

Service Self Evaluation 2018 to inform 2019/20 Delivery Planning

Service	
Head of Service	
Service Director sign off & date	
Group Director sign off & date	
Portfolio Holder sign off & date	
Date of version for publication on Intranet	

For help and guidance on completing the Service Self Evaluation for 2018 go to the Performance Management pages on [Inform](#) or alternatively contact your Group Performance Co-ordinator

To complete the 2018 SSE, you will need to refer to the SSE you completed in 2018 version and consider how you can evidence change or progress since then. Your 2017/18 Delivery Plan monitoring will help you to do this.

All 2017 SSEs can be found on the Inform [Performance Management SSE webpage](#).

NB Deadlines

31st October 2018

Final Version of Service Self Evaluation to be completed and signed off by Group Director, Cabinet Portfolio holder and returned to Performance Management Coordinator.

All completed Service Self Evaluations will be published on Inform.

N.B. Delivery Planning for 2019/20 will start in early November 2018.

Background – Brief explanation of the structure and function of the service

Please set out what, if anything, about the structure and/or function of the service has changed since completing the 2017 SSE. This may be as a result of service change, management restructure, relocation/co-location or changes in staff resources. If available, please attach a structure chart and highlight changes.

Update:

Section 1 – How well is the service contributing to and delivering outcomes for the community and how do you know?		
1.1	What is the service’s performance trend and how does the service compare with other Councils using relevant latest national comparators?	<p>This question is about performance, service delivery, risk management & performance data.</p> <p><i>Please ensure you provide evidence for your update.</i></p>
<p>The service should indicate:</p> <ul style="list-style-type: none"> • how well services are currently delivered. • what performance trends show over a range of measures and time, if targets have been met and how they compare with other Welsh Councils e.g. quartile and average. • if it is collecting the right, robust data/Pis to inform decision making. • how it analyses data/Pis to inform decision making. • how its work complies with any statutory requirements. • how well it identifies and manages risk. • the extent to which any recommendations arising from regulatory reviews or inspections have been addressed, including reports to audit & overview and scrutiny committees. • what progress has been made since the last service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Performance indicators • Benchmark data • Priority and Improvement plans • Annual Performance reports • Internal/external audit & regulatory reports
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence please include hyperlinks to any relevant Council papers
Potential Areas for Improvement		

1.2	What has the service done to <ul style="list-style-type: none"> • better understand the needs of our residents? • improve engagement and involvement with residents? 	This question is about engagement, involvement of residents.
The service should indicate: <ul style="list-style-type: none"> • how it knows if it is meeting residents' needs effectively. • if it involves residents/service users in the development of future service delivery. • how it knows if residents and service users are satisfied with the service e.g. type, quality, speed of provision. • how it uses views and experience of residents/service users, both users and non users, to shape services. • methods of engagement used e.g. online, face to face, focus group. • if it consults/involves the whole community and a wide variety of stakeholders, including hard to reach groups. • How it feeds back the results of consultation and engagement and any outcomes arising to residents/service users • what progress has been made since the last service Self Evaluation. 		Potential sources of evidence <ul style="list-style-type: none"> • Completed questionnaires, user satisfaction or resident surveys • Focus groups of service users/citizens' panel • Feedback from Council events • Corporate Feedback scheme • Council reports • Feedback from service users on service change proposal/impact • Consultation strategy
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

1.3	What has the service done to improve communication with residents?	This question is about how the service communicates with residents.
The service should indicate: <ul style="list-style-type: none"> • how it provides clear information about service provision/standards, in particular the effect of changes. Do residents know what services are available and how to access them? • the ways in which it communicates with residents taking into account their preferences e.g. web based, social media or face to face. • how it ensures information is kept up to date. • the effectiveness of any signposting arrangements in place with partner organisations and community groups 		Potential sources of evidence Web links Community events Posters Use of Social Media Flyers Payroll inserts
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council communications</i>
Potential Areas for Improvement		

1.4	<p>How <u>well</u> do we collaborate with other organisations and/or ensure-integration to achieve shared goals? <i>You should focus on effectiveness of partnership working and potential gaps/opportunities.</i></p>	<p>This question is about working together effectively with others and how well we integrate our priorities with those of our partners. Your responses will help you to demonstrate that you are working sustainably.</p>
<p>The service should indicate:</p> <ul style="list-style-type: none"> • what has been achieved through working in partnership (value added) • to what extent it can evidence partnership arrangements are leading to/delivering improved outcomes for the residents of Rhondda Cynon Taf. • if it reviews service planning with partners and community organisations to ensure no duplication/integrated services • if appropriate commissioning, governance, financial and monitoring arrangements are in place. Do they need to meet external requirements? • if it has enabled communities to develop self-help and social enterprise initiatives. • any opportunities and barriers to working with other internal services. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • The results of collaborations with others • Trend analysis of partnership performance data over time • Annual Performance reports from partnership bodies • Regulatory reports • Community Groups established inc RCT Together
<p>Judgement 2017 -</p>		
<p>Judgement 2018 -</p>		
<p>Evaluation:</p>		<p>Evidence <i>please include hyperlinks to any relevant Council papers</i></p>
<p>Potential Areas for Improvement</p>		

1.5	<p>Since 2017, how has the service improved its Welsh Language provision?</p> <p><i>NB information provided in this section will be used to inform the annual Welsh Language Standards Compliance Report to the Welsh Language Commissioner</i></p>	<p>This question is about Welsh Language provision and answers also need to address compliance with Welsh Language Standards</p>
<p>The service should indicate:</p> <p>how well it provides its services through the Welsh Language. To what extent does it comply with the new Welsh Language Standards and how gaps are being addressed. Responses may include information on:</p> <ul style="list-style-type: none"> • the availability of publications, correspondence, face to face interaction, telephone calls, meetings and reception services in Welsh as well as English. • if/how services in Welsh are actively offered/promoted and encouraged and the use of Welsh is facilitated in the workplace. • any public complaints and/or formal Commissioner investigations regarding provision of services/information in Welsh. • effective systems in place for recording and analysing Welsh Language usage and service requests • opportunities for people to use the Welsh language introducing or revising policies or awarding grants. • any appropriate targets and effective recruitment and training and development in place to ensure staff have language skills at a level suitable for their role, including spoken and/or written Welsh. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Training records • Data available from equalities monitoring, • Service requests • Complaints and satisfaction levels and how they are dealt with
<p>Judgement 2017</p>		
<p>Judgement 2018</p>		
<p>Evaluation:</p>		<p>Evidence please include hyperlinks to any relevant Council papers</p>
<p>Potential Areas for Improvement</p>		

1.6	Since 2017, how has the service further developed inclusive, equal and fair service provision for all?	This question is about equality to access of services and fair treatment for our residents
<p>The service should indicate:</p> <ul style="list-style-type: none"> • if they are currently, or taking steps to, monitor access to and satisfaction with services in relation to groups of people that may experience inequalities in society e.g. people with disabilities, people affected by poverty etc... • how it monitors and effectively addresses any issues, complaints or any instances of bullying or harassment in respect of service delivery, including specific instance of discrimination. • if appropriate equality training is provided for staff. • what equality impact assessments have been undertaken for any service change • any other progress or changes since the previous service self evaluation in relation to accessibility of service provision, location and buildings. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Data available from equalities monitoring • Equalities strategy and policies in place inc Council's Strategic Equality Plan • Survey Results • Equalities monitoring for recruitment and employment • Information on the accessibility of Council services • Complaints and satisfaction levels and how they are dealt with • Equalities Impact Assessments
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

1.7	<p>Please provide information about what biodiversity initiatives you have considered, started or planned since your last SSE in 2017. This would include staff training/awareness raising</p> <p><i>Biodiversity is the variety of life on earth, and includes all species of animals and plants and the natural systems that support them.</i></p>	<p>This question is about considering positive and negative impacts of Biodiversity within services.</p>
<p>This might include –</p> <ul style="list-style-type: none"> • how service delivery affects habitats, species and natural systems e.g. air, water, light & noise pollution, pest control, planning & regeneration. • how biodiversity law informs the service e.g. protected species, special sites, environmental crime. • opportunities for staff/service users to interact with or learn about nature e.g. training, community projects, outdoor education, play schemes. • how biodiversity is considered in the planning and delivery of infrastructure improvements e.g. structures, routes. • how biodiversity is considered in land and building management e.g. building management, grass maintenance, emergency procedures, invasive species, leases. • where biodiversity is considered as an asset in RCT e.g. in promotions, engaging residents, events, tourism. • how biodiversity is considered as part of wider sustainable actions e.g. in procurement, investments, grants, auditing or global responsibility. • how biodiversity is considered in service planning and design(e.g. City Deal, Local Transport Plan, 21st Century Schools, RCT Together. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • protocols for works • planning conditions and S106 • specifications in contracts • examples of projects • policies • publicity material
<p>Evaluation of progress since 2017</p>		<p>Evidence <i>please include hyperlinks to any relevant Council papers</i></p>
<p>Potential Areas for Improvement</p>		

Section 2 – To what extent is Leadership and Management supporting service delivery and improving outcomes for the community?

2.1	How clear is our strategic direction and what is the impact of Leadership on the service?	This question is about strategic direction, service planning, leadership & management
<p>The service should indicate:</p> <ul style="list-style-type: none"> • if it has clear priorities that are focused on meeting the needs of customers, residents or service users. Are they being implemented and monitored in a timely way? • how it supports corporate and partnership priorities where relevant. • how it takes account the requirements of relevant legislation e.g. Well-being of Future Generations Act, Social Services & Wellbeing Act • if it is supported to achieve its priorities through effective leadership. • to what extent it can evidence it has a culture which promotes performance and accountability and delivers continuous improvement. • if it sets challenging targets with clear accountability. • how well elected Members are kept informed about issues that are facing the service. • how well it is directed and challenged by elected Members through Cabinet and Scrutiny. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Outcomes from partnership working • Delivery plan • Case studies which demonstrate how a project has considered contribution to the seven Well-being goals and the 5 ways of working • Quarterly monitoring • Meeting minutes and actions • Joint working structures, minutes, outcomes
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.2	How is the service planning for the future? To what extent is the service considering innovation and longer term planning to adapt to future risks and opportunities?	This question is about innovation and change, long-term thinking and sustainability.
<p>The service should indicate if/how:</p> <ul style="list-style-type: none"> • effectively it is using data to predict future trends. • it considers the long term effects of its actions in service planning and delivery. • long term effects are balanced with the current needs of residents/clients. • it is planning to adapt to future risks and opportunities e.g. ageing population, climate changes, technological advances, political change. • it is changing to become more proactive to prevent problems from occurring or getting worse. • it has fully evaluated the impact of any service changes on the community and effectively mitigated any negative or unintended consequences of changes. • it innovates and take calculated risks to improve service delivery e.g. collaborative working. • it uses the information it has available e.g. data, inspection, consultation and other feedback to challenge what it does. • it utilises and applies best practice, including outside Wales/local authorities where relevant. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Residents feedback • External inspection and or evaluation • Population/ Needs Assessments • Population Estimates • Equality Impact Assessments • Research & Policy Documents • Information from external audit/ inspection/ improvement studies
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.3	What steps has the service taken to maximise and improve the well-being of its staff?	This question is about people management, workforce planning and supporting and enabling staff to deliver the Council's priorities.
The service should indicate if/how it <ul style="list-style-type: none"> • develops staff in order for the workforce to fulfil its potential by having the required, resilience and capability to meet future challenges and opportunities. • supports health and well-being to maximise attendance • facilitates a healthy workforce, working in safe environments within a culture that encourages staff. • supports staff well-being to enable them to achieve their best at work. 		Potential sources of evidence <ul style="list-style-type: none"> • Use of positive HR policies e.g. Flexible/agile working • Positive attendance management e.g. facilitating early return to work • Workforce/succession/planning • Team meeting minutes/updates • Team building events • Staff PDRs/action plans • 121s/Supervision • Staff surveys
Judgement 2018		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.4	How well does the service manage its resources and provide value for money?	This question is about efficiency & effective resource management, including finance, procurement, accommodation, digitalisation, agile working
The service should indicate if/how: <ul style="list-style-type: none"> • resources are allocated to reflect agreed priorities. How are spending decisions made. • resources are managed sustainably e.g. diverting resources to prevention initiatives, invest to save, development of social enterprise initiatives. • systematic and accurate budgeting arrangements are in place. • effectively income is generated, including funding other than the Welsh Government. Are there opportunities to sell more services? • services and goods are procured/commissioned to ensure value for money. • it is making best use of accommodation, equipment and technology to improve efficiency e.g. agile working, digitalisation. • well used partnership and collaborative arrangements are to make the most efficient and economic use of resources e.g. joint commissioning, joint procurement, shared service delivery. • what progress has been made since the previous service self evaluation. 		Potential sources of evidence <ul style="list-style-type: none"> • Outcome of Wales Audit Office (WAO) Studies • Additional funding being secured to undertake planned initiatives • Delivery plans • Project action plans and evaluations • Service Asset Management Plans • Cost/Benefit analysis • Budget monitoring • Digitalisation Plans • Agile Working Plans
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

Section 3 - What needs to improve and next steps

These are the priorities that will appear in your 2019/20 Delivery Plan

When completing this section, consider the '**Potential Areas for Improvement**' that have been identified in Sections 1 and 2

3.1	Key Service Priorities for 2019/20 <i>These may have been carried over from 2018/19</i>	This section identifies the key priorities for the service in 2019/20, which will appear in your Delivery Plan. These actions may also contribute more directly to the delivering the Council's Corporate Priorities and will be monitored in the Quarterly Performance Reports.
3.2	Key measures that will help to accurately measure performance in this service	This section identifies the existing key performance measures which will be reported in your 2019/20 Delivery Plan.
3.3	Additional data/information requirements to be developed to accurately measure the performance in this service	This section sets out any new measures that need to be developed and/or implemented. It may also include non PI evidence, e.g. WAO findings