

Resources Services Quarterly Performance: Quarter 2 Performance Overview



Overall, Resources Services is on track to achieve the objectives contributing to its service outcomes, with 87% of actions currently either completed or on track. Details are provided under each objective.

Our contribution to the Corporate Plan is also well on course, with 88% of actions either complete or on track for completion. Of the 8 actions within the service plan, 3 actions have been completed, 4 are on track and 1 has slipped.

Our contribution to the Improvement Plan is complete. The 1 action contributing was completed this quarter.

There are currently no Outcome Agreement actions in place for the service as we have not yet received final guidance from Welsh Government.

Examples of exceptional performance during the quarter:

We ran a Workforce Planning Conference for all Chief Officers in July, in collaboration with LGE, WLGA and Skills for Justice. The Vale was one of a small number of local authorities across the UK to benefit from funded intervention from the Local Government Association, Skills for Justice and Birmingham City Council. The conference was organised in accordance with the actions set out in our Workforce Plan and specifically to help improve our approach to workforce planning on the basis of learning from good practice. The specific outcomes included having exposure to a range of workforce planning tools, the sharing of good practice from elsewhere and hopefully improvements to our process to be undertaken in the next few months

How will we bring our slipped actions on track?:

In relation to the development of protocols to increase public engagement and participation in the Council's scrutiny process and meetings [RS05/A038 (CP/CL6)], officers have obtained examples of Scrutiny Committee protocols in use in other local authorities. As far as the Planning Committee is concerned, officers from Democratic Services and Development Services have met to discuss the matter. The process will need to be informed by taking into account the document "Study Into the Operation of Planning Committees in Wales" which was commissioned by the Royal town planning Institute and issued since the end of Quarter 1.

Draft protocols will be submitted to Scrutiny Committees / Planning Committee as appropriate for consideration. In addition, the Constitution Working Party established to review the existing Constitution in light of the new Welsh Model version will also consider the matter.

Given the above, it has not been possible to meet the original target date for completion of 31/10/13.

All Actions						
	Total Number	Completed	On track	Slipped	Not started, but due to have	Not due to have started
No.	71	18	44	6	2	1
%	100%	25%	62%	8%	3%	2%
Corporate Plan Actions						
	Total Number	Completed	On track	Slipped	Not started, but due to have	Not due to have started
No.	8	3	4	1	0	0
%	100%	38%	50%	12%	0%	0%
Improvement Objective Actions						
	Total Number	Completed	On track	Slipped	Not started, but due to have	Not due to have started
No.	1	1	0	0	0	0
%	100%	100%	0%	0%	0%	0%
Outcome Agreement Actions (No Outcome Agreement in place as yet)						
	Total Number	Completed	On track	Slipped	Not started, but due to have	Not due to have started
No.						
%						

Measures Key

Measures Key:

GREEN - On or above target

AMBER - Within 10% of target

RED - Missed target by more than 10%

Direction of Travel Arrows:



Performance has improved since last quarter, in relation to target



No significant change



Performance has worsened since last quarter, in relation to target

An explanation of the referencing used in this report:

e.g. RS01/A001

HS - this refers to the service plan, in this case, Resources.

01 - this refers to the service plan objective the action contributes to, in this case, objective 1.

A - this refers to the fact that this is an action. Performance Indicators will have an 'M' for 'measure' here.

001 - this is the individual number reference for the action.

Where our actions link to other strategic plans, the following references may be seen in brackets after the action name:

e.g. (CP/CL1) - the CP refers to the Corporate Plan. CL1, for example, is the reference number of the Corporate Plan objective the action links to.

e.g. (IO/06) - the IO refers to the Improvement Objectives. The 06, for example, refers to the number of the objective linked to.

SEP - this refers to actions which link to the Strategic Equality Plan.

Outcome 1: The Council's corporate objectives are achieved with the assistance of high quality support services.

Performance against actions and performance indicators:

We are 77% on track towards completing the actions against this outcome. Of 39 actions, 12 are completed, 22 are on track and 5 have slipped.

Of the 10 performance indicators under the outcome, 7 have met or exceeded target, 2 are within 10% of target and 1 indicator has missed target by more than 10%. Details are available under each objective in the next section of the report.

Objective 1: To respond positively to the support needs of our customers and proactively promote our services.

Actions

Completed Q1: 22% ; Completed Q2: 14% ; On Track: 50% ; Slipped: 14% ; Not Started: 0%

Completed Actions

Title	% Complete	Comment
RS01/A005 Maintain current level of availability of ICT systems.	100	Complete. Availability of all systems is regularly reported as a KPI, which consistently achieves its target measure
RS01/A011 Complete required Disability Discrimination Act works to the council chamber.	100	Works to Council chamber complete

On Track Actions

Title	% Complete	Comment
RS01/A004 Improve ICT service desk performance.	75	System has been installed successfully. User training is currently being undertaken for new service desk system.
RS01/A006 Retain level 3 Green Dragon accreditation as part of civic offices scheme.	50	Covered by Civic Offices environmental forum
RS01/A007 (CP/E3) Work with all directorates to meet our corporate energy management commitments with respect to carbon reduction.	50	The breakdown of the use per directorate has been calculated and reported to Carbon Management Task Group. A report is to go to CMT and Sustainability Group.
RS01/A013 (SEP) Deliver improvements to data gathering, analysis and reporting on service use by protected characteristic.	60	Employee Survey undertaken. The Public Sector Equality Duty Annual Report includes information on the protected characteristics for employees involved in disciplinaries, grievances and training. The actions resulting from this report will refine approaches to equality related employment practices.
RS01/A014 Identify and implement projects to reduce energy use and raise awareness amongst staff and the public about the need to reduce our carbon footprint.	50	Salix projects on-going






On Track Actions

Title	% Complete	Comment
RS01/A008 Implement key projects as part of the space project.	50	Detailed drawings and design of office allocation underway
RS01/A009 Progress the Penarth Learning Community project to completion.	10	PLC on target for cost and programme. Both schools transferring into new building October 14. Action end date 01/01/2016.

Slipped Actions

Title	% Complete	Comment
RS01/A010 Invest in the improvement of the Council's leisure centres in partnership with Parkwood.	30	Works defined and costed. Contractor appointed and works on site commenced.
RS01/A012 Deliver year 1 actions of the corporate workforce plan.	40	Work underway in relation to staffing structures and related measures to support changes in numbers of directly employed staff. See also RS02A020.

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS01/M001Q (previously L461Q) Percentage of ICT priority (all) 1 to 4 service desk calls resolved within agreed timescales.	82.10	86.00		84.68	Target narrowly missed due to: - Staff on sick leave - PSN Compliance project - Hardware Refresh project
RS01/M002Q (previously L771Q) Percentage of service availability of the top 20 ICT systems during core working hours.	99.87	99.75		100.00	
RS01/M004Q (previously L443Q) Percentage of information laid in court for criminal prosecutions within 15 working days of receipt of full instructions.	100.00	100.00		100.00	For Q2, there were 31 prosecution matters and all 31 were laid in court within 15 working days, performance against this target is 100%
RS01/M005Q Percentage of staff that have met their chargeable hours target.	100.00	100.00		100.00	All relevant 25 staff members have met there targets, giving us 100%
RS01/M006Q (previously L446Q) 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	In Q2 390 matters were concluded and all relevant client departments were notified of the outcome within 10 working days, giving us 100%

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

Actions

Completed Q1: 19% ; Completed Q2: 19% ; On Track: 50% ; Slipped: 12% ; Not Started: 0%

Completed Actions

Title	% Complete	Comment
RS02/A023 Implement Real Time Information (RTI) in line with Her Majesty's Revenue and Customs (HMRC) requirements.	100	COMPLETED. The Council have gone live with the HMRC Real Time Information processes in August 2013.
RS02/A024 (CP/CL15) Increase 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.	100	The number of Foundation Modern Apprentices and Craft Apprentices has increased this year over last year, as has all work placement opportunities. New options for recruiting and developing apprentices and work experience placement students are being developed, for example working with Cardiff and Vale College through a Learning and Skills Partnership.
RS02/A027 (IO/05) Support Chief Officers in delivering key actions for 2013/14 as outlined in the Corporate Workforce Plan 2013-17.	100	All existing training requests for change management have been completed. See RS02A012.

On Track Actions

Title	% Complete	Comment
RS02/A016 Undertake a review of all staffing and management structures to ensure congruence with service needs.	40	Full service reviews now underway in two directorates. Action end date 30/06/2014.
RS02/A019 Undertake a review of conditions of service in consultation with the trade unions to increase flexibility and contribute to savings targets.	10	Review of terms and conditions to be discussed with Trade Unions in Quarter 3. This action is on track; the majority of work is expected to be undertaken and completed during quarter 3.
RS02/A020 Review the use of agency staff across services to ensure cost effectiveness and an appropriate balance between the core and peripheral workforce.	50	New contract for agency workers has now been procured which will help to provide improved management information in relation to the use of agency staff and support the necessary review.
RS02/A021 Strengthen the Council's approach to internal redeployment and support for staff at risk of redundancy.	60	The current redeployment process has been reviewed to take on board lessons learnt from the recent support process for employees adversely affected by job evaluation. This will be discussed with CMT and the trade unions.
RS02/A026 (SEP) Develop an implement action plan aimed at reducing the gender pay gap, evaluate and report annually on progress	20	The Council's Public Sector Equality Duty Report actions have been reframed and revised, with the aim of reducing the gender pay gap. The amended actions to be published by March 2014 as part of the Annual Equality Report. Action end date 31/12/15.
RS02/A070 Develop and implement a staff engagement strategy.	25	Meeting with Heads of Service 6/9/13 to discuss focus group work in January 2014. Focus group work to be undertaken in accordance with best practice understood from a contact in Essex County Council. Report to go to CMT for final decision.
RS02/A071 Explore ways to encourage diversity within the Council's workforce.	20	Other Welsh Authorities have been contacted to discuss how they encourage diversity within their workforce. Networking opportunities considered for under-represented groups within the Authority. Positive action recruitment to be considered where appropriate, in relation to the wider population.

On Track Actions

Title	% Complete	Comment
RS02/A072 Contribute further to the development and implementation of partnership working protocols for council services.	35	"Lessons" learnt from ongoing collaborative exercises to be shared in detail at the Heads of Service meeting in December 2013, following a discussion during a Q2 Heads of Service meeting.

Slipped Actions

Title	% Complete	Comment
RS02/A017 Review the early retirement/redundancy scheme and the approach to voluntary severance.	20	Options now framed, to be discussed with Trade Unions during Q3.
RS02/A018 Develop a strategic approach to managing a change in the numbers of directly employed staff in line with service changes and financial planning.	20	Strategy is being refined as part of service reviews. See RS01A012.

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS02/M008Q The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary bases.	5.29	5.00	⬇️	10.28	
RS02/M009Q (previously CHR002Q) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	4.05	4.50	⬆️	8.70	

Objective 3: To support and develop the structures, resources and systems needed to deliver and monitor the Council's service provision.

Actions

Completed: 20% ; On Track: 60% ; Slipped: 20% ; Not Started: 0%

Completed Actions

Title	% Complete	Comment
RS03/A030 Undertake an ICT customer satisfaction survey.	100	Survey sent out to customers in October 13, Analysis of results will be reported to Corporate Resources Scrutiny Committee


On Track Actions

Title	% Complete	Comment
RS03/A028 Implement improvements in reporting through Oracle.	20	ON TRACK - Work is ongoing on the amendment of existing reports to meet requirements.
RS03/A029 Review the ICT Strategy.	95	The ICT management team have completed a series of meetings with Directors and Heads of Service to ascertain their ICT requirements to enable the ICT Strategy to be amended to reflect the actual needs of the business
RS03/A033 (CP/CL11) Produce an annual Asset Management Plan with specific target to achieve optimum use of our property assets.	50	New Asset Manager in place. Updated AMP to go to Cabinet

Slipped Actions

Title	% Complete	Comment
RS03/A031 Implement a desktop technology refresh to upgrade the Council's laptops and pcs together with installation of the latest Microsoft Office software.	20	New end completion date for April 1st 2013. New temporary member of staff employed to help deployment of upgrades

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS03/M011Q (previously CFH006Q) The percentage of undisputed invoices which were paid within 30 days	89.21	89.00		88.67	

Objective 4: To optimise our assets, exercise robust financial management and provide efficient, sustainable services and facilities.

Actions

Completed: 0% ; On Track: 100% ; Slipped: 0% ; Not Started: 0%

On Track Actions

Title	% Complet	Comment
RS04/A034 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.	40	Annual statement of accounts agreed by council on 26th September 2013. Medium term financial plan to be confirmed on 7th October 2013
RS04/A035 Implement appropriate mechanisms in order to meet WG requirements for procurement.	25	Due to participate in 2nd tranche of fitness checks involving questionnaires and interviews in 3rd quarter
RS04/A036 Review the Council's existing long term agreements with external insurance companies.	35	Concluded tender of insurance brokerage. Now commencing work on long term agreements
RS04/A037 Develop and promote a guidance toolkit for managers on Lean Systems thinking to support the delivery of financial savings targets.	50	Toolkit in draft format, linkages with Welsh Government toolkit being identified and online version being developed. Next quarter will see the development of the Staffnet tools and the development of a training/communications plan

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS04/M013aQ Average Site Morse position (ranking of quality websites) in Wales.	2.00	5.00	■	1.00	2nd place in Wales at both Q1 and Q2.
RS04/M013bQ Average Site Morse position (ranking of quality websites) in England and Wales.	32.00	10.00	■	1.00	This was affected by the changeover to the new website, but is now expected to improve. We were in 38th position at Q1 and this has already improved to 26th position at Q2, giving an average of 32nd position.

Outcome 2: The Vale community benefits from the Council's transparent decision making and governance process.

Performance against actions and performance indicators:

We are 83% on track towards completing the actions against this outcome. Of 18 actions, 4 are completed, 11 are on track, 1 has slipped and 2 have not been started.

Of the 2 performance indicators under the outcome, both have met target. Details are available under each objective in the next section of the report.

Objective 5: To support and develop the structures, resources and systems needed to deliver and monitor the Council's decision making and governance process.

Actions

Completed: 20% ; On Track: 66% ; Slipped: 7% ; Not Started: 7%

Completed Actions

Title	% Complete	Comment
RS05/A045 Formalise the Internal Audit Shared Service with Bridgend County Borough Council.	100	Fully shared service commenced 1st August 2013
RS05/A046 Co-ordinate and support preparation of the Council's annual governance statement.	100	Final ADS presented to Audit committee on 16th September and appended to approve statement of Accounts to Council on 25th September 2013
RS05/A052 Establish appropriate and secure ways of sharing customer information to develop a holistic view of customers and their needs and shape services around those requirements.	100	WASPI agreement in place, as well as a secure email system. Full time Security Officer appointed and establishing security improvements

On Track Actions

Title	% Complete	Comment
RS05/A039 Identify and progress joint scrutiny arrangements with other local authorities where appropriate.	50	Central South Consortium Joint Scrutiny Committee established. Member briefing scheduled for 23rd October 2013.
RS05/A040 Review the Council's Constitution.	50	Officers drafting revised sections for submission to / consideration by the Constitution Working Party.
RS05/A042 Implement monthly reporting to Corporate Management Team on council performance in relation to Freedom of Information (FOI) requests.	50	First report submitted to Corporate Management Team in September 2013.
RS05/A043 Rise awareness of the corporate WASPI template and undertake appropriate training to improve usage in data sharing.	50	Training to date to Managers included a section on Data Sharing. Reference was made to the ICO's Statutory Data Sharing Code and included a section on WASPI. It set out the Council's position on WASPI and the procedures and templates. The Council has also hosted a regional data sharing event and WASPI is a frequent item at the Information Governance Board. It is intended to undertake further training for staff below Manager level.

On Track Actions

Title	% Complete	Comment
RS05/A044 Review and identify appropriate options to free up capacity for paper records in the Records Management Unit.	50	Approval has been obtained for the use of a unit at the Vale Enterprise Centre.
RS05/A047 Identify, assess and manage corporate risks.	50	Managed by Corporate Risk Management Group and reported to Audit Committee twice yearly
RS05/A048 Work with council services to deliver required efficiency savings targets.	50	On track for completion by the due date. Social Services savings being monitored by Social Services Programme Board
RS05/A049 Deliver a scheduled programme of audits on a risk based needs assessment.	50	Plan slightly ahead of schedule. Reported to Audit committee on 16th September 2013
RS05/A050 Support the Council's Audit Committee in discharging their responsibilities in accordance with agreed terms of reference.	50	Updated forward working program presented to Audit committee on 16th September 2013
RS05/A051 Maintain compliance with information security standards as required.	95	Awaiting response back from PSN. Application for compliance currently under assessment with UK Government Cabinet Office



Slipped Actions

Title	% Complet	Comment
RS05/A038 (CP/CL6) Develop and introduce protocols to increase public engagement and participation in the Council's scrutiny process and meetings.	25	

Not Started Actions

Title	% Complete	Comment
RS05/A041 Implement key recommendations arising out of the WAO scrutiny improvement study.	0	The final WAO Study report is still awaited. The Democratic and Scrutiny Services team Plan provides for this matter to be dealt with between September 2013 and March 2014.

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS05/M014Q (previously L151Q) Percentage of audits completed within planned time.	93.75	89.00		92.66	
RS05/M015Q (previously L442Q) The percentage of Cabinet/Committee report instructions that have been advised upon within 5 days of receipt.	100.00	100.00		100.00	There were 175 Cabinet/Cttee Rpts advised on within 5 workings days, giving us 100%

Objective 6: To support members to ensure they are able to effectively undertake their roles and responsibilities.

Actions

Completed Q1: 33% ; Completed Q1: 0% ; On Track: 33% ; Slipped: 0% ; Not Started: 33%

On Track Actions

Title	% Complete	Comment
RS06/A053 Deliver a Member Development programme.	50	The Member Development Programme is delivered on an ongoing basis throughout the year.

Not Started Actions

Title	% Complete	Comment
RS06/A055 Undertake a Member Satisfaction survey.	0	The survey is to be undertaken by the end of December 2013 as indicated in the Service Plan.

Outcome 3: The Vale Community is able to benefit from access to high quality, efficient and relevant services delivered by the Resources Directorate.

Performance against actions and performance indicators:

We are 100% on track towards completing the actions against this outcome. Of 13 actions, 2 are completed and 11 are on track. There is 1 additional action under this outcome which is due to commence in quarter 3.

Of the 3 performance indicators under the outcome, 2 have met or exceeded the targets set and 1 did not have a target set. Details are available under each objective in the next section of the report.

Objective 7: To administer and pay benefits and student support in respect of eligible claimants.


Actions

Completed: 0% ; On Track: 100% ; Slipped: 0% ; Not Started: 0%

On Track Actions

Title	% Complete	Comment
RS07/A056 Implement Welfare Reform and transfer housing benefit to Universal Credit.	50	Work continues via Officer Working Group and Stakeholder Group. Liaising with DWP for localised support scheme for UC. UC pathfinder projects have been extended. Start of roll out of UC and migration from HB to UC has been delayed until 2014
RS07/A057 Prepare for and implement the council tax support scheme from April 2013.	50	Revised regulations out to consultation
RS07/A058 Complete the transfer of the student support function.	10	As Q1: WG have agreed a phased transfer from Feb 2014 for new claims and from Feb 2015 for renewals. Staff have been briefed. Service plan contingency in place. This action is not due for completion until October 2016.
RS07/A059 Promote and further develop electronic service delivery for council services.	50	Total Mobile to be upgraded for Revs and Bens initially
RS07/A060 Implement appropriate mechanisms to protect the Council's assets and interests from all losses including those arising from fraud, irregularity or corruption.	50	On track for completion by the due date. Part of the approved Housing Benefit (HB) and Council Tax Benefit (CBT) investigation plan
RS07/A061 Provide an investigation service into allegations of fraud in relation to Council Tax Reduction irregularities.	50	On track for completion by the due date. Part of the approved Housing Benefit (HB) and Council Tax Benefit (CBT) investigation plan
RS07/A062 Prepare for the proposed Single Fraud Investigation Service.	50	Managed by DWP in accordance with their time-frame
RS07/A063 (CP/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.	50	Implementation of the overall benefit cap (£500 p.w cap for couples and single parents / £350 p.w cap for single persons) from 15 July 2013 has been completed. The cap is implemented via a reduction to housing benefit

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS07/M017Q (previously BNF004Q) Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	8.59	10.00		6.93	
RS07/M018Q (previously BNF005Q) The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year	779.97			2455.61	This target was deleted by scrutiny committee as it is no longer measured by the DWP. The figures are collected annually by WAO.

Objective 8: To register, collect and recover Council Tax, non-domestic rates and other income due to the Council.

Actions

Completed: 0% ; On Track: 100% ; Slipped: 0% ; Not Started: 0%

On Track Actions

Title	% Comple	Comment
RS08/A064 Implement the national pensioner support scheme.	95	Final details agreed with WG. Payments to be posted to accounts on 1 October
RS08/A065 (CP/CL13) Implement a local pensioner scheme for persons over 70 who do not receive benefits/council tax support.	95	Scheme implemented in line with Cabinet report. Payments to be posted to accounts on 1 October
RS08/A066 Upgrade the Open/Text workflow and document management system in revenues and benefits.	85	Upgraded system built on new server. Test conversion of data completed. System being tested by users. Projected to go live on completion of testing in Mid November

Quarterly Performance Indicators

Title	Actual	Quarterly Target	Status	Actual 2012/13	Comment
RS08/M019Q The percentage of council tax due for the financial year which was received by the authority.	58.40	48.25	-		Annual target = 96.5%

Objective 9: To deliver an efficient and accessible registration service that meets both National Standards and customer demand.

Actions

Completed Q1: 67% ; Completed Q2: 0% ; On Track: 0% ; Slipped: 0% ; Not due to have started: 33%