

Question	Key points identified
<p>3.1: How effective is leadership of the service?</p> <p>Judgement: <b>Adequate/Good</b></p>	<ul style="list-style-type: none"> <li>• Officers found it almost impossible to predict what services would look like in 5-years time. This was due to the large amount of uncertainty under which teams were operating. Factors noted included: <ul style="list-style-type: none"> <li>- Lack of clarity around continuation funding for externally-funded projects (especially though funded via European funding);</li> <li>- Britain's exit from the EU and any subsequent funding agreements for Councils;</li> <li>- The current work ongoing to secure organisational sustainability for the Council</li> </ul> </li> <li>• Despite capacity pressures that were acknowledged by respondents, there was evidence that teams still delivered positive outcomes; with collaborative work being a critical factor in supporting this (working smarter, not harder);</li> <li>• Leaders and managers have evidenced strong contributions to corporate priorities and wellbeing objectives and an increase in discussions across teams about these;</li> <li>• The recent appointment of the Interim CEO and Deputy CEO was seen to have had a positive impact on communication corporately;</li> <li>• Teams have strong learning cultures; and it was noted that there was an increasing use of skills, knowledge and experience of staff rather than employing consultants;</li> <li>• Good use of organisational policies to support staff (e.g.) sickness absence policy etc.</li> <li>• Many Councillors have strong links with teams under this theme and show the value of/promote the work undertaken by services in the community;</li> <li>• Staff feedback shows there is a need for additional clarity to understand the expectations of them;</li> <li>• Concerns were noted around the lack of clarity possibly impacting on the retention and recruitment of staff;</li> <li>• There has been a lack of training and skills development over the past several years which staff suggested needed to be reviewed;</li> <li>• There is a lack of robust succession planning;</li> <li>• PASS services have had a changing portfolio and been subject to efficiencies exercises; and</li> <li>• Managers and leaders keep a watching brief over governance arrangements to ensure they remain practical and fit for purpose in line with changing needs and service demands.</li> </ul>

Question	Key points identified
<p>3.2: How effective is people management in the service?</p> <p>Judgement: <b>Good</b></p>	<ul style="list-style-type: none"> <li>• The majority of staff feel well-supported by their manager;</li> <li>• There is strong evidence that the staff sickness policy and procedure is consistently used;</li> <li>• Regular one-to-one meetings are held between managers and officers to review actions/activity and progress against personal objectives;</li> <li>• It was noted that it might be useful for a refresher session to be offered to staff around the Focus on my Performance process as, although this is being followed, there are inconsistencies in how this tool is being used;</li> <li>• Staff perception of management shows an holistic judgement across all services under the Chief Officer: Community Regeneration as good;</li> <li>• Staff have shown a continued commitment by staff to successfully deliver services; however, the findings show a mixed picture morale and motivation which can be linked back to the level of pressure felt by specific service areas;</li> <li>• Service resilience was identified as an issue; with diminishing capacity being given as a reason for this. There is a feeling from officers that there is an over-reliance on key staff; with Single Points of Dependency (SPODs) having become a significant issue corporately.</li> </ul>
<p>3.3 How effective is resource management in the service?</p> <p>Judgement: <b>Good</b></p>	<ul style="list-style-type: none"> <li>• There is no organisational definition for the term 'value for money'; this meant that officers could only place a subjective judgement as to whether they delivered value for money in the services they provide;</li> <li>• Teams have good working relationships with officers in finance and accountancy; with feedback from officers being welcome and constructive. Evidence demonstrates budget management for the services have good processes and is well managed;</li> <li>• Delivery of planned efficiencies has had an impact on all services but this has been of varying degrees (e.g.) within Employability services, only the core employability budget has been impacted; however, officers in Environmental Health had faced significant negative impact over the last few years;</li> <li>• There is evidence that there is a strong alignment between service delivery and the corporate priorities and service outcomes. Work continues to ensure all new/emerging strategies are aligned to/dovetailed with the Corporate Plan;</li> <li>• It has been noted that the degree of uncertainty currently felt by staff has led to some officers taking annual leave rather than sickness leave when they are unwell.</li> </ul>

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<p>3.4 Does the service set the right priorities?</p> <p>Judgement: <b>Good</b></p>	<ul style="list-style-type: none"> <li>• The findings of the Cwm Taf Joint Needs Assessment were reviewed when writing the current Council Corporate Plan to identify basic community needs;</li> <li>• With a large proportion of staff being externally funded; a number of services are not only designed and delivered to meet the outcomes set down in the corporate plan, but also have to be in line with funders' requirements;</li> <li>• A number of the services have outcomes set to meet statutory requirements with performance monitored and measured by external organisations.</li> <li>• New statutory requirements have the effect of increasing workload; this can temporarily skew priorities and service delivery in the run up to implementation;</li> <li>• Teams have a number of members with significant experience in working with our communities to offer advice and support;</li> <li>• Teams are regularly involved in consultation exercises to secure the views of communities (e.g.) Home to School Transport; Air Quality Management; Bus Station etc.; this feedback is considered when developing and planning activities;</li> <li>• Regular discussions, group and forum meetings are held with our key partners; participants and the wider community;</li> <li>• All services are aligned with the corporate priorities (either directly or indirectly); and services are aligned to the corporate wellbeing objectives.</li> <li>• The PASS Services intelligence-led model enables priority setting to be 'live' and informed</li> </ul>
<p>3.5 How well does the service engage with feedback from stakeholders and address issues they identify?</p> <p>Judgement: <b>Adequate/Good</b></p>	<ul style="list-style-type: none"> <li>• All services have consistent contact with the customers their services aim to support;</li> <li>• All services work collaboratively in order to deliver outcomes; and regularly; liaise with counterparts within partnership organisations;</li> <li>• Services undertake surveys and service evaluation processes to gather information on customer experience and use this to strengthen service delivery;</li> <li>• Services attend local, regional and national network events to strengthen their connections; additionally, some teams hold large scale, community-based events and secure feedback at these;</li> <li>• Day-to-day feedback from customers (both internal and external) is considered when teams refocus the plans</li> <li>• Social media is increasingly being used as a tool for community engagement; however, as highlighted in Question 2; capacity is currently an issue within the Corporate Communications teams which can sometimes lead to delays in notifications being published.</li> </ul>

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<p>3.6 How does the service fulfil to statutory responsibility to safeguarding?</p> <p>Judgement: <b>Adequate/Good</b></p>	<ul style="list-style-type: none"> <li>• A number of services engage with vulnerable people as part of their everyday service delivery; and act in accordance with the relevant corporate policies and procedures;</li> <li>• Where workers undertake home visits, they are required to follow the corporate Lone Worker Policy;</li> <li>• Safeguarding is core to the work of the Protection and Safety Services (PASS) teams;</li> <li>• Some, but not all staff have received safeguarding training to ensure they are able to adhere to the policies; and know when to seek support or make a referral;</li> <li>• A number of services work closely with the Council's Social Services department to provide support and help to the clients within whom they work (e.g.) prevention of doorstep crime and scamming; inspection of houses, investigation of statutory nuisance complaints etc.</li> <li>• Project participants accessing services may have experienced a number of issues related to safeguarding (e.g.) potential child neglect; vulnerable adults who are dependent on alcohol; drugs/prescription medication etc. Clear referral routes identified can be used where appropriate;</li> <li>• In collaborative working arrangements where there is a multi-agency approach taken to tasks/activities; staff ensure they are aware of what the Council's agreed roles and responsibilities are and act in accordance to this</li> <li>• All staff are advised of the requirements to adhere to confidentiality procedures when dealing with individuals; or sensitive corporate information;</li> <li>• All staff are required to work safely and, as laid down in the Health and Safety at Work Act, to look after not only their own safety but also ensuring those around them remain safe. This links to the management of risks and, where appropriate, the undertaking of risk assessments.</li> </ul>