# Resources

# Service Plan 2015/19

NAME: Sian Davies
Managing Director
SDavies@valeofglamorgan.gov.uk
Signed off by Sian Davies (Managing Director) and Councillor Neil Moore (Leader of the Vale of Glamorgan Council)
Date: 25th February 2015

# Contents

# Service Overview- Resources

The Resources Directorate undertakes a number of key roles for the Council. The Directorate supports other services and Council Members by ensuring the legality and financial probity of all activities of the Council as well as providing a corporate approach to policy, performance management, improvement, consultation/engagement, communications, partnership working and equalities. The Customer Services arm of the Directorate provides frontline access to all Council services which focuses on delivering customer service excellence. The Directorate strives to provide a range of services in the most economic, effective and efficient ways whilst transforming the way the Council works by using our skills, resources and technology more innovatively. We provide a leading role for the Council in the delivery of its Reshaping Services agenda.

**The Directorate's broad functions are:**
- Developing and implementing the Council's corporate vision (in the form of the Corporate Plan);
- Providing sound financial management and control to deliver quality cost-efficient services;
- Improving performance management across all Council services;
- Improving internal review, business processes and the management of services;
- Producing effective communications internally to staff and externally to our citizens, key partners and regulators.
- Improving our partnership framework and working collaboratively through the Local Service Board and other associated mechanisms;
- Undertaking effective engagement and consultation activities across the Vale;
- Supporting all Council services to identify and address equality and sustainability issues as part of their operational business;
- Delivering services via the Corporate Contact Centre, face to face and by electronic means that includes undertaking any assessments and client monitoring;
- Learning from complaints to improve services and better understand customer expectations;
- Encouraging residents to register and vote and administering local/national elections;
- Registering of births, deaths, marriages and civil partnerships;
- Administering benefits, collection of Council Tax and other income;
- Providing legal advice and support to Members and officers to support policy and decision making and ensure services are delivered appropriately and legal representation in any legal proceedings;
- Delivering cost effective and quality information and communications technology to all Council services;
- Developing and supporting effective decision-making processes and Scrutiny arrangements and providing advice and support for elected Members, including the Council's Constitution, Members' Code of Conduct and Member Development; and
- Providing professional and consistent HR advice and support services in developing their approach to workforce planning.

# Our Service Plan 2015-19

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 effective performance management. Having a strong and proactive approach to internal review and challenge helps us to achieve informed service development and sustainability in line with requirements of the Local Government (Wales) Measure 2010. Through our work, we continue to set and promote a culture of high standards of performance and an outward looking approach where we challenge ourselves to achieve.

Our service outcomes and their associated objectives for last year were as follows:

| | |
|---|---|
| **Service Outcome 1:** | Our customers can access services conveniently. |
| **Service Objective 1: (SO1)** | 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. |
| **Service Objective 2: (SO2)** | To deliver seamless services to our customers, with our partners in an efficient and sustainable manner. |
| **Service Objective 3: (SO3)** | To engage our residents in decision-making and work with communities to continuously improve. |

| | |
|---|---|
| **Service Outcome 3:** | The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources. |
| **Service Objective 4: (SO4)** | To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. |
| **Service Objective 5: (SO5)** | To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees. |
| **Service Objective 6: (SO6)** | To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities. |
| **Service Objective 7: (SO7)** | To provide our customers with Registration, Local Tax Collection and Benefits Services. |

Each year we review our Service Plan and update it accordingly, ensuring we demonstrate continuous service improvement. The first section of this plan provides a Directorate level overview over the next four years outlining what the key challenges are in relation to managing resources, equalities, sustainability, consultation, collaboration and risks. This section of the plan also provides a self-assessment of how we are doing, and what has been achieved in relation to last year's Service Plan (the service outcomes/objectives). The self-assessment also sets out what we intend to do this year and the next four years. It is this self-assessment that assists us in reaffirming or redefining our service outcomes and objectives going forward. The final section of this plan provides an action plan of what we will do during the forthcoming year, demonstrating how this will align with our outcomes/objectives and how we will measure performance against these objectives.

# Managing Resources

## Efficiencies and Savings 2015-19

During 2014/15, the service achieved planned budget savings totalling £1.118K which was made up of £750K savings for Resources and £368K savings for Corporate and Customer Services. The Council is facing significant budgetary pressures and requires all directorates to make substantial savings in the coming years. Over the next three years, Resources has been tasked with delivering the following savings:

| | Annual Savings Target £000 | | | |
|---|---|---|---|---|
| Department | 2015/16 | 2016/17 | 2017/18 | Total |
| **Resources** | 728 | 1,769 | 3,057 | 5,554 |

The figures outlined above provide an overview of all savings to be made by the Directorate between 2015/16 and 2018/19. The initial savings target that has been identified as part of the alternative service delivery and efficiency reviews for tranches 1 and 2 of the Reshaping Services Programme for the Directorate (up to 2017/18) is £1.950 million. **Appendix 4** provides a breakdown of the savings required.

## Workforce Planning 2015-19

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 vital, therefore that we continue to focus on staff development and succession planning despite the pressures of budget and staffing reduction. The detailed workforce requirements for Resources Services are set out in our Workforce Plan (at **Appendix 3**). This addresses structural requirements, succession planning issues, the employee profile and employee development issues for the service.

Key **developmental themes** for the service over 2015-19 will include:

- Building resilience in our workforce over the next few years to manage the challenges and changes we face in a flexible and sustainable manner;
- Building on existing collaborative working arrangements in order to fully deliver integrated working practices. This requires a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the willingness of teams to share resources. This will require us to develop and support a diverse workforce;

- Putting in place effective structures, processes and practices to support a flexible workforce to provide the strength and resilience needed to meet the ongoing changes. Reducing (removing) bureaucracy will help support us to make these radical changes;
- Focusing on role flexibility in light of a reduction in staff numbers with an increased emphasis on learning and development, innovation, improved performance and staff engagement;
- Putting in place succession planning to address issues associated with an ageing workforce and reliance on small numbers of key staff;
- Thinking creatively on how to recruit and retain staff in business critical posts in key service areas;
- Shifting towards developing new skillset/competencies for our leaders that includes focusing on commissioning, contracting, collaboration, project management skills and creative thinking. This also requires leaders that are supportive of change and can demonstrate the willingness to take responsibility and make decisions; and
- Embedding a new culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.

In general, levels of absence give no major cause for concern. For Corporate and Customer Services, 6.84 days were lost per full time equivalent to sickness absence in 2013/14 against a target of 8.48 days. For Resources, 6.15 days were lost per full time equivalent to sickness absence during 2013/14 against a target of 7.20 days. Both these departments compare favourably with the corporate performance of 8.75 days and the All Wales average of 9.7 days. During 2014/15, the data for sickness absence in relation to Corporate and Customer and Resources was merged together and reported as a single figure. The latest figures for quarter 3 2014/15, show that for the Resources Directorate, an average of 6.16 days were lost per FTE which is below the quarter 3 target of 6.43 days. This figure also compares favourably with the quarter 3 corporate performance of 8.04 average days lost per FTE (excluding Schools).

Turnover of staff for 2013/14 was 12.5% for Corporate and Customer Services and 7.7% for Resources compared to the corporate figure of 9.3% and the All Wales average of 9.5%. This equated to 12 members of staff leaving Corporate and Customer Services and 23 members of staff leaving Resources during the year from an average of 96 (Corporate and Customer Services) employees and an average of 297 (Resources) employees. In general, staff turnover in the service has remained relatively stable for the Resources Directorate with the exception of ICT which has recently experienced high levels of staff turnover. This has primarily been attributed to competitive nature of jobs in this field and market forces influencing turnover rates. The figures also show a higher turnover rate for Corporate and Customer Services. This has been primarily affected by high turnover rates from the Customer Service Representatives (CSRs) in the Contact Centre where their skill set are readily transferable to a private sector recruiter. Despite this there has also been some positive attrition, where CSRs have progressed onto other roles within the Council. The latest half-yearly figures for 2014/15 show that staff turnover for the Resources Directorate was 9.25% (which equates to 35 leavers during the period). This is above the corporate total of 7.48% (excluding Schools) and above the corporate target of 7.5% staff turnover.

# Equalities 2015-19

Equality is an integral part of providing citizen focused services. We are committed to promoting and valuing fairness, in respect of equality and diversity and ensuring that equality action planning is part of our normal day to day considerations with both our employees and our service users when designing new services or policies.

Our service users and staff come from a range of backgrounds and cultures. We also recognise that many people face different barriers to services and employment and that, as a service provider and employer we have a responsibility to address these barriers. Equality Impact Assessments will become more important in the way that we do business.

Outlined below are the key equalities challenges that have been identified for the Directorate over the next four years and a plan of how we intend to manage these challenges.

| Equality challenges over the next four years | How will it be managed? |
|---|---|
| Making services easily accessible to users. | Increase the use of assistive/digital technology to make our public buildings more accessible via public access to Wifi in our Civic Offices<br>We will continue to ensure that information and interaction with the council remains available in various formats. We currently actively promote the Contact Centre to our residents, so they are aware of how to contact us. The establishment of a single number, website email and Social Media has improved awareness and accessibility for our customers. Customers are able to access advice, support and services in a variety of ways such as face to face, telephone, via E-Forms and Social Media. We also utilise Text and text software that enables text to be read as well as BT Type Talk to enable customers to speak to the Council via an intermediary for those with a hearing impairment. We will be focusing our efforts on ensuring that our Customer Service Representatives can provide a wide range of help and support to individuals through first contact rather than the individual having to contact separate Council departments. We will continue to maintain a multichannel access strategy with ongoing consultation with customers to inform future improvements. |

| Equality challenges over the next four years | How will it be managed? |
|---|---|
| | We will also be ensuring that any Council Business is accessible to members of the public through the implementation of web casting. Initial roll out of web casting has been piloted with the Planning Committee during 2014 and will continue to be piloted during 2015 prior to full roll out to other Committees. |
| Continue to deliver the requirements of the Welsh Language Scheme whilst preparing for the implementation and compliance with the new Welsh Language Standards. | We will continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Scheme. We offer staff a variety of opportunities to learn Welsh in the work place as well as developing a Welsh mentoring scheme in order to increase the number of Welsh speaking staff. The Contact Centre offers a Welsh language service enabling Welsh speakers to speak to a Welsh speaking Customer Service Representative. Key documents are available bilingually for newspapers/newsletters, leaflets/brochures, booklets, guidance, posters, forms, consultation activities, strategic documents, plans and policies. The Council's website is also available bilingually. A corporate action plan is in place to support us in complying with the Welsh Language Scheme and an annual monitoring report is produced to assess progress in its implementation. The Welsh Language Scheme is due to be replaced by the Welsh Government during 2015 with the Welsh Language Standards. Under the new standards the Council will have 6 months to put in place a new action plan to ensure it meets the new requirements. |
| Engaging hard to reach groups and communities within the Vale. | We will engage hard to reach groups and communities through the development of a Digital Inclusion Strategy/Plan. A Digital Inclusion Champion has been appointed whose role it will be to champion digital services and the digital inclusion agenda. We will also continue to engage with Vale Centre for Voluntary Services and Community 2.0 to improve digital access across the Vale. |
| Ensuring policy changes do not detrimentally impact on protected groups. | Proposed changes to services and policies are scoped and where appropriate a full Equality Impact Assessment is undertaken. |

# Sustainability 2015-19

Sustainable development is defined as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. Sustainable development is a way in which we can improve decision making and deliver better services. It is about promoting the social, economic and environmental well-being of an area. Sustainability has become the central organising principle of our work, therefore everything the Council does should embed sustainability at the local level as well as contribute to delivering a more sustainable Wales.

Outlined below are the key sustainability challenges that have been identified for the service over the next four years and a plan of how we intend to manage these challenges.

| Sustainability challenges over the next four years | How will it be managed? |
|---|---|
| Sustaining our commitment to carbon reduction within diminishing resources. | The Carbon Management Plan and our energy policy helping to reduce emissions. |
| Workforce sustainability in light of reorganisation and the Reshaping Services agenda. | This will be managed via the development and delivery of the annual Workforce Plan. |
| Retaining organisational knowledge, experience and leadership as a result of the Reshaping Services and local government reorganisation. | This will be managed via the development and delivery of the annual Workforce Plan. |
| Sustaining appropriate levels of service delivery and managing customer expectations with reducing staff numbers. | The Reshaping Services programme will enable us to review and remodel service provision enabling us to deliver services cost effectively and sustainably. We will do this whilst managing customer expectations through effective communication, consultation and engagement with our customers and staff. |
| Implementation of the Future Generations Bill. | This will be managed through Corporate Management Team and the Sustainable Development Working Group. |

# Key Service Issues - Consultation

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 during 2014-15

| Consultation undertaken 2014-15 | Outcome of the consultation |
|---|---|
| A streamlined digital approach to Internal Audit client satisfaction surveys. | Since developing a more streamlined digital approach to our client satisfaction survey our response rate has increased to 85%. This is significantly higher than the Welsh benchmarking average of 54%.The results from the survey were excellent, demonstrating high levels of satisfaction by our clients throughout the year. The survey scoring ranged from 1 for very satisfied to a score of 5 for very unsatisfied. In terms of appropriateness of the scope and objectives of the audit we scored on average 1.4, a score of 1.5 for the timeliness of audit, a score of 1.0 for the discussion of the findings and recommendations of the report and a score 1.4 in terms of the fairness and accuracy of the reports. The overall satisfaction rating across all aspects of the survey was 1.3. |
| Consultation with a range of stakeholders including the Local Service Board scheduled on the Council's budget and Medium Term Financial Plan. | The results of the consultation made clear that there are no services that the council provides which a significant number of service users feel to be unimportant. They do, however, illustrate that there are some services that residents view as being of much greater importance than others.<br><br>Primary and secondary schools, recycling collection and child health and disability support services were all rated as of high importance by more than three quarters of those that use them. Conversely 40% or fewer respondents rated events, public conveniences or car parking and enforcement in the same way. |

| Consultation undertaken 2014-15 | Outcome of the consultation |
|---|---|
| ***Continued:*** Consultation with a range of stakeholders including the Local Service Board scheduled on the Council's budget and Medium Term Financial Plan. | The results of the survey work suggest there would be strong support from Vale residents for further investigation of the range of alternative forms of service delivery set out in the Reshaping Services Strategy. The comments made by participants in the focus groups reinforce this but also suggest that there are definite parameters within which alternative delivery models would be acceptable to residents. With regard to developing alternative forms of delivery there appears to be a shared view among both residents and key partners that where services are transferred outside of the Council's management, the organisation must retain a level of overall control and accountability.<br><br>The results of the public consultation highlight a general lack of awareness with regard to how the Council manages its services, as well as of the financial pressures it currently faces, and of the role of elected members. The misconceptions and negative perceptions highlighted by the consultation must be addressed if Vale residents are to be effectively engaged in the redevelopment of Council services.<br><br>The responses of residents also indicate that developing new services to generate income through charges or increasing charges for services that are already in place would be preferable to an increase in Council Tax or to charging for services that are currently free. |
| Launch of Human Resources (HR) customer feedback survey. | We will be commencing a move to a HR Service Centre and Business Partner approach, meaning that the timing of a HR customer feedback survey is pending the implementation of this. |
| Legal Services- continuation of case closure questionnaire to assess feedback and satisfaction ratings with the service. | Legal Services assess client satisfaction via a survey sent to all clients upon closure of a case. The survey assesses quality of service, timeliness of response and the ease of contact with the department. Satisfaction remained in 100% of all cases. |
| Registration Service customer satisfaction survey. | Annually the Registration Service monitors its performance in |

| Consultation undertaken 2014-15 | Outcome of the consultation |
|---|---|
| | accordance with the standards set out in the National Good Practice Guide which includes assessing customer waiting times and customer satisfaction levels with the service. The latest 2014 data shows that 100% of customers are seen early, on time or within 10 minutes of their appointment time to deal with their request. In terms of satisfaction, 100% of respondents surveyed said they were satisfied with the service they received. |
| Corporate Equalities Working Group/Equalities Consultative Forum- Members will contribute to monitoring and development of equalities policies and work. | Both these groups were informed of and consulted on progress with equality work, including policy development such as the draft Equalities Policy. The findings from this were used to inform the development of the policy. |
| Contact OneVale- Post-call customer feedback survey. | A post call customer feedback survey was undertaken during 2014, which asked callers who had contacted C1V whether they wished to participate in a post call satisfaction survey. High levels of satisfaction were evident across the broad range of questions that were asked. In terms of overall satisfaction, 95% said they were satisfied with the service that they received with 84% of respondents positively rated their experience of the service. When asked whether they would recommend C1V, 96% of respondents said that they would. 91% found that it was easy to get through to a Customer Service Representative (CSR) and 97% of respondents said that the CSR was able to deal/resolve their enquiry at point of contact and 93% felt that the CSR was polite. Any poor performance is addressed via our quality assurance approach. This has enabled us to improve the consistency of the service that we provide to our customers. We also have utilised the information from these surveys to inform any resource/staffing requirements for the service. |
| Customer Complaints satisfaction surveys. | This survey was based on complaints received across the |

| Consultation undertaken 2014-15 | Outcome of the consultation |
|---|---|
| | spectrum of Directorates with the exception of Social Services during 2014. 66% of respondents had complaints either upheld or partially upheld during 2013/14. The survey found that 74.55% of respondents strongly agreed or agreed that they found it easy to find out how to contact the Council to complain. 74.47% of respondents strongly agreed or agreed with the statement that 'staff were polite' when dealing with their complaint, 58.18% strongly disagreed or disagreed with the statement that the service they have received has been helpful and sensitive. This contrast in opinion amongst respondents is likely to be related to whether the complainant had their complaint upheld or not by the Council. We also utilise the learning from complaints report to help inform any service improvements. |
| Local Service Forum- Annual stakeholder event to consider progress with the Community Strategy and local priorities. | The Local Service Forum in December 2014 focused on the Reshaping Services agenda and the changes partners are having to make in light of reduced resources. The Council took the opportunity to present the Reshaping Services strategy to over 80 stakeholders who attended and through workshops, presentations and a question and answer session discussed the issues facing the council and the need to look at alternative ways of delivering services. A conference report has been produced for discussion by the Local Service Board (LSB) and to feed in to the council's Reshaping Services strategy. |
| Website survey- to obtain users' views on our website. | The restructuring of the communications team and subsequent reduction in staff capacity meant this survey was no longer progressed. Instead we regularly monitor our Site Morse rankings for our website that provides us with an indication of user engagement and accessibility. In order to take on board views/opinions of our customer base we also engage with our customers via Social Media to support us in identifying any areas for improvement. |

## Consultation Planned 2015-16

| Consultation planned 2015-16 | Purpose of the consultation |
|---|---|
| Canvasing/surveying clients who have received a Social Care Assessment via Contact OneVale. This will encompass Integrated Health and Social Care (VCRS) and the consultation will also be expanded to include other health services such as Out of Hours, District Nursing and Podiatry. | To assess satisfaction with access to the service and the customer experience. Findings from this survey will be used to look at service development. |
| Post call customer feedback survey to Contact OneVale. | To assess overall satisfaction with the service that is also broken down into key elements that includes quality of service, accessibility of service, resolution of enquiry, CSRs professionalism, manner and knowledge. The findings from this survey will be used to look at any areas where performance improvement is needed that will then be addressed via our quality assurance mechanisms and to identify any potential service developments. |
| Telecare satisfaction survey. | To ensure that the Telecare service that we offer meets the needs of customers and to identify any potential service developments needed. |
| Undertake IT satisfaction survey work with staff and Members. | To assess satisfaction levels with access to IT services and the support available to identify any potential areas of service development. |
| Undertake a consultation with the public who have participated/engaged with the Scrutiny process. | To establish effectiveness of the new process for engaging the public in participating in the Scrutiny process. To learn lessons from what works well and identify areas of improvement. |
| Local Service Forum- LSB Annual Stakeholder event | To consider progress made with the Community Strategy, local priorities and the future direction of local services. |
| Reshaping Services Strategy – Programme Level | In addition to Vale residents, effective engagement with a range |

| Consultation planned 2015-16 | Purpose of the consultation |
|---|---|
| | of key stakeholders is required. A high level communications plan is included in the strategy and describes the activities and stakeholder groups that are being communicated with. These groups include the Community Liaison Committee, Voluntary Sector Liaison Committee and Local Service Board in addition to the Council's Scrutiny Committees and highlights the importance being placed on working with these groups in defining and delivering the Reshaping Services programme.<br><br>As the programme develops a detailed plan identifying specific engagement projects will be developed. However, major activities will include consultation on the 2016/17 budget. (See details below) |
| Reshaping Services – Project Level | There will be a considerable amount of consultation and engagement at individual project level as the first tranches of service reviews progress.<br><br>As projects progress through business case development and implementation, consultation and communications activities will be required at a project level. This will involve communicating with service users, staff, Trade Unions and Elected Members and will be led by the Project Sponsor.<br><br>Individual communication and consultation plans will be developed and delivered in line with the Council's Public Engagement Framework and statutory requirements in order to engage staff and the public in the process of service redesign and development. |
| Budget consultation | To consult with the public, our LSB partners, the Business Sector, VCVS, Town and Community Councils, Vale Viewpoint and 50+ Forum on the proposed budgets and associated service delivery options. |

# Key Service Issues- Collaboration

In line with our corporate priorities and Welsh Government requirements, 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 by our participation in the following projects.

**Collaboration undertaken during 2014-15**

| Collaboration undertaken 2014-15 | Outcome of the collaboration |
|---|---|
| Welsh Translation Framework is being developed by Welsh Government aimed at reducing translation costs | This new corporate approach has now been implemented. Currently there are no figures available on any reduction in translation costs. We now have a streamlined approach to the provision of an external translation service, which will enable us to efficiently manage increased demand for translation work and enable us to better meet the requirements as part of the Welsh Language Scheme. |
| Introduction of shared telephony services between the Communications Hub and Contact OneVale. Improved customer access to services/ shared costs. | This has been a successful collaboration between the Vale of Glamorgan Council and Cardiff and Vale Health Board that was implemented in 2011. We recently completed the Podiatry pilot in collaboration with the Health Board. Previously the Health Board's Podiatry service in the Vale was primarily a paper-based system. This collaborative work has enabled the podiatry service to become telephone based enabling customers to make/rearrange appointments over the phone. This collaborative work is awaiting sign off by the Clinical Boards before it is further rolled out across the Cardiff and Vale locality. When this pilot work fully rolls out, it is anticipated that we will receive approximately an £80k income from Health Board to help subsidise the cost of our Contact Centre services. |
| Welsh Local Government Association (WLGA) equalities training - use of regional training resources more effectively. | This collaboration is unlikely to continue given the recently announced budgetary cuts to the WLGA's improvement support. |

| Collaboration undertaken 2014-15 | Outcome of the collaboration |
|---|---|
| Welsh Government – PAN<br>Procurement of bespoke performance software for use by Welsh councils and other public sector bodies. Effective management of performance. | The Welsh Government discontinued the PAN Wales performance software procurement. We have put in place an interim performance system. The Wales Audit Office's Annual Report confirmed they were satisfied with our performance data collection and reporting system. Further work will be undertaken during 2015/16 to seek a suitable alternative performance management system. |
| Joint Cardiff and Vale Local Service Board (LSB) – To improve partnership working across the two LSBs and enhance joint delivery of shared priorities, improving outcomes for residents and saving money across partner organisations. | The joint LSB has met three times and has agreed a work programme. The meetings have also provided an opportunity for partners to discuss changes in services and budgets. To date the LSB has received presentations on the Wellbeing of Future Generations Bill and the Social Services and Wellbeing Act and considered the implications for different partner organisations and customers. The LSB has responsibility for monitoring projects funded through the Regional Collaborative Fund and has received regular progress reports as well as determining funding and priorities for 2015/16. |
| Joint promotion of engagement projects and activities via Vale View Point Panel | Vale Viewpoint is a panel of around 1,200 residents of the Vale. The panel allows the Local Service Board (LSB) to gain an understanding of how the residents of the Vale feel about certain issues. During 2014/15 the panel was used to undertake consultation on behalf of the LSB and individual partner organisations. Topics covered in 2014/15 included community safety, public transport, and health and wellbeing. The panel was also used to recruit participants for a series of focus groups on the Council's 2015/16 budget and Reshaping Services strategy. |
| Shared Internal Audit Service with Bridgend Council. | This has been successfully implemented and now effective assurance is provided to both Vale and Bridgend Councils. This has resulted in a reduction in costs as the service has been vastly streamlined. The development of an Annual Risk-based Audit Plan for both authorities is produced on an annual basis. During 2013/14 the section met its expectation of 101% of Vale's Annual Audit Plan being achieved. The merging of the two services has developed a wider skill base with access to a |

| Collaboration undertaken 2014-15 | Outcome of the collaboration |
|---|---|
| | specialised IT auditor. We have adopted a Quality Assurance and Improvement Programme approach that aims to drive improvement and ensure that Internal Audit meets required standards of Public Sector Internal Audit Standards (PSIAS). The latest results for this assessment show that 76% of post audit assessment work identified that staff were producing work to a high standard and 8% of assessments identified areas of improvement of efficiency and effectiveness resulting in measurable savings for the client. |
| Continued Membership of the Welsh Purchasing Consortium (to be delivered on an all-Wales basis) and National Procurement Service. | Membership of procurement consortia provides the Council with access to arrangements that assist in delivering cashable and process efficiency savings across the range of Council functions. For example, through collaborative energy buying, savings of £217k were realised in 2013/14. In addition to financial savings, collaborative frameworks also enable process efficiencies to be realised, for example, savings in time associated with reduced duplication in running competitive processes. |
| Use of the Welsh Government Public Services Broadband Network continues for the foreseeable future. | A new contract has been agreed with BT which the Council will be part of for the next 7 years that is managed via a Programme Management Board. This gives us the ability to have a secure connection to any other public sector body in Wales to aid collaboration, shared services and the secure exchange of data where appropriate. |
| Continue with Membership of the South East and Mid Wales Legal Consortium ("SE&MWLC") | As a result of participating in this Consortium there has been improved service efficiency and increased opportunities to generate income. For example, efficiencies have been generated by the Consortium from the Library software tender exercise which delivered cashable savings for partners. The Consortium also provides an opportunity to meet in special interest forums to share knowledge and experiences, resulting in reduced duplication and improved advice. This networking opportunity has also allowed opportunities to increase income to be identified and pursued. As a result of these relationships it is estimated to have generated approximately £70K in income in |

| Collaboration undertaken 2014-15 | Outcome of the collaboration |
|---|---|
| | the year. |
| Consideration to be given to collaborative opportunities regarding procurement, insurance and risk management with other Local Authorities. | There is a framework in place that contributes to reducing spending across Wales. Overarching Welsh procurement model and fitness checks are in place. There is ongoing discussion with neighbouring authorities to explore how we could work together to improve procurement outcomes. We are providing support to neighbouring Council in re-tendering of brokerage services. We are working collaboratively with legal services on personal injury claims. |
| Investigation into sharing of ICT services and systems with other local authorities. | There have been numerous meetings with other local authorities to look at ways of sharing ICT services and systems. The Health Board have effectively linked in/integrated into our network through services we are delivering jointly via our Contact Centre. A Public Sector Broadband Aggregation (PSBA) network link is being planned between the Vale and other local authorities. The implementation of a VPN will enable us to share information between local authorities more securely. This collaborative work will progress into 2015/16 with the regionalisation of Regulatory Services between Cardiff, Bridgend and Vale Councils with the Vale acting as the host authority. |
| Consideration to be given to sharing Occupational Health Provision with Cardiff Council | An initial scoping exercise was undertaken. Following review, a decision was made to keep the services in-house. |
| Consideration to be given to collaboration with other local authorities in relation to training and development activities | A collaboration proposal was approved by Cabinet. It was agreed that we would fund more apprentices to access training and development in collaboration with other local authorities. This collaboration is still in the early stages, further work will be progressed into 2015/16. |
| Work completed with colleagues from relevant partner authorities and arrangements in place for scrutiny of Central South Consortium Joint Education Service. | This collaboration is no longer being progressed as a new national model is due to be implemented December 2015. As a result new governance arrangements will be implemented. |

| Collaboration undertaken 2014-15 | Outcome of the collaboration |
|---|---|
| Ongoing discussions with participating authorities regarding arrangements for the scrutiny of the new model of collaborative Regulatory Services. | The regionalisation/collaboration of Regulatory Services between the Vale, Cardiff and Bridgend Council with the Vale acting as host authority was agreed during December 2014. This work will continue to be ongoing throughout 2015/16. In the interim period, Scrutiny will initially still be undertaken by each of the three local authorities individually until a new joint Scrutiny model is developed/agreed. |

## Collaboration planned 2015-16

| Collaboration planned 2015-16 | Purpose of the collaboration |
|---|---|
| Work in collaboration with the Cardiff and Vale Health Board and relevant Council departments to implement Voice Recognition Platform (VRP) for further integration of health and social services, job applications, blue car badges and Homes 4 U services. | The purpose of this collaboration is to further streamline the cost effectiveness of accessing services through directing callers to the right person first time to deal with their enquiry. This collaboration will also enable us to expand our self-service options. |
| Continue to work with the Cardiff and Vale Health Board to expand the delivery of shared telephony services for Podiatry across the Cardiff and Vale locality. | This expansion will enable us to further embed progress made to date and will enable us to subsidise our Contact Centre service via income generation from the Health Board. |
| Work in collaboration with Adult Social Services and the Cardiff and Vale Health Board to further integrate health and social care services enabling more services to utilise the single assessment approach within C1V (Customer Contact Centre). | The purpose of this collaboration is to further streamline the cost effectiveness of accessing services through directing callers to the right person first time to deal with their enquiry. This collaboration will also enable us to expand our self-service options. |
| Work in collaboration with Cardiff and Bridgend Councils to identify and develop an IT system, oversee the consultation and transfer arrangements for staff in line with  TUPE regulations and put in place joint Scrutiny arrangements for the regionalisation of Regulatory Services (where the Vale acting as the host authority). | This collaboration will enable a shared service to be delivered across three local authorities to secure more cost-effective and sustainable service delivery into the longer term. |
| Work with the Social Services Directorate and the other 4 local authorities (Bridgend, Cardiff, Merthyr, RCT) to oversee the consultation and transfer arrangements for staff in line with TUPE regulations and develop and implement an IT system to support the delivery of a regional Adoption Service. | This collaboration will enable a shared service to be delivered across three local authorities to secure more cost-effective and sustainable service delivery into the longer term. |
| Progress collaboration arrangements for the training and development of apprentices. | The purpose of this collaboration is to increase our capacity to support more apprentices in the workplace through a collaborative arrangement with other local authorities. |
| Progress joint work between Cardiff and Vale LSB. | To deliver the agreed work programme and enhance joint delivery of shared priorities, improving outcomes for residents and saving money across partner organisations. |

# Key Service Issues- Risks

The continued pace and scale of the changes demanded of public sector organisations in recent years pose a significant risk to both the Council and the Directorate in achieving its key priorities. In response, the Council's Corporate Risk Register has identified the key challenges which may affect our ability to achieve these priorities. Through the Corporate Risk Management Group, we ensure that appropriate mechanisms are in place to reduce, eliminate or manage these risks.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard, we are considering alternative models of service delivery. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Directorate.

Highlighted below are our key risks as a Directorate over the next four years. In identifying these risks we have also shown how we plan to manage them.

| Scoring service risks | |
|---|---|
| Likelihood score | Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 – probable and 4 being almost certain to happen or has already happened. |
| Impact score | Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 – medium, 3 – high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objectives 1, 2, 3 and 4**<br>**Corporate Risk-Funding (CR5)** | Reduction in resources/funding impacting on the Directorate's ability to provide appropriate levels of service to our customers. | 3 | 3 | The service is being restructured to meet these challenges and provide resilience. There are set areas of savings that are being progressed. The Reshaping Services programme as an ongoing agenda will enable us to review and remodel services enabling us to deliver services in a more cost-effective and sustainable way.<br>The Directorate will continue to make greater use of cost effective integrated technologies that enable our services to be more efficient and make cost savings. |
| **Service Objectives 1, 2 and 3**<br>**Corporate Risk-Information Security (CR6)** | Failure to implement adequate information security management systems across the Council. (Reputational risk associated with information security breaches due to non-compliance with Data Protection Act (DPA)). | 3 | 3 | DPA/ICT Codes of Practice are in place and all staff are made aware of these policies at point of recruitment and during their employment with the Council. We raise awareness of roles and responsibilities amongst staff through Corporate Induction and online via e-learning modules. We have put in place secure networks that include Firewalls and robust building/office security arrangements are in place. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| *Continued-* **Service Objectives 1, 2 and 3 Corporate Risk- Information Security (CR6)** | *Continued-* Failure to implement adequate information security management systems across the Council. (Reputational risk associated with information security breaches due to non-compliance with Data Protection Act (DPA)). | | | Utilise encrypted memory sticks and laptops. We have put in place a secure email system (GCSX) and system audit trails. We have appointed a specialist Computer Auditor and Information Security Officer and have nominated systems administrators. We have robust Corporate document retention systems in place and a Freedom of Information (FOI)/Records Management Unit. Annual penetration testing to identify any security vulnerabilities. We are currently Public Service Network (PSN) compliant. We have undertaken a health check of our systems and a corresponding action plan has been produced to enable us to become Payment Card Industry (PCI) compliant. |
| **Service Objective 4** | Loss of experienced staff and their knowledge base as a result of reduced staffing levels. | 3 | 3 | A strategic approach to managing budget reductions will be undertaken to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objective 4** | Risk of not having the skill base to deliver the Reshaping Services agenda. | 2 | 3 | Strong and effective programme and project management with realistic goals. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. There will be consideration of skill sets when recruiting into skilled/technical posts. Implementation of staff development initiatives e.g. Leadership Club, Management Competency Framework. |
| **Service Objectives 1, 2 and 3** | Risk that services will collapse/fail due to inability to deliver alternative models of service delivery as part of the Reshaping Services agenda. | 2 | 3 | Strong and effective programme and project management with realistic goals. Monitoring/planning budgets that are aligned to the Medium Term Financial Plan. There will be an ongoing challenge process that involves reviewing performance levels and opportunities to deliver change. |
| **Service Objectives 1, 2, 3, 4** | Local government reform becomes a distraction to service delivery. | 3 | 3 | Managed through the focused delivery of the Reshaping Services agenda. Programme Team will empower and support staff to reshape services. We will ensure that the Vale is represented at all key stages of the consultation process for legislative changes associated with local government reform. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objective 4** | Inability to recruit and retain suitably qualified staff in key areas. | 3 | 3 | Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduates/trainees who have a wide range of skills to meet the evolving needs of the Council. |
| **Service Objective 1** | Customers are not able to effectively engage with the Council due to digital exclusion. | 2 | 3 | Work is underway to help get more people on-line and access and develop digital skills. Continue to offer telephone and face to face services to those requiring them. New governance arrangements implemented around digital inclusion. The Customer Relations Project Board is responsible for managing the delivery of a coherent action plan. We have provided free public access to Wi-Fi across our public buildings and libraries to enable the public to access our services online. A new mobile app is now available to access information and our services via mobile devices. |
| **Service Objective 1** | Failure to implement requirements of the Future Generations Bill as an early adopter. | 2 | 3 | Promote principles of sustainable development corporately. Managed via Corporate Management Team and the Sustainable Development Working Group. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objectives 1, 2, 3, 4** | Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement. | 2 | 3 | Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards. A corporate action plan is in place to support us in complying with the Welsh Language Scheme and an annual monitoring report is produced to assess progress in its implementation. Under the new Standards the Council will have 6 months to put in place a new action plan to ensure it meets the new requirements. The Action Plan will be monitored as part of the annual monitoring report to the Welsh Commissioner. |
| **Service Objective 3** | Council owned Public Buildings are not compliant with current legislation | 3 | 3 | Property conditions surveys are produced that include a compliance checklist that is completed by building managers. Health and Safety Team undertake fire risk assessments. Appointment of a Corporate Compliance Manager to assist service areas with raising awareness of building managers of their compliance responsibilities. Central recording data relating to compliance. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objective 3 Corporate Risk – Welfare reform (CR9)** | Impact of Welfare reform changes. | 2 | 3 | Established a Welfare Reform Working group. Identification and prioritisation of key risks completed together with a Communications Plan. Regular progress reports are monitored by Corporate Resources Scrutiny Committee. Budgets have been allocated to deal with any impact of homelessness and rent arrears that are reviewed and monitored annually. Impact of Welsh Government reform of discretionary assistance fund, Council Tax reduction scheme and impact of the benefits cap have all been reviewed. A review will also be undertaken following the introduction of the Universal Credit system. |
| **Service Objectives 1, 2, 3, 4 Corporate Risk- Climate Change (CR8)** | Failure to adapt to the impact of climate change | 2 | 3 | Supplementary planning guidance on sustainable development in new builds in place. Carbon Management Group and a Carbon Management Plan have been developed. The Directorate is raising awareness with staff about carbon reduction through the |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| *Continued:* **Service Objectives 1, 2, 3, 4 Corporate Risk- Climate Change (CR8)** | *Continued:* Failure to adapt to the impact of climate change | | | identification of service champions. Sustainable procurement outlined in procurement guideline documents.<br><br>Green Travel Plan has been established. Implementation of Shoreline Management Plan.<br><br>Building Research Establishment Environmental Assessment Methodology (BREEAM) standards for major projects. Local Biodiversity Plan. Eco Schools Programme. Local Development Plan provides a framework for sustainable development. Space programme and Asset Management Strategy. Sustainable development Working Group. Access to the SALIX fund.<br><br>Production of flood risk management plans and Flood Risk Management Strategy. |
| **Service Objective 4** | Financial implication of new and residual equal pay issues and associated reputational damage. | 2 | 3 | Continue to work closely with other local authorities on an all Wales basis in order to minimise this risk. |

| Links to service outcome/objective | Risk | Likelihood score | Impact score | How will it be managed? |
|---|---|---|---|---|
| **Service Objective 2 Corporate Risk- Collaboration (CR7)** | Failure to manage the collaboration agenda effectively. | 2 | 3 | Council has a strong leadership role in the Vale's Local Service Board that co-ordinates all Vale-based collaborations. All Council Directors are members of the LSB. The Strategy and Partnership Team provides a central planning and co-ordination role. There are strong governance structures in place for strategic collaborative projects i.e. Memorandum of Understanding with Bridgend and Integrated Health and Social Care Governance. We update and maintain a compendium of projects of strategic importance. |
| **Service Objective 4 Corporate Risk- Workforce needs (CR4)** | Inability to anticipate and plan for workforce needs of the future in order to meet changing service requirements. | 2 | 3 | Managers are supported through the management of change through training and ongoing advice from HR officers. Regular reporting to CMT on a range of HR/workforce issues. The development of a corporate Workforce Plan has informed the development of a HR Strategy and the Training and Development Strategy. Annual Workforce Planning conference looks at service delivery models and implications for the workforce. |

# Our Contribution to Corporate Plan Priorities 2015-19

**Our contribution to the Corporate Plan priorities last year**

- The Vale's Local Service Board has well established partnership arrangements in place and during 2014 established a single Cardiff and Vale LSB to focus on key regional priorities. The Vale LSB has played a pivotal role in producing a Unified Needs Assessment that has been used to inform the key strategic priorities of the LSB in its Delivery Plan and supported the recent partnership restructuring.  (CL5)

- We agreed a new Charter with Town and Community Councils which has helped to improve working relationships between the Council and Town and Community Councils (CL7)

- We continuously promote sustainable development by ensuring that sustainability factors are taken into account in decision making and that the Council complies with forthcoming legislation on sustainable development. We have achieved this through ensuring effective communication with staff via the Core Brief and particularly in relation to the forthcoming Future Generations Bill. The Sustainable Development Working Group continues to meet quarterly and takes the lead on monitoring the delivery of a new action plan that is aligned to the new legislation. Work continues across the Council and within the LSB to reduce carbon emissions and a recent staff survey will help inform the development of a new Travel Plan. (CL8)

- As part of our Human Resources Strategy, we have developed our approach to information, planning and performance. This includes a Training and Organisational Development Strategy to ensure that the Council's transformation agenda is appropriately supported to provide services to the highest possible standard. These strategies have been approved by Cabinet and the actions are being implemented. We have also ensured all Chief Officers are trained and fully supported in relation to the management of service change programmes. (CL10)

- We have produced an annual Asset Management Plan with specific targets set to achieve optimum use of our property assets. (CL11)

- We have successfully implemented a Council Tax discount scheme for those over 70 who do not already receive benefits/Council Tax support. (CL13) Two schemes were operated during 2013/14. A local scheme where 8,668 potential eligible candidates identified through Electoral Roll of which 6,160 qualified for the approved purpose at a cost of £246,000. The national scheme, 1,450 potential candidates identified through a database of which 1,446 qualified for the approved purpose at a cost of £131,228.

- We continued to support approximately 30 Foundation Modern Apprentices and Craft Apprentices over the last year as well as all other types of work experience placement opportunities. We also have in place new options for recruiting and developing apprentices and work experience placement students through working in partnership with other local authorities. (CL15)
- We have progressed developing a more integrated approach to service delivery with our partners and developed more innovative ways of how our public buildings are now used through implementing shared telephony based services with Cardiff and Vale University Health Board Communications Hub and the adoption of a 'Digital First' approach to access to services (CL2)

# Our Service Self-Assessment

## How are we doing?

| How are we doing? |
|---|

**Performance Overview**

Overall the Directorate is doing well as evidenced by progress to date in relation to achieving our key corporate priorities as outlined in the Corporate Plan 2013-17, Improvement Plan 2014-15 and Year 2 of the Outcome Agreement with Welsh Government:

- Our contribution to Corporate Plan priorities are on track. 72.7% of all Corporate Plan actions were on track for completion at quarter 3 by end of year. As at quarter 3 (2014/15), 16 actions were on track and 6 had slipped. Where such actions have slipped a rationale has been provided and there is a plan of how these actions will be progressed.
- There are currently no Improvement Plan actions for 2014/15 or Outcome Agreement actions aligned to the Directorate.
- The Directorate's performance against all performance measures during 2014/15 as at quarter 3 was on track. Of the 30 performance measures, 53 %( 16) had either met or exceeded target, 23% (7) were within 10% of the target and 10% (3) of measures missed target by more than 10%. For 3 (10%) measures no performance status was attributable and for one measure no data was available.
- There are no national data sets aligned to this Directorate.

**What are we doing well?**

- The draft Annual Improvement Report (AIR) (September 2014) evaluated the Council's delivery of services for 2012/13 and its planning for improvement for 2013/14. The report identified that 'the Council achieved most of its objectives and was focussed on addressing areas of weakness'. The report also concluded that 'the Council generally has demonstrated strengths in driving improvement across most services and responds positively to challenge'. The AIR recognises that 'the Council has effective plans for managing the financial challenges it faces and has developed a plan intended to prepare its workforce'. The report also notes that the 'Council's Medium Term Financial Strategy 2013-17 effectively sets out how the Council intends to achieve its planned savings'. The report also identified how we have restructured many of our management roles and 'taken action to embed workforce planning throughout the organisation'.
- We have strived to deliver excellent customer service and continue to provide this experience when customers deal with the Council through our Customer Contact Centre and other associated customer service channels. We have introduced the ability for our customers to provide feedback regarding the quality of their experience immediately after their telephone contact is completed. Between April 2014 and September 2014, high levels of satisfaction were reported across the broad range of

questions asked. 80.2% of respondents said that they were very satisfied (highest possible rating) with the service they received and 98.7% positively rated their experience of the service. 94.9% said that they would recommend Contact OneVale to others and 89.6% found it was easy to get through to a Customer Service Representative (CSR) and 87.7% of these respondents felt the waiting time was acceptable. In relation to how requests are dealt with, 95.9% felt confident that their enquiry had been dealt with and 97.8% felt that the CSR was knowledgeable. The quality of the customer experience is also reflected in how effectively we resolved enquiries on first contact. Although the quarter 3 figures show a slight dip on the previous end of year results from 64.99% (2013/14) to 63.79% (during quarter 3 2014/15) of enquires resolved on first contact.

- We have improved our response times to call handling with our Contact Centre. During quarter 3 only 4.59% of calls to the Contact Centre were not answered/abandoned. This compares favourably to the previous year where 7.22% of calls were not answered/abandoned.  Equally the percentage of incoming calls abandoned after 20 seconds has continued to decline from 2.67% at end of year 2013/14 to 1.68% during quarter 3. The average speed of answering incoming calls answered in no more than 45 seconds has continued to improve. Calls on average during quarter 3 were answered within 32 seconds showing a progressive improvement on 43 seconds compared with previous end of year (2013/14).

- 35% of survey respondents accessed/received information from the Council in the form of letters/leaflets and the website was the next most commonly cited source for information at 19%. Generally people were happy with the information they received with around 9 out of 10 (91%) reporting they are satisfied.

- The telephone continues to be the most likely way in which customers choose to contact the Council. Two-thirds (66%) are choosing this method, but its dominance as a contact method has reduced in 2012 when 85% used it. There has been more of a shift towards the internet/website as a contact method. This has grown significantly since 2012 from 5% to 27% in 2014. This correlates with the finding that 8 in 10 Vale of Glamorgan residents were current users of the internet which has increased from 72% in 2012.

- In terms of website usage only one in 5 users (20%) had made a payment via the website and a slighter smaller proportion had asked for further information (17%) or applied for a service (15%). There has been a drive to improve/promote the number of transactions that are now self-service. All of our self-service options are promoted online and we have now made available a mobile application that can be used for self-service transactions. We are increasingly looking to expand the number of self-service options that are available to customers for example we are rolling out a self-service option for requesting bulky item disposal.

- The total number of weekly total visits to our English language website has remained high. During quarter 3, the average number of weekly visits was 28,574 and the average number of unique visits was 14,998. In contrast the average number of weekly visits to the Welsh language website has improved with 104 recorded during quarter 3 compared with just 27 in the previous year (2013/14). Of these 104 average weekly visits during the quarter 66 were unique visits.

- Site Morse rates an organisation's online presence comparing it to peers within the same sector. It provides us with a snapshot in time of how effective our website is in terms of function, accessibility, and performance for our end users (customers). The Site Morse rankings vary on a month by month basis. We have consistently managed to sustain a top ranking position over the last year and the latest quarter 3 results show that our average Site Morse ranking was 1st in Wales out of 22 Welsh local authorities and 2nd in England and Wales out of a total of 429 organisations.

- The ICT section continues to perform effectively. During quarter 3 of 2014/15 99.96% of the top 20 ICT systems were available during core hours and 92.79% of all ICT priority calls were resolved within agreed timescales.
- The Council continues to promote the use of social media and currently has 9,578 Twitter followers and 5,527 Facebook likes, which is an improvement on the previous year where there were 7,000 Twitter followers and 2,100 Facebook likes.
- There are an increasing number of customers that are registered with the Vale Connect Subscription service to receive email updates on subject matter of choice currently has 23,327 subscribers and circa 45,328 topic subscriptions. This has increased on the previous year where there were 10,000 subscribers and 18,000 topic subscriptions.
- All statutory deadlines were met for the closure of accounts and estimate purposes.
- Of all undisputed invoices paid during the year, the Council paid 90.17% within 30 days during 2013/14. This performance has continued to improve during 2014/15 where during quarter 3 90.79% of invoices were paid within the set timeframe.
- The Council's Internal Audit section continues to provide assurance on the Council's internal control environment to the satisfaction of the Council's external regulators. During quarter 3 2014/15, 90% of planned audits were completed on time.
- The Council has achieved compliance with the UK Government's Public Service Network (PSN) which provides a level of assurance in terms of IT security.
- Sickness absence levels across the Council continue to be lower than public sector national comparators. During 2013/14 our sickness absence levels across the Council was 8.7 days per employee compared with 9.7 days per employee across the rest of Wales. We continue to focus on reducing levels of sickness across the Council as our quarter 3 figure for 2014/15 was 6.95 days per employee which is slightly higher than the quarter 3 target of 6.68 days per employee but is still favourable when compared with other public sector comparators.
- Despite a challenging financial climate, staff turnover rates have remained relatively stable. During 2013/14, the staff turnover across the whole Council was 8.64% and by half year 2014/15 the rate was 7.56%. This is still lower than the Welsh average in 2013/14 of 9.5%.
- In terms of Council business, during quarter 3 of 2014/15 100% of all Cabinet/Committee report instructions have been advised upon within 5 days of receipt.
- The Legal Services department continues to provide efficient and accurate legal advice and support to Members and Officers of the Council to support decision making. During 2013/14, 100% of legal files that reviewed had been assessed as a satisfactory standard or above. During quarter 3 of 2014/15, there was a slight dip in performance where 98% met this standard. This equates to just 1 legal file where corrective action was taken within 7 days and did not relate to the quality of legal advice provided. During quarter 3 of 2014/15, 100% of information laid in court for criminal prosecutions was within 15 working days of receipt of full instructions, 100% of staff met their chargeable hours target and 100% of instructing departments were informed of the outcome of their case within 10 days.
- Processing times and accuracy of claims can both impact on the perception/experience of our customers. Accuracy of processing amongst new starters continues to remain high at 99% for 2013/14. During 2013/14, the average time to process new claims had declined to 17 days compared with 16 days in 2012/13. Despite this 17 days still remains better than the Welsh average of 20 days for 2013/14. In terms of average processing times for changes of circumstances, this has remained constant

at 6 days in 2013/14 as for 2012/13. This is slightly better than the Welsh average of 7 days for 2013/14. During 2012/13 only one claim was outstanding over 50 days, which has remained the same for 2013/14.

- The Council continues to effectively retrieve Council tax and during 2013/14 97.5% of all Council tax was successfully received by the authority. As at quarter 3 2014/15, this figure was 87.39%
- Annually the Registration Service monitors its performance in accordance with the standards set out in the good practice guide of which this includes assessing customer waiting times and customer satisfaction levels for the service. The latest 2014 data shows that 100% of customers are seen early, on time or within 10 minutes of their appointment time to deal with their request. In terms of satisfaction, 100% of respondents surveyed said they were satisfied with the service they received.
- Our School Performance Panels (co-ordinated by Democratic Services) demonstrate good practice in terms of how they are used as a vehicle to scrutinise Schools that are underperforming in order to hold Head Teachers and Governors to account and to drive forward improvements in School performance.

**Improvement Areas:**

- Despite a very positive Annual Improvement Report (AIR) from the Wales Audit Office, there are some areas of improvement that were identified that relate to this Directorate's Service Plan.  For example, although the AIR recognises that our systems for producing performance data are sound and that our performance reporting complies with Welsh Government guidance, there needs to be greater use of external benchmarking.
- The AIR identified the need to improve performance reporting through outlining the benefits arising from the achievement of objectives and issues that arise from not achieving objectives along with the action being taken to address improvement.
- The AIR also highlighted the need to improve our target setting methods as a means of driving improvement.
- Although generally the AIR recognised that performance in relation to administration of Housing Benefit had improved, the report identified there are still some areas that require more support such as recovery of overpayments.
- The AIR noted that we are not fully complying with its Welsh Language Scheme, but recognised that action is being taken to promote and support the use of Welsh Language.
- There is the need to further expand and integrate our self-service options with our CRM system to enable us to remove human intervention and error. We also need to further promote/market our self-service options and further explore ways to record take up and measure transaction costs per channel.
- Further work needs to be undertaken to enable us to become Payment Card Industry (PCI) compliant.
- There needs to be a stronger emphasis in procurement on improving the use of the national framework and on e-procurement methods.
- The Digital Inclusion agenda continues to be an area for development. In the Vale of Glamorgan, the National Survey for Wales identified that just over half respondents (52%) of over 65 year olds in the Vale did not use the internet.
- Further work is needed to raise awareness amongst customers of the number and types of services that can be accessed via the Council's website.

## What have we achieved?

| Service Outcome/Objective | What did we do in 2014-15? | What outcomes have been achieved as a result of these actions? |
|---|---|---|
| **Service Objective 1** | We have worked in partnership with Cardiff and Vale Health Board to integrate some pilot services through the implementation of a shared telephony with the Cardiff and Vale UHB Communications Hub. | During 2014, we successfully completed a Podiatry pilot to implement shared telephony services with Cardiff and Vale University Health Board. As a result of this work, missed appointments has halved from 25% to 12%. It has delivered savings for the Podiatry department and the pilot generated an income of £10K for C1V that consequently has helped to lower our operating costs. The Vale's Community Resource referral service was been launched where now both Council and Health Board staff have been trained to handle enquiries using both Council and Health Board ICT applications. |
| **Service Objective 2** | Successfully reviewed partnership structures to support regional and local arrangements for the Local Service Board (LSB). | New structures were approved by the LSB during 2014. The revision and update of the Unified Needs Assessment and the restructuring of the partnership has enabled the development of a new Delivery Plan that now has a greater focus on tackling poverty. Membership and scope of the Improving Opportunities Board has been agreed. Cardiff and Vale LSB has agreed its terms of reference and calendar of meetings and has developed a joint draft work programme of priorities. The establishment of a joint LSB has enabled a more regional focus on issues. |
| **Service Objective 2** | We have explored and progressed a variety of opportunities to work collaboratively within the Vale and on a regional basis in order to drive forward improvements to services, support innovation and deliver savings. | We have progressed a variety of collaborative arrangements that include Regulatory Services, integration of health and social care, the merger of the CCTV service with Bridgend and the implementation of a regional Adoption Service. Many of these collaborative arrangements are still in development, so the full realisation of this work is still yet to be fully |

| Service Outcome/Objective | What did we do in 2014-15? | What outcomes have been achieved as a result of these actions? |
|---|---|---|
| | | achieved. However, to date these collaborative arrangements have enabled us to build greater service resilience and made business process improvements. Over time it is anticipated that these collaborative arrangements will provide cost-effective solutions to service delivery and contribute towards making efficiency savings. |
| **Service Objective 3** | We have successfully supported the project management and completion of the first phase of the Penarth Learning Community Project. | The first phase of the new development of the School building has been successfully completed within timescales and within budget. The school is now open to pupils and has seen the co-location of St Cyres with the Vale's three Special Schools to create a regional and Community Learning Centre. This development has been recognised by Welsh Government as good practice. Targeted recruitment and training has also been a key driver in the delivery of this successful project which has seen many local people employed during the building phase. It is estimated it has delivered 6,402 person weeks of employment enabling 184 new entrants to construction, and 83 apprentices and trainees employed on the project. |
| **Service Objective 1** | We have extended our use of digital channels to improve access to services. | We adopted a 'Digital First' approach to supporting how our customers access our services, particularly in relation to mobile access. Mobile applications have been commissioned and implemented that enables customers to report requests for services via their mobile phone and tablets. Demand and take up will be assessed as part of a 12 month pilot.<br>We are expanding the use of Social Media as an access channel, as the Vale has the third highest number of Social Media users in Wales and has the 24th highest in the UK. |

| Service Outcome/Objective | What did we do in 2014-15? | What outcomes have been achieved as a result of these actions? |
|---|---|---|
|  |  | The Vale's Clout Score (a score between 1-100 that represents our Social Media influence) is currently 62, which is the 2nd highest for local authorities in Wales. |
| **Service Objective 4** | We have improved how we support and engage with our staff to provide services at the highest possible standard. | We have achieved this through developing a HR Strategy that includes a Training and Development Strategy to ensure staff feel supported and engaged. We have also supported managers to better support their staff through providing Change Management Training .We successfully held a 2nd Annual Workforce Planning Conference that enabled us to identify key workforce planning issues for the Council in the short to medium term. This has helped to define the HR/Workforce implications of the Reshaping Services agenda. |
| **Service Objective 3** | We have further improved our IT infrastructure to improve the both the efficiency and effectiveness of our Council services. | We successfully completed a desktop refresh has meant staff have access to IT equipment that is fit for purpose and meets their IT needs. The replacement of the ICT server room has built both resilience and capacity into our IT infrastructure. The new data centre is state of the art with air conditioning, fire suppression and uses less energy and is more cost-effective. We are Public Service Network (PSN) accredited which provides a level of assurance in terms of IT security. We have successfully piloted the use of web casting for the Planning Committee. This has enabled our customers to have remote/digital access to our Planning Committee business. |
| **Service Objective 3** | We continue to exercise a robust approach to financial management and control in a challenging climate of change and uncertainty. | During 2014/15, we successfully achieved our targeted savings of £1.18 million as a Directorate. We have established an effective mechanism for monitoring budgets and savings via the Scrutiny process. We are now entering the third year of a successful partnership |

| Service Outcome/Objective | What did we do in 2014-15? | What outcomes have been achieved as a result of these actions? |
|---|---|---|
| | | arrangement with Bridgend for the provision of shared internal audit services. We have developed a Business Improvement Toolkit for managers to use to support the identification and delivery of financial savings targets. The toolkit enables us to develop Business Improvement skills across the workforce and supports our Business Improvement Partners to focus on high value projects. |
| **Service Objective 3** | We have maintained the external quality assessment of legal services through Lexcel accreditation. | Lexcel Accreditation has been maintained, which is an industry standard accreditation scheme and provides the Council with assurance that the legal services being offered are of a high quality across various areas of legal practice including client satisfaction, risk management and case management. |
| **Service Objective 3** | We have developed opportunities to increase public participation in meetings. | During 2014, web casting was successfully piloted for the Planning Committee. The new webcasting service enables members of the public the opportunity to see how the Committee makes decisions and watch the debates in which their views are represented. We have also introduced a new protocol that enables members of the public to register their interest to speak at the Planning Committees. This new protocol was agreed by Council in December 2014 and was implemented for Planning Committees from 1st February 2015. Further work will be undertaken to formalise the participation and engagement of the public in Scrutiny meetings during 2015/16. |

## What do we plan to do?

| Service Outcome/Objective | What do we plan to do in 2015-16? | How will we know if we're achieving our objective? |
|---|---|---|
| **Service Objective 2 Corporate Plan Priority-CL1** | 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). | We increase engagement/participation rate of residents in decision making processes through provision of opportunities to be involved in issues that affect them. |
| **Service Objective 1-Corporate Plan Priority-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 are used (2016/17) | Increased take up and capacity of self-service options/transactions. Increased satisfaction rates amongst customers in terms of accessibility, quality and overall experience of the service. We increase the number of services that are successfully integrated with our partner organisations. |
| **Service Objective 1-Corporate Plan Priority-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). | Increased access and usage of the website and social media. Increase up take/usage of on line services (self-service options) by customers. |
| **Service Objective 2-Corporate Plan Priority-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) | Increase the number of successful partnership/collaborative arrangements both locally (Vale) and regional scale. We increase efficiency and effectiveness of services through working collaboratively and maximise the financial savings that are achieved. |
| **Service Objective 3 Corporate Plan Priority-CL6** | Develop a protocol for the public to give evidence at Scrutiny and Planning Committees and increase public participation in meetings. (Carried forward from 2013/14) | Successfully introduce a concise and consistent protocol that engages the public and increases participation rates in public meetings. |
| **Service Objective 2-Corporate Plan Priority-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) | There is a consistent and integrated approach to sustainable development. Sustainability implications are considered as standard in all Council decision making. |

| Service Outcome/Objective | What do we plan to do in 2015-16? | How will we know if we're achieving our objective? |
|---|---|---|
| **Service Objective 1- Corporate Plan Priority- 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). | The Vale becomes a fairer place for people with protected characteristics with increased community cohesion. There is greater understanding and awareness of how services are accessed by people with protected characteristics. |
| **Service Objective 4- Corporate Plan Priority- CL15** | Increase the number of apprenticeships provided by the Council and our contractors and provide additional work experience placements helping people of all ages to develop their skills and secure employment. (2016/17) | Increased number of young people are recruited as apprentices or in work placements and an increased number progress onto longer term employment/career pathways. |
| **Service Objective 2** | Drive forward the Reshaping Services agenda to include consideration of alternative service delivery models. | We identify financial savings and viable and sustainable service delivery models that enable us to deliver appropriate levels of service to our customers. |
| **Service Objective 2** | Progress relevant preparatory work as an Early Adopter of the Future Generations Bill. | We can evidence that we can comply with the duties contained within the forthcoming Bill and any associated regulations and that we effectively place wellbeing at the as central principle and that wellbeing goals are embedded within our business planning processes and approach to service delivery. |
| **Service Objective 3 Corporate Plan Priority- LS1** | Support implementation of the School Investment Strategy through effective project management. | Delivery of Phase 2 of Penarth Learning Community, Oakfield Primary School, Ysgol Dewi Sant, Ysgol Gwaun Nant and progress to start the Llantwit Learning Community. |
| **Service Objective 3 Corporate Plan Priority- E3** | Review and update the Council's Carbon Management Plan to reduce emissions from Council buildings, street lighting and Council vehicles (2015/16) | Effective review and delivery of the Council's Carbon Management Plan resulting in achievement of planned reductions in emissions. |

**Appendix 1 details all Service Plan actions aligned to outcomes and objectives to be delivered during 2015-16**

**What do we plan to do in 2016-19?**

1. Delivery of the Reshaping Services agenda and its associated projects.

2. Delivery of the Council's Medium Term Financial Plan in light of significant financial reductions.

3. Preparation for the implementation of new legislation associated with local government reform and the Future Generations Bill.

# Our Service Outcomes and Objectives

Having considered the self-assessment and the key issues and risks identified by the service we have agreed the following service outcomes and objectives:

**Service Outcome 1: Residents are confident in accessing our services and are engaged with their local community.**

| | |
|---|---|
| ***Objective 1 (SO1)*** | To increase the number of customers who use the lowest cost, most appropriate or their preferred method for their enquiry. |
| | |
| **Corporate Plan Outcome:** | Citizens in 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. |
| | |
| **Corporate Plan priorities 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 are used. |
| **CL3** | Develop and promote the website and social media to enable the public to contact and access Council services as much as possible. |
| | |
| **Linked to Improvement Objective:** | Awaiting confirmation |
| | |
| **Linked to Outcome Agreement Objective:** | None aligned to this objective. |

| | |
|---|---|
| ***Objective 2: (SO2)*** | To deliver seamless services to our customers by working in partnership and engaging our residents in decision-making and service improvement. |
| | |
| **Corporate Plan Outcome:** | Citizens in 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. |
| | |
| **Corporate Plan priorities undertaken as part of this objective:** | |
| **CL1** | 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. |
| **CL4** | Explore opportunities for working collaboratively within the Vale and regionally which will lead to improved services for customers, support innovation and deliver savings. |
| **CL6** | Develop a protocol for the public to give evidence at Scrutiny and Planning Committees and increase public participation in meetings. |
| **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. |
| | |
| **Linked to Improvement Objective:** | Awaiting confirmation |
| | |
| **Linked to Outcome Agreement Objective:** | Supporting the local economy. |

**Service Outcome 2: The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources.**

| | |
|---|---|
| ***Objective 3 (SO3)*** | To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. |
| | |
| **Corporate Plan Outcome:** | Citizens in 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. |
| | |
| **Corporate Plan priorities undertaken as part of this objective:** | |
| **Contribute to LS1** | Implement the School Investment Programme including Penarth Learning Community, the phased remodelling of Llantwit Major High School, the expansion of Ysgol Dewi Sant and Ysgol Nant Talwg and schemes in relation to the Barry cluster of schools. |
| **E3** | Review and update the Council's Carbon Management Plan to reduce emissions from council buildings, street lighting and Council vehicles (2015/16). |
| **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. |
| | |
| **Linked to Improvement Objective:** | Awaiting confirmation |
| | |
| **Linked to Outcome Agreement Objective:** | None aligned to this objective. |

| | |
|---|---|
| ***Objective 4 (SO4)*** | To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees. |
| | |
| **Corporate Plan Outcome:** | Citizens in 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. |
| | |
| **Corporate Plan priorities undertaken as part of this objective:** | |
| **CL15** | Increase the number of apprenticeships provided by the Council and our contractors and provide additional work experience placements helping people of all ages to develop their skills and secure employment (2016/17). |
| **CL4** | Explore opportunities for working collaboratively within the Vale and regionally which will lead to improved services for customers, support innovation and deliver savings. |
| | |
| **Linked to Improvement Objective:** | Awaiting confirmation |
| | |
| **Linked to Outcome Agreement Objective:** | None aligned to this objective. |

**Appendix 1 details all Service Plan actions that are aligned to the service outcomes and objectives to be delivered during 2015-16**

# Appendix 1: Resources Action Plan

**Service Outcome 1**    **Residents are confident in accessing our services and are engaged with their local community.**

| Objective 1: To increase the number of customers who use the lowest cost, most appropriate or their preferred method for their enquiry. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref | Action | Success criteria | High/Medium/ Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A092 (CP/CL2) | Extend roll out of Podiatry shared telephony service to the Cardiff and Vale locality. | Increase operational efficiency. Increased income generation income to subsidise budgets. | H | Tony Curliss | April 2015 | March 2016 | Jointly funded project manager in post 1FTE. |
| RS/A093 (CP/CL2) | Expand the range of services available via mobile apps for promoting and increasing self-service transactions. | Increased take up of self-service transactions. Reduction in transaction costs by channel. | H | Tony Curliss | April 2015 | March 2016 | Customer Service Implementation Group. Multi Service Working Group. |
| RS/A094 (CP/CL2) | Address issues of digital exclusion by promoting access to activities and opportunities to improve digital skills via the 'Get Vale Online' project. | Increased number of our customers develop digital skills to communicate with us via the internet, email, mobile apps and social media. | H | Tony Curliss | April 2015 | March 2016 | Customer Service Implementation Group. Multi Service Working Group. |
| RS/A095 (CP/CL3) | Develop the website and further enhance corporate channels to promote access to news and information about the Council and improve the overall customer experience. | Increased customer satisfaction. Increased availability and take up of self-service options via the website and mobile apps. | H | Tony Curliss/Rob Jones | April 2015 | March 2016 | Customer Service Implementation Group. Multi Service Working Group. |

| Ref | Action | Success criteria | High/Medium/ Low priority | Officer responsible | Start date | Finish date | Resources required |
|---|---|---|---|---|---|---|---|
| RS/A096 | Review suitability of existing Welsh Translation Framework/Model and develop an action plan in response to the new Welsh Language Standards. | Welsh and English are treated on the basis of equality. | M | Tony Curliss/Linda Brown | April 2015 | March 2016 | Communications Officer and Equalities Officer. |
| RS/A097 | Implementation of the Unified Agent Desktop within the Customer Contact Centre | Staff will utilise just one system to access information, which will reduce human error and improve competency. | M | Tony Curliss | April 2015 | March 2016 | Customer Service Implementation Group and ICT support. |

| Objective 2: To deliver seamless services to our customers, by working in partnership and engaging our residents in decision-making and service improvement. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | **Action** | **Success criteria** | **High/Medium/ Low priority** | **Officer responsible** | **Start date** | **Finish date** | **Resources required** |
| RS/A098 | Implement the Scrutiny Action Plan arising from the WAO Scrutiny Improvement Study. | We strengthen our Scrutiny function to reflect good practice and increase public engagement in the Scrutiny process. | H | Jeff Wyatt | April 2015 | March 2016 | 0.25FTE over the year. |
| RS/A089 | Submit to Council for consideration a draft revised Council Constitution. | Council's Constitution reflects the new Welsh Model version and provides for new requirements arising out of the Local Government (Wales) Measure 2011 and associated legislation. Council's decision making processes enable increased public participation. | H | Jeff Wyatt | April 2015 | March 2016 | 0.25FTE over the year. |
| RS/A038 (CP/CL6) | Develop and introduce protocols to increase public engagement and participation in the Council's meetings. | Increased opportunities for public speaking and involvement at Scrutiny and Planning Committee meetings and improved content on the website. | H | Jeff Wyatt | April 2015 | June 2015 | 0.25FTE over 3 months. |

| Objective 2: To deliver seamless services to our customers, by working in partnership and engaging our residents in decision-making and service improvement. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | **Action** | **Success criteria** | **High/Medium/ Low priority** | **Officer responsible** | **Start date** | **Finish date** | **Resources required** |
| RS/A099 (CP/CL4) | Implement joint Scrutiny arrangements for the regionalisation of Regulatory Services. | Effective joint Scrutiny of Regulatory Services is in place. | H | Jeff Wyatt | April 2015 | March 2016 | 0.25 FTE over the year. |
| RS/A100 (CP/CL4) | Work with partners through the Vale LSB and the Cardiff and Vale LSB to deliver agreed priorities. | Partners work together to improve services and maximise opportunities for savings. | H | Huw Isaac | April 2015 | March 2016 | 1.5FTE |
| RS/A122 (CP/CL8) | (CC/A062) 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. | Staff understand the implications of the new legislation and the Council is prepared for implementing any necessary changes. | H | Huw Isaac | April 2015 | March 2016 | 0.25FTE |
| RS/A123 (CP/CL1) | (CC/072b) 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 | Tony Curliss | April 2015 | March 2016 | 0.25FTE over the year. |
| RS/A124 (CP/CL1) | (CC/A070) Implement the Council's Public Engagement Framework. | The Council effectively engages with residents and involves them in the decision-making processes. | M | Huw Isaac | April 2015 | March 2016 | 1FTE over the year. |

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref | Action | Success criteria | High/Medium/Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A101 | Implement PCI compliance action plan (and maintain PSN compliance). | We maintain our PSN compliance and the meet requirements to become PCI compliant. | M | Dave Vining | April 2015 | September 2015 | Approximately £6K costs and 1FTE over 4 weeks. |
| RS/A102 (CP/CL4) | To support the delivery of the regionalisation of Regulatory Services across the three local authorities. | Implementation of a regionalised service that is cost-effective and sustainable into the longer term. | H | Debbie Marles/ Nicholas Wheeler/Tom Bowring/ Laura Davies/Lorna Cross/Reuben Bergman | April 2015 | March 2016 | Approximately £400K system costs allocated. Project Managers' time. |
| RS/A103 (CP/CL4) | Implement and integrate a new IT system (with the Vale acting as host authority) to support the role of regional adoption service across 5 local authorities. | Implementation of a shared IT system that is cost-effective and sustainable into the longer term. | H | Graham John | April 2015 | March 2016 | Officer Time and approximately £38K one off implementation costs split across the 4 local authorities. £6k of implementation costs has been apportioned to the Vale. |
| RS/A104 | Undertake migration of data to new servers. | All data is securely transferred to the new servers. | M | Nicholas Wheeler/Graham John | April 2015 | March 2016 | 1FTE for 3 weeks. |

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | Action | Success criteria | High/Medium/Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A105 | Undertake a training needs analysis to inform the production of a Member Development Programme. | A Member Development Programme is developed that is tailored Members' identified needs. | M | Jeff Wyatt | April 2015 | March 2016 | 0.1FTE over the year. |
| RS/A007 (CP/E3) | Work with all Directorates to meet our corporate energy management commitments with respect to carbon reduction. | Delivery of a 3% reduction year on year. | H | Jane Wade | April 2015 | March 2016 | 0.5FTE using Carbon Management Task Group to co-ordinate. |
| RS/A014 (CP/E3) | Identify and implement projects to reduce energy use and raise awareness amongst staff and the public about the need to reduce our carbon footprint. | Annual reduction in carbon emissions of 3%. | H | Jane Wade | April 2015 | March 2016 | 1FTE using the Carbon Management task Group to co-ordinate. |
| RS/A106 (CP/LS1) | Delivery of school investment programme projects for Oakfield Primary School, Ysgol Dewi Sant, Ysgol Gwaun Nant and phase 2 of the Penarth Learning Community (PLC). | Delivery of school investment programme of Oakfield, Ysgol Dewi Sant, Ysgol Gwaun Nant and Phase 2 PLC. | H | Jane Wade | April 2015 | March 2016 | Contractor team within the capital programme. |
| RS/A107 (CP/LS1) | Progress the first phase of the Llantwit Learning Community through obtaining planning consent and initiate work on site. | Planning consent is obtained and work is initiated on site. | H | Jane Wade | April 2015 | March 2016 | Contractor team within the capital programme. |

**Service Outcome 2:** The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources.

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | **Action** | **Success criteria** | **High/Medium/ Low priority** | **Officer responsible** | **Start date** | **Finish date** | **Resources required** |
| RS/A125 | (CC/A067) Revise the Council's Performance Management Framework to account for changes in national arrangements. | There are clear and transparent processes and procedures to effective monitor performance. | M | Huw Isaac | April 2015 | June 2015 | 0.25 FTE over 5 days. |
| RS/A108 (CP/CL9) | Review and update the Strategic Equality Plan in light of forthcoming legislation (Welsh Language Standards/Future Generations Bill and Social Services Wellbeing (Wales) Act). | We comply with any legislative Equalities duties in both existing and forthcoming legislation. The plan ensures there is a more joined up approach to achieving better outcomes for people with protected characteristics. | M | Huw Isaac | April 2015 | March 2016 | 0.25 FTE over the year. |
| RS/A126 (CP/CL9) | (CC/A002) Implement the new Welsh language standards. | We comply with legislative requirements of the Welsh Language Standards. Welsh and English are treated on the basis of equality. | H | Huw Isaac | April 2015 | March 2016 | 0.25FTE over the year. |

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref | Action | Success criteria | High/Medium/Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A109 (IO1) | Commence the review of service areas contained in tranche one of the programme by documenting business cases to consider the full range of opportunities presented by each area. | We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working. | H | Huw Isaac | April 2015 | March 2016 | Project team will support delivery of individual projects made up of 12 officers Directorates will contributing officer time/support sponsored by the Chief Officer of each Directorate. |
| RS/A110 (IO1) | Begin work on the corporate projects work stream to consider a corporate response to demand management, effectiveness of spend, working with Town and Community Councils and income generation. | We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working. | H | Huw Isaac | April 2015 | March 2016 | Project team will support delivery of individual projects made up of 12 officers Directorates will contributing officer time/support sponsored by the Chief Officer of each Directorate. |

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref | Action | Success criteria | High/Medium/Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A111 (IO1) | Undertake organisational development activities to support the programme and its projects. | We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working. | H | Huw Isaac | April 2015 | March 2016 | Project team will support delivery of individual projects made up of 12 officers Directorates will contributing officer time/support sponsored by the Chief Officer of each Directorate. |
| RS/A112 (IO1) | Undertake a review of management and leadership competencies including an increased requirement for commissioning, contracting, collaboration and project management skills. | We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working. | H | Huw Isaac | April 2015 | March 2016 | Project team will support delivery of individual projects made up of 12 officers Directorates will contributing officer time/support sponsored by the Chief Officer of each Directorate. |

| Objective 3: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ref | Action | Success criteria | High/Medium/ Low priority | Officer responsible | Start date | Finish date | Resources required |
| RS/A113 | Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings. | We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working. | H | Jane Wade | April 2015 | March 2016 | 1 FTE over the year |
| RS/A114 | Co-ordinate a review of income generation opportunities corporately. | We are able to quantify income generation and opportunities across the Council. | H | Alan Jenkins | April 2015 | March 2016 | 0.5 FTE over the year. |
| RS/A115 | Develop and implement a combined Communication and Engagement Plan to support the Reshaping Services agenda. | We effectively communicate change to our staff and empower them to feel involved in the process. | H | Rob Jones | April 2015 | March 2016 | 0.25FTE over the year |
| RS/A035 | Review and develop options for the delivery of procurement services across the Council. | An options appraisal on the most appropriate delivery structure for procurement is produced and preferred option progressed. | M | Alan Jenkins/Tom Bowring | April 2015 | March 2016 | 0.5 FTE over the year |
| RS/A121 | Implement key improvement areas/recommendations as identified by relevant regulatory reports. | We can demonstrate progress and improved performance and outcomes in future regulatory reviews | H | Huw Isaac | April 2015 | March 2016 | 0.25 FTE over the year. |
| RS/A056 NA30 | Implement Welfare Reform and transfer housing benefit to Universal Credit in line with DWP timetable. | Managed downsizing of housing benefit service and transfer of claims to Universal Credit. | M | Alan Jenkins | Started | March 2018 | 0.25 FTE support from Welfare reform OWG and external stakeholders Group. |

**Objective 4: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.**

| Ref | Action | Success criteria | High/Medium/ Low priority | Officer responsible | Start date | Finish date | Resources required |
|---|---|---|---|---|---|---|---|
| RS/A116 (CP/CL15 ) | Implement the strategy to improve the employment of school, college, university leavers, including trainees and apprentices. | There is an increase in the employment of younger people (trainees/apprentices) measured by number of 16-24 year olds we employ. | M | Reuben Bergman | April 2015 | March 2016 | 1FTE over the year. |
| RS/A077 | Develop a 'Job Families' approach to job design. | There is consistency and flexibility across roles including an increased opportunity for movement between roles. | M | Reuben Bergman | April 2015 | March 2016 | 1.5 FTE over the year. |
| RS/A070 | Develop and implement a Staff Engagement Strategy in relation to reshaping services. | Employees feel appropriately informed and engaged in relation to the reshaping services agenda. | H | Reuben Bergman | April 2015 | March 2016 | 0.75 FTE over the year. |
| RS/A117 | Develop a new 'Vale Contract' to support reshaping services and the development of an agile workforce enabling flexibility for the future. | New contract agreed and suitable to support an agile and flexible workforce. | M | Reuben Bergman | April 2015 | March 2016 | 0.75FTE over the year. |

| Objective 4: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | **Action** | **Success criteria** | **High/Medium/ Low priority** | **Officer responsible** | **Start date** | **Finish date** | **Resources required** |
| RS/A118 | Review of Management Competency Framework to support the needs of the Reshaping Services agenda. | Management Competency Framework in place that supports the needs of the reshaping services agenda. Management Development Programme developed and implemented in response to the needs identified in the Management Development Programme. | M | Reuben Bergman | April 2015 | March 2016 | 0.5 FTE over the year. |
| RS/A080 | Implement succession planning guidelines to help managers ensure continuity of the service that is delivered. | Managers are supported to plan for future change and ensure organisational knowledge and leadership is continuous. | H | Reuben Bergman | April 2015 | March 2016 | 0.25 FTE over the year. |

**Service Outcome 2**   **The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources.**

| Objective 4: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees. | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref** | **Action** | **Success criteria** | **High/Medium/ Low priority** | **Officer responsible** | **Start date** | **Finish date** | **Resources required** |
| RS/A119 | Develop an Employee Relations Framework to underpin the needs of the Reshaping Services agenda. | A clear and effective Employee Relations Framework is agreed to facilitate conference with Trade Unions. This will reflect our strengths and help us respond to the challenges faced by reshaping services. | M | Reuben Bergman | April 2015 | March 2016 | 0.5 FTE over the year. |
| RS/A120 (CP/CL4) | Oversee the consultation and transfer arrangements for staff in line with TUPE regulations (with the Vale acting as host authority) to support the regionalisation of Regulatory Service and a Regional Adoption Service. | Facilitate the smooth transition of employees through the consultation and TUPE process. | H | Reuben Bergman | April 2015 | December 2015 | 1 FTE over the year. |
| RS/A083 WP3 | Develop plan to manage the staffing transitional implications of the Welfare Reform Programme. | Effective plan to maintain service throughout transitional period | H | Alan Jenkins | April 2015 | March 2018 | Within existing budget |

# Appendix 2: Resources Performance Indicators 2015/16

Please note that the direction of travel compares 2014/15 performance with the previous year's performance (2013/14) for all Local measures. National measures will be compared with the 2014/15 Welsh Average performance, available in August 2015.

**Outcome 1: Residents are confident in accessing our services and are engaged with their local community.**

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

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| RS/M029a | (CC/M003a) Average speed of answer for incoming calls to the Customer Contact Centre is no more than 45 seconds. | 45.00 | 43.00 | | 45.00 | 52.00 | | ⬇ | 45.00 |
| RS/M029b | (CC/M003b) The average speed of answer for calls on the Welsh language line. | 45.00 | 64.00 | | 45.00 | 44.00 | | ⬆ | 45.00 |
| RS/M030 | (CC/M004) Percentage of incoming calls to the Contact Centre not answered/abandoned. | 6.00% | 7.22% | | 6.00% | 7.26% | | ⬇ | 6.00% |

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/M031* | (*CC/M005*) Percentage of incoming calls to the Contact Centre abandoned after 20 seconds. | 4.00% | 2.67% | | 4.00% | 3.13% | | ⬇ | 4.00% |
| *RS/M032* | Number of Contact Centre transactions that are self-service transactions. | | | | | | | New measure | 10.00 |
| *RS/M047* | Percentage of customers who are satisfied with the service they received from the Contact Centre (C1V). | | | | | | | New measure | 95.00% |
| *RS/M033* | (CC/M007) The percentage of customers who are satisfied with access to services across all channels. | | 98.97% | | 95.00% | 98.70% | | ⬇ | 95.00% |
| *RS/M034* | (*CC/M008*) Percentage of customer enquiries to C1V resolved at first contact. | 70.00% | 64.99% | | 70.00% | 64.09% | | ⬇ | 70.00% |

**Outcome 1: Residents are confident in accessing our services and are engaged with their local community.**

**Objective 2: To deliver seamless services to our customers by working in partnership and engaging our residents in decision-making and service improvement.**

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/M035 (POS)* | *(CC/M012)* Percentage of citizens satisfied overall with the service provided by the Council. | 90.00% | 93.00% | | 90.00% | 84.00% | | ⬇ | Biennial survey |
| *RS/M044* | *(CC/M023)* Percentage of customer complaints referred to the Ombudsman. | 12.00% | 6.49% | | 8.00% | 7.41% | | ⬇ | 7.50% |
| *RS/M045* | *(CC/M024)* Percentage of customer complaints investigated by the Ombudsman. | 0.50% | 0.27% | | 0.50% | 0.00% | | ⬆ | 0.50% |
| *RS/M037a* | *(CC/M014a)* The total number of subscribers to Vale Connect | | | | 20,000.00 | 25,734.00 | | | 30,000.00 |

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/M039* | (*CC/M016)* Percentage of the public who are satisfied with communication from the Council. | 84.00% | 84.00% | | 84.00% | 88.00% | | ⬆ | Biennial survey |
| *RS/M043 (POS)* | (*CC/M022)* Percentage of residents who feel they are able to influence decisions affecting their local area. | 65.00% | 58.00% | | 65.00% | 25.00% | | ⬇ | Biennial survey |
| *RS/M046* | (*CC/M025)* Percentage of black and ethnic minority members of the Citizen's Panel. | 3.50% | 1.03% | | 3.50% | No figure | | | 3.50% |

**Outcome 2: The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.**

**Objective 3: To optimise our resources, exercise robust financial management and provide effective, relevant services and facilities.**

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/ M001* | Percentage of ICT priority (all) 1 to 4 service desk calls resolved within agreed timescales. | 86.00% | 79.37% | | 82.00% | 90.20% | | ⬆ | 84.00% |
| *RS/ M002* | Percentage of service availability of the top 20 ICT systems during core working hours. | 99.75% | 99.87% | | 99.75% | 99.95% | | ⬆ | 99.75% |
| *RS/ M011* | The percentage of undisputed invoices which were paid within 30 days. | 89.00% | 90.17% | | 89.50% | 91.42% | | ⬆ | 91.00% |
| *RS/ M012* | The percentage change in carbon dioxide emissions in the nondomestic public building stock. | 3.00% | 1.21% | | 3.00% | 7.07% | | ⬆ | 3.00% |
| *RS/ M013a* | Average Site Morse position (ranking of quality websites) in Wales. | 5.00 | 2.00 | | 5.00 | 1.00 | | ⬆ | 2.00 |
| *RS/ M013b* | Average Site Morse position (ranking of quality websites) in England and Wales. | 10.00 | 8.00 | | 10.00 | 5.00 | | ⬆ | 5.00 |

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| RS/ M014 | Percentage of audits completed within planned time. | 89.00% | 91.67% | | 89.30% | 91.73% | | ⬆ | 89.60% |
| RS/ M023 (IO1) (OA1) | Number of local individuals gaining training and employment through targeted recruitment and training in council construction projects. | 20.00 | 48.00 | | 24.00 | 46.00 | | ⬇ | 24.00 |
| RS/ M024 (OA4) | Average number of apprenticeships employed as a result of WHQS investment. | 14.00 | 23.00 | | 14.00 | 22.00 | | ⬇ | 14.00 |
| RS/ M025 (OA4) | Percentage of local labour employed within 25 miles of Barry as a result of WHQS investment. | 40.00% | 43.50% | | 45.00% | 42.00% | | ⬇ | 50.00% |
| RS/ M026 (OA4) | Percentage of homes under Local Authority ownership brought up to WHQS. | 10.00% | 35.40% | | 15.00% | No figure | | | 50.00% |
| RS/ M003 | The percentage of legal files that following a legal review are assessed as being of a satisfactory standard or above. | 100.00% | 100.00% | | 100.00% | 98.57% | | ⬇ | 100.00% |

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/M005* | Percentage of staff that have met their chargeable hours target. | 100.00% | 100.00% | | 100.00% | 100.00% | | ↔ | 100.00% |
| *RS/M016* | The number of planned reviews completed during the year. | | 2.00 | | 2.00 | 5.00 | | ↑ | 2.00 |
| *RS/M019* | The percentage of Council Tax due for the financial year which was received by the Council. | 96.50% | 97.47% | | 96.50% | 97.87% | | ↑ | 97.00% |
| *RS/M020* | The percentage of nondomestic rates due for the financial year which was received by the Council. | 97.50% | 98.59% | | 97.50% | 98.41% | | ↓ | 97.60% |
| *RS/M017* | Average time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events. | 10 days | 6.78 days | | 10 days | 5.95 days | | ↑ | 10 days |
| *RS/M021* | Percentage of customer satisfaction with registration services. | 100.00% | 100.00% | | 100.00% | 100.00% | | ↔ | 100.00% |
| *RS/M022* | The percentage of customers seen within 10 minutes of their appointment time. | | 100.00% | | 100.00% | 99.59% | | ↓ | 100.00% |
| CAM/037 | Percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square meters. | | | | | | | New measure | Establish baseline |

**Outcome 2: The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.**

**Objective 4: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.**

| PI Ref | PI Description | Target 2013/14 | Performance 2013/14 | Wales Average 2013/14 | Target 2014/15 | Performance 2014/15 | Wales Average 2014/15 | Direction of travel | Target 2015/16 |
|---|---|---|---|---|---|---|---|---|---|
| *RS/ M008* | The percentage of employees including teachers and school-based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis. | 10.00% | 8.64% | 9.50% | 10.00% | 9.08% | | ⬆ | 10.00% |
| *RS/ M010* | Percentage of employees in the Council that have received a PDR/TDR during the year. | 95.00% | 93.79% | | 95.00% | 87.72% | | ⬇ | 95.00% |
| *CHR /002 (RS/ M009)* | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence. | 9 days | 8.75 days | 9.7days | 9 days | 9.44 days | | ⬇ | 8.9 days |

# Appendix 3: Resources Services Workforce Plan 2015/19

| Ref | Actions | Outcomes | Milestones | Lead Officer | By when | Resources required |
|---|---|---|---|---|---|---|
| 1 | Transfer expertise and skills in certain corporate 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. | H. Isaac | March 2016 | Consultation Officer time augmented with external support. |
| 2 | Review approaches to increasing role flexibility within Performance and Development teams. | Staff are able to cover several disciplines. | • Review job description and person specifications.<br>• Purchase equipment where necessary.<br>• Provide training where necessary. | H. Isaac | March 2016 | Training costs as appropriate. |
| 3 | Explore collaboration opportunities based on the Reshaping Services agenda. | Better resilience and efficiency. | • Conduct review of Cardiff and Vale LSBs.<br>• Continue collaboration projects with Bridgend Council. | H. Isaac | March 2016 | Officer time. |
| 4 | 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.<br>• Implementation of a daytime shared service. | H. Isaac | March 2016 | Officer time. |

| Ref | Actions | Outcomes | Milestones | Lead Officer | By when | Resources required |
|---|---|---|---|---|---|---|
| 5 | Continue implementation of staffing and management structures across the Directorate to ensure service sustainability | Consistency of structures to meet service demands and budget savings achieved | • Review completed. | R. Bergman and HOS | March 2016 | HR support |
| 6 | Review the Directorate's approach to the appointment of trainees and apprentices | Effective responses to recruitment challenges | • Increase of staff aged 16-29 as a proportion of all staff. | H Scarrett | March 2016 | Within existing staffing budgets |
| 7 | Undertake training needs analysis within the Directorate to inform training programme over the next 4 years | Customise training plan for Directorate | • Plan approved by DMT. | H Scarrett | Oct 2016 | To be identified as part of training plan |
| 8 | ICT recruitment and retention issues to be addressed in Tranche 1 of the Reshaping Services programme | Maintenance of expertise, skills and experience in key areas | • Six monthly report to DMT, proposals for restructure of service and market forces supplements. | D. Vining | March 2016 | Officer time to be met from within existing resources |
| 9 | Continue to provide workforce planning support in the Directorate | Managers equipped to undertake effective workforce planning | • Development of core data set to inform process. | H. Scarrett | Ongoing | To be met from within existing resources |

| Ref | Actions | Outcomes | Milestones | Lead Officer | By when | Resources required |
|---|---|---|---|---|---|---|
| **10** | Recruit staff and implement appropriate technology to manage the litigated personal injury work if brought "in-house". | Ensure appropriate resources are in place to meet service needs | • Business Plan to be approved by Head of Legal Services and Head of Finance<br>• Recruit staff implement appropriate technology. | D Marles | Sept 2015 | Within existing resources |
| **11** | Develop succession planning arrangements across the Directorate | Minimise recruitment and retention challenges and ensure business continuity. | • Develop policy<br>• All managers to have developed their own succession plans. | R. Bergman | March 2016 | Within existing resources |

# Appendix 4: Resources Service Savings

| Saving | | | | |
|---|---|---|---|---|
| **Title of saving** | **Description of saving** | **15/16 £000** | **16/17 £000** | **17/18 £000** |
| | | | | |
| **Human Resources** | | | | |
| Reduction in training budget. | Budget reduction including exploration of collaborative approaches. | 7 | 7 | 0 |
| Other collaborative activity across the spectrum of HR Services | Savings resulting from potential collaboration efficiencies including shared Occupational Health, Leadership, Policy Development, Professional Advice, and Administration. | 0 | 100 | 0 |
| Review staffing structure | Review of staffing structure across HR. | 0 | 116 | 0 |
| **Total for Human Resources** | | **7** | **223** | **0** |
| | | | | |
| **Legal and Democratic** | | | | |
| Registration Service | Increase in Wedding/Civil Partnership fees and certificates plus provision of dedicated ceremony room and introduction of higher fees and review of Register Offices. | 4 | 13 | 0 |
| Supplies and services | Reduce the use of supplies and services. | 10 | 0 | 0 |
| Democratic Services Administrative Support | Review of the administrative support function. | 22 | 0 | 0 |
| Legal fees uninsured personal injury claims | Savings on external legal fees. | 0 | 50 | 0 |
| Community Services legal work | Potential for income generation from legal work. | 0 | 44 | 0 |
| Land charge fee | Review land charge fee | 0 | 10 | 0 |
| **Total for Legal and Democratic** | | **36** | **117** | **0** |

| Saving | | | | |
|---|---|---|---|---|
| **Title of saving** | **Description of saving** | **15/16 £000** | **16/17 £000** | **17/18 £000** |
| **Financial Services** | | | | |
| General supplies and services | General savings | 80 | 0 | 0 |
| Housing benefit-overpayment recovery | Align Housing Benefit overpayment budget to actual recovery levels. | 211 | 0 | 0 |
| Review of structure | Restructure of Finance division | 0 | 55 | 0 |
| Further restructure/rationalisation of Financial Service division | The merger of certain functions and the transfer of Housing Benefit function to DWP. Further review of working practices and staffing to be undertaken. | 0 | 0 | 407 |
| **Total for Financial Services** | | **291** | **55** | **407** |
| | | | | |
| **Resource Management** | | | | |
| Business improvement | Proposals for Business Improvement Team to achieve a minimum of 25% self-funding through delivering targeted savings for client departments. | 0 | 56 | 0 |
| **Total for Resource Management** | | **0** | **56** | **0** |
| **ICT Service** | | | | |
| Print Strategy | Extend Xerox contract into years 4 and 5 with reduced lease costs. | 70 | 55 | 0 |
| Oracle licensing, support and maintenance | Work to reduce annual licensing bill by investing in newer more powerful hardware, which would in turn reduce licensing costs and negotiating a reduction in the annual support and maintenance agreement. | 0 | 80 | 0 |
| Lines and calls. | Renegotiated contracts for telephone lines and calls. | 0 | 70 | 0 |
| Reshaping Services-Tranche 2 | ICT | 0 | 0 | 550 |
| **Total for ICT Service** | | **70** | **205** | **550** |

| Saving | | | | |
|---|---|---|---|---|
| **Title of saving** | **Description of saving** | **15/16 £000** | **16/17 £000** | **17/18 £000** |
| **Property Services** | | | | |
| Property costs | Review of Council-wide property costs including running costs. | 100 | 400 | 0 |
| Surplus properties | Disposal of Provincial House | 0 | 125 | 0 |
| Property section | Review Property section and recharge to other services and capital. | 0 | 237 | 0 |
| **Total for Property Services** | | **100** | **762** | **0** |
| **Performance and Development** | | | | |
| Supplies and services | Reduction in supplies and services budgets | 56 | 0 | 0 |
| C1V income | Income from University Health Board, lone workers service and concessionary travel passes. | 20 | 30 | 0 |
| Call handling resource | Reduction in Customer Service Representative headcount as a result of more people using web and reduction in business hours. | 44 | 134 | 0 |
| Welsh translation | Review of provision of Welsh translation for website and documents. | 5 | 15 | 0 |
| Telephony | Replacing AVAYA telephony system for C1V with Cisco telephony and move ICT support in house. | 0 | 20 | 0 |
| Civic receptions | Review potential to integrate service receptions | 0 | 44 | 0 |
| Additional income | Income generated through provision of additional services to health and other partners. | 0 | 20 | 0 |
| **Total for Performance and Development** | | **125** | **263** | **0** |
| **Resources (Across the whole Directorate)** | | | | |
| **Car mileage** | Changes to car mileage scheme | 11 | | |
| **Procurement** | Procurement savings for whole Directorate | 88 | 88 | 0 |
| **Reshaping Services Tranche 2** | Other corporate services | 0 | 0 | 1400 |
| **Reshaping Services Tranche 2** | Corporate work stream | 0 | 0 | 700 |
| **Total for general resources** | | **99** | **88** | **2,100** |
| **Total for Resources Directorate** | | **728** | **1,769** | **3,057** |