



# Performance and Development Team

## Team Plan 2015/16

Team Manager: **Huw Isaac (Head of Performance and Development)**

Service Plan: Resources

Date signed off: 27/03/2015

Signed off by: **Huw Isaac**

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## Team Overview – Performance and Development Team

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The Performance and Development Team undertakes a number of key roles for the Council. The team provides support to other services through supporting a corporate approach to policy, performance management, improvement, consultation/ engagement, communications, partnership working and equalities. The Customer Services arm of the Team provides frontline access to all Council services which focuses on delivering customer service excellence. The Team strives to provide a range of services in the most economic, effective, and efficient ways whilst transforming the way the Council works by using our skills, resources, and technology more innovatively. We provide a leading role for the Council in the delivery of its Reshaping Services agenda.

### **The Team's broad functions are:**

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- Supporting the development and implementation of the Council's corporate vision (in the form of the Corporate Plan);
- Improving the quality and consistency of performance management across all Council services;
- Improving internal review, business processes and the management of services;
- Producing effective communications internally to staff and externally to our citizens, key partners and regulators;
- Improving our partnership framework and working collaboratively through the Local Service Board and other associated mechanisms;
- Undertaking effective engagement and consultation activities across the Vale;
- Delivering services via the Corporate Contact Centre, face to face and by electronic means that includes undertaking any assessments and client monitoring;
- Learning from complaints to improve services and better understand customer expectations.

## Our Contribution to Service Plan priorities 2014/15

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Our contribution to the Service Plan priorities last year (including Corporate Plan priorities):

- Work started in earnest in February 2015 on the corporate workstream projects and the first tranche of service specific projects as part of the Council's Reshaping Services Programme. The programme will also bring together existing corporate projects and programmes including the review of transportation, Social Services Collaborative Working and Budget Management Programmes and the income generation project. Our approach to this programme has been recently reviewed by our Regulators (Wales Audit Office) who concluded that, ' the Council's Reshaping Services Strategy conforms to good practice and demonstrates that it is following the right processes to achieve transformation.' (Service Objective 2)
- Our Annual Improvement Report from the Auditor General Wales gives a generally positive picture of how well we are planning for improvements in delivering services. The report concludes that, 'the Council achieved most of its objectives and was focused on addressing areas of weakness but should make greater use of benchmarking in relation to internal targets and reporting performance.' (Service Objective 2)
- The Vale LSB has well established partnership arrangements in place and during 2014 established a single Cardiff and Vale LSB to focus on key regional priorities. The Vale LSB has played a pivotal role in producing a Unified Needs Assessment that has been used to inform the key strategic priorities of the LSB in its Delivery Plan and supported the recent partnership restructuring. (CL5)
- We have worked in partnership with Cardiff and Vale Health Board to integrate some pilot services through the implementation of a shared telephony with the Cardiff and Vale UHB Communications Hub. As a result of this work, missed appointments have halved from 25% to 12% during 2014. It has delivered savings for the podiatry department and the pilot generated an income of £10K for C1V that has helped to lower operating costs. (Service Objective 1)
- Circa 9000 customers accessing services via Contact OneVale completed after call surveys. 98% rated the service they received either Satisfactory or Extremely Satisfactory, indicating that the service is closely matching customer expectations. [CL2]
- The average speed of answer for calls made on the Welsh Language Line has reduced from 64 seconds to 44 seconds. This is due to additional Welsh speaking resources being made available throughout Contact One Vale. [CL2]
- We continuously promote sustainable development by ensuring that sustainability factors are taken into account in decision making and that the Council complies with forthcoming legislation on sustainable development. We have achieved this through ensuring effective communication with staff via the Core Brief and particularly in relation to the forthcoming Future Generations Bill. The Sustainable Development Working Group continues to meet quarterly and takes the lead on monitoring the delivery of a new action plan that is aligned to the new legislation. Work continues across the Council and within the LSB to reduce carbon emissions and a recent staff survey will help inform the development of a new Travel Plan. (CL8)
- We have successfully reviewed partnership structures to support regional and local arrangements for the Local Service Board. The revision and update of the Unified Needs Assessment and the restructuring of the partnership has enabled the development of a new Delivery Plan

that now has a greater focus on tackling poverty. Cardiff and Vale LSB has agreed its terms of reference and calendar of meetings and has developed a joint draft work programme of priorities. (Service Objective 2)

- We have progressed a variety of collaborative arrangements that include regulatory services, integration of health and social care, the merger of CCTV service with Bridgend and the implementation of a regional adoption service. These collaborative arrangements have enabled us to build greater service resilience and made business process improvements. (Service Objective 2)
- We have extended our use of digital channels to improve access to services. Mobile applications have been commissioned and implemented that enables customers to report requests for services via their mobile phones and tablets. We are expanding the use of social media as an access channel, as the Vale has the third highest number of Social Media users in Wales and has the 24<sup>th</sup> highest in the UK. The Vale's Clout Score (a score between 1-100 that represents our Social Media influence) is currently 62, which is the 2<sup>nd</sup> highest for local authorities in Wales. (Service Objective 1)
- The percentage of customer complaints investigated by the Ombudsman has fallen from 0.27% to 0%. This is due to the new Corporate Complaints Policy having improved the way the Council deals with complaints so there are fewer referrals being investigated by the Ombudsman. [CL2]
- During 2014/15 a significant piece of work was undertaken to improve and update the two yearly public opinion survey. Previously the survey had been used to measure satisfaction levels with a range of customer facing council services. However, by adding new question sets and utilising additional analysis techniques to interpret the data the survey now gathers a suite of information that can be used to inform future policy development at a strategic level. The most recent public opinion survey, which was procured at a lower cost than its predecessor, not only provided the most robust customer satisfaction data collected by the authority, but also informed the setting of the 2015/16 budget, the development of the Vale of Glamorgan Council's voluntary merger plans, the development of the Reshaping Services programme, and prompted a realignment of the council's priorities for media relations work. [CL1]
- Funding of £1.2 million was secured for the Council from successful achievement of year 1 of the Outcome Agreement 2013-16 with Welsh Government. [CL4]
- We produced and published our Annual Equality Monitoring report which provides a summary of the Council's achievements in the past year (2013/14) and our progress overall towards fulfilling each of our equality objectives from our Strategic Equality Plan. Through working closely with all service areas, further improvements continue to be made in the quality of equality monitoring data collected and used by the Council. [CL9]

## Our Team Plan 2015/16

<b>Service Outcome 1:</b>		Residents are confident in accessing our services and are engaged with their local community.						
<b>Objective 1:</b>		To increase the number of customers who use the lowest cost, most appropriate method for their enquiry.						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
RS/A092 (CL2)	Extend roll out of Podiatry shared telephony service to the Cardiff and Vale locality.	Increase operational efficiency. Increased income generation to subsidise budgets.	High	Tony Curliss	01/04/2015	31/03/2016	Jointly funded project manager in post 1 FTE.	Transfer of work for Cardiff localities agreed by Podiatry service and clinical board. Work is on-going to finalise resource plan for Contact One Vale (C1V) / Comms Hub before agreeing final cost of service and transfer plan. Progress has been slower than anticipated due to the long term absence of Joint Project Manager.
	Gain approval	Increase	High	Tony Curliss	01/03/2015	15/04/2015	Jointly funded	Approval has

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	from Health Clinical Boards to extend telephony pilot to contain all Vale localities.	operational efficiency. Increased income generation to subsidise budgets.					project manager in post 1 FTE.	been gained from Health Clinical Boards to extend telephony pilot.
	Develop an implementation plan to bring in Podiatry shared telephony service.	Increase operational efficiency. Increased income generation to subsidise budgets.	High	Tony Curliss	16/04/2015	31/05/2015	Jointly funded project manager in post 1 FTE.	We are currently awaiting the finalisation of action plan and costs.
	Deliver implementation plan for Podiatry shared telephony service to the Cardiff and Vale locality.	Increase operational efficiency. Increased income generation to subsidise budgets.	High	Tony Curliss	01/06/2015	31/03/2016	Jointly funded project manager in post 1 FTE.	Subject to the finalisation of action plan.
<b>RS/A093 (CL2)</b>	<b>Expand the range of services available via mobile apps for promoting and increasing self-service transactions.</b>	<b>Increased take up of self-service transactions. Reduction in transaction costs by channel.</b>	<b>High</b>	<b>Tony Curliss</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Customer Service Implementation Group. Multi Service Working Group.</b>	<b>Promotion of council mobile app (Contact1Vale) has been delayed due to competing priorities which</b>

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								have meant that take up of service has not been as quick as expected to date. However, promotional messages and materials have now been agreed and marketing activities will be commenced during quarter 2.
	Develop and deliver a marketing and promotion plan for mobile apps.	Increased take up of self-service transactions. Reduction in transaction costs by channel.	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	Please see above. This action will be delivered during quarter 2.
	Monitor the take up of the mobile apps.	Increased take up of self-service transactions. Reduction in transaction costs by channel.	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	There have been 125 downloads of the mobile app to date, with 32 requests for the app during



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								quarter 1. Fly tipping and missed bin collection have been the most popular service requests.
<b>RS/A094 (CL2)</b>	<b>Address the issues of digital exclusion by promoting access to activities and opportunities to improve digital skills via the 'Get Vale Online' project.</b>	<b>Increased numbers of our customers develop digital skills to communicate with us via the internet, email, mobile apps and social media.</b>	<b>High</b>	<b>Tony Curliss</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Customer Service Implementation Group. Multi Service Working Group.</b>	<b>The Internal Digital Inclusion working group was established in April 2015. The Digital Inclusion strategy and action plan agreed by group and is awaiting approval by the Customer Relations Project Board during July 2015 prior to implementation. Attendance at</b>

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								<p><b>Get The Vale Online has been maintained, however this groups progress has been hindered due to changes in funding arrangements for dedicated officers. Agreement has been reached to cross promote partner's digital inclusion initiatives.</b></p>
	Work with 'Get Vale Online' steering group to identify target customer groups and to develop strategies for improving access to digital services.	Increased numbers of our customers develop digital skills to communicate with us via the internet, email, mobile apps and	High	Tony Curliss	01/04/2015	31/03/2016	'Get Vale Online' steering group. Customer Service Implementation Group. Multi Service Working Group.	We are working with partners to deliver a variety of digital inclusion activities.

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		social media.						
	Develop The Vale of Glamorgan Council's Digital Inclusion strategy.	Increased numbers of our customers develop digital skills to communicate with us via the internet, email, mobile apps and social media.	High	Tony Curliss	01/04/2015	30/04/2015	Customer Service Implementation Group. Multi Service Working Group.	The Digital Inclusion Strategy has been complete subject to approval from the Customer Relations Project Board.
	Coordinate existing internal digital inclusion activities under the Customer Relations Project Board.	Increased numbers of our customers develop digital skills to communicate with us via the internet, email, mobile apps and social media.	High	Tony Curliss	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	Digital Inclusion activities are currently being coordinated through the Customer Relations Project Board.
	Provide social media training for Council officers.	Encourage greater use of social media, to engage residents, and direct more people towards	High	Shelley Bellamy/ Hannah Sinclair	01/04/2015	31/03/2016	The Web Editor is currently providing ad-hoc training for officers.	This is on-going on an ad hoc basis, although a formal staff training programme will need to be

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		using the website.						developed.
<b>RS/A095 (CL3) New action</b>	<b>Develop the website and further enhance corporate channels to promote access to news and information about the Council and improve the overall customer experience.</b>	<b>Increased customer satisfaction. Increased availability and take up of self-service options via the website and mobile apps.</b>	<b>High</b>	<b>Tony Curliss/ Rob Jones</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Customer Service Implementation Group. Multi Service Working Group.</b>	<b>The number of news items featured on the website is increasing and we are trialling new ways of sharing these via Vale Connect and social media to increase their reach.</b>
	Promote Vale Connect and its benefits as an electronic communications channel to Vale residents by maximising the number of subscription topics.	Increased take up of self-service options via the website and mobile apps.	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	
	Review website content to remove	Increased customer	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation	

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	duplicated and out of date information to make navigation easier and information easier to access.	satisfaction.					Group. Multi Service Working Group.	
	Maximise the amount of English content that is translated into Welsh.	Increased customer satisfaction. Increased take up of self-service options via the website and mobile apps.	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	
	Develop and implement customer satisfaction monitoring for the website.	Increased customer satisfaction.	High	Shelley Bellamy	01/04/2015	31/03/2016	Customer Service Implementation Group. Multi Service Working Group.	
<b>RS/A096</b> <b>New action</b>	<b>Review suitability of existing Welsh Translation Framework/ Model and develop an action plan in response to the</b>	<b>Welsh and English are treated on the basis of equality.</b>	<b>Medium</b>	<b>Tony Curliss/ Linda Brown</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Communications Officer and Equalities Officer.</b>	<b>Actions to be agreed when new Welsh Language Standards are announced in September 2015.</b>

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	<b>new Welsh Language Standards.</b>							
	Produce a quarterly report on translation figures.	The Council can determine the success of the new framework	Medium	Linda Brown	01/04/2015	31/03/2016	Communications Officer and Equalities Officer.	
	Review the amount of translation required on a monthly basis	The Council can determine the likely impact of increase in demand	Medium	Linda Brown	01/06/2015	01/09/2015	Communications Officer and Equalities Officer.	
	Review the likely translation requirements following the Compliance Notice	The Council can identify the budget required for extra translation	Medium	Linda Brown/ Hannah Davies	01/04/2015	31/03/2016	Engagement Intern and Corporate Equalities Officer	
<b>RS/A097 New action</b>	<b>Implementation of the Unified Agent Desktop within the Customer Contact Centre.</b>	<b>Staff will utilise just one system to access information, which will reduce human error and improve competency.</b>	<b>Medium</b>	<b>Tony Curliss</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Customer Service Implementation Group and ICT support.</b>	<b>Work with potential suppliers has indicated that a financial business case is not currently viable for Contact OneVale due to the scale of the</b>

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								operation and high cost of potential solutions. This may be able to be revisited if the scale of the contact centre operation were to expand with full integration of call handling activities with Cardiff and Vale University Heath Board (UHB).
	Identify cost solutions to the Unified Agent Desktop.	Staff will utilise just one system to access information, which will reduce human error and improve competency.	Medium	Tony Curliss	01/04/2015	31/07/2015	Customer Service Implementation Group and ICT support.	Due to the recognised high cost of potential solutions, this action is currently not being progressed.
	Develop a financial business case for the	Staff will utilise just one system to access	Medium	Tony Curliss	01/08/2015	30/09/2015	Customer Service Implementation Group and ICT	Due to the recognised high cost of potential

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	Unified Agent Desktop.	information, which will reduce human error and improve competency.					support.	solutions, this action is currently not being progressed.
	Implement the Unified Agent Desktop.	Staff will utilise just one system to access information, which will reduce human error and improve competency.	Medium	Tony Curliss	01/10/2015	31/03/2016	Customer Service Implementation Group and ICT support.	Due to the recognised high cost of potential solutions, this action is currently not being progressed.



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<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</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>	<b>Progress</b>
<b>RS/A100 (CL4) New Action</b>	<b>Work with partners through the joint LSB and the Cardiff and Vale LSB to deliver agreed priorities.</b>	<b>Partners work together to improve services and maximise opportunities for savings.</b>	<b>High</b>	<b>Helen Moses</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>1.5 FTE</b>	<b>Delivery of the Local Service Board's (LSB) agreed priority to focus on tackling poverty continues to take place through the sub groups. Updates on actions identified through the 2014-18 Delivery Plan were reported to the board in April 2015.</b>
	Continue to work with partners through the joint LSB to progress	Partners work together to improve services and maximise	High	Helen Moses	01/04/2015	31/03/2016	30 working days. Partners in Cardiff	Progress continues to be monitored to oversee the

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	the Cardiff and Vale work programme.	opportunities for savings.						delivery of the joint work programme with an update against each of the agreed priorities provided at each joint LSB meeting.
	Continue to progress and maintain the sub-groups of the Vale LSB.	Partners work together to improve services and maximise opportunities for savings.	High	Helen Moses	01/04/2015	31/03/2016	0.5 FTE	All LSB sub groups continue to work well with the revised structures now embedded.
	Work with partners to monitor and progress actions in the Community Strategy Plan.	Partners work together to improve services and maximise opportunities for savings.	High	Helen Moses	01/04/2015	31/03/2016	0.25 FTE	Work to draft the 2014/15 Community Strategy Annual Report has been undertaken during Q1 with the final report due to be

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								presented to the board in August 2015. The first round of monitoring of the new Community Strategy Delivery Plan has also been undertaken with a report presented at the April Vale LSB meeting.
	Organise and deliver the Annual Local Service Forum.	Stakeholders have the opportunity to learn about/ comment on a wide range of projects delivered in partnership.	Medium	Helen Moses	01/07/2015	31/10/2015	10 working days	Planning for the Annual Local Service Forum will begin during Q2.
RS/A122	Promote sustainable development ensuring that	Staff understand the implications of the new legislation and the	High	Helen Moses	01/04/2015	31/03/2016	0.25 FTE	Two workshops attended by senior staff

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	sustainability factors are taken into account in decision making and that the Council complies with forthcoming legislation on sustainable development.	Council is prepared for implementing any necessary changes.						were held in April 2015 to ensure that upcoming legislation and sustainability are at the core of the decision making process. Work is on-going through the Sustainable Development Working Group to promote sustainability at all levels of decision making.
	Undertake a review of the implications of the Future Generations Act for the Council.	Greater understanding across the Council with regards to implications of the new legislation.	High	Helen Moses	31/03/2015	30/09/2015	10 working days	The implications of the Act will become clearer once guidance is published later in the year.

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								Current processes to prepare the Council for Corporate Assessment, to renew the Corporate Plan and Reshaping Services have incorporated the principles of the Act.
	Provide regular updates to CMT and staff regarding the Future Generations Act.	Greater understanding across the Council with regards to implications of the new legislation.	High	Helen Moses	01/04/2015	31/03/2016	5 working days	Senior staff including CMT took part in two workshops in April to raise awareness and to ensure Council strategy and policy aligns with the Act.
	Develop and promote	All Council staff engage in energy	Medium	Helen Moses	01/04/2015	31/03/2016	0.1 FTE. Sustainable	The SDWG continues to

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	environmental initiatives through the Sustainable Development Working Group (SDWG).	saving and environmentally friendly initiatives.					Development Working Group.	monitor its action plan. It has recently decided to include Carbon Management as a standing agenda item at meetings to further align strategy.
<b>RS/A123</b>	<b>Extend the use of social media throughout the Council particularly Facebook, including the use of Welsh.</b>	<b>Improved communication directly with residents and more responsive services.</b>	<b>High</b>	<b>Tony Curliss</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>0.25 FTE over the year</b>	<b>The Web Editor and Graduate Intern - Engagement currently manage content for the English and Welsh language social media accounts. Both are now established as core</b>

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								<b>communication methods.</b>
	Advertise the Council's Facebook page to build up a larger following.	Number of residents using the Council's Facebook page is increased, so improving engagement and decreasing contact via more expensive channels.	High	Shelley Bellamy	01/04/2015	31/03/2016	0.25 FTE over the year	
	Review Social Media Strategy so it is fit for purpose.	Improved communication directly with residents and more responsive services.	High	Shelley Bellamy	01/04/2015	31/03/2016	0.25 FTE over the year	
	Establish a mechanism to monitor the number of customers interacting via social media.	Improved communication directly with residents and more responsive services.	High	Shelley Bellamy	01/04/2015	31/03/2016	0.25 FTE over the year	
	Establish a mechanism to monitor and	Improved communication directly with	High	Shelley Bellamy	01/04/2015	31/03/2016	0.25 FTE over the year	

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<b>Ref.</b>	<b>During 2015-16 we plan to:</b>	<b>Success Criteria/ Outcomes we'll achieve from this action are:</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>	<b>Progress</b>
	respond to new and emerging social media channels.	residents and more responsive services.						
<b>RS/A124</b>	<b>Implement the Council's Public Engagement Framework.</b>	<b>The Council effectively engages with residents and involves them in the decision-making process.</b>	<b>Medium</b>	<b>Rob Jones</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>1 FTE over the year</b>	<b>The Graduate Intern - Engagement continues to work to implement the action plan that accompanies the framework. The current focus is on establishing an internal network of officers undertaking consultation and engagement work as a first step to</b>



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								<b>compiling a definitive list of projects undertaken.</b>
	Complete actions in the Public Engagement Framework Actions Plan.	Officers have a better grounding in engagement work. Residents feel engaged and valued.	Medium	Hannah Davies	01/04/2015	31/03/2016	1.5 FTE	
	Work with the Vale 50+ Forum to widen membership and increase the participation of members.	The views of the over 50's are considered in the development of services.	Medium	John Porter	01/04/2015	31/03/2016	0.5 FTE	V50+SF have a core of members who participate in local and national consultations and support a range of local operational initiatives e.g. digital inclusion. There has been a slight increase in membership

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								and the recruitment group's needs to be prioritised.
	Organise a range of events through the year to provide information and advice to the over fifties ranging from health and wellbeing to adult education.	Greater awareness of how to access services and improve health and wellbeing.	Medium	John Porter	01/04/2015	31/03/2016	10 working days	Two events have been organised during quarter 1:  May: Multi Media Arts & Wellbeing Event.  June: Elder Abuse exhibition & a week of Adult Community learning activity events.
	Promote the triad elements of the Welsh Government Phase three of the Older Peoples	Due regards is taken in all strategic planning and service development for the	Medium	John Porter	01/03/2015	31/05/2015	1 FTE. Support and engagement of the Vale 50+ strategy forum.	The Older Peoples commissioner has visited the LSB & we have

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	Strategy 2013-23 and the five priorities of the Older Peoples Commissioners Ageing well programme in local strategic planning and service delivery. Report nationally on all local progress.	needs of older people in regards to the elements and priorities outlined.						produced a report and actions in regards to her Ageing Well programme to be presented in October. The coordinator reports on Vale progress to Welsh Government OP Commissioner & WLGA
	Deliver three 'Community Cabinet on the Road Q&A' sessions and a further three formal Cabinet on the Road meetings across the Vale.	Meetings are well attended, residents are engaged and their views inform the Council's decision making.	High	Mark Petherick	1/4/15	31/3/16	2 FTEs	
	Support the	Youth Cabinet	High	Mark	1/4/15	31/3/16	1 FTE for 5	

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	development of the Youth Cabinet and Mayor and contribute to the organisation and delivery of three Youth Cabinet meetings.	members shadow formal Cabinet members to gain experience. More young people are engaged in the democratic process.		Petherick			days (Liaising with Youth Service)	
	Support the organisation and delivery of the annual Vale business breakfast conference.	Event is well attended and local businesses views on the future of the Vale's economic development inform Council priorities.	Medium	Mark Petherick	1/4/15	31/3/16	1 FTE (liaising with Development Services)	
<b>RS/A098</b>	<b>Implement the Scrutiny Action Plan arising from the WAO Scrutiny Improvement Study.</b>	<b>We strengthen our Scrutiny function to reflect good practice and increase public engagement in the Scrutiny process.</b>	<b>High</b>	<b>Jeff Wyatt</b>	<b>1/4/15</b>	<b>31/3/16</b>	<b>0.25 FTE over the year</b>	
	Align scrutiny programmes with the Council's performance management, self-	Scrutiny ensures that its work programmes are aligned with the Council's arrangements.	Medium	Huw Isaac/ Julia Archampong	1/4/15	31/3/16	1 FTE for 10 days  Liaising with Democratic	

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	evaluation and improvement arrangements.						Services	
	Review alignment of Scrutiny Committees' work programmes with the work of audit, inspection and regulatory bodies.	Scrutiny draws effectively on the work of audit, inspection and regulation and its activities are complementary with the work of external review bodies.	High	Huw Isaac/ Julia Archampong	1/4/15	31/3/16	1 FTE for 10 days Liaising with Democratic Services.	
	Review performance reporting in the context of it complementing the work of external review bodies.	Performance reporting is relevant focused and timely	Medium	Julia Archampong	1/4/15	31/3/16	1 FTE for 10 days  Liaising with Democratic Services	

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RS/A125	Revise the Council's Performance Management Framework to account for changes in national arrangements.	There are clear and transparent processes and procedures to effectively monitor performance.	Medium	Julia Archampong	01/04/2015	31/03/2016	1 FTE over 10 days.	For future monitoring of plan
	Explore options for new performance management software for the Council.	Consistent approach to performance reporting. Improved accuracy.	Medium	Julia Esseen/ Alex Yates	01/01/2016	31/03/2016	1 FTE, 7 days	
	Update the performance management framework to reflect revised monitoring	The Council reports its performance in line with regulatory and Welsh	Medium	Julia Archampong	01/06/2015	31/08/2016	1 FTE, 3 days	

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	arrangements.	Government expectations.  No issues identified by WAO in its annual audit of the Council's performance management arrangements.						
	Review service and team planning arrangements for 2016/17 to identify areas for further development and to reflect national requirements e.g. upcoming Future Generations Bill etc.	More streamlined process, incorporating key requirements for self-assessment in line with the LGM and other statutory requirements.  Fit for purpose Service Plans.  Positive WAO performance audit report.	High	Julia Esseen/ Julia Archampong	01/8/15	30/9/15	1 FTE, 3 days	

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RS/A108 (CL9) New Action	Review and update the Strategic Equality Plan in light of forthcoming legislation (Welsh Language Standards/ Future Generations Bill and Social Services Wellbeing (Wales) Act).	We comply with any legislative Equalities duties in both existing and forthcoming legislation. The plan ensures there is a more joined up approach to achieving better outcomes for people with protected characteristics.	Medium	Linda Brown	01/04/2015	31/03/2016	0.25 FTE over the year.	The Equalities Team is due to attend a meeting in July 2015 that will provide an update on the research into Welsh equality priorities. This will help to inform the development of the Strategic Equality Plan.
	Research current equality issues.	We will be able to determine the equality priorities and prepare for engagement and consultation.	Medium	Nicola Hinton	01/04/2015	30/09/2015	Corporate Equalities Officer	
	Engage with staff and public to develop equality objectives.	We will be able to test the research and have feedback on whether we have	Medium	Nicola Hinton/ Hannah Davies	1/10/2015	30/11/2015	Engagement Intern and Corporate Equalities Officer	



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		identified the right priorities and whether there are different local needs.						
	Develop new Strategic Equality Plan	We will have equality objectives within a new draft Strategic Equality Plan	Medium	Nicola Hinton	1/12/15	31/01/16	Corporate Equalities Officer	
	Seek approval and publish the new Strategic Equality Plan.	We will have an approved Strategic Equality Plan on our website.	Medium	Nicola Hinton	1/02/15	31/03/16	Corporate Equalities Officer	
<b>RS/A126</b>	<b>Implement the new Welsh language standards.</b>	<b>We comply with legislative requirements of the Welsh Language Standards. Welsh and English are treated on the basis of equality.</b>	<b>High</b>	<b>Linda Brown</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>0.25 FTE over the year.</b>	<b>The Compliance Notice was not received from the Welsh Commissioner until June 2015. We are in the process of carrying out internal consultation</b>

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								and feeding it back to the Commissioner. The final decision will be in September 2015, when the actions for the new Welsh language standard will be announced.
	Organise a programme of awareness sessions for key staff	All staff are aware of their responsibilities under the Standards	High	Linda Brown/ Hannah Davies	01/06/2015	01/10/2015	Consultancy support	
	Prepare an action plan and respond to the Welsh Commissioner	Plans are in place to achieve targets within a timeframe	High	Linda Brown/ Hannah Davies	01/06/2015	01/10/2015	Engagement Intern/Corporate Equalities Officer	
	Ensure key actions reflected in relevant Service Plans.	Implementation is monitored	High	Linda Brown	01/10/15	31/12/15	Within current resources	
<b>RS/A109</b>	<b>Commence the</b>	<b>We identify and</b>	<b>High</b>	<b>Huw Isaac</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Project team</b>	<b>For future</b>

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<b>New Action</b>	<b>review of service areas contained in tranche one of the programme by documenting business cases to consider the full range of opportunities presented by each area.</b>	<b>deliver cash savings to support delivery of the reshaping services agenda and facilitate new ways of working.</b>					<b>will support delivery of individual projects made up of 12 officers. Directorates will contribute officer time/ support sponsored by the Chief Officer of each Directorate.</b>	<b>monitoring of plan</b>
	Complete the tranche one reviews of Planning, Additional Learning Needs, Catering, ICT, Building Maintenance, and Highways as part of the Council's on-going change programme.	Deliver cash savings and further efficiency to support delivery of the reshaping service agenda and facilitate new ways of working.	High	Huw Isaac	01/04/2015	31/03/2016	Project team will support deliver of individual projects made up of 12 officers.	

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<b>RS/A110 New Action</b>	<b>Begin work on the corporate projects work stream to consider a corporate response to demand management, effectiveness of spend, working with Town and Community Council and income generation.</b>	<b>We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitative new ways of working.</b>	<b>High</b>	<b>Huw Isaac</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Project team will support delivery of individual projects made up of 12 officers. Directorates will contribute officer time/ support sponsored by the Chief Officer of each Directorate.</b>	<b>For future monitoring of plan</b>
	Undertake scoping of Town and Community Councils work-stream to progress opportunities as well as build capacity to support new ways of working.	We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitative new ways of working.	High	Huw Isaac	01/04/2015	31/03/2016	Head of Performance and Development will be the Project Sponsor.	

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	Undertake scoping of the demand management programme to gain an understanding of what drives demand and implement measures to reduce demand.	We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitative new ways of working.	High	Huw Isaac	01/04/2015	31/03/2016	Head of Performance and Development will be the Project Sponsor.	
	Undertake scoping of the effectiveness of spend project.	We identify and deliver cash savings to support delivery of the reshaping services agenda and facilitative new ways of working.	High	Huw Isaac	01/04/2015	31/03/2016	Project team will support delivery of individual projects made up of 12 officers. Directorates will contribute officer time/ support sponsored by the Chief Officer of each Directorate.	
<b>RS/A111 (New)</b>	<b>Undertake organisational</b>	<b>We identify and deliver cash</b>	<b>High</b>	<b>Huw Isaac</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>Project team will support</b>	<b>For future monitoring of</b>

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<b>Action)</b>	<b>development activities to support the programme and its projects.</b>	<b>savings to support delivery of the reshaping services agenda and facilitate new ways of working.</b>					<b>delivery of individual projects made up of 12 officers. Directorates will contribute to officer time/ support sponsored by the Chief Officer of each Directorate.</b>	<b>plan</b>
	Undertake a programme of staff engagement sessions for staff across the Council.	Ensure clarity about the challenges being faced by the Council, the objectives of the Reshaping Services programme and the contribution of staff in the wider organisational	High	Rob Jones	01/03/2015	31/05/2015	Project team will support delivery of individual projects made up of 12 officers. Directorates will contribute to officer time/ support sponsored by the Chief Officer	

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		development programme.					of each Directorate.	
<b>RS/A115 (New Action)</b>	<b>Develop and implement a combined Communication and Engagement Plan to support the reshaping services agenda.</b>	<b>We effectively communicate change to our staff and empower them to feel involved in the process.</b>	<b>High</b>	<b>Rob Jones</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>0.25 FTE over the year</b>	<b>The Project Initiation Document (PID) has been completed and the communications project group is established. The first meeting of the communications project group is due to take place in August 2015 ahead of the roll out of the tranche one projects.</b>
	Develop an Information Hub within the Council website about	Single point of access for information on reshaping	High	Rob Jones	01/04/2015	31/08/2015	0.25 FTE	

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	reshaping services.	services.						
<b>RS/A121</b>	<b>Implement key improvement areas/ recommendations as identified by relevant regulatory reports.</b>	<b>We can demonstrate progress and improved performance and outcomes in future regulatory reviews.</b>	<b>High</b>	<b>Julia Archampong</b>	<b>01/04/2015</b>	<b>31/03/2016</b>	<b>0.25 FTE over the year</b>	<b>For future monitoring of plan</b>
	Work with services to ensure all regulatory improvement proposals are reflected within relevant Service Plans.	Consistent approach to monitoring audit recommendations.  No issues identified by WAO in its annual audit of performance.	High	Julia Archampong	01/4/2015	31/3/2016	1 FTE 1 day	
	Strengthen the Council's target setting approach for improvement.	Revised corporate approach to target setting rolled out. More consistent use by services of external benchmarking data when setting	High	Julia Archampong/ Julia Esseen	1/4/2015	31/7/2015	1 FTE, 3 days	



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		targets.  Target setting used to drive service improvement.						
	Produce the Council's Annual Report incorporating an assessment of performance	Robust approach to evidencing corporate health and performance.  Outputs inform the Council's preparation for its Corporate Assessment.	High	Julia Esseen	01/04/2015	31/12/2015	0.25 FTE, 12 weeks	
CC/A017	Further improve equalities data monitoring and reporting council-wide.	Understanding and awareness of how services are accessed by people with protected characteristics.	High	Nicola Hinton	01/04/2015	31/3/2016	Through the work of the Corporate Equalities Officer, working with other departments. Plus 10 working days for data	

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							gathering, analysis and report publication.	
CC/A058	Develop the language skills of elected members.	Members are aware of the needs of the Welsh-speaking community.	High	Linda Brown	01/04/2015	31/3/2016	Corporate Equalities Officer and some external support.	
CC/A059	Evaluate the effectiveness of equalities training.	Investment in equality training is recognised. Staff are aware of their duties.	High	Linda Brown	01/04/2015	31/3/2016	10 working days	