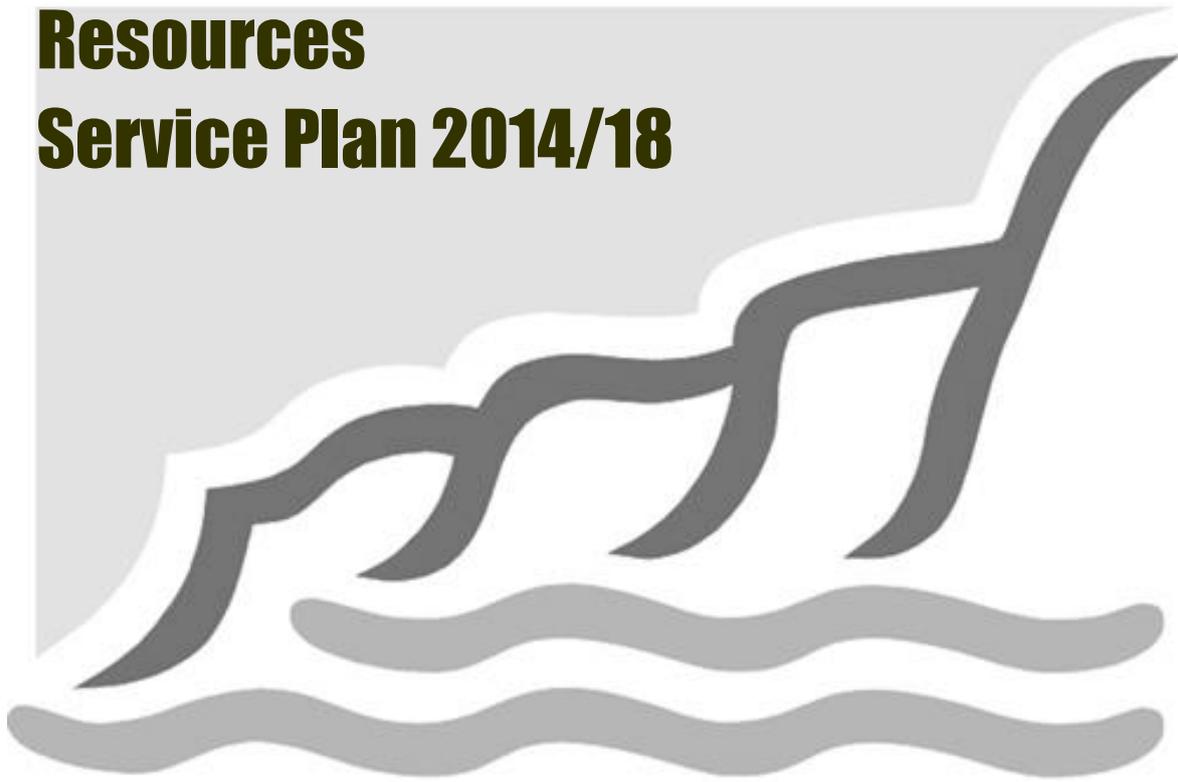


# VALE of GLAMORGAN

## **Resources**

## **Service Plan 2014/18**



# BRO MORGANNWG

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Signed off by Cllr Neil Moore  
Date: 3/02/2014

# Resources Service Plan 2014-18

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## **Service Overview – Resources**

The Resources Directorate primarily supports other services and Council Members by ensuring the legality and financial probity of all activities of the Council, providing a range of services to our customers and citizens in the most economic, effective and efficient ways and transforming the way the Council works by using our skills, resources and technology.

We also deliver a range of services direct to the public, including:

- Registration of births, deaths, marriages and civil partnerships;
- Collection of council tax and other income;
- Benefits, providing housing benefit and council tax reduction to people on low incomes;
- Administration of free school meals;
- Responding to Freedom of Information Act enquiries;
- Administration of Local Land Charges.

## **Our Service Plan for 2014-18**

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

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

The Plan is informed by the Council's Medium Term Financial Plan.

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

Each year we will review the plan and update it accordingly, ensuring we deliver an economic, efficient and effective service.

## **Our Service Outcomes and Objectives**

The priorities and actions set out within this plan are aimed at ensuring good governance of the Vale of Glamorgan Council. Governance is about how public bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and culture and values, by which local government is directed and controlled and through which it accounts to, engages with and, where appropriate, provides leadership to their communities.

All Members have the same duties and responsibilities in relation to a local council's governance and accountability. The Council as a whole is responsible in law for ensuring that the Council's legal and financial management is adequate and effective. It must set in place a sound system of internal control to enable the effective exercise of the Council's functions. This system must include appropriate mechanisms for control and management of risk.

The Resources Directorate is responsible for promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour throughout the Council. This involves developing the capacity and capability of Members and Officers, with clearly defined functions and roles, taking informed and transparent decisions which are subject to effective scrutiny and supporting all Directorates to uphold the reputation of the Council.

Having considered the above the Resources Directorate will collectively work to deliver the following service outcome:

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

This outcome encapsulates the wide range of services provided by the Directorate across the major functions of Human Resources, Finance, Legal, Democratic Services and ICT.

The Directorate's Service Plan establishes a series of objectives. These objectives describe in more detail how the outcome will be delivered.

**Objective 1: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities.**

This objective recognises the services provided by the Resources Directorate to the Council as a whole. The Directorate's service areas work with Members and staff across the Council to ensure that resources are used in the optimum manner, that our finances are managed robustly and the services and facilities provided by the Council meet needs of our customers.

**Objective 2: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.**

The Council's employees are one of its largest assets. The Human Resources department has responsibility for working to support managers and staff across the Council. Together we aim to ensure that the staff we employ have the correct level of skills, are efficiently organised and motivated to deliver quality services to our customers.

**Objective 3: To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities.**

This objective recognises the role the Resources Directorate plays in providing quality support services to Members and Officers. This support comes from the Directorate's various departments including Legal, Human Resources, Finance, Democratic Services and ICT.

**Objective 4: To provide our customers with Registration, Local Tax Collection and Benefits Services.**

As well as the vital support role the Directorate plays, we also deliver a range of statutory services directly to the public. This objective provides an opportunity for the Directorate to explain how these services will be delivered in the coming year.

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

The Council's Corporate Plan identifies eight priority areas. For each of these priority areas there are a number of objectives which outline our Directorate's key commitments and activities and how our service actions, resources, timescales and accountabilities will ensure these objectives are achieved.

#### Last Year

In the last year, the Directorate has worked to deliver the following objectives from the corporate plan:

- Developed a protocol for the public to give evidence at Scrutiny and Planning Committees and increase public participation in meetings.
- Developed a new Human Resources Strategy, including a Training and Development Strategy ensuring that staff are supported and engaged to provide services to the highest possible standard.
- Introduced a Council Tax discount scheme for those over 70 who do not already receive Council Tax Benefit/support.
- Tackled child poverty by working with families in need to raise awareness of entitlements to welfare benefits and allowances and to facilitate access to support services that help people into employment and training.

## 2014-18

As the Resources Directorate provides support to Members and Staff across the Council, the Directorate is involved in delivering all elements of the Corporate Plan. However, there is a range of objectives that the Directorate is specifically responsible for delivering which are detailed below and form the basis of our Service Plan actions.

### Priority Area: Community Leadership

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

We will:

- 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)
- 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)
- Produce an annual Asset Management Plan with specific targets to achieve the optimum use of our property assets. (2016/17)
- Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes. (2016/17)
- 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)

### Priority Area: Environment

Outcome: Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.

We will:

- Review and update the Council's Carbon Management Plan to reduce emissions from council buildings, street lighting and council vehicles. (2015/16)

## Priority Area: Learning and Skills

Outcome: Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.

We will:

- Help to deliver LS1, the School Investment Programme, supporting at methods of delivery Ysgol Nant Talwg, the first template school design in Wales. (2017/18)

## **Efficiencies and Savings 2014-2018**

The Council is facing significant budgetary pressures and requires all Directorates to make substantial savings in the coming years. The Resources Directorate has been tasked with delivering the following savings for the coming periods:

<b>Department</b>	<b>Annual Savings Target</b>			
	<b>£000</b>			
	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
Human Resources	110	14	100	224
Legal and Democratic Services	146	4	3	153
Financial Services	253	203	215	671
Accountancy and Resource Management	28	0	56	84
ICT	88	95	0	183
Property	125	0	125	250
<b>Total</b>	<b>750</b>	<b>316</b>	<b>499</b>	<b>1,565</b>

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

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

## **Workforce Planning 2014-2018**

Our workforce is our primary resource, and our objectives are only achievable through the hard work and commitment which our staff consistently demonstrate. It is therefore vital to continue to support this through staff planning and succession planning despite the pressures of budget and staffing reduction.

The Directorate produces a Workforce Plan which is specific to our service areas and is updated annually. This addresses structural requirements, succession planning issues, the employee profile and employee development issues for the service. A copy of the Workforce Plan for our Directorate can be found in Appendix 2. Where there are specific workforce considerations in achieving actions in our plan, these are included in the action plans in Appendix 1.

## **Our ICT Requirements 2014-2018**

ICT Services are largely an internal support service ensuring the adoption and use of ICT systems to improve the efficiency and effectiveness of the services provided to our customers. In the foreseeable future the Council will be facing difficult financial circumstances. This will place an even greater demand on the ICT Services and systems as frontline services make greater use of technology to deliver their services more efficiently and effectively.

Continued investment in ICT is required in order to maintain standard levels of service and avoid obsolescence of systems and equipment used within the Council.

The desktop hardware refresh programme will be completed in 2014, replacing or upgrading nearly 2000 computers connected to the corporate network to Windows 7 and Office 2010. The ICT Service is responsible for repairing and maintaining these computers on a daily basis and the refresh programme will provide modern, power efficient devices that will require less support.

The Council will in 2014 improve the ICT Server Rooms within the Civic Offices by creating a purpose built facility out of six existing offices. This will help the Council reduce its carbon emissions and provide a more cost effective way of operating the ICT infrastructure. Upon completion at least one of the existing server rooms will be returned for use as office accommodation.

Within Financial Systems, the Customer Relations Management (CRM) and Oracle E-Business Suite are the main ICT applications used in handling service requests and proactive work. Continued support and maintenance will be required by the service to ensure systems are fit for purpose.

In line with the Space project, the Council has adopted a more flexible approach to work, where appropriate, in order to maximise the use of office space. More staff now work flexibly either by 'hot-desking' or working from home with appropriate equipment supplied to enable this. The introduction of a Mobile Device Management solution will provide secure access to corporate data from council smart phones and help to make the workforce more mobile.

A wireless guest network was introduced in 2013 allowing free internet access to visitors, elected Members and staff and has proved to be very popular.

The safe processing and security of personal and sensitive data will continue to be a challenge for the Council and a full time Information Security Officer has been appointed to help maintain security and minimise the risk of a breach of the Data Protection Act. The Council has achieved compliance with the UK Government Public Service Network (PSN) and is working towards compliance with ISO 27001, an international standard for information management.

The Council's cash receipting and cash management system has been upgraded to ensure compliance with payment security standards. The Council continues to promote and extend electronic payment services.

The Council's website has been updated with the introduction of a new Content Management System which will help to deliver a greater variety of council services through the Internet.

A number of collaboration projects with neighbouring authorities are underway or are being considered, but a secure, resilient and highly available ICT Infrastructure will be required to underpin any successful collaboration.

### **Equalities 2014-18**

We are committed to fairness in respect of equality and diversity and ensure that equality action planning is part of our normal day to day considerations with both our employees and our service users.

The public sector equality duty gives public authorities a legal responsibility to provide protection to vulnerable groups and make decisions which are fair and transparent, including the allocation of public money. Under this duty in the current financial climate equality impact assessments when adapting or reducing service delivery arrangements will become more important and integral in the way that we do business.

## Service Outcome 1

### Corporate Plan Outcomes:

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

*Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.*

**Service Outcome 1: The Vale Community benefits from the Council's sound and transparent decision-making through effective management of resources.**

**Objective 1: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities.**

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

- CL2 Increase customer satisfaction and improve how customers access services by developing more integrated service delivery with our partners and being more innovative in how public buildings are used. (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. (2016/17)
- CL11 Produce an annual Asset Management Plan with specific targets to achieve the optimum use of our property assets. (2016/17)
- E3 Review and update the Council's Carbon Management Plan to reduce emissions from council buildings, street lighting and council vehicles. (2015/16)

The Resources Directorate does not have any Improvement Objectives and Outcome Agreement objectives proposed for 2014/15 however, through its services it will support relevant directorates in delivering key council priorities in line with corporate performance management arrangements.

### **The context for this objective:**

It is a priority for the Council to support the delivery of essential council services to our customers at a time of continuing financial restraint in line with the principles of economy, efficiency and effectiveness.

- The Accountancy and Resource Management Service has been restructured in the past year to ensure it is fit for form and fit for purpose whilst achieving savings.

- The hardware refresh programme will ensure that staff have access to appropriate technology to allow them to maintain services to citizens.
- The Strategic Property Service ensures that Councils property assets are well managed and that the capital programme is delivered on time and in line with the budget.
- The Strategic Property Service is using energy management to reduce its carbon footprint and improve the energy efficiency of its building stock.
- The Strategic Property Service ensures that our 21<sup>st</sup> Century schools projects deliver community benefits such as 80 person weeks for new entrant for every £1m construction spend, apprentices via shared apprentice scheme - Y Prentis.

### How are we doing?

- All statutory deadlines were met for the closure of accounts and estimates purposes.
- Of all undisputed invoices paid during the year, the Council paid 88.86% within 30 days.
- 95.1% of all payments in the Vale were made by electronic means, the third highest percentage in Wales. The average was 88.4%.
- Outcome agreement targets for procurement savings exceeded the target of £1.8million for the year.
- The Council's Internal Audit Section continues to perform in the top quartile in comparison with other Welsh Local Authorities.
- 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.
- The Council has achieved compliance with the UK Government Public Service Network (PSN) which allows continued electronic communication to Government bodies such as the Department of Work and Pensions and the Ministry of Justice
- The Council has complied with the UK Governments Carbon Reduction Commitment and the Welsh Governments carbon reduction targets.

### Key service risks to this objective include:

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
1. The reductions in funding will impact on the division's ability to provide the existing level of service to our customers.	4	2	The Service has recently been restructured to meet these challenges and provide resilience. There are set areas for savings which are being progressed.
<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
2. The reduction in funding and corresponding organisational	3	4	The Internal Audit Plan takes account of the savings

changes required in response will result in internal controls being compromised, for example the inability to achieve division of duties due to staff reductions and an increased likelihood of fraud and error.			proposals being implemented by individual services. These savings will be assessed with regards to their potential impact on the control environment.
3. The Welsh Government's preferred delivery model for procurement is not compatible with the Council's existing devolved arrangements.	3	3	The Council has participated in the WG's Procurement Fitness Check and will be developing an action plan to respond to the report's recommendations and outcomes.
4. Failure to maintain compliance with the PSN.	2	3	Annual penetration testing to identify any security vulnerabilities
5. Councils bankers (Co-operative) are withdrawing from market.	4	2	Tender process to appoint new banker

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

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
1. Reducing the contribution to greenhouse gases of our computer estate.	Installation of the new computer room and managing the use of computers throughout the authority with powerhouse software to automatically turn off pcs outside of work hours.
2. Negative Impact of energy consumption of council buildings.	Carbon management and energy policy helping to reduce emissions

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

<i>Equality Issue</i>	<i>How will it be managed?</i>
1. Ensuring that people in protected groups are able to work for and access council services.	Access and signage continues to be integral to the Council's space project.

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

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
1. Internal Audit Client Satisfaction Surveys continued with all customers during the year.	A streamlined digital approach to Internal Audit Client Satisfaction Surveys will be implemented during the year.

2. Consultation with Vale Viewpoint, Town & Community Councils and the Business Sector has been completed on the Council's priorities and corporate.	Consultation with a range of stakeholders, including the Local Service Board, is scheduled on the Council's Budget and Medium Term Financial Plan.
3. Consultation with Scrutiny Committees and the Local Service Board has been carried out on the Council's budget proposals.	
4. ICT carried out an internal customer satisfaction survey. This is undertaken every two years.	

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
1. Delivery of the Shared Internal Audit Service with Bridgend Council.	Continuation of the Shared Internal Audit Service with Bridgend Council.
2. The Council continues to be a Member of the Welsh Purchasing Consortium and has signed up to the newly created National Procurement Service.	Continued Membership of the Welsh Purchasing Consortium (to be delivered on an all-Wales basis) and National Procurement Service.
3. The Council continues to use the Welsh Government Public Services Broadband network to allow secure communication between Public Sector bodies in Wales.	Use of the Welsh Government Public Services Broadband network continue for the foreseeable future.
4. Legal Services collaborates with a number of local authorities undertaking casework on their behalf (if appropriate) in order to utilise any capacity and generate income.	Continue with Membership of the South East and Mid Wales Legal Consortium ("SE&MWLC")
5.	Consideration to be given to collaborative opportunities regarding procurement, insurance and risk management with other Local Authorities.
6.	Investigation into sharing of ICT services and systems with Cardiff CC.

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

- Met all statutory requirements and timeframes for the preparation of estimates leading to the setting of the annual budget, closure of accounts treasury management processes
- Implemented appropriate mechanisms in order to meet Welsh Government requirements for procurement.
- Reviewed the Councils existing long term agreements with external insurance companies and retendered and appointed an insurance broker. The retender for longer term agreements is underway and due for completion by April 2014.
- Developed and promoted a guidance toolkit for managers on “Lean Systems Thinking” to support the delivery of financial savings targets.
- Formalised the Internal Audit Shared Service with Bridgend County Borough Council.
- Worked with Council services to deliver required efficiency savings targets.
- Maintained a good level of availability of ICT systems.
- Maintained compliance with information security standards as required.
- Retained level 3 Green Dragon accreditation as part of civic offices scheme.
- Worked with all directorates to meet our corporate energy management commitments with respect to carbon reduction.
- Completed required Disability Discrimination Act works to the Council chamber.
- Identified and implement projects to reduce energy use and raise awareness amongst staff and the public about the need to reduce our carbon footprint.
- Produced an annual Asset Management Plan with specific target to achieve optimum use of our property assets.
- Invested in the improvement of the Council’s leisure centres in partnership with Parkwood.

### **What impact have these actions had?**

- A positive report has been received from the Council’s External Auditors which contributes to the Council’s good governance arrangements.
- The Council has signed up to the National Procurement Service; adopted Welsh Government’s Procurement Policy and participated in the WG’s Procurement Fitness Check process.
- Financial savings of 67% were achieved on the retendering of the Council’s Insurance Brokerage contract.
- Reliable and available ICT systems.
- The toolkit for “Lean Systems Thinking” has been developed. Promotion and training in conjunction with the Welsh Government is planned for 2014/15.
- The shared audit service operational and following initial efficiency savings remains robust and resilient.
- All service areas have received support in delivering their required savings.
- ICT systems have achieved availability levels of 99.5% availability for the main 20 systems.
- PSN Compliance for information security was achieved.
- Green Dragon level 3 ensures that services are run with consideration for environmental impacts.
- Delivery of a 3% reduction with respect to carbon emissions year on year.

- The Council chamber is now accessible for all.
- The annual reduction in carbon emissions of 3% was achieved.
- The asset management plan allows better knowledge and understanding of our assets linking to the space project.
- The Council has overseen the delivery of the £1m investment works and £2m property condition works to ensure the leisure centres are maintained to an acceptable level.

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

- Promote the guidance toolkit for managers on Lean Systems Thinking and deliver training to managers in order to support the delivery of financial savings targets.
- Implement a desktop technology refresh to upgrade the Council's laptops and pcs together with installation of the latest Microsoft Office software.
- Review the ICT Strategy to ensure the service continues to effectively support our clients.
- Meet all statutory requirements and timeframes for preparation of estimates leading to the setting of the annual budget, closure of accounts and treasury management processes. This will enable the timely provision of financial and management information and advice to all council services.
- Review and develop options for the delivery of procurement services across the Council.
- Deliver an internal audit service in accordance with the Public Sector Internal Audit Standards and provide the necessary levels of assurance on the governance and internal control arrangements of both the Vale of Glamorgan and Bridgend County Borough Councils.
- Replace ICT Server Rooms within the Civic Offices by creating a purpose built facility, reducing carbon emissions and providing a more cost effective way of operating the ICT infrastructure.
- Progress the Penarth Learning Community project to completion.
- Implement key projects as part of Space Project optimising the use of operational buildings.
- Tender the Council's banking contract.

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

- Directorate savings are achieved in line with targets (financial year 2014/15).
- Positive reports from External Regulators (external audit reports, July 2014/November 2014).
- Directorate services delivered in accordance with set objectives (financial year 2014/15).
- ICT Server Room completed.
- Delivery of capital schemes.
- Reports under Carbon Reduction Commitment.

The following measures will also help us monitor our progress:

- Expenditure versus budget for service areas.

- Achievement of specific savings targets.
- Quarterly performance monitoring.
- Monitoring of capital programme.
- CO2 output.

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

- Continue to meet all statutory requirements and timeframes for preparation of estimates leading to the setting of the annual budget, closure of accounts and treasury management processes.
- Continued delivery of an Internal Audit Service that meets all statutory obligations and can provide assurance on the Council's internal control environment.
- Continued delivery of space project.
- Implement the ICT strategy 2015/18.

**Service Outcome 1: The Vale Community benefits from the Council's sound and transparent decision-making through effective management of resources.**

**Objective 2: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.**

The following **Corporate Plan** priorities will be 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)

**The context for this objective:**

The Council's biggest asset and most important resource is the staff that it employs across all its diverse service areas. The performance, engagement and deployment of such staff will continue to be vital in meeting the challenges that will be faced during the life of this service plan. The detail in relation to the objective is set out in the Council's Workforce Plan and HR Strategy. Both documents set out the following priorities for achieving the over-arching objective.

- Managing a change in the numbers of directly employed staff in line with the financial projections for the next four years.
- Increasing the mobility and flexibility of staff in line with changes in service needs and demands.
- Pursuing strategies to ensure the continued engagement of staff and that their skills and abilities are used to the full.
- Ensuring that the Council anticipates and responds to recruitment and retention issues.
- Ensuring the development of leadership skills to meet changing service needs.
- Ensuring the development of skills and tools to support collaboration and cross agency working.
- Ensuring that the Council's workforce is representative of the community.

**How are we doing?**

- Sickness absence levels across the Council (8.7 days per employee) continue to be lower than public sector national comparators (9.1 days per employee)
- Staff turnover figures (currently 10.58%) are congruent with national average figures of 10.60%.
- During the 2012/13 period, 11.00% of staff left the employment of the Council. The national average was 9.10%.
- The Council currently is registered as having the Gold Award in the National Assembly for Wales Corporate Health Standard.
- The last review of Human resources undertaken by the Wales Audit Office (2013) indicated that the Council had achieved or was on track to achieve all proposals for improvement.

**Key service risks to the delivery of this objective include:**

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
1. Budget reductions will impact on the Directorate's ability to help respond to the change agenda and delivery targets in the Workforce Plan.	3	3	A strategic/staged approach to managing budget reductions will be undertaken in order to ensure that necessary organisational change is supported and achieved.
2. Uncertainty caused as a result of awaiting the outcome of the Williams review into local government re-organisation across Wales.	2	2	Contingency planning will need to be undertaken to ensure we respond to the outcomes of the review whilst focussing on the current priorities.
3. The risk of not managing a balance between reducing staffing numbers and the maintenance of future staff engagement strategies.	2	3	Maintaining a focus on the delivery of the Corporate Workforce Plan which reflects both of these priorities.

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

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
1. The risk of not putting in place employee succession plans to ensure service continuity and the retention of organisational knowledge and leadership.	The development of a sustainable approach to succession planning alongside leadership development and youth employment.

**Key equality issues relating to the delivery of this objective**

<i>Equality Issue</i>	<i>How will it be managed?</i>
1. Ensuring that the equalities issues arising from HR policy development are adequately considered.	Through the process of equality impact assessments and the analysis of data collected as part of the Specific Duties for Public Authorities in Wales.

Effective consultations and engagement with staff and unions is pivotal to implementing the workforce plan and change agenda. Consultation/engagement activities already undertaken and upcoming include:

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
1. General consultation with trade unions as part of change agenda.	Continued consultation with trade unions in relation to change and staffing reductions.
2. General consultation with trade unions as part of HR policy development.	The launch of a HR customer feedback survey.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
1. N/A	Consideration to be given to sharing Occupational Health Provision with Cardiff Council
2. N/A	Consideration to be given to collaboration with Cardiff in relation to Training and Development activity

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

- Supported all service managers in the management of service change programmes.
- Undertaken a review of staffing and management structures to ensure congruence with service needs.
- Undertaken a review of conditions of service in consultation with the trade unions to increase flexibility and contribute to savings targets.
- Reviewed the use of agency staff across services to ensure cost effectiveness and an appropriate balance between the core and peripheral workforce.
- Developed a strategic approach to managing a change in the numbers of staff in line with service changes and financial planning.
- Implemented auto pension enrolment in line with law on workplace pensions.
- Implemented Real Time Information (RTI) in line with Her Majesty's Revenue and Customs. (HRMC).
- Increased apprenticeships provided by the Council and our contractors and provided additional work experience placements helping people of all ages to develop their skills and secure employment.
- Developed a new HR Strategy including a Training and Development Strategy ensuring staff are supported and engaged to provide services to the highest possible standard.
- Supported Chief Officers in delivering key actions for 2013/14 as outlined in the Corporate Workforce Plan.

### **What impact have these actions had?**

- A significant volume of change has been successfully managed in consultation with trade unions and with successful efforts made to mitigate the adverse implications for staff.
- Continued focus placed on workforce planning including the first workforce planning conference in July 2013 which included sponsorship from the Local Government Association, Skills for Justice and Birmingham City Council.
- Sickness absence levels have been achieved within published targets and despite the significant volume of organisational change.
- Support given across approx. 65 change programmes during 2013/14.
- New Agency Contract arrangements were implemented in January 2014 following procurement exercise.
- The number of Foundation Modern Apprentices has been successfully increased as has the number of all work experience placements.

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

- Strengthen the Council's approach to internal redeployment and support for staff at risk of redundancy.
- Develop an implementation action plan aimed at reducing the gender pay gap, evaluate and report annually on progress.
- Finalise changes to the early retirement/redundancy scheme and the approach to voluntary severance.
- Completion of review of all staffing and management structures.
- Continuation of programme of support and training for managers in relation to managing change.
- Develop a 'job families' approach to job design.
- Implementation of staff engagement strategy.
- Develop strategies to improve the employment of school, college and university leavers proportionate to the wider workforce.
- Development of tools and guidance to support partnership working, business improvement and the awareness of alternative models of service delivery.
- Development of guidelines to support succession planning as part of the Council's Corporate Training and Development Strategy.
- Review policy on discretions under the new Local Government Pension Scheme from April 2014.

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

- Directorate and Corporate savings are achieved in line with targets.
- Increase in the numbers of 16-24 year old employees proportionate to the wider workforce.
- Changes in workforce requirements achieved in effective consultation with unions.
- Increases in staff engagement scores over the life of the Service Plan.

The following measures will also help us monitor our progress:

- Expenditure versus budget for service areas.
- Sickness absence statistics.
- Labour Turnover statistics.
- Achievement of targets set out in Corporate Workforce Plan.

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

- Development of revised “Vale Employment Contract” to reflect changing contractual expectations for both the Council and its employees.
- Review and refresh the Council’s Management Competency Framework (MCF) and use as a basis for appraisal and PDRS.
- Develop proposals for the implementation of a new management development programme to respond to the needs of the MCF.

**Service Outcome 1: The Vale Community benefits from the Council's sound and transparent decision-making through effective management of resources.**

**Objective 3: To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities.**

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

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

**The context for this objective:**

The Resources Directorate protects the Councils' good reputation, supporting services and Council Members by ensuring the legality and financial probity of all activities of the Council. The Directorate supports Members in their decision-making, scrutiny and representational roles and in seeking to maintain appropriate Codes of Conduct.

- The Audit Committee are those charged with governance under the Council's constitution. They have to receive and challenge reports from both internal and external audit in order to determine whether the Council meets its governance obligations.
- The Democratic Services Division is responsible for delivering a wide range of services relating to the Council's decision-making processes and elected Members. Support for the Scrutiny function is particularly important in light of the Local Government (Wales) Measure 2011. The team also provide an advisory service to individual Members and committees on the Council's Constitution and Members' Code of Conduct.
- The terms of reference of the Democratic Services Committee include Member Development.
- Legal Services provides expert legal advice on a comprehensive range of Council functions. Breaches of legal process and law will expose the Council to legal challenge/prosecution.
- The Monitoring Officer provides guidance to Members on the Members' Code of Conduct. This minimises the risk of allegations of breaches.
- The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors, to ensure the legality of decisions made.

**How are we doing?**

- There are no significant issues arising from external regulation and the overall governance arrangements of the Council are deemed to be satisfactory.
- As part of an all-Wales Scrutiny Improvement Study conducted by the Wales Audit Office, a peer review assessed the Council's Scrutiny arrangements as

“positively supporting” and, in two of the responses “significantly supporting” effective Scrutiny.

- Legal Services is a Lexcel accredited service (Lexcel is the Law Society’s Practice Management Standard).

**Key service risks to the delivery of this objective include:**

<i>Risk</i>	<i>Likelihood score</i>	<i>Impact score</i>	<i>How will it be managed?</i>
1. There is a risk that there is insufficient capacity within the shared audit service to undertake audit assignments.	2	3	Regular monitoring of the operational audit plan and reports on performance to audit committee.
2. Uncertainty caused as a result of awaiting the outcome of the Williams review into local government reorganisation in Wales.	2	2	Contingency planning will need to be undertaken to ensure we respond to the outcomes of the review whilst focussing on the current priorities.
3. Legal staff leaving the Council	2	3	Continue with collaboration arrangements, succession planning and training to support flexibility within existing job descriptions.
4. Discontinuance with Legal Services dedicated Counsel fee budget	4	1	Protocol established ensuring client departments pay relevant Counsel fees.

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

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
1. High expectations of what can be achieved with reduction in staff with essential skills.	Determination and communication to client managers of what can effectively be delivered

**Key equality issues relating to the delivery of this objective**

<i>Equality Issue</i>	<i>How will it be managed?</i>
1. Sufficient scrutiny of equality impact assessments are required to ensure that the Council is effective in its decision making role.	Members have robust knowledge of EIAs and understanding of their scrutiny and challenge role and responsibilities

Effective consultation and engagement with Members and client managers is essential to ensure we are able to understand their requirements and support them in undertaking their roles and responsibilities. Examples of consultation activities recently undertaken and upcoming include:

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
1. Member Satisfaction Survey	
2. Legal Services receives case closure feedback with satisfaction ratings; face-to-face consultation also undertaken with Heads of Service.	Continue with case closure questionnaires and Heads of Service review meetings.

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
1. Arrangements for scrutiny of Central South Consortium Joint Education Service.	Work completed with colleagues from relevant partner authorities and arrangements in place for scrutiny of Central South Consortium Joint Education Service. However, subsequent decision of Welsh Government regarding revised governance arrangements led to arrangements not proceeding.
3. Discussions with participating authorities regarding arrangements for scrutiny of proposed Collaborative Regulatory Services.	Ongoing discussions with participating authorities regarding arrangements for scrutiny of proposed Collaborative Regulatory Services.

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

- Co-ordinated and supported preparation of the Council's annual governance statement.
- Identified, assessed and managed corporate risks.
- Delivered a scheduled programme of audits on a risk based needs assessment.
- Supported the Council's Audit Committee in discharging their responsibilities in accordance with agreed terms of reference.
- Developed and introduced protocols to increase public engagement and participation in the Council's scrutiny process and meetings.
- Identified and progressed joint scrutiny arrangements with other local authorities where appropriate.
- Reviewed the Council's Constitution.
- Implemented monthly reporting to Corporate Management Team on council performance in relation to Freedom of Information (FOI) requests.
- Reviewed and identified appropriate options to free up capacity for paper records in the Records Management Unit.
- Published first Members' Annual Reports.
- Undertaken a Member Satisfaction Survey.
- Review our range of Registration Services and associated fees.

- Provided a high quality responsive legal service responsive to client department needs and corporate priorities at a time of reduced budget.
- Broadened the skills of Legal Services staff to improve service resilience and cost-effectiveness of services provided.
- Explored and implemented further collaborative arrangements to improve resilience of Legal Services.

### **What impact have these actions had?**

- Regulators have confidence in the Council's governance arrangements.
- The Council's major risks have been effectively controlled.
- Adequate coverage of all high/medium risk areas covered to enable a conclusion to be drawn on the Council's control environment.
- Audit Committee Members are suitably briefed on those matters which they need to be aware of in order to provide an opinion on the Council's governance arrangements.
- Increased opportunities for public speaking and involvement at scrutiny and planning committee meetings. Improved information on public engagement on scrutiny website.
- Increased profile of the Council's scrutiny processes.
- Work completed with colleagues from relevant partner authorities and arrangements in place for scrutiny of Central South Consortium Joint Education Service. However, subsequent decision of Welsh Government regarding revised governance arrangements led to arrangements not proceeding.
- On-going discussions with participating authorities regarding arrangements for scrutiny of proposed Collaborative Regulatory Services.
- Up to date constitution enabling the Council to act strategically and implement policy as determined by Cabinet / Council and to deliver services to Vale residents in an open, transparent and cost-effective way; acting in the best interests of the Vale of Glamorgan as a whole.
- Improved compliance council-wide in responding to FOI requests.
- Increased physical capacity identified.
- Possibility of corporate scanning provision being actively considered.
- Members of the public are able to easily access information about their local Councillor's activity.
- Where appropriate / practicable, service delivery be amended to reflect outcome of survey.
- Services provide meet customer requirements and demand. Service changes in line with General Register Office requirements.
- Appropriate and timely legal advice is available when required. High client satisfaction with service responsiveness.
- Increased service capacity, improved service efficiencies and resilience, with minimal impact on client departments. High client satisfaction with Legal Services.
- Instructions to private sector lawyers have been minimised.
- Internal appointment made when the Operational Manager (Legal Services) post became vacant.

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

- Implement key recommendations arising out of the Wales Audit Office Scrutiny Improvement study.
- Raise awareness of the corporate WASPI template and undertake appropriate training to improve usage in data sharing.
- Co-ordinate and support preparation of the Council's annual governance statement.
- Identify, assess and manage corporate risks.
- Deliver a scheduled programme of audits on a risk based needs assessment.
- Support the Council's Audit Committee in discharging their responsibilities in accordance with agreed terms of reference.
- Submit to Council for consideration a draft revised Council Constitution.
- Draw up for consideration by the Democratic Services Committee a Member Development Programme for 2014/15.
- Introduce a Local Dispute Resolution Procedure.

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

- Positive reports from external regulators and achievement of all statutory responsibilities in accordance with requisite timeframes.
- Feedback from Officers via case closure questionnaires and face-to-face meetings.

The following measures will also help us to monitor or progress:

- The number of audits completed within plan (days).
- The number of appeals upheld by the Information Commissioner's Office.
- Percentage of informations laid in court for criminal prosecutions within 15 working days of receipt of full instructions
- Percentage of staff in Legal Services that have met their chargeable hours targets.
- The percentage of Legal Service cases where the instructing department was informed in writing of the outcome of their case within 10 working days.
- The percentage of cabinet/committee report instructions advised upon within 5 days of receipt by Legal Services.

**Service Outcome 1: The Vale Community benefits from the Council's sound and transparent decision-making through effective management of resources.**

**Objective 4: To provide our customers with Registration, Local Tax Collection and Benefits Services.**

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

- CL2 Increase customer satisfaction and improve how customers access services by developing more integrated service delivery with our partners and being more innovative in how public buildings are used. (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. (2016/17)
- CL12 Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes. (2016/17)

**The context for this objective:**

The services provided are an important aspect in the lives of many residents and it is important that existing performance levels and customer satisfaction levels are maintained and / or improved and that services continually adapt to meet changing customer demands.

- The Registration Service delivers a range of both statutory and non-statutory services. These range from registration of births and deaths to the conducting of marriages and civil partnership ceremonies. A number of other non-statutory services, such as baby naming and reaffirmation of wedding vows, are also provided.
- Our Statutory registration services are overseen by the General Register Office (GRO) which is part of the Office for National Statistics. The GRO has a responsibility for England and Wales.
- The revenues and benefits section provide an efficient, effective and economic service for the registration, collection and recovery of council tax, non-domestic rates and other income due to the Council and to make efficient effective and economic arrangements for the administration and payment of housing and council tax benefit and student grants and loans in respect of eligible claimants.

**How are we doing?**

- The Registration Service continues to receive high customer satisfaction levels
- The delivery of the local registration service been undertaken in line with the Good Practice Guide and has, in a number of areas, attained 'Better Practice Standards' during the first year of New Governance arrangements.

- The Council's revenues and benefits service continues to provide an effective service with above average performance in terms of collection rates and processing times. KPIs for collection rates and processing times are summarized the table below.

<b>KPI</b>	<b>2011/12</b>	<b>2012-13</b>	<b>2012-13 Wales average</b>
The percentage of Council Tax due for the financial year which was received by the Council.	97.3%	97.6%	96.7%
The percentage of Non domestic rates due for the financial year which was received by the Council.	98.6%	98.5%	96.7%
Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	7.59 days	6.93 days	

**Key service risks to the delivery of this objective include:**

The key service risk to this objective is implementing the changes associated with the Welfare Reform Act. This risk is currently on the Corporate Risk register and is managed by the Corporate Risk Group.

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

<i>Sustainability Issue</i>	<i>How will it be managed?</i>
1. Maintaining service delivery whilst managing a reduction in staff with essential skills.	Succession planning and continued recruitment to support frontline services and reduce negative impact on performance.

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

<i>Equality Issue</i>	<i>How will it be managed?</i>
1. To ensure that council tax, council tax reduction and housing benefit are administered with fairness to all protected groups.	Maintenance of Level 4 Equality Standard

Consultation/public engagement exercises undertaken in the past year/ coming year relating to the delivery of this objective include:

<i>Consultation undertaken 2013/14</i>	<i>Consultation planned 2014/15</i>
1. Registration Service Customer Satisfaction Survey	1. Registration Service Customer Satisfaction Survey
2. Council tax reduction scheme for 2014/15	Council tax reduction scheme for 2015/16

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

<i>Collaboration undertaken 2013/14</i>	<i>Collaboration planned 2014/15</i>
1.N/A	N/A

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

- Implemented appropriate mechanisms to protect the Council's assets and interests from all losses including those arising from fraud, irregularity or corruption.
- Provided an investigation service into allegations of fraud in relation to Council Tax Reduction irregularities.
- Prepared for the proposed Single Fraud Investigation Service.(SFIS)
- Recruited and trained a pool of Relief Registrars.
- Reviewed our range of Registration Services and fees.
- Produced a Registration Service Annual report in line with New Governance arrangements.
- Prepared for and implemented the Council tax support scheme from April 2013.
- Promoted and further developed electronic service delivery for council services.
- Implemented the national pensioner support scheme.
- Implemented a local pensioner scheme for persons over 70 who do not receive benefits/council tax support.
- Upgraded the Open/Text workflow and document management system in revenues and benefits.

### **What impact have these actions had?**

- Assets and interests are protected and a culture prevails which supports the Council's anti-fraud and bribery policy.
- Instances of fraud are detected and preventative measures are introduced.
- The Council is in a position to take on the requirements of the SFIS, whilst maintaining in-house investigative resource.
- The relief registrars will enable increased service capacity and resilience.
- Services meet customer requirements and demand. Some amendments to service provision.
- Service assessment meets, or exceed, required national standard.
- 2013-14 Council Tax Reduction scheme implemented in line with regulations for eligible claimants.
- Improved customer access to council services.
- Reduction in council tax bills for pensioners currently on partial CTR.
- Reduction in council tax bills for persons over 70 and not on benefit.

- Future proof dip and workflow system, operating system in line with ICT support strategy, faster more efficient servers.
- Key Performance Indicators as set out by the General Register Office under its New Governance arrangements for Registration Services nationally were either met or exceeded.
- High customer satisfaction levels arising from annual survey of Registration Service users.
- Implementation of changes to Housing Benefit – changes to local housing allowance; size criteria in social rented sector, benefits cap.
- Impact on claimants has been mitigated by application of Discretionary Housing Payments.
- Revised DHP policy ensures greater liaison with Homelessness Service.

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

- Implement appropriate mechanisms to protect the Council's assets and interests from all losses including those arising from fraud, irregularity or corruption.
- Continue to provide an investigation service into allegations of fraud in relation to Council Tax Reduction irregularities.
- Continue to prepare for the proposed Single Fraud Investigation Service.
- Produce a Registration Service Annual report in line with New Governance arrangements.
- Progress the transfer of the student support function to Welsh Government / Student Loans Company
- Provide information and support to residents affected by the Welfare Reform Act and raise awareness of staff and partners about the impact of the changes.

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

- Assets and interests are protected and a culture prevails which supports the Council's anti-fraud and bribery policy.
- Instances of fraud are detected and preventative measures are introduced.
- The Council is in a position to take on the requirements of the SFIS whilst maintaining in-house investigative resource.
- Service assessment meets, or exceeds, required national standard.
- Smooth transfer of service to Student Loans Company.
- Vale residents are aware of implications of Welfare Reform and are sign posted to the appropriate advice service for help.

The following measures will also help us monitor our progress:

- Key Performance Indicators as set out by the General Register Office under its New Governance arrangements for Registration Services nationally are either met or exceeded.
- Existing high customer satisfaction levels arising from annual surveys are maintained.
- Key Performance Indicators for collection rates and processing times.

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

- Implement Welfare Reform and transfer housing benefit to Universal Credit in line with DWP timetable.

## Appendix 1

### Resources Service Action Plan

<b>Outcome 1:</b>	<b>The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.</b>
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<b>Objective 1:</b>		<b>To optimise our resources, exercise robust financial management and provide effective relevant services and facilities.</b>					
Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
RS/A0 37	Develop and promote a guidance toolkit for managers on Lean Systems thinking to support the delivery of financial savings targets.	The toolkit is delivered through training in conjunction with the Welsh Government during quarter 1 of 2014/15 and an intranet resource developed to support the delivery of business improvement projects during the year.	Medium	Alan Jenkins	01/04/2014	31/03/2015	0.5FTE

Ref.	During 2014-15 we plan to:	Success criteria	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?
RS/A034 NA1	Continue to meet all statutory requirements and timeframes for preparation of estimates leading to the setting of the annual budget, closure of accounts and treasury management processes.	The Council complies with all statutory requirements and timeframes throughout the year in accordance with individual milestones. Appropriate support structure is in place to meet statutory requirements throughout the year. Timely provision of financial and management information and advice to all council services are provided on an on-going basis.	High	Alan Jenkins	01/04/2014	31/03/2015	16 FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A073 NA2	Continue to deliver an Internal Audit Service that meets all statutory obligations and can provide assurance on the Council's internal control environment.	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.	High	Alan Jenkins	01/04/2014	31/03/2015	18 FTE
RS/A035 NA3	Review and develop options for the delivery of procurement services across the Council.	An options appraisal on the most appropriate delivery structure for procurement activities and refreshed procurement and category strategies are developed during the financial year, ratified, published and communicated.	Medium	Alan Jenkins	01/04/2014	31/03/2015	1FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A074 NA4	Replace ICT Server Rooms within the Civic Offices by creating a purpose built facility.	Fit for purpose facility.	Medium	Dave Vining	Already Started	31/12/2014	Capital allocation of £310,000 for the project which will require 1 FTE over the project period
RS/A092 WAO/IP1/ CT/2011	Revise ICT the strategy to reflect how plans to use technology will support the delivery of the Council's improvement objectives and the expected outcomes.	ICT strategy reflects the actual needs of the business and contributes to expected outcomes for corporate priorities.	Medium	Dave Vining	Already started	31/3/2015	
RS/A006	Retain level 3 Green Dragon accreditation as part of civic offices scheme.	Services are run with consideration for environmental impacts.	Medium	Clive Teague	01/04/2014	31/03/2015	Participation in Environmental Forum – 0.5 FTE
RS/A007 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.	High	Jane Wade	01/04/2014	31/03/2015	0.5FTE using Carbon Management Task Group to coordinate.

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A014 CSDP	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%.	High	Jane Wade	01/04/2014	31/03/2015	1.0 FTE using Carbon management Group to coordinate.
RS/A033 CL11	Produce an annual Asset Management Plan with specific target to achieve optimum use of our property assets.	Better knowledge and understanding of our assets linking to the space project.	High	Jane Wade	01/04/2014	31/03/2015	0.5 FTE
RS/A009 NA5	Progress the Penarth Learning Community project to completion.	Delivery of new school	High	Jane Wade	Started	30/10/2015	Contractor team within capital programme
RS/A008 NA6	Implement key projects as part of Space Project.	Optimisation of use of operational buildings.	High	Jane Wade	Started	31/03/2019	1.0FTE to coordinate
RS/A075 NA7	Tender council banking contract.	New banker appointed	High	Clive Teague	Started	30/10/2015	Project team to be set up 1 FTE for duration of project

<b>Outcome 1:</b>	<b>The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.</b>
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<b>Objective 2:</b>	<b>To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.</b>
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<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A076 NA8	Review policy on discretions under the new Local Government Pension Scheme from April 2014.	Agreed policy set in line with requirements of new scheme need to be in place by June 2014.	High	Clive Teague Reuben Bergman	01/03/2013	30/06/2014	Head of HR / Head of Financial Services to draft policy with advice from Administering Authority (Cardiff)
RS/A021	Strengthen Council's approach to internal redeployment and support for staff at risk of redundancy.	Effective procedures to help avoid, reduce and mitigate the consequences of compulsory severance.	Medium	Reuben Bergman	01/04/2014	30/06/2014	0.5 FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A026	Develop an implementation plan aimed at reducing the gender pay gap, evaluate and report annually on progress.	A strategy to achieve a reduction in the gender pay gap by 2015.	Medium	Reuben Bergman	01/04/2014	31/03/2015	0.25 FTE
RS/A017	Finalise changes to the early retirement/ redundancy scheme and the approach to voluntary severance.	Effective arrangements to help mitigate the need for compulsory redundancy.	High	Reuben Bergman Clive Teague	01/04/2014	30/09/2014	0.25 FTE
RS/A016 NA9	Complete the review of all staffing and management structures.	Ensure appropriateness and consistency of structures relative to service demands.	High	Reuben Bergman	01/04/2014	31/03/2015	0.5 FTE
RS/A077 NA10	Develop a 'job families' approach to job design.	Increased opportunities for movement between roles and increased workforce capacity.	Medium	Reuben Bergman	01/10/2014	30/09/2015	1.5 FTE
RS/A070 NA11	Implement the Staff Engagement Strategy.	Staff continue to feel that their hard work is valued by the organisation	Medium	Reuben Bergman	01/04/2014	31/03/2015	1 FTE plus support from all Heads of Service

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A078 NA12	Develop strategies to improve the employment of school, college and university leavers.	Increased numbers of 16-24 year olds proportionate to the wider workforce.	High	Reuben Bergman	01/04/2014	31/03/2015	0.5 FTE
RS/A015 NA13 CL10	Continue the programme of support and training for managers in relation to managing change.	Managers equipped and confident to effectively manage change and service transformation.	High	Reuben Bergman	01/04/2014	31/03/2015	10 FTE
RS/A079 NA14	Develop tools and guidance to support partnership working, business improvement and the awareness of alternative models of service delivery.	Managers equipped to identify and pursue opportunities to provide services in a cost effective way.	High	Reuben Bergman Tom Bowring	01/04/2014	31/03/2015	0.5 FTE
RS/A080 NA15 WAO/HR/ IP3/2012	Develop guidelines to support succession planning as part of the Council's Corporate Training and Development Strategy.	Help to support service continuity and the retention of organisational knowledge and leadership.	Medium	Reuben Bergman	01/04/2014	31/03/2015	0.5 FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A081 WP1	Review staffing and management structures across the Directorate to ensure service sustainability.	Consistency of structures to meet service demands and budget savings achieved	High	Reuben Bergman and HOS	October 2014	March 2015	HR support
RS/A082 WP2	Review the Directorate's approach to the appointment of trainees and apprentices.	Effective responses to recruitment challenges	Medium	Allan Williams	April 2014	Dec 2014	Within existing staffing budgets
RS/A083 WP3	Develop plan to manage the staffing transitional implications of the Welfare Reform Programme.	Effective plan to maintain service throughout transitional period	High	Clive Teague	April 14	Mar18	Within existing budget
RS/A084 WP4	Review staffing implications for the Directorate of the Williams Review (as part of a wider review).	Clarity about staffing implications during 2014 to 2018.	Medium	Reuben Bergman	September 2014	Dec 2014	To be met from within existing resources.
RS/A085 WP5	Undertake training needs analysis within the Directorate to inform training programme over the next 4 years.	Customised training plan for Directorate.	High	Allan Williams	April 2014	Jun 2014	To be identified as part of training plan.

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A086 WP6	Provide support/ training to help managers manage change effectively and explore avenues for service collaboration.	Managers equipped to identify and pursue opportunities to provide services in a better or more cost effective way.	High	Adrian Unsworth Tom Bowring	April 2014	March 2015	To be met from within existing resources.
RS/A087 WP7	Review recruitment and retention issues and develop appropriate responses.	Maintenance of expertise, skills and experience in key areas.	High	HOS	From April 2014		To be identified
RS/A088 WP8	Refine workforce planning support and capacity in Directorate.	Managers equipped to undertake effective workforce planning.	Medium	Performance Manager	June 2014	Dec 2014	To be met from within existing resources.

<b>Outcome 1:</b>	<b>The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.</b>
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<b>Objective 3:</b>		<b>To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities.</b>					
<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A046 NA16	Co-ordinate and support preparation of the Council's annual governance statement.	Regulators confirm they have confidence in the Council's governance arrangements during audits throughout the year and in the annual report to the Council.	High	Alan Jenkins	01/04/2014	30/09/2014	0.5FTE
RS/A047 NA17	Identify, assess and manage corporate risks.	Necessary mitigating actions are taken in a timely manner to control the risks, communicated and recorded via the corporate risk management group throughout the year.	High	Alan Jenkins	01/04/2014	31/03/2015	0.5FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A049 NA18	Deliver a scheduled programme of audits on a risk based needs assessment.	Adequate coverage of all high /medium risk areas covered in the annual audit assignment plan.	High	Alan Jenkins	01/04/2014	31/03/2015	17.5FTE
RS/A050 NA19	Support the Council's Audit Committee in discharging their responsibilities in accordance with agreed terms of reference.	Audit Committee Members are suitably briefed on those matters which they need to be aware of in order to provide an opinion on the Council's governance arrangements during Audit Committees held throughout the year.	High	Alan Jenkins	01/04/2014	31/03/2015	0.5FTE
RS/A041 NA20	Implement key recommendations arising out of the Wales Audit Office Scrutiny Improvement study.	Council's Scrutiny processes reflect recognised good practice.	High	Jeff Wyatt	01/04/2014	30/09/2014	0.25FTE
RS/A043 NA21	Raise awareness of the corporate WASPI template and undertake appropriate training to improve usage in data sharing.	Appropriate Officers trained and increased profile of corporate WASPI processes.	Medium	Jeff Wyatt	01/04/2014	31/03/2015	0.1FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A089 NA22	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 provide for increased public participation.	High	Jeff Wyatt	01/04/2014	31/05/2014	0.25FTE
RS/A090 NA23	Draw up for consideration by the Democratic Services Committee, a Member Development Programme for 2014/15.	Member Development Programme based largely on the needs identified by Members themselves. Members equipped with appropriate skills and knowledge to undertake their various roles.	High	Jeff Wyatt	01/04/2014	31/05/2014	0.1FTE

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A091 NA24	Submit to Standards Committee and Council for consideration, a draft Local Dispute Resolution Procedure	Member 'low level' complaints concerning fellow Members dealt with locally, informally and swiftly	High	Debbie Marles	01/04/2014	31/05/14	0.1FTE
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. Improved information on public engagement on scrutiny website. Increase the profile of council scrutiny processes.	High	Jeff Wyatt	01/04/13	31/03/15	Within existing resources

<b>Outcome 1:</b>	<b>The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.</b>
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<b>Objective 4:</b>		<b>To provide our customers with Registration, Local Tax Collection and Benefits Services.</b>					
<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A060 NA25	Implement appropriate mechanisms to protect the Council's assets and interests from all losses including those arising from fraud, irregularity or corruption.	The Council's assets and interests are protected throughout the year and a culture prevails, which supports the Council's anti-fraud and bribery policy.	High	Alan Jenkins	01/04/2014	31/03/2015	1FTE
RS/A061 NA26	Continue to provide an investigation service into allegations of fraud in relation to Council Tax Reduction irregularities.	The Council continues to detect instances of fraud throughout the year whilst preventative measures continue to be introduced.	High	Alan Jenkins	01/04/2014	31/03/2015	
RS/A062 NA27	Continue to prepare for the proposed Single Fraud Investigation Service.	The Council is in a position to take on the requirements of the SFIS when launched whilst maintaining in-house investigative resource throughout the year.	High	Alan Jenkins	01/04/2014	31/03/2015	

<b>Ref.</b>	<b>During 2014-15 we plan to:</b>	<b>Success criteria</b>	<b>High , medium or low priority</b>	<b>Officer responsible for achieving this action</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>How will the work be resourced?</b>
RS/A058 NA28	Progress the transfer of the student support function to Welsh Government / Student Loans Company	Smooth transfer of service to Student Loans Company.	High	Clive Teague	Started	31/03/2015	2.0 FTE existing staff + agency support from exiting budget.
RS/A063 NA29 CL12	Provide information and support to residents affected by the Welfare Reform Act and raise awareness of staff and partners about the impact of the changes.	Vale residents are aware of implications of Welfare Reform and are sign posted to the appropriate advice service for help.	High	Clive Teague	Started	31/03/2015	0.25 FTE support from Welfare reform OWG and external stakeholders Group.
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.	Medium	Clive Teague	Started	31/03/2018	0.25 FTE support from Welfare reform OWG and external stakeholders Group.

## Appendix 2

### WORKFORCE PLANNING – RESOURCES DIRECTORATE: 2014-18

#### 1. FOUR YEAR OUTLOOK

The Directorate's priority for the next four years will be to support the Council in a significant programme of change and service transformation in response to ongoing financial pressures.

Such support will necessitate the skilled and robust management of our budget over the coming years, the development of our ICT and accommodation resources to facilitate service transformation and an increasing focus on the engagement, deployment and performance of our staff. The modernisation of policies and procedures will be important as will the wider focus on the four-year objectives set out in the corporate workforce plan.

A particular challenge for the Resources Directorate will be in maintaining our capacity to provide the above support, whilst at the same time responding to the need to find our own contributory efficiencies and staffing savings. A review of the Directorate will be undertaken during 2014/15 as part of this challenge.

An area of some uncertainty for the Council will be the Welsh government's response to the Williams Review into local government reform and subsequent implications for this (and other Councils). The directorate will clearly, however, have a central role in leading the response for the Vale of Glamorgan over the life of this workforce plan. Whatever the outcome it will remain important for this directorate to help managers to pursue opportunities for collaboration, search for more cost effective ways of delivering services and focus on performance management.

The Resources Directorate will remain pivotal in providing legal and democratic support for the Council's administration at a time of considerable challenge within local government. Key legislative changes will continue to increase the expectation of the public in terms of their involvement in the democratic process and the need for collaboration between local authorities and independent/ third sector organisations.

The directorate will continue to lead a response to the Government's Welfare Reform programme. Such a response will have direct implications for our staff in terms of helping to manage the effective transition to the system of Universal Credit whilst at the same time planning for the necessary changes to the remainder of the service.

#### 2. KEY SERVICE OBJECTIVES

1	To optimise our resources, exercise robust financial management and provide effective and relevant services and facilities.
2	To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees
3	To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities
4	To provide our customers with Registration, Local Tax Collection and Benefits Services

### 3. FUTURE WORKFORCE IMPLICATIONS

The Directorate will need to be able to retain expertise over the next four years in order to drive and support change across the Council whilst also reducing staffing levels in line with the wider corporate targets. As indicated above a review of staffing and management structures will be undertaken across the Directorate in line with the requirements of the Corporate Workforce Plan.

The analysis around workforce needs and actions will need to factor in the implications of the Williams Review for the next four years. Such an analysis will need to take account of the implications for Directorate staff as potential recipients of the review and also the resource needs in responding to and leading such a review.

As part of the review of the Directorate consideration will need to be given to areas of continuing recruitment difficulties and efforts made to ensure the continual replenishment of skills and expertise and the retention of “organisational” knowledge. This will include an analysis of the age profile across the directorate, the development of an effective approach to succession planning. An increase of the proportion of staff between 16-24 will be important as part of this and through a continued focus on the intake of apprentices and trainees.

For employees within the Resources Directorate there will be a need to maintain a “business partner” approach to service support, increasing flexibility of working arrangements (to match those expected in front line services) and increasing consultancy expertise in terms of service transformation, performance management, commissioning and partnership working. There will be a need for our employees to work more flexibly across locations and agencies (in accordance with the agile working arrangements) and supported by mobile technology, training and modernised HR policies.

The Welfare Reform programme will continue to require an effective transitional plan for Revenue and Benefits staff once the DWP has finalised its plans for the migration of Housing Benefit to the Universal Credit scheme. The retention of skills will be important during the transition period and leading to the longer-term reduction in staffing levels. A similar challenge will exist in relation to staff in Student Awards and Benefit Fraud.

### 4. CURRENT WORKFORCE/SUPPLY ISSUES

- Recruitment and retention issues will need to be monitored and effectively managed including those relating to ICT officers, Accountants and Lawyers.
- There will be a need to manage the indirect and direct effects of the Welfare Reform programme.
- 35% of employees are over 50 and 7% over 60. There will be a need to increase the focus on succession planning within the directorate
- 12% of employees within the Directorate are aged between 16 & 29. There will be a need to review the approach to the recruitment of apprentices and trainees over the next four years.
- Need to ensure attendance levels remain within target (7.20 days per employee)

## 5. ACTION PLAN: KEY WORKFORCE ACTIONS

	<b>Action</b>	<b>Outcomes</b>	<b>Milestones</b>	<b>By When</b>	<b>Lead</b>	<b>Resources</b>
<b>1</b>	Review staffing and management structures across the Directorate to ensure service sustainability	Consistency of structures to meet service demands and budget savings achieved	Review completed	March 2015	R. Bergman and HOS	HR support
<b>2</b>	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	Dec 2014	A. Williams	Within existing staffing budgets
<b>3</b>	Develop plan to manage the staffing transitional implications of the Welfare Reform Programme	Effective plan to maintain service throughout transitional period	Successful management of service	April 14 to Mar18	C. Teague	Within existing budget
<b>4</b>	Review staffing implications for the Directorate of the Williams Review (as part of a wider review)	Clarity about staffing implications during 2014 to 2018	Outline review completed	Dec 2014	R. Bergman	To be met from within existing resources
<b>5</b>	Undertaken training needs analysis within the Directorate to inform training programme over the next 4 years	Customise training plan for Directorate	Plan approved by DMT	Jun 2014	A. Williams	To be identified as part of training plan
<b>6</b>	Support/training to help managers manage change effectively and explore avenues for service collaboration.	Managers equipped to identify and pursue opportunities to provide services in a better or more cost effective way	Attendance of managers on training sessions and development of toolkit	March 2015	A. Unsworth T. Bowring	To be met from within existing resources

	<b>Action</b>	<b>Outcomes</b>	<b>Milestones</b>	<b>By When</b>	<b>Lead</b>	<b>Resources</b>
<b>7</b>	Review recruitment and retention issues and develop appropriate responses	Maintenance of expertise, skills and experience in key areas	Six monthly report to DMT	From April 2014	HOS	To be identified
<b>8</b>	Refine workforce planning support and capacity in Directorate	Managers equipped to undertake effective workforce planning	Development of core data set to inform process.	Dec 2014	Performance Manager	To be met from within existing resources

### Appendix 3

## Resources Service Performance Indicators 2014/15

**Outcome 1: The Vale Community benefits from the Council's sound and transparent decision making through the effective management of resources.**

**Objective 1: To optimise our resources, exercise robust financial management and provide effective relevant services and facilities.**

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
RS/M001	Percentage of ICT priority (all) 1 to 4 service desk calls resolved within agreed timescales.	84.68%	-	79.37%	-	86.00%	82.00%
RS/M002	Percentage of service availability of the top 20 ICT systems during core working hours.	100.00%	-	99.87%	-	99.75%	99.75%
RS/M011	The percentage of undisputed invoices which were paid within 30 days.	88.86%	-	90.17%	-	89.00%	89.50%
RS/M012	The percentage change in carbon dioxide emissions in the nondomestic public building stock.	-11.05%	-	1.22%	-	-3.00%	-3.00%
RS/M013a	Average Site Morse position (ranking of quality websites) in Wales.	1	-	2	-	5	5
RS/M013b	Average Site Morse position (ranking of quality websites) in England and Wales	1	-	8	-	10	10
RS/M014	Percentage of audits completed within planned time.	92.66%	-	91.67%	-	89.00%	89.30%

OA1/ M09 (IO1)	Number of local individuals gaining training and employment through targeted recruitment and training in council construction projects.	-	-	-	-	20	24
OA4/ M36	Average number of apprenticeships employed as a result of WHQS investment.	-	-	-	-	14	14
OA4/ M38	Percentage of local labour employed within 25 miles of Barry as a result of the WHQS investment.	-	-	-	-	40%	45%
OA4/ M39	Percentage of homes under Local Authority ownership brought up to WHQS.	-	-	-	-	10%	15%

**Objective 2: To ensure that Council services are supported by the appropriate deployment of skilled, flexible and engaged employees.**

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
RS/ M007	Level of National Assembly for Wales Corporate Health Standard achieved.	Gold	-	Gold	-	Gold	Gold
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.	10.30%	-	8.64%	-	10.00%	10.00%
RS/ M010	Percentage of employees in the Council that have received a PDR/TDR during the year.	93.65%	-	93.79%	-	95.00%	95.00%

RS/ M009	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	8.7days	-	8.75	-	9.00 days	9.00 days
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**Objective 3: To support Members and Officers to ensure they are able to effectively undertake their roles and responsibilities.**

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
<i>RS/M003</i>	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%	100.00%
<i>RS/M004</i>	Percentage of information laid in court for criminal prosecutions within 15 working days of receipt of full instructions.	100.00%	-	100.00%	-	100.00%	100.00%
<i>RS/M005</i>	Percentage of staff that have met their chargeable hours target.	100.00%	-	100.00%	-	100.00%	100.00%
<i>RS/M006</i>	The percentage of cases where the instructing department was informed in writing of the outcome of their case within 10 working days.	100.00%	-	100.00%	-	100.00%	100.00%
<i>RS/M015</i>	The percentage of Cabinet/Committee report instructions that have been advised upon within 5 days of receipt	100.00%	-	100.00%	-	100.00%	100.00%
<i>RS/M016</i>	The number of planned reviews completed during the year.	1	-	2	-	2	2

**Objective 4: To provide our customers with Registration, Local Tax Collection and Benefits Services.**

PI Ref	PI Description	Performance 2012/13	Wales Average 2012/13	Performance 2013/14	Wales Average 2013/14	Target 2013/14	Target 2014/15
RS/ M019	The percentage of Council Tax due for the financial year which was received by the Council.	97.56%	-	97.47%	-	96.50%	96.50%
RS/ M020	The percentage of Non domestic rates due for the financial year which was received by the Council.	98.53%	-	98.59%	-	97.50%	97.50%
RS/ M017	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	6.93 days	-	6.78	-	10 days	10 days
RS/ M018	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Reduction (CTR) within the year.	2,455.61	-	2,133.27	-	-	-
RS/ M021	Percentage of customer satisfaction with registration services.	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%

**Appendix 4**

**Directorate Savings**

<b>Human Resources</b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R1	Review of Service	Review of Service	Could impact on speed and quality of service	None	14/15	20	0	0
R2	Further Review of HR and Health & Safety staffing structures and pursuit of smarter working initiatives	Review of staffing structure at all levels	Implications for speed and quality of services. Responsibilities and priorities review to be undertaken at all levels to reduce impact on service. The reduced work associated with job evaluation will help to mitigate implications of this change, as will efficiencies gained from bringing together resources and streamlining processes	Dependant on review	14/15	90	0	0
R3	Reduction in training budget	Reduction by 25% and exploration of collaborative approaches to bridge any gap	Potential reduction in numbers of trainees recruited in years 15/16 and 16/17	Need to consider in context of workforce plan	15/16	0	14	0

<b>Human Resources</b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R4	Other collaborative activity across spectrum of HR services	Savings resulting from potential collaboration efficiencies including shared Occupation Health, Leadership, Policy Development, Professional Advice, Administration	To be evaluated as part of a discrete business case	Dependant on business case	16/17	0	0	100
<b>Total Human Resources</b>						<b>110</b>	<b>14</b>	<b>100</b>

<b><u>Legal &amp; Democratic</u></b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R5	Counsel fee	Reduction in Counsel fee budget	When the use of counsel is necessary the existing protocol will be adopted. Risk saving cannot be achieved due to workload particularly if reduction in in-house lawyers posts	None	14/15	83	0	0
R6	Legal Staffing reduction	Reduce number of posts	Reduction in capacity to undertake legal work in house and associated administration.	Delete 2 FTE vacant posts	14/15	35	0	0
R7	Registration Service	Increase in Wedding / Civil Partnership Fees	Higher charges for service users. Users of service are being advised of likelihood of increase at time of booking. Saving dependent on approval of minor cosmetic improvements to the Corporate Suite.	None	From 14/15	16	4	3

<b><u>Legal &amp; Democratic</u></b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R8	Democratic Services	Savings on general supplies and services	None	None	14/15	12	0	0
<b><u>Total Legal &amp; Democratic</u></b>						<b>146</b>	<b>4</b>	<b>3</b>
<b><u>Financial Services</u></b>								
R9	Managed Budget Reduction	Reduction in various running costs and savings from staff vacancies	May need changes to work practices and could impact on performance but will be monitored closely	None	14/15	78	0	0
R10	Review of Structure	Restructure Finance Division	Initial savings from Housing Benefit migration to Department Works and Pensions. Limited savings from delayed implementation	Redundancy implications of up to 3FTE	Apr 14	0	55	0
R11	Council Tax	Council Tax-general efficiency savings from improved systems	None	None	Apr 14	13	0	0

<b>Financial Services</b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R12	General Supplies & Services	General savings	Could impact on effectiveness of service delivered.	None	From 14/15	27	27	0
R13	Housing & Council Tax Benefit subsidy	Mainly from the recovery of overpayments and the associated subsidy.	The volatility, particularly in light of changes to welfare system, Housing Benefit/Council Tax payments may result in an overspend.	None	14/15	135	0	0
R14	Further Restructure/ Rationalisation of Financial Services Division	The merger of certain functions and the transfer of Housing Benefit function to DWP.	Impact on the delivery of services. Uncertainty relating to the timing of transfer of Housing Benefit function to the DWP and associated level of savings.	Dependant on review	From 15/16	0	121	215
<b>Total Financial Services</b>						<b>253</b>	<b>203</b>	<b>215</b>

<b><u>Accountancy &amp; Resource Management</u></b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R15	BPR – Income generation	Proposal for the BPR team to achieve a minimum of 25% self-funding through delivering targeted savings for client departments.	None	None	16/17	0	0	56
R16	Review of Accountancy and Resource Management structure	Review of the current structure	A reduced resource to support the Council in provision of financial information and advice, achieving further savings and business improvement. Work will need to be prioritised on basis of risk.	Potential redundancies	14/15	28	0	0
<b><u>Total Accountancy &amp; Resource Management</u></b>						<b>28</b>	<b>0</b>	<b>56</b>

<b>ICT</b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R17	Lines and Calls	Renegotiating the cost of telephone lines and calls	Letting a tender or conducting negotiations with BT depending on procurement route	None	14/15	38	0	0
R18	Oracle licencing	Work to reduce annual licencing bill of £260,000 by investing in newer more powerful hardware which would in turn reduce licencing costs.	Invest to save option. Cost of hardware would be £120k which could be met from the IT fund.	None	From 14/15	30	70	0
R19	ICT Training	Provide training for NHS staff as part of Local Service Board proposals and possibly other Councils such as Bridgend.	Run ICT courses specifically for NHS staff or other authorities at a considerably lower cost than private sector providers to generate income.	None	14/15	20	0	0

<b><u>ICT</u></b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R20	Print Strategy	Extend Xerox contract into years 4 and 5 where the lease costs are dramatically reduced	None	None	15/16	0	25	0
<b><u>Total ICT</u></b>						<b>88</b>	<b>95</b>	<b>0</b>
<b><u>Property Services</u></b>								
R21	Reduce running costs	Reduction in supplies & services budget	None	None	14/15	7	0	0
R22	Surplus Properties	Rationalisation of Accommodation cost	None	Changes will require HR input	14/15	118	0	0

<b><u>Property Services</u></b>						<b>Saving</b>		
<b>Ref No.</b>	<b>Title of Saving</b>	<b>Description of Saving</b>	<b>Service Implications and Mitigating Actions</b>	<b>HR Implications</b>	<b>Timescale</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
						<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
R23	Surplus Properties	Disposal of Provincial House	Will result in savings in business rates, utilities, repairs and maintenance and lease	Changes will require HR input	16/17	0	0	125
<b><u>Total Property Services</u></b>						<b>125</b>	<b>0</b>	<b>125</b>
<b><u>TOTAL RESOURCES</u></b>						<b>750</b>	<b>316</b>	<b>499</b>