

VALE of GLAMORGAN

Corporate Services

Team Plan 2014/15



BRO MORGANNWG

Team Manager	Huw Isaac
Service Plan	Corporate and Customer Services
Date signed off	
Signed off by	Huw Isaac

Service Outcome 1:	Customers can access services conveniently.
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Objective 1:	To increase the number of customers who use the lowest cost, most appropriate method for their enquiry.
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Context for this objective:	<p>The Equality Act 2010 and the Welsh Public Sector Equality Duty places specific duties which require listed public authorities to collect, analyse and use equality information to improve access to services for protected groups. Risks of non-achievement of this duty include non-compliance orders, damaging publicity, poor reputation amongst service users and the cost of fines for non-compliance. Opportunities include improved service delivery and better targeted services to meet customer service needs. This includes addressing issues of digital exclusion. To mitigate these risks and exploit these opportunities, we can use assistive technology, ensure that information and interaction remain available in various formats, maintain the multichannel access strategy and continue to consult with our customers to ensure that their needs are being met.</p> <p>The Welsh Language Measure will also present a challenge as the council must comply with new Welsh Language Standards in providing services to customers. The Council will be scored against the standards, and can face considerable fines if not compliant. While the new Welsh Language Standards will promote the local equalities agenda, the workforce planning implications are significant, in that greater Welsh language skills will be needed by our staff, which will need to be provided through both increased language training and recruitment. Extra translation facilities will be needed, either through recruitment or in collaboration with our partners. A Welsh translation framework is being developed by Welsh Government and is aimed at reducing translation costs. This may prove useful in meeting the demands of the new Standards.</p>
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Ref.	During 2014-15 we plan to:	Success Criteria/ Outcomes we'll achieve from	High , medium or low priority	Officer responsible for achieving	Start Date	Finish Date	How will the work be resourced?	Q1 Progress
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		this action are:		this action				
CC/A002 CL9	Implement the new Welsh language standards.	Welsh and English are treated on the basis of equality.	H	LB	1/4/14	31/6/16	Through the work of the Corporate Equalities Officer, working with other departments.	
	Ensure key actions reflected in relevant Service Plans.	Implementation is monitored	H	LB	1/10/14	31/12/14	Within current resources	
	Raise awareness within the council of the benefits of improving the linguistic skills of the workforce.	Managers will be supportive of applications from staff.	M	LB	1/3/14	31/8/14	Possible consultancy support	
CC/A057 CL9	Complete implementation of the Strategic Equality Plan.	The Vale becomes a fairer place for people with protected characteristics; there is increased community cohesion.	H	NH/LB	1/4/14	31/3/15	Through the work of the Corporate Equalities Officer, working with other departments.	

	Ensure key actions reflected in relevant Service Plans.	Implementation is monitored.	H	LB	1/4/14	31/5/14	Within current resources	
CC/A017 CL9	Further improve equalities data monitoring and reporting council-wide.	Understanding and awareness of how services are accessed by people with protected characteristics.	H	LB	Commenced	31/3/15	Through the work of the Corporate Equalities Officer, working with other departments. Plus 10 working days for data gathering, analysis and report publication.	
CC/A058 CL9	Develop the language skills of elected members.	Members are aware of the needs of the Welsh-speaking community.	H	LB	1/4/14	31/12/14	External consultant engaged, approximately £500	
	Provide training and support to elected members.	Improved skills enable increased awareness of the needs of the	H	LB	1/4/14	31/12/14		

		Welsh-speaking community.						
CC/A059 CL9	Evaluate the effectiveness of equalities training.	Investment in equality training is recognised; staff are aware of their duties.	H	NH	1/4/14	31/8/14	10 working days	
	Monitor attendance of sessions or participation in e-learning modules by department. Feedback information to managers to encourage more staff to undertake training.	Higher percentage of staff being aware of equality legislation and needs of protected groups.	H	NH/HD	1/4/14	31/3/15	5 working days	
	Monitor feedback from training to evaluate effectiveness of training.	Training continues to meet its objectives and meets.	H	NH/HD	1/4/14	31/3/15	5 working days	

Service Outcome 2:	Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.
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Objective 2:	To deliver seamless services to our customers, with our partners, in an efficient and sustainable manner.
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Context for this objective:	<p>The Vale of Glamorgan Community Strategy 2011-2021 and its governing and delivery structure under the Local Service Board enables the council and its partners to pursue agreed key outcomes for the Vale and work together in partnership to deliver against these. The key priorities outlined in the Vale of Glamorgan Community Strategy are reflected in the Corporate Plan which identifies how the council is going to contribute to the Community Strategy priorities. This in turn informs service plans which detail how services will contribute towards achieving corporate outcomes and consequently strategic community outcomes.</p> <p>As a local authority, new duties will be placed upon us to promote the principles of sustainable development. The Future Generations Bill will be introduced in Summer 2014 and will outline goals for building a sustainable Wales.</p> <p>The Connecting With Our Customers strategy sets out how working with partners to improve access to services is required to meet the expectations of customers, reflect the increasingly integrated models of service delivery and produce operational efficiency and resilience. Opportunities to work collaboratively across a Cardiff and Vale LSB may improve outcomes for residents and save money across partner organisations.</p> <p>The Equality Act 2010 and the Welsh Public Sector Equality Duty require public authorities to collect, analyse and use equality information to improve services for protected groups.</p> <p>The council has entered into an agreement with the Welsh Government (called an Outcome Agreement) based on the premise that the council and WG share common objectives and that this agreement could</p>
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assist in achieving these objectives.

Town and community councils provide the third tier of government, and operate at a local level, close to their communities.

The arts attract tourism, investment and visitors to the area, generating a positive economic impact on the creative industries and local businesses. The arts and creative industries are important employers; one in every 40 people is earning a living from the arts economy or the work it creates. It is important that the council manages to influence the Arts Connect Memorandum of Understanding so that it reflects local needs, as well as those of the collaboration.

MORI research for the Local Government Association has found that councils that keep their staff well informed are rewarded with more motivated and productive staff.

Ref.	During 2014-15 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
	Work with partners to develop arrangements for the Joint Cardiff and Vale LSB.	Joint LSB has clearly defined role and robust governance arrangements.	H	HM	1/4/14	30/9/14	0.25 FTE	
	Review arrangements and membership of the Welfare		M	HM	1/7/14	31/10/14	5 working days	

	Reform, Asset Management, Customer Contact and Business Intelligence Groups which support the work of the LSB.							
CC/A061 CL5	Implement a new Community Strategy Delivery Plan and local arrangements and priorities.	Framework in place setting our LSB priorities and effective arrangements for monitoring progress.	H	HI	1/4/14	31/3/18	Monitored by the Strategy and Sustainability Manager and LSB Support Officer – 40 working days	
	Work with partners to draft a new delivery plan for the Community Strategy.	LSB partners agree areas of focus and responsibility for delivery.	H	HM	1/4/14	31/8/14	0.25 FTE	
	Review performance management arrangements for the LSB.	Clarity regarding responsibilities and timescales for performance management and improved	H	HM	1/4/14	31/4/15	0.25 FTE	

		accountability.						
CC/A062 CL8	Promote sustainable development ensuring that the council complies with forthcoming legislation.	There is a consistent and integrated approach to sustainable development. Sustainability implications are considered as standard in all Council decisions.	H	HI	Commenced	31/3/15	Co-ordinated through the Sustainable Development Working Group – 10 working days	
	Consider the implications of the Future Generations Bill for the Council and LSB.	Council and LSB adjust any procedures/working practices to comply with new legislation.	H	HM	1/4/14	31/3/15	20 working days	
	Provide regular updates to CMT and staff regarding the Future Generations Bill.	Greater understanding across the Council with regards to implications of new legislation.	H	HM	1/4/14	31/3/15	5 working days	
CC/A063 CL4	Continue to explore opportunities for collaborative	Financial savings are achieved and work improved through sharing	H	HI	Commenced	31/3/15	Corporate Partnership Team Staff, BPR Team.	

	working within the Vale and regionally.	of resources.						
CC/A028	Maintain level 3 of the Green Dragon Environment Standard.	Staff actively engage in energy saving and environmentally friendly initiatives.	M	HM	1/4/14	31/3/15	Potential cost savings. Additional work will be undertaken by members of the team.	
	Develop and promote environmentally friendly initiatives.	Staff actively engage in energy saving and environmentally friendly initiatives.	M	HM	1/4/14	31/3/15	Potential cost savings. Additional work will be undertaken by members of the team.	
CC/A064	Publish guidance on producing accessible Council documents written in plain English so that there is a corporate approach to	Council documents are increasingly more accessible.	H	NH	Commenced	30/6/14	15 working days.	

	publishing accessible documents.							
	Review existing guidance; update to include accessibility issues; ensure that guidance itself is written in plain language.	Improved guidance available to staff.		NH/HD	1/4/14	30/05/14	9 working days	
	Consult on draft revised guidance.	Opportunity for feedback to further improve guidance.		NH/HD	1/6/14	30/6/14	3 working days	
CC/A060 CL5	Review partnership structures to support regional and local arrangements and priorities.	Partnership structures are cohesive and facilitate collaborative work locally and across the Vale.	H	HI	Commenced	31/3/15	Through the partnership team with the involvement of a range of partners – 20 working days	
	Publish and promote new guidance.	Staff are aware of new guidance and of importance of producing plain language, easy to understand documents.		NH/HD	30/6/14	30/9/14	3 working days	

	Review selection of documents to evaluate whether they are being produced in accordance with guidelines.	Published documents are more accessible to a wider range of people and this is kept under review.		NH/HD	1/10/14	31/12/14	2 working days	
CC/A042	Progress the implementation of action plans developed as a result of the Staff Survey and the Public Opinion Survey.	Feedback is provided to residents and staff about how their views affected decision making.	M	RJ	Commenced	30/9/14	5 working days	<p>All actions from the previous Staff Survey undertaken in 2012 have been incorporated into the workforce plan and are being progressed by colleagues in HR.</p> <p>The 2014 Public Opinion Survey is due to take place in July and Aug with results to be published in Oct. An action plan will be</p>

								established following this.
	Undertake a review of PDRS.	The PDRS system is assessed and developed in response to staff feedback.	M	RJ	Commenced	31/5/14	5 working days	Due to staffing changes within the IDT and Communications Team new priorities have presented themselves and this action is no longer being progressed.
CC/A065	Develop an improved staff survey that allows us to effectively monitor levels of employee engagement.	Internal communication and staff morale are improved, leading to improved productivity.	H	RJ	1/4/14	31/12/14	20 working days	Due to staffing changes within the IDT and Communications Team new priorities have presented themselves and this action is no longer being progressed.
CC/A043	Further develop the Staffroom e-newsletter.	Internal communication and staff morale are improved, leading to	M	Senior Media Officer	1/4/14	31/3/15	30 working days	Due to staffing changes within the IDT and Communications Team new

		improved productivity.						priorities have presented themselves and this action is no longer being progressed.
CC/A027	Extend the Arts Connect work to involve the third sector and improve marketing.	The collaboration meets the needs of the Vale and further joins up arts provision.	M	TH	1/4/14	31/3/15	10 working days	
	Implement projects to promote access to the arts for looked after children and adults with dementia.	Provide arts activities and creative opportunities for looked after children and adults with dementia.	H	TH	commenced	30/9/15	ACW Application made with Arts Connect.	Arts Connect ACW Application successful. Four session project undertaken working with x2 photographic artists, Vale social services and Arts Development / Arts Connect (Vale ADO) to engage young people creatively in photographing their local community. Exhibition of final piece 11 -27 June 2014 Barry County Library. Completed seven

								successful live music activity sessions with Adults with Dementia at Ty Dyfan residential home organised by Vale Arts Development / Arts Connect, Vale Social Services, and Live Music Now! Wales. Development – piano introduced to the residential home for adults with the ability to play to enjoy themselves and for others. I.pod of favourite songs chosen by residents and CD's provided for long term listening by residents. Pending evaluation of Arts Connect area projects completed by Sept 2015.
	Develop relationships with Cardiff and the Vale Health service and arts partners to	Participation in and attendance at Arts and health activity delivered in partnership locally and regionally	H	TH	commenced	31/9/15	Additional funding ACW and Arts Connect.	Funding application to ACW a success. See above projects.

	develop arts and health opportunities locally and regionally.							
	Lead the Arts Connect Advance Dance training pilot initiative in creating stepping stones to enable local involvement in national dance events.	Encourage and support young dancers to increase their dance skills, adopt new dance challenges, and be better equipped to progress to National Youth Dance Wales (NYDW).	M	TH	commenced	30/6/15	Existing Resources & ACW Funding Application	Advance Dance has already auditioned and selected young dance participants from all unitary authority regions for the first year pilot scheme for dance development training to enable access to national dance development initiatives. Future development opportunities to be discussed.
	Engage the community in developing new public art	Strategically deliver public art initiatives that are embraced by the community	M	TH	commenced	31/12/14	Dependent on section 106 % for art Regeneration	A number of Public Art initiatives have already been

	initiatives.	attract tourism and create a sense of place.					funding initiatives and other external funding opportunities.	completed throughout the Vale. Currently working to progress further developmental Initiatives for engagement, understanding and commitment for art in the public realm' locally and regionally.
	Provide high quality professional training in 'developing art in the public realm' for local government officers, Members and other interested parties.	Increased profile of the arts with the council.	M	TH	commenced	31/12/14	Dependent on section 106 % for art Regeneration funding initiatives and other external funding opportunities	Developing further training Initiatives on 'art in the public realm' regionally and nationally.
	Map existing Public Art sites.	Detailing the Vales existing public art collection.	M	TH	commenced	31/8/14	Existing resources	Working with VOGC ICT Department to

		Engaging with the wider community, promoting tourism, whilst providing an opportunity for future mapping of new Public Art works.						create an accessible map web page for public art. Researching images and facts for mapping information.
	Improve data collection for the arts.	Collate case study evidence.	M	TH	commenced	30/4/15	Existing resources	Advance Dance, LAC and Dementia Projects will provide case information.
CC/A066	Review Arts Connect in 2014 with a view to renewing the 'Memorandum of Understanding' for a further time scale.	Collaboration continues and improves.	H	TH	Commenced	31/5/14	2 working days	
	Complete Cabinet Report for renewal of MOU for one year to March 2015.	Cabinet endorsement ensures continued collaboration.	H	TH	Commenced	31/5/14	2 working days	Report pending

	Develop the Arts Council for Wales's collector plan initiative at Art Central Gallery.	To increase sales opportunities operate an interest-free credit service supported by the ACW to assist in the purchase of contemporary art & craft at Art Central gallery.	M	TH	Commenced	30/4/15	Existing resources	Application required to ACW for collector plan assessment.
	Transfer data from Ffynnon to Microsoft Excel.	Data previously stored on Ffynnon is accessible.	H	CC	Commenced	31/5/14	1 FTE for 2 months	Completed as per project plan. Interim system ready for Q1.
	Design a new performance management system using Microsoft Excel and use this to collect and report quarterly data.	New data is collected efficiently and is stored in an accessible format.	H	CC	Commenced	30/6/14	2 FTE for 2 months	Completed as per project plan. Interim system ready for Q1 data collection.
CC/A067	Revise the council's performance management framework to take into	Performance can be easily reported and scrutinised.	M	JA	30/9/14	31/3/15	5 working days	Minor changes implemented for 2014/15. Awaiting further national review post Williams.

	account new national arrangements.							
	Update the performance management framework, taking into consideration the outcome of the Williams Commission, the increased emphasis on benchmarking and anything that arises through the introduction of PAN.	The Council reports its performance in line with regulatory and Welch Government expectations.	M	JA	Postponed pending conclusion of Pan project.			
CC/A068	Improve service and team planning across the council ensuring that plans show milestones, quantifiable targets, identified	Fit for purpose plans. Service and team plans appropriately reflect corporate and service priorities and are quality assured.	H	JA	31/3/14	31/3/15	20 working days	Template distributed and support provided as appropriate. D/L for Team Plans is end of May (end of October for academic year plans). A

	resources and clear links to service, corporate and strategic plans.							number yet to signed off. Sample quality check to be undertaken in July/August.
	Review service planning arrangements for 2014/15 to identify areas for further development.	Findings of the review inform service planning developments for the 2015/16 planning cycle.	H	JA	1/8/14	30/9/14	1 FTE for 2 days	To be undertaken in August.
	Agree revised arrangements for 2015/16, in consultation with key stakeholders including WAO and CMT.	More streamlined process, incorporating key requirements for self-assessment in line with the LGM.	H	JA	1/8/14	30/9/14	1 FTE for 1 week	
	Schedule and deliver revised service planning workshops.	Service plan owners are equipped to produce informative service plans incorporating key requirements.	H	JA	1/8/14	31/12/14	3 FTEs for 1 month	Workshops planned for October – December 2014.
	Review service planning	Team plans reflect the directorate level	M	JA	1/4/14	31/5/14	1 FTE for 2 days	Completed. Revised template

	arrangements for 2014/15, and use these to develop the team planning template.	service plans and highlight team priorities, as well as actions for individual members.						circulated and support provided as appropriate.
	Report on achievement of Year 1 year of the 2013-2016 Outcome Agreement with WG.	Incentive grant achieved	H	JA	1/7/14	30/9/14	Existing resources	Report going to CMT and Cabinet in July 2014.
CC/A069 CL7	Implement a Charter action plan with town and community councils.	Relationships with town and community councils continues to improve.	M	HI	Commenced	31/3/16	10 days per year	

Service Outcome 2:	Residents are confident in the services delivered, are engaged with their local community and are proud to live in the Vale.
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Objective 3:	To engage our residents in decision making and work with communities to continuously improve.
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Context for this objective:	<p>MORI research for the Local Government Association has indicated that good communication between a council and its residents is the main driver for overall satisfaction with council services. Councils who are best at informing their residents about what they do, tend to be the most popular and well-regarded, irrespective of council tax levels and actual satisfaction with service delivery. MORI research has also found that councils that keep their staff well informed are rewarded with more motivated and productive staff. With reduced resources available, impacting upon the ability to maintain the reputation of the council, departmental resources must be used to best effect.</p> <p>Consultation and engagement are essential to gaining an understanding of the extent to which we meet our residents' needs and whether or not we do so in a way that is convenient to them. Service delivery cannot be improved without engaging service users in the process. Engagement is also one of the core values set out in the revised Corporate Plan. The plan gives a commitment that "before making significant decisions we will engage with the individuals, groups and communities who are affected by them". The Local Government Measure 2011 stresses the importance of engaging service users in improving services and also obliges Councils to "measure improvement from the service user's perspective". Despite our commitment to engagement and the duties upon us, consultation with hard-to-reach groups can be difficult so must be managed carefully and supportively to mitigate any equalities issues.</p>
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Ref.	During 2014-15 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
CC/A070 CL1	Implement the council's Public Engagement Framework.	The council effectively engages with residents, and make decisions based on their views.	H	RJ	1/4/14	31/3/15	1.5 FTE	This action is currently on hold until a new member of staff with responsibility for consultation activity is appointed.
	Complete actions in Public Engagement Framework Actions Plan.	Officers have a better grounding in engagement work. Residents feel engaged and valued.	H	RJ	1/4/14	31/3/15	1.5 FTE	This action is currently on hold until a new member of staff with responsibility for consultation activity is appointed.
CC/A071 CL1	Develop an improved and more effective public opinion survey that allows us to gather data	Residents' views are taken into account in decision-making.	H	RJ	1/4/14	31/12/14	20 working days	A new public opinion survey has been devised. The fieldwork is due

	to inform future decisions as well as providing feedback on Council services.							to begin in July 2014 and the results will be reported in the Autumn.
CC/A072 CL1	Extend the use of social media throughout the council particularly Facebook, including the use of Welsh.	Improved communication directly with residents and more responsive services.	H	Senior Media Officer	1/4/14	31/3/15	0.25 FTE	The Senior Media Officer and Web Editor are working with service managers to gain an understanding of the potential for social media use within their area.
	Provide social media training for officers.	Encourage greater use of social media, to engage residents, and direct more people towards using the website.	H	Senior Media Officer	1/4/14	30/9/14	5 working days	The Web Editor is currently providing ad-hoc training for officers.
	Work with the Vale 50+ Forum to widen membership and	The views of the over 50's are considered in the	M	JP	1/4/14	31/3/15	0.5 FTE	

	increase the participation of members.	development of services						
	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 e.g. take up of flu immunisations	M	JP	1/4/14	31/3/15	10 working days	
	Organise the Annual Local Service Forum	Stakeholders have the opportunity to learn about/ comment on a wide range of projects delivered in partnership	M	HM	1/7/14	31/10/14	10 working days	
CC/A073	Revise the External Communications Plan.	The reputation of the council is safeguarded.	H	Senior Media Officer	1/4/14	30/9/14	25 working days	Work is currently underway to develop new protocols for media relations. These will form the basis of a new

								communications strategy.
CC/A074	Revise the council's Arts Strategy.	Clear purpose and direction for art in the Vale.	H	TH	Commenced	30/7/14	10 working days	Arts Strategy revised 2014 – 2017 pending submission of a Cabinet Report.
	Work with key stakeholders to inform a revised Arts strategy.	Clear purpose and direction for art in the Vale.	H	TH	Commenced	30/5/14	10 working days	Comments reflected within revised strategy.
CC/A075	Increase schools activity and attendance at Art Central Gallery.	Increased attendance at Art Central.	H	TH	1/4/14	31/3/15	20 working days	Schools and college exhibitions visits and workshop activity already taken place in the gallery with future programming and development opportunities in place. Recent Cardiff & Vale college exhibition on

								show. Regular schools marketing implemented for all arts activity.
	Increase school and college exhibition visits and workshops.	Programming and development opportunities in place. Effective schools marketing for all arts activity.	H	TH	1/4/14	31/3/15	20 working days	Increased programming and development opportunities in place. Effective schools marketing for all arts activity.
CC/076	Commemorate the centenary of World War I.	Increased pride in the local area.	H	CA	1/4/14	11/11/18	60 working days	
CC/077	Develop the use of e-petitions.	Local people are enabled to have their views listened to and acknowledged.	M	Senior Media Officer	1/4/14	31/3/15	10 working days	Due to staffing changes within the IDT and Communications Team new priorities have presented themselves and this action is no longer being progressed.
CC/A078	Support the	All council staff	H	Senior	1/4/14	31/12/14	10 working	The Senior

	development of a crisis media plan for the council.	and partners are aware of their roles in communicating during an emergency.		Media Officer			days	Media Officer is currently working with the Operational Manager for Customer Relations and colleagues in the Emergency Planning team to develop a crisis media management plan.
CCA079	Promote the hate crime line.	There is more awareness of the line and an increased use.	H	LB	Commenced	30/6/14	15 working days	
	Develop and implement an awareness campaign to promote the hate crime help line, including guidance on what constitutes harassment and how use of		H	LB	1/4/14	30/6/14	7 working days	

	advocacy services can be accommodated.							
	Evaluate whether the awareness campaign has achieved an improvement in use of hate crime help line and actions taken to tackle harassment.		H	LB	1/7/14	31/10/14	8 working days	
CC/A080 CL1/CL9	Evaluate and report on the effectiveness of engagement and consultation guidance in involving people with protected characteristics in decisions about services.	The guidance is having the desired effect of increasing engagement of people with protected characteristics.	H	RJ	1/4/14	31/12/14	7 working days	This action is currently on hold until a new member of staff with responsibility for consultation activity is appointed.