assured. | H | JA | 31/3/14 | 31/3/15 | 20 working days |
| CC/A 069 CL7 | Implement a Charter action plan with town and community councils. | Relationships with town and community councils continues to improve. | M | BN | Commenced | 31/3/16 | 10 days per year |

| Outcome 2: | Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale. |
|---|---|

| Objective 3: | | To engage our residents in decision making and work with communities to continuously improve. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A070 CL1 | Implement the council's Public Engagement Framework. | The council effectively engages with residents, and make decisions based on their views. | H | RJ | 1/4/14 | 31/3/15 | 1.5 FTE |
| CC/A071 CL1 | Develop an improved and more effective public opinion survey that allows us to gather data to inform future decisions as well as providing feedback on Council services. | Residents' views are taken into account in decision-making. | H | RJ | 1/4/14 | 31/12/14 | 20 working days |
| CC/A072 | Provide social media training for officers. | Encourage greater use of social media to engage residents, and drive more people onto using the website. | H | AC | 1/4/14 | 30/9/14 | 5 working days |
| CC/A072 CL1 | Extend the use of social media throughout the council particularly Facebook, including the use of Welsh. | Improved communication directly with residents and more responsive services. | H | AC | 1/4/14 | 31/3/15 | 0.25 FTE |

| Objective 3: | | To engage our residents in decision making and work with communities to continuously improve. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A073 | Revise the External Communications Plan. | The reputation of the council is safeguarded. | H | AC/RJ | 1/4/14 | 30/9/14 | 25 working days |
| CC/A074 | Revise the council's Arts Strategy. | Clear purpose and direction for art in the Vale. | H | BN | Commenced | 30/4/14 | 10 working days |
| CC/A075 | Increase schools activity and attendance at Art Central Gallery. | Increased attendance at Art Central. | H | TH | 1/4/14 | 31/3/15 | 20 working days |
| CC/A076 | Commemorate the centenary of World War I. | Increased pride in the local area. | H | BN | 1/4/14 | 11/11/18 | 60 working days |
| CC/A077 | Develop the use of e-petitions. | Local people are enabled to have their views listened to and acknowledged. | M | AC/RJ | 1/4/14 | 31/3/15 | 10 working days |
| CC/A078 | Support the development of a crisis media plan for the council. | All council staff and partners are aware of their roles in communicating during an emergency. | H | AC/RJ | 1/4/14 | 31/12/14 | 10 working days |
| CC/A079 | Promote the hate crime line. | There is more awareness of the line and an increased use. | H | LB | Commenced | 30/6/14 | 15 working days |

| Objective 3: | | To engage our residents in decision making and work with communities to continuously improve. | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ref. | During 2014-15 we plan to: | Success criteria | High , medium or low priority | Officer responsible for achieving this action | Start Date | Finish Date | How will the work be resourced?: |
| CC/A080 CL1/ CL9 | Evaluate and report on the effectiveness of engagement and consultation guidance in involving people with protected characteristics in decisions about services. | The guidance is having the desired effect of increasing engagement of people with protected characteristics. | H | RJ | 1/4/14 | 31/12/14 | 7 working days |
| CC/A081 | Complete Individual Registration. | All eligible electors are registered to vote. | H | TC | 1/4/14 | 31/3/15 | Electoral Registration team |

# Corporate and Customer Services Workforce Plan 2014/18

| | Actions | Outcomes | Milestones | By When | Lead | Resources |
|---|---|---|---|---|---|---|
| 1. | Examine the departmental structure to ensure it is fit for purpose. | A revised structure. | • Redistribute workloads to ensure minimal impact on organisation and residents.<br>• Implement budget reductions annually. | March 2015 | Huw Isaac | Officer time |
| 2. | Extend expertise in certain areas (e.g. consultation/ engagement) to other parts of the Council. | The Council is able to discharge all functions effectively with minimal additional cost. | • Training for Heads of Service and Operational Managers.<br>• Training for officers involved in consultation. | March 2015 | Huw Isaac | Consultation Officer time augmented with external support. |
| 3. | Review approaches to increasing role flexibility. | Staff are able to cover several disciplines. | • Review job description and person specifications.<br>• Purchase equipment where necessary.<br>• Provide training where necessary. | March 2015 | Huw Isaac | Training costs as Appropriate. |
| 4. | Explore collaboration Opportunities. | Better resilience and efficiency. | • Conduct review of Cardiff and Vale LSBs.<br>• Continue collaboration projects with Bridgend Council. | March 2015 | Huw Isaac | Officer time |
| 5. | Strengthen and extend shared working between C1V and the Health Authority. | A more integrated service for the public, better resilience, cost savings. | • Appointment of Project Manager for integration of additional Health services Implementation of a daytime shared service. | March 2015 | Tony Curliss | Officer time |

# Corporate and Customer Services Performance Indicators 2014/15

| Outcome 1: Customers can access services conveniently. |
|---|

| Objective 1: To increase the number of customers who use the lowest cost, most appropriate method for their enquiry. |
|---|

| PI Ref | PI Description | Performance 2012/13 | Wales Average 2012/13 | Performance 2013/14 | Wales Average 2013/14 | Target 2013/14 | Target 2014/15 |
|---|---|---|---|---|---|---|---|
| CC/ M001a | Average number of weekly total visits to the Council website. | 25,380 | - | 29,795 | - | 26,000 | 31,000 |
| CC/ M001b | Average number of weekly unique visits to the Council website. | - | - | 17,238 | - | Establish baseline | 18,000 |
| CC/ M002a | Average number of weekly total visits to the Council's Welsh language website. | 149 | - | 27 | - | 200 | 200 |
| CC/ M002b | Average number of weekly unique visits to the Council's Welsh language website. | - | - | 15 | - | Establish baseline | 100 |
| CC/ M003a | Average speed of answer for incoming calls to Customer Contact Centre is no more than 45 seconds. | 45 seconds | - | 43 seconds | - | 45 seconds | 45 seconds |
| CC/ M003b | The average speed of answer for calls on the Welsh language line. | 45 seconds | - | 64 seconds | | 45 seconds | 45 seconds |
| CC/ M004 | Percentage of incoming calls to the Contact Centre not answered/ abandoned. | 7.27% | - | 7.22% | - | 6.00% | 6.00% |

| PI Ref | PI Description | Performance 2012/13 | Wales Average 2012/13 | Performance 2013/14 | Wales Average 2013/14 | Target 2013/14 | Target 2014/15 |
|---|---|---|---|---|---|---|---|
| CC/ M005 | Percentage of incoming calls to the Contact Centre abandoned after 20 seconds. | 2.72% | - | 2.67% | - | 4.00% | 4.00% |
| CC/ M006 | Percentage of all transactions which were self service transactions. | - | - | - | - | Establish baseline | 10.00% |
| CC/ M007 | The percentage of customers who are satisfied with access to services across all channels. | - | - | 98.97% | - | Establish baseline | 95.00% |
| CC/ M008 | The percentage of customer enquiries to C1V resolved at first contact. | 65.56% | - | 64.99% | - | 70.00% | 70.00% |
| CC/ M009 | The percentage of customers who are satisfied with the assessment service for Adult Services. | - | - | - | - | Establish baseline | 95.00% |
| CC/ M010 | The percentage of Adult Services Assessments which result in signposting to external areas. | 7.07% | - | 49.89% | - | 10% | 50.00% |
| CC/ M011 | The percentage of Adult Services Assessments which result in a referral to Social work teams. | 31.52% | - | 43.98% | - | - | 50.00% |

**Outcome 2: Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.**

**Objective 2: To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner.**

| PI Ref | PI Description | Performance 2012/13 | Wales Average 2012/13 | Performance 2013/14 | Wales Average 2013/14 | Target 2013/14 | Target 2014/15 |
|---|---|---|---|---|---|---|---|
| CC/ M012 | Percentage of citizens satisfied overall with the service provided by the Council. | 93% | - | 93% | - | 90% | 90% |
| CC/ M017 | Percentage of staff satisfied with internal communications. | 83% | - | 83% | - | 83% | 83% |
| CC/ M023 | The percentage of customer complaints referred to the Ombudsman. | 13.55% | - | 6.49% | - | 12% | 8.00% |
| CC/ M024 | The percentage of customer complaints investigated by the Ombudsman. | 0.47% | - | 0.27% | - | 0.50% | 0.50% |

**Outcome 2: Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.**

**Objective 3: To engage our residents in decision making and work with communities to continuously improve.**

| PI Ref | PI Description | Performance 2012/13 | Wales Average 2012/13 | Performance 2013/14 | Wales Average 2013/14 | Target 2013/14 | Target 2014/15 |
|---|---|---|---|---|---|---|---|
| CC/ M013 | The number of followers on the Council's twitter page. | - | - | 8,148 | - | - | 9,000 |
| CC/ M014a | The total number of subscribers to Vale Connect. | - | - | - | - | - | 20,000 |
| CC/ M015 | The average weekly total reach of the Council's Facebook page. | - | - | 6,926 | - | - | 7,000 |
| CC/M 015b | The total number of 'likes' for the Council's Facebook page. | - | - | - | - | - | - |
| CC/ M016 | Percentage of the public who are satisfied with communication from the Council. | 84% | - | 84% | - | 84% | 84% |
| CC/ M018 | Percentage of citizens proud to be living in the Vale. | 97% | - | 97% | - | 90% | 90% |
| CC/ M019 | Percentage of A-forms returned. | 90.22% | - | 90.02% | - | 90.00% | 90.00% |
| CC/ M020 | The percentage of residents who say they have attended or participated in one or more art forms at least once in the last year. (Arts in Wales Survey). | - | - | 92% | - | - | No survey due |
| CC/ M022 | Percentage of residents who feel they are able to influence decisions affecting their local area. | 58% | - | 58% | - | 65% | 65% |

| CC/M025 | Percentage of black and ethnic minority members of the Citizen's Panel. | 3.05% | - | 1.03% | - | 3.50% | 3.50% |
|---|---|---|---|---|---|---|---|

**Corporate and Customer Services Savings**

| Ref No. | Title of Saving | Description of Saving | Service Implications and Mitigating Actions | HR Implications | Saving | | |
|---|---|---|---|---|---|---|---|
| | | | | | 14/15 | 15/16 | 16/17 |
| | | | | | £'000 | £'000 | £'000 |
| **Corporate & Customer Services** | | | | | | | |
| C1 | CCTV Collaboration | Potential collaboration with other Council. Requires circa £100k capital investment. | Increased service resilience. Improved ability to respond to incidents on 24/7 basis. | Dependant on collaboration arrangements | 53 | 0 | 0 |
| C2 | Supplies and Services | Reduction in supplies and services budgets. | Various small budgets for supplies and services, running expenses. Could impact on effectiveness of service delivered. | None | 28 | 28 | 28 |
| C3 | Reduction in Communications Team Service | Reduction in hours worked and photography budget. | Reduction in level of service | Change in contract | 21 | 0 | 0 |
| C4 | Review of Policy Teams | Review of structure and deletion of vacant Policy Secretarial & Admin Post. | Reduced capacity to undertake functions which increases in future years as reductions "bite harder. | Deletion vacant post and loss up to 5 FTE. | 252 | 0 | 0 |

| Ref No. | Title of Saving | Description of Saving | Service Implications and Mitigating Actions | HR Implications | Saving | | |
|---|---|---|---|---|---|---|---|
| | | | | | 14/15 | 15/16 | 16/17 |
| | | | | | £'000 | £'000 | £'000 |
| C5 | C1V Income | Income from UHB, lone workers service and Concessionary Travel Passes. | Risk if income does not arise. | None | 67 | 20 | 30 |
| C6 | Call Handling Resource | Reduction in CSR headcount as a result of: more people using web, increase in average time to answer from 45 to 60 seconds, 1.5 hour per day reduction in business hours to 0830 to 1700. | If channel shift does not transpire savings cannot be made or service standards at C1V will not be achieved. Review of service developments will be required to ascertain where the greatest financial and operational benefits lie for the Council. | Dependant on review, reduction in hours | 0 | 0 | 65 |
| **TOTAL CORPORATE & CUSTOMER SERVICE** | | | | | **421** | **48** | **123** |