Vale of Glamorgan Council
Corporate Performance Report – Quarter 1 (1 April 2017– 30 June 2017)

This report provides a summary of our performance in delivering key aspects of Corporate Health for this quarter.

Corporate Health

For this quarter, our performance can be summarised by:

The overall status of the **actions** we are taking:	The overall status of the **indicators** we use to measure our performance:	Which indicates the **overall status** of Corporate Health is:
AMBER	**AMBER**	**AMBER**

The report is structured as follows:
Section 1: Outcome Summary – This section sets out the main developments, achievements and challenges for the quarter for the Well-being Outcome as a whole.
Section 2: Performance Snapshot – This section provides an overview for each Well-being Objective of the status of Corporate Plan actions and performance indicators.
Section 3: Key Achievements & Challenges – The key achievements and challenges relating to Corporate Plan actions and performance indicators for service areas contributing to this Well-being Outcome are detailed in this section.
Section 4: Corporate Health: Use of Resources & Impacts on Improvement – A summary of the key issues relating to the use of resources and the impacts this has had for the quarter on delivering improvement is provided in section 4.
Appendix 1 provides, by Well-being Objective, detailed information relating to the Service Plan actions contributing to the in-scope Corporate Plan actions.
Appendix 2 provides, by Well-being Objective, detailed performance indicator information.

Explanation of Performance Terms used in the Report

Well-being Outcome: The relevant Well-being Outcome set by the Council and featured in the Corporate Plan 2016-20.
Well-being Objective: The relevant Well-being Objective set by the Council and featured in the Corporate Plan 2016-20.

Population level Performance Indicators: These headline performance indicators demonstrate progress in achieving outcomes at the community level rather than the individual level. The Council will certainly contribute towards population indicators through its work, however, it does not have sole responsibility for them and delivering sustained improvement on these indicators will involve a wide range of organisations working effectively in partnership

Local Council Performance indicators: These are performance indicators which tell us how well we are delivering our services or activities and will identify how these contribute to the overall community-wide impact. The focus is on whether customers are better off as a result of what we do. In order to identify the most important performance measures to demonstrate our progress we need know: How much did we do? How well did we do it and; What difference have we made?

What difference have we made?	How well have we performed?	How much? (contextual data)
These performance measures will help us demonstrate whether customers in the Vale are better off. They will seek to measure the quantity/quality of change for the better for customers.	These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities.	These performance indicators are quantitative and will be used to measure how much and/or what the Council delivered.

Overall RAG status: Provides an overall RAG health check showing our performance status against the Well-being Objective.

Measures (RAG)	Direction of travel (DOT)	Actions (RAG)	Overall (RAG) status Objective
Green: Performance is on or above target	↑ **:** Performance has improved on the same quarter last year	**Green:** Action completed or on track to be completed in full by due date.	**Green:** indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
Amber: Performance is within 10% of target	↔ **:** Performance has remained the same as the same quarter last year	**Amber:** Minor delay but action is being taken to bring action back on track.	**Amber:** indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective**.**
Red: Performance missed target by more than 10%	↓ : Performance has declined compared to the same quarter last year	**Red:** Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	**Red:** indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.
Service Plan Actions			
VS: Visible & Transport Services	**LS:** Legal Services	**SL:** Strategy, Community Learning and Resources	**BM:** Business Mgt. & Innovation	**IT:** ICT Service
HS: Housing & Building Service	**HR**: Human Resources	**PD:** Performance & Development	**SRS**: Shared Regulatory Services	**SI:** School Improvement
DS: Democratic Services	**FS:** Finance Service	**RP:** Regeneration & Planning	**CS**: Children & Young People Services	**AS**: Adult Services

2

1. Outcomes Summary

An overall RAG status of **AMBER** has been attributed to Corporate Health. This reflects the positive progress at Q1, 2017/18 in integrating our business planning practices at a corporate level and in promoting a 'one Council' approach, to maximising limited resources to deliver our Well-being Outcomes. These developments have contributed to the achievements reported below and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.

An Amber performance status has been attributed to reflect progress with delivery of the planned activities relating to the 8 **Corporate Plan actions** aligned to our Corporate Health priorities. Planned activities relating to 5 out of 8 Corporate Plan are on track to be completed. Minor delays were reported in relation to 3 Corporate Plan actions (CP1, CP6 and CP7) and remedial actions in relation to these are outlined within the report

An overall Amber status has been attributed to the **performance measures** relating to Corporate Health with 14 out of 23 indicators meeting or exceeding target (CPM/210, CPM/085, CPM/228, CPM/008, CPM/084, CPM/083, CPM/086, CPM/002, CPM/214, CPM/224, CPM/225,CPM/226, CPM/216, CPM/217). 3 indicators were attributed an Amber status (CPM/007, CPM/001 & CPM/019) with the remaining 6 indicators missing target by more than 10%. The PIs missing target relate to (CPM/227) satisfaction with the process for public speaking at committees, (CPM/074) Site Morse position ranking in England and Wales, (CPM/073) Site Morse position ranking in Wales, (CPM/223) corporate complaints dealt with within target timescales, (CPM/231) speed of answer for incoming calls to the customer contact and (CPM/215) spend against approved Council capital programme.

Attendance management continues to be a focus corporately and on balance many service areas have seen positive improvement in sickness absence performance this quarter. No significant issues were highlighted as impacting negatively on progress with planned improvement activities and proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance remains on track and to help performance increase across the Council. Across all services (including schools) 2.28 days per full time equivalent (FTE) were lost due to sickness absence missing our quarterly target of 2.23 days. This performance is also down on reported performance of 2.12 for the same period last year.

Innovative approaches continue to be progressed in addressing the Council's **workforce** challenges and staff development continues to remain a key corporate focus in line with the Reshaping Services Programme.   Following the review of the **Council's Corporate Workforce Plan,** a preliminary report on progress was presented to the Insight Board in May 2017 demonstrating good progress in key workstreams.

Eight out of the fifteen commitments in the **Staff Charter** have now been delivered and we remain on track to deliver the remaining commitments. A particular focus over the first quarter has been on the staff recognition workstream with preliminary work being undertaken to prepare for an council-wide awards event in June 2018.

In line with our Staff Charter commitments, we continue to promote the benefits of the **Council's Leadership Café** to employees and to support leadership development and the Reshaping Services Strategy. Attendance at the monthly Leadership Café is increasing.

The new **Management Competency Framework** was launched in April 2017 and was well received. The autumn sessions of the management development programme have been scheduled and a programme to support the delivery of the "Managing the Future" element of the Management Competency Framework is under development, focusing on the themes of digital and commercial skills, linking to the Reshaping Services programme.

Minor amendments have been made to the staff appraisal scheme**, #itsaboutme** ensuring it remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities.

The new **"welcome to the vale" induction** programme was launched in April 2017 with excellent evaluation results. The corporate induction refresh, aims to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.

We are making positive progress in developing an **Apprenticeship Framework** with training providers and the employment of Foundation Modern Apprentices.

There is need to progress the development of the Council's **succession planning and talent management scheme** following the pilot. The new Organisation Development manager takes up post in Q3 and will be tasked with progressing this workstream.

Overall, the forecast for the 2017/18 **Revenue and HRA budgets** is for an outturn within target, however, some services are anticipating drawing down funding from reserves in order to achieve a balanced budget.

As part of the Final Revenue Budget Proposals for 2017/18, a savings target of £4.017m was set for the Authority. Overall performance against **savings targets** for all Council services at Q1 is 25% and we remain on track to achieve the required savings

by year end. Positive progress was also reported in relation to spend against the approved Council revenue programme which currently stands at 25%, and is on target for achieving 100% at end of year.

Currently, spend against the approved **capital programme** is 8%. A review of the monitoring framework for the Capital Programme has been undertaken in order to improve reporting timeliness and reduce slippage between financial years.

Overall, positive progress is being made in delivering the Council's Reshaping Services Programme and work continues to achieve savings of £3.598M associated with the programme in 2017/18. At Q1, 25% of reshaping targets for 2017/18 have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status or above (11 out of 12 projects in tranche 1 and 5 out of 6 projects in tranche 2). All 4 tranche 3 projects are reporting an Amber status reflecting the positive progress to date.

Income generation remains a Council priority given diminishing budgets and an **Income Generation Strategy** has been presented and discussed at the Insight Board alongside potential options for income generation.

Overall, good progress has been made in relation to the review of office accommodation, facilities management and corporate buildings (**Space project)** with works completed in line with the revised programme. Work will continue throughout the year on the next phase of corporate projects.

Work has continued on reviewing **surplus assets and key disposals** are continuing to move forward such as the former St Cyres school site, former Eagleswell School site, Nells Point former toilet block, southern development site (Waterfront) amongst others. The WVICC building in Llantwit Major has been identified as an opportunity for a community asset transfer and full business cases from interested parties are awaited. Provincial House is to be released this calendar year.

New **Community Asset Transfer** guidance has been implemented in light of the revised Compact with the Voluntary Sector and the establishment of the **Strong Communities Grant Fund** has also been discussed with the sector. This will be promoted as part of the communications campaign to support the launch of the Strong Communities Grant Fund in the summer of 2017 and through subsequent bidding rounds.

We are making good progress in delivering our key **ICT priorities**, contributing to improved services for residents and our customers. Key projects of particular note are outlined below.

The Council's **Digital Strategy** 2017-2020 was endorsed by Cabinet in July and outlines how we will deliver our vision for the Vale of Glamorgan through 4 interrelated themes; digital customer service, digital workforce, digital place and digital collaboration. Our **ICT Strategy** is now being updated to ensure it is aligned with the Reshaping Services Programme and reflects the Council's Digital Strategy.

In line with our Digital Strategy, **digital procurement and invoicing** is being rolled out across the Council including the use of i-procurement. i-procurement has been made available to all staff across the Council and work continues to develop the system to enable staff to order goods and services directly from suppliers. We remain on track to complete the roll out of **E-Citizen** which will enable residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner.

Service availability of the Council's most **essential ICT systems** remains high at 99.97% up from 99.82% in the same period last year, contributing towards increased resilience of all Council services.

Ensuring good **customer focus** remains a key priority in delivering Council services and the planned improvement activities for 2017/18 have this focus in mind. During Q1, the Council received positive feedback from the Wales Audit Office in its **Annual Improvement Report (AIR)** on the authority for 2016/17. The AIR brings together the conclusions of several inspections carried out during the year and gives the Council a clean bill of health across a number of aspects of its performance. The report also concludes that the Council has made good progress in addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016.

We are webcasting all Planning Committee and Full Council meetings in order to improve the public's **access to Council meetings** and this resource will enable members of the public to watch the meetings remotely at their convenience via the Council's website.

We have extended our **Customer Contact Centre Contact OneVale (C1V) service** to include Shared Regulatory Service enquiries from Cardiff residents. Welsh language calls from Cardiff residents are also now being handled at Contact OneVale. A proposal for the transfer of Pollution Control calls is currently being negotiated. Agreement has been reached to initiate a specific project to investigate how to transfer the remaining Cardiff calls to C1V and at the same time supporting administrative processes in a cost effective way.

There has been a further increase in the number of users following updates and the number of impressions on Council's **social media accounts**, highlighting that the Council is successfully engaging with a wider audience.

There is a need to improve the number of **corporate complaints** dealt with within target timescales. Reported performance at 43.9% is well below our target of 85%. It must be noted that a number of complaints showing as being out of the target timescale are as a result of delayed administration on the database. We continue to work with administrators to ensure timely completion of data on the complaints dashboard.

The most recent review of the **Corporate Risk Register** was considered by the Council's Insight Board in July 2017. Of the 13 corporate risks, 9 remain unchanged with the exception of the Reshaping Services risk which increased to Medium/High level, the Welfare Reform risk which decreased to a Medium/Low level, the Local Development Plan risk which decreased to Medium/Low risk level and the Safeguarding risk which increased to a Medium level.

A number of **emerging risks** remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. The ongoing period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the **Reshaping Services Programme** (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.

There is a need to develop **joint scrutiny arrangements for the Shared Regulatory Services (SRS)**. The Vale of Glamorgan Council is the host authority and services the executive SRS function (joint scrutiny) consequently the preferred option would be for one of the other two constituent local authorities to assume responsibility for the scrutiny function. To date an agreement has not been reached on how this will progress.

2. Performance Snapshot

Corporate Plan overview

The table below provides an overview of the progress at the end of year in delivering the Corporate Plan Well-being Outcomes for our Year 1 priorities.

	Well-being Outcome 1	Well-being Outcome 2	Well-being Outcome 3	Well-being Outcome 4	Corporate Health
Overall RAG Status	GREEN	AMBER	GREEN	GREEN	AMBER
Objective RAG	1: GREEN	3: GREEN	5: GREEN	7: GREEN	N/A
	2: GREEN	4: AMBER	6: GREEN	8: GREEN	N/A
Overall Delivery: Year 2 Corporate Plan Outcomes *		**AMBER**			

*Performance against Well-being Outcomes 1 to 4 are reported and scrutinised by the relevant Scrutiny Committees on a quarterly basis. A RAG status per Well-being Outcome is highlighted above to allow a conclusion to be drawn on overall RAG status in achieving the Corporate Plan Well-being Outcomes.

Corporate Health Priorities

| Corporate Plan Actions | ACTIONS STATUS | | | INDICATORS STATUS | | CORPORATE HEALTH STATUS |
	Service Plan Actions	Action Status	Overall Actions Status	Number of Indicators	Overall Indicator Status	Overall Objective Status
CP1: Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	53	Amber				
CP2: Align the workforce plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)	39	Green				
CP4: Work with partners to undertake a well-being assessment which will inform the Public Service Board's well-being objectives and Well-being Plan. (2016/17)	1	Green				
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	4	Green				
CP6: Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17)	5	Amber	AMBER	23*	AMBER	AMBER
CP7: Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	2	Amber				
CP8: Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17)	1	Green				
CP9: Review our approach to risk management with reference to the well-being goals and our duties under the Well-being of Future Generations (Wales) Act.	1	Green				

*Data was reported for 26 PIs of which a performance status was applicable for 23. A Green performance status was attributed to 14 indicators (CPM/210, CPM/085, CPM/228, CPM/008, CPM/084, CPM/083, CPM/086, CPM/002, CPM/214, CPM/216, CPM/217, CPM/224, CPM/225 & CPM/226), 3 indicators were attributed an Amber status (CPM/007, CPM/001 & CPM/019) with the remaining 6 indicators missing target by more than 10%, resulting in a Red RAG status. The PIs missing target by more than 10% relate to CPM/227 satisfaction with the process for public speaking at committees, CPM/074 Site Morse position ranking in England and Wales, CPM/073 Site Morse position ranking in Wales, CPM/223 the percentage of corporate complaints dealt with within target timescales, CPM/231 the average speed of answer for incoming calls to the customer contact and CPM/215 spend against the approved Council Capital Programme.

The table below highlights the PIs attributed with a **Red** status and provides commentary on the performance.

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees.	N/A	40%	60%	Red	N/A	6 of the 15 responses received during quarter 1 reported being satisfied or very satisfied with speaking at committees. The total figure of 15 reported relates to 3 respondents and a total of 5 responses each.
CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales.	N/A	116th	10th	Red	N/A	This is a slightly lower ranking than 106th which was achieved at the end of year 2016/17. Work currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links which will have a positive effect on our rankings position. The CMS application used for updating the website will be upgraded by ICT shortly and will provide new features for improving accessibility for web content creators / editors going forward. Updated accessibility training will be provided to these content editors following the CMS upgrade.
CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales.	N/A	4th	2nd	Red	N/A	Work currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links which will have a positive effect on our rankings position. The CMS application used for updating the website will be upgraded by ICT shortly and will provide new features for improving accessibility for web content creators / editors going forward. Updated accessibility training will be provided to these content editors following the CMS upgrade.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales	66.2%	43.9%	85%	Red	↓	43.9% (29 of the 66 complaints received) during quarter 1 were resolved within target. A number of complaints showing as out of target are as a result of delayed administration on the database.

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds.	N/A	91	60	Red	N/A	Service target was missed during the period due to a combination of four issues. Firstly, the department has been carrying vacancies in anticipation of deleting posts to meet savings targets. Secondly, there was an increase in short term sickness. Thirdly, there was an increase in call volume due to undertaking of SRS calls and as a result of the Council and UK Parliamentary elections in May and June respectively.
CPM/215 (FS/M015): Spend against approved Council capital programme	N/A	8%	25%	Red	N/A	Spend against the approved Capital programme at quarter 1 is 8%. The latest update was presented to Cabinet on the 3rd July. A review of the monitoring framework for the Capital Programme has been undertaken in order to improve reporting timeliness and reduce slippage between financial years.

3. Key Achievements and Challenges

Are we achieving our Corporate Health Priorities?

Delivery of the Corporate Plan Well-being Outcomes is reliant on us having a robust strategic planning framework in place. We have made significant progress in reviewing and revising corporate processes and strategies to strengthen synergies thus contributing to a more integrated approach to planning for improvement. Our key achievements during quarter 1 are:

- The Council received positive feedback from the Wales Audit Office in its **Annual Improvement Report** (AIR) on the authority for 2016/17. The AIR brings together the conclusions of several inspections carried out during the year and gives the Council a clean bill of health across a number of aspects of its performance. The report also concludes that the Council has made good progress on addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016.
- The **Digital Strategy** 2017-2020 was presented to and endorsed by Cabinet on the 31st July 2017 and outlines how we will deliver our vision for the Vale of Glamorgan through 4 interrelated themes; digital customer service, digital workforce, digital place and digital collaboration.
- The **ICT Strategy** has been revised to ensure it is aligned with the Reshaping Services Programme and work is currently ongoing to ensure the strategy also reflects the Council's approved Digital Strategy.
- New **Community Asset Transfer (CAT)** guidance was implemented during the quarter to reflect the revised Compact with the Voluntary Sector and the newly established Strong Communities Fund. We continue to support groups who approach the Council with applications for CATs.
- Performance in relation to **voluntary leavers** from the Council is positive at 1.63% which is within the quarter's target of 1.75% and our annual target of 7.5%. This performance is however slightly below last year's in the same time period (1.13%). We continue to analyse the reasons for staff turnover and the findings will be reported to members as part of the annual turnover report.
- The new induction course for new entrants **"Welcome to the Vale"** was launched in April 2017 with excellent feedback and recommendation rates. The programme responds to the outcomes from last year's Staff Survey in making the connection between the work of new entrants and the wider role of the Council. The programme reinforces the need for staff engagement at an early stage and the importance of the Staff Charter.
- Positive progress has been made in regards to the Council's **social media** presence on both Twitter and Facebook with performance in all 4 related indicators (CPM/083, CPM/084, CPM/085 and CPM/086) exceeding the targets set for the quarter.

There has been an increase in the number of users following the Council's updates and the number of impressions the accounts receive, highlighting that the Council is successfully engaging with a wider audience.

- Work is being undertaken to develop a beta version of an online **engagement database** following the development of an initial scope by the Communications Team. Data collection work is also progressing to populate the database being developed which will be used to allow services to monitor and track engagement work and their outcomes.
- Service availability of the Council's most **essential ICT systems** have continued to improve to 99.97% compared to 99.82% in the previous year's quarter 1, exceeding the target of 99.95%. Maintaining a high level of ICT availability contributes towards the increased resilience of Council services.
- The new staff appraisal scheme **#itsaboutme** has been amended slightly following a review to ensure the process remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Service priorities. The updated process has now been launched for 2017/18, with support information available on Staffnet.
- A **technology refresh** has been successfully completed for Members with work on track to complete a wider technology refresh for staff. The refresh which includes updating hardware on PCs and laptops and upgrading software from Windows 7 to Windows 10 will contribute to increased agile working across the Council.
- The first **Capital and Revenue Monitoring** Reports for the period 1st April – 31st May 2017 were reported to Cabinet in July detailing financial progress made within the period. On balance, spend against approved Council spending programmes remain within target with the exception of spend against the Capital Programme which is below target at 8% with a projected positive variance at outturn of £7,674,000. Spend against the Council Revenue Programme, performance against savings targets and performance against agreed Reshaping Service targets is 25% at Q1.
- As part of the Final Revenue Budget Proposals for 2017/18, **a savings target** of £4.017m was set for the Authority. Overall performance against savings targets for all Council services at Q1 is 25% and we are on track to achieve all savings at year end.
- Positive progress was also reported in relation to spend against the **approved Council revenue programme** which currently stands at 25%, and is on target for achieving 100% at end of year.
- Overall, positive progress is being made in delivering the Council's **Reshaping Services Programme** and work continues to achieve savings of £3.598M associated with the programme in 2017/18. At Q1, 25% of reshaping targets for 2017/18 have been achieved.
- **Customer satisfaction** with access to Council services remains high with 99.08% of respondents reporting being satisfied, exceeding the target and performance during quarter 1 last year of 95%. Of the 2301 respondents, 2280 gave a positive response when asked how satisfied they were with services they received, of the positive responses 1873 (81%) gave the highest possible satisfaction score.

- During Q1 we extended the C1V service to include **Shared Regulatory Service enquiries** from Cardiff residents and are considering further opportunities for the future.
- Throughout the quarter work has continued to progress well towards developing a **Well-being Plan** for the Vale in line with the requirements of the Well-being of Future Generations Act. At present a self-assessment tool has been developed, expert workshops held and an editorial group established as part of the work to develop the draft Plan.
- The new **Management Competency Framework** was successfully launched across the Council in April 2017. The framework outlines 5 key areas (managing my job, managing the team, managing the future, managing myself and managing relationships) and the associated key competencies required. The Framework is the foundation to achieve the second action point of the new Staff Charter for 2017/18 – to have a management development programme designed to support the Charter.
- In order to improve the public's access to Council meetings held, the current policy is to **webcast** all of the Planning Committee and Full Council meetings held enabling members of the public to watch the meetings remotely at their convenience via the Council's website. During quarter 1, 15.63% of all Council meetings were webcasted exceeding the target of 10% and the previous year's performance during the same time period of 8.82%.
- Good progress is being made in implementing **E-citizen** as part of the Council's Digital Strategy. This will allow residents to view their Council tax, benefits or business rates online in a simple and convenient manner.
- Following the Local Government elections in May 2017 all new **Elected Members** have received a comprehensive induction programme, including an introduction to the Council's Corporate Plan and outcome based reporting arrangements. Many of the sessions were designated as "mandatory" (either for all Members or those on specific committees, such as Planning and Licensing., All members of the Licensing and Public Protection Committee within each SRS Authority (Cardiff, Bridgend and the Vale of Glamorgan) have received statutory training to enable them to carry out their roles effectively. The Member Development Programme is on-going. Further specialist training opportunities for Licensing and Public Protection Committee Members are currently being developed to be delivered by external organisations over the next 3 months as part of the member development programme. Other specialist area of training will include "Chairing Skills.
- As at June 2017, an Amber status has been attributed to both tranche 1 and 2 projects overall to reflect the positive progress being made in the **Reshaping Services Programme** work streams. Plans are in place to deliver the projects identified for 2017/18 and developmental work is underway to support tranche 3 projects that will deliver savings in 2018/19.
- Overall, 86.4% (57 out of 66) of complaints received at Q1 were resolved at stage 1 indicating that the Council is dealing effectively with complaints when first raised by the customer. The remaining 9 were resolved at stage 2 with the key learning points progressed relating to staff training and development and ensuring up to date information is provided to customers.
- Following the implementation of a strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce, we have made positive progress in the development of an apprenticeship frameworks with training providers and the employment of Foundation Modern Apprentices. Since the implementation of the Strategy in April 2016, 19 Foundation Modern

Apprentices (FMAs) have been placed within the Council. Of these 6 have gone on to secure jobs within the Council. During quarter 2 2017 it is anticipated a further 8 apprenticeships will be advertised.

Our key areas of challenge are:

- The ongoing period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the **Reshaping Services Programme** (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.
- Maximising **income generation** opportunities, remains a priority for the Council given diminishing budgets.
- Limited progress continues to be made in the development of **joint scrutiny arrangements** for the Shared Regulatory Services (SRS). The Vale of Glamorgan Council is the host authority and services the executive SRS function (joint scrutiny) consequently the preferred option would be for one of the other two constituent local authorities to assume responsibility for the scrutiny function. To date an agreement has not been reached on how this will progress and the Director of Housing and Environment and the Head of Democratic Services will be discussing further how best to progress the matter.
- During the quarter the Council lost 2.28 days per full time equivalent (FTE) due to **sickness absence**, missing the target of 2.23 days for the period. Furthermore, when compared to Q1 in the previous year (2.12 days per FTE), absence due to sickness has increased slightly. Attendance management continues to be a focus corporately and proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance is brought back on track.
- Work to develop a **second internet connection** for the Council has been put on hold pending the conclusion of ongoing discussions with Welsh Government over a grant to improve network connectivity to schools, the outcome of which will have an impact on the Council's network. Further design work cannot proceed until these discussions have concluded and a network topology formalised.
- 43.9% of **corporate complaints** were dealt with within target timescales however this performance is below our target of 85%. It must be noted that a number of complaints showing as being out of the target timescale are as a result of delayed administration on the database. We continue to work with administrators to ensure timely completion of data on the complaints dashboard.
- The average **speed of answer** for incoming calls to the Customer Contact Centre at Q1 was 91 seconds against a target of 60 seconds. Our performance has been affected by an increase in short term sickness and an increase in call volumes resulting from the service taking on SRS calls and the Council and UK parliamentary elections held during the quarter.

- Work to evaluate the Council's succession planning and talent management scheme will progress in Q3 as part of the remit of the new Organisational Development and Training Manager. This will inform the implementation of the revised succession planning model aimed at improving staff retention, creating a more co-ordinated approach to developing staff and building a resilient workforce.
- The Council's **Site Morse position** ranking in both Wales (4th) and England and Wales (116th) has fallen compared to our performance at the end of 2016/17 resulting in both rankings missing their targets of 2nd and 10th respectively at quarter 1. Work currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links which will have a positive effect on our rankings position. In addition, the CMS application used for updating the website will be upgraded by ICT shortly and will provide new features for improving accessibility for web content creators and editors going forward.

4. Corporate Health: Use of Resources & Impacts on Improvement

The use of resources impacts upon our ability to undertake the actions that will deliver our Well-being Objectives and Outcomes. The following sets out for each of the 'corporate health' perspectives, the most pertinent issues this year. These relate to staffing, finance, assets, ICT, customer focus and risk management.

Corporate Health Perspective	Commentary
People	**Attendance management** continues to be a focus corporately and many service areas have seen positive improvement in sickness absence performance this quarter. No significant issues were highlighted as impacting negatively on progress with planned improvement activities and proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance remains on track and to help performance increase across the Council. Across all services (including schools) 2.28 days per full time equivalent (FTE) were lost due to sickness absence missing our quarterly target of 2.23 days. This performance is also down on reported performance of 2.12 for the same period last year. On average, across the Council, 0.61 days per FTE was lost due to short term sickness absence during the quarter, compared to 0.6 days during the same time period last year. In relation to long term sickness, 1.63 days per FTE were lost during the quarter compared to 1.52 in the same time period last year. Within the Managing Director's, 4 out of 7 services missed the directorate sickness absence target of 1.45 days per FTE for the quarter. These were Performance & Development (3.17 days), Democratic Services (6.58 days), Regeneration & Planning (2.28 days) and Financial Services (1.69 days). The remaining services, Legal Services (0.29 days), Human Resources (0.26 days) and ICT (0.49 days) reported performance well with target.

Innovative approaches continue to be progressed in addressing the Council's **workforce** challenges. Staff development continues to remain a key corporate focus in line with the reshaping services programme. Following the review of the Council's Corporate Workforce Plan, a preliminary report on progress was presented to the Insight Board in May 2017. 18 of the 26 workstreams were noted as making good progress.

Eight out of the fifteen commitments in the **Staff Charter** have now been delivered. The focus in Q1 has been on progressing work in relation to the staff recognition, one of the five Staff Charter workstreams. The third meeting of the CMT/Engagement Group took place on the 10th May 2017. It was agreed to ensure a 'campaign' style focus on outcomes ahead of the next employee survey in September.

In line with our Staff Charter commitments, we continue to promote the benefits of the Council's **Leadership Café** to employees and to support leadership development and the Reshaping Services Strategy. The Café has successfully delivered its first quarter programme with events including, an evening with Corporate Management Team, an insight into engaged local authorities and a session on managing Trust and attendance is increasing.

The new **Management Competency Framework** was launched in April 2017. The framework notes 5 key areas; managing my job, managing the team, managing the future, managing myself and managing relationships. The Framework itself flows through the 5 areas which identifies key elements and provides examples of what a Vale manager should display.

The autumn sessions of the **management development programme** have been scheduled and a programme to support the delivery of the "Managing the Future" element of the Management Competency Framework is under development, focusing on the themes of digital and commercial skills, linking to the Reshaping Services programme.

Minor amendments have been made to the staff appraisal scheme, **#itsaboutme** following a review to ensure it remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities. The new process has now been launched for 2017/18. Information on the scheme can be found at http://staffnet.valeofglamorgan.gov.uk/Training/Corporate-Training/itsaboutme/ITSABOUTME.aspx.

	The new **"welcome to the vale"** induction programme was launched in April 2017 with excellent evaluation results. The corporate induction refresh, aims to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee. Following the implementation of a strategy to increase the numbers of 16-24 year old employees working in the Council, positive progress has been made in Q1 to develop an **apprenticeship framework** with training providers and the employment of Foundation Modern Apprentices. We continue to support managers in delivering **transformational change** as part of the Reshaping Services programme. HR, Financial, property asset, legal and ICT support have been provided during the quarter in response to addressing implications arising from the reshaping of Council services. In addition, services have been effectively supported in engaging with staff and customers to inform the new models of working. There is need to progress the development of the Council's **succession planning and talent management scheme** following the pilot. The new Organisation Development takes up post in Q3 and will be tasked with progressing this workstream.
Financial	Overall, the forecast for the 2017/18 **Revenue and HRA budgets** is for an outturn within target, however, some services are anticipating drawing down funding from reserves in order to achieve a balanced budget. At Q1, the services contributing to this Well-being Outcome are projecting a **balanced budget** at the end of year, with an anticipated use of reserves. There is currently a favourable variance of £48k (£21k Regeneration and £27k Planning) against the profiled budget for Regeneration and Planning due in the main to staff vacancy savings whilst awaiting for re-appointments to be made and higher than anticipated Building Regulation fees to date. At this stage it is anticipated that this service will outturn on target As part of the Final Revenue Budget Proposals for 2017/18, a **savings target** of £4.017m was set for the Authority. Overall performance against savings targets for all Council services is 25%. At Q1 it is projected that all savings targets will be met by year end.

Financial cont'd.	Positive progress was also reported in relation to spend against the approved Council **revenue programme** which currently stands at 25%, and is on target for achieving 100% at end of year. Currently, spend against the approved **capital programme** is 8%. A review of the monitoring framework for the Capital Programme has been undertaken in order to improve reporting timeliness and reduce slippage between financial years. The first Capital Monitoring report was presented to Cabinet on the 3rd July 2017 noting the progress made to date on the 2017/18 programme, use of delegated authority, emergency powers and seeking approval of changes to the 2017/18 and 2018/19 programme to allow schemes to proceed. Overall, positive progress is being made in delivering the Council's **Reshaping Services Programme** and work continues to achieve savings of £3.598M associated with the programme in 2017/18. At Q1, 25% of reshaping targets for 2017/18 have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status or above (11 out of 12 projects in tranche 1 and 5 out of 6 projects in tranche 2). All 4 tranche 3 projects are reporting an Amber status reflecting the positive progress to date An **Income Generation Strategy** has been drafted and discussions have taken place at the Insight Board during the quarter regarding options for income generation.
Assets	Overall, positive progress has been reported in relation to maximising our key **asset** priorities. Developments of note include the work undertaken with services to update data on property conditions with particular focus on leisure centres in Q1. Good progress has been made in the review of **corporate office accommodation** which will help deliver savings and facilitate new ways of working in line with the Reshaping Services programme and. A review of non-office accommodation has also commenced with a similar focus. Phase 2 of the **SPACE project** remains on track with works undertaken and completed to schedule on floors 4, 3, 2 &1 within the Civic Offices. Work is underway in corporate meeting rooms on the ground floor, with moves from Provincial House underway.

	Good progress has been made in implementing the action plan associated with the **Jones Lang LaSalle Asset Management Review**. Work has continued on reviewing surplus assets and key disposals are continuing to move forward such as the former St Cyres school site, former Eagleswell School site, Nells Point former toilet block, southern development site (Waterfront) amongst others. The WVICC building in Llantwit Major has already been identified as an opportunity for a community asset transfer and full business cases from interested parties are awaited. Provincial House is to be released this calendar year. The Estates Team continue to liaise with other owning departments in respect of potential surplus assets. New Community Asset Transfer guidance has been implemented in light of the revised Compact with the Voluntary Sector and the establishment of the Strong Communities Grant Fund. Support continues to be given to groups who approach the Council with applications for Community Asset Transfers (CATs). Information and guidance on CATs can be easily found at http://www.valeofglamorgan.gov.uk/en/our_council/Community-Asset-Transfer.aspx. This will be promoted as part of the communications campaign to support the launch of the Strong Communities Grant Fund in the summer of 2017 and through subsequent bidding rounds.
ICT	We have continued to make progress towards delivering our key **ICT** priorities this year, contributing to improved services for residents and our customers. Key projects of particular note are outlined below. The Council's draft **Digital Strategy 2017-2020** was endorsed by the Corporate Management Team (CMT) on 5th July 2017 and will be presented to Cabinet on the 31st July 2017. Project meetings will be initiated to identify and deliver actions going forward. The **ICT Strategy** is currently being updated to ensure it is aligned with the Reshaping Services Programme and reflects the Council's Digital Strategy. Work remains ongoing to evaluate options for cloud computing and cloud based storage for the Council. Disaster Recovery as a Service is being investigated, together with possibility of Domain Controllers for Active Directory on Federated Services (Cloud user authentication) on Azure. A project Team has been assembled to manage a Microsoft Office 365 pilot in Q3 2017. Meetings have also been arranged with Microsoft to discuss options and details for the pilot. Work on a **second internet connection** to provide additional resilience for the Council services is currently on hold pending the conclusion of discussions with the Welsh Government over a grant to

| | improve network connectivity to schools. This will have an impact on the Council network and further design work for the second internet connection cannot proceed until the conclusion of discussions and a network topology has been formalised.

In line with the Council's Digital Strategy, **digital procurement and invoicing** is being rolled out across the Council including the use of i-procurement. i-procurement has been made available to all staff across the Council and work continues to develop the system to enable staff to order goods and services directly from suppliers.

We are on track to complete the roll out of E-Citizen as part of the Digital Strategy. The Connect & Serve module has been implemented and e-Citizen is now online, enabling residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner. Information on e-citizen is available on our website at: http://www.valeofglamorgan.gov.uk/en/our_council/council_tax/e-citizen.aspx. |
|---|---|
| Customer Focus | Ensuring good **customer focus** remains a key priority in delivering Council services and a number of planned improvement activities have been undertaken across the Council with this focus in mind.

The Council received positive feedback from the Wales Audit Office in its Annual Improvement Report (AIR) on the authority for 2016/17. The AIR brings together the conclusions of several inspections carried out during the year and gives the Council a clean bill of health across a number of aspects of its performance. The report also concludes that the Council has made good progress in addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016.

The Council has recently agreed a **Digital strategy**, which focuses on how we will deliver our vision for the Vale of Glamorgan through 4 interrelated themes; digital customer service, digital workforce, digital place and digital collaboration.
Good progress is being made in implementing **E-citizen** as part of the Council's Digital Strategy. This will allow residents to view their Council tax, benefits or business rates online in a simple and convenient manner.

In order to improve the public's access to **Council meetings** held, the current policy is to webcast all of the |

	Planning Committee and Full Council meetings held enabling members of the public to watch the meetings remotely at their convenience via the Council's website.

We have extended our **Customer Contact Centre Contact OneVale (C1V) service** to include Shared Regulatory Service enquiries from Cardiff residents. Welsh medium calls from Cardiff residents are also now being handled at Contact OneVale. A proposal for the transfer of Pollution Control calls is currently being negotiated. Agreement has been reached to initiate a specific project to investigate how to transfer the remaining Cardiff calls to C1V and at the same time supporting administrative processes in a cost effective way.

There has been a further increase in the number of users following updates and the number of impressions on Council's **social media** accounts, highlighting that the Council is successfully engaging with a wider audience.

Work is being undertaken to develop a beta version of an **online engagement database** following the development of an initial scope by the Communications Team. Data collection work is also progressing to populate the database being developed which will be used to allow services to monitor and track engagement work and their outcomes.

There is a need to improve the number of **corporate complaints** dealt with within target timescales. Reported performance at 43.9% is well below our target of 85%. It must be noted that a number of complaints showing as being out of the target timescale are as a result of delayed administration on the database. We continue to work with administrators to ensure timely completion of data on the complaints dashboard. |
| Risk | The most recent review of the **Corporate Risk Register** was considered by the Council's Insight Board in July 2017. Of the 13 corporate risks, 9 remain unchanged with the exception of the Reshaping Services risk which increased to Medium/High level, the Welfare Reform risk which decreased to a Medium/Low level, the Local Development Plan risk which decreased to Medium/Low risk level and the Safeguarding risk which increased to a Medium level. |

| | A number of **emerging risks** remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan.

The ongoing period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.

There is a need to develop joint scrutiny arrangements for the Shared Regulatory Services (SRS). The Vale of Glamorgan Council is the host authority and services the executive SRS function (joint scrutiny) consequently the preferred option would be for one of the other two constituent local authorities to assume responsibility for the scrutiny function. To date an agreement has not been reached on how this will progress and there is a need to progress the matter. |
|---|---|

APPENDICES

Appendix 1: Detailed Corporate Plan Actions Information

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/F021: Progress proposals via Reshaping Programme, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2018	25	Green	The Reshaping Services Programme has continued to progress, with plans in place to deliver 2017/18 projects and developmental work underway to support tranche 3 which delivers savings in 2018/19. As at June 2017 An Amber performance status has been attributed to progress in relation to both Tranche 1 and 2 projects overall to reflect the positive progress made to date.
PD/F023: Commence consideration of tranche 3 proposals of the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2018	25	Green	Tranche 3 projects have been identified, with savings included in the revenue proposals for the budgets of 2018/19 and 2019/20. Work is underway with the relevant project sponsors to put processes for delivery in place ahead of the next financial year.
PD/C003: Continue to develop and contribute to the corporate projects work steams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.	31/03/2018	25	Green	Work continues to contribute to these projects, notably the introduction of the Strong Communities Grant Fund that will support community and Town/Community Council projects. The Effectiveness of Spend project has focused on developing a potential new process to support the administration and approval of external grant applications. Demand management has informed the development of this year's social services budget programme. The digital strategy is due to be considered by Cabinet in July 2017.
PD/F022: Development a procurement project for Tranche 3 of the Reshaping Service programme.	31/03/2018	25	Green	A project for Third Party Spend is currently being developed, with the expenditure made as a Council in a range of "corporate" categories being analysed to enable savings to be

27

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				delivered against a target of £1m in 2018/19.
Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. **This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q1. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.**				
HS/F001: Review Housing Services (landlord responsibilities (Tranche 2).	31/03/2018	25	Green	The £3m Council House building programme will deliver its first properties for occupation in August and further developments have progressed to a formal planning stage. Brecon Court has been demolished and future investment discussions are ongoing with Welsh Government (WG).The Councils adopted 30 year Housing Business Plan has been approved by WG reflecting the financial and service priorities for future development. A new IT Strategy will be developed this year which will assist in delivering significant service improvements. The strategy will prioritise digital and online services to our tenants and we continue to identify opportunities for efficiencies and potential savings. Performance management remains a key priority for the service and officers and a dashboard reporting tool to assist managers and staff in measuring and analysing service performance is to be implemented. A full evaluation of a mobile working pilot is underway and it is planned to adopt a self-service repairs reporting option for tenants before the end of 2017.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/F019: Complete the Review of Building Cleaning & Security and achieve required savings.	31/03/2018	25	Green	Further discussions have been held with the Business Improvement Team to investigate areas for savings. Consultation to progress with service area on the impact of such savings and whether these are appropriate will now take place. Building cleaning and security were part of the first tranche for reshaping services and services were reduced significantly and as such, finding opportunity to further reshape the service is proving difficult. The service operates through a trading account, and as such, the savings to be made are derived from reduced charging to clients.
SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping.	31/07/2017	75	Red	Restructuring ongoing with new appointment of an Operational Manager (OM) of Strategy & Resources in August 2017, and voluntary redundancies for consideration in July ERR Committee. New appointments have been made in School Organisation and ICT, with further work being progressed over the summer term. The slippage has been due to limited staffing resources and ongoing HR challenges which are currently being progressed.
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2018 (ongoing till 2019)	25	Green	Implementation of the service model is underway. There is a two year run in for this project. All 2017/18 actions have commenced. Further engagement/consultation with staff and unions will take place in August 2017. Catering Manager has commenced a series of training courses with the Institute of Directors which is due to finish in May 2018. A further progress report will be taken to Cabinet in March 2018.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils as part of the Reshaping Services programme.	31/03/2018	25	Green	Work has continued to support the Reshaping Services project relating to Town & Community Councils. Meetings continue with councils on request, in addition to support for Community Asset Transfers being given. A presentation to new members of the Community Liaison Committee was delivered following the recent election.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2018	25	Green	Legal advice provided as and when required. During quarter 1 the service provided advice on a number of projects.
IT/F002: Continue to support Reshaping Services projects requiring ICT advice, development and support.	31/03/2018	25	Green	ICT currently supports various Reshaping Services initiatives / projects, e.g. Catering, Visible Services, SRS, Shared Audit, Shared Adoption, etc. with work here remaining ongoing to help enable the business transformation of Council services.
IT/F003: Review ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2018	25	Green	Work under this action remains ongoing with systems being reviewed as Services 'reshape' to ensure they are fit for purpose and support the new services going forward.
IT/IT022: Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience.	30/06/2017			This work is currently on hold pending discussions with the Welsh Government over a grant to improve network connectivity to schools. This will have an impact on the Council network and further design work for the second internet connection cannot proceed until this discussion has been completed and a network topology has been formalised.
FS/F044: Support reshaping projects with financial advice and property asset advice.	31/03/2018	25	Green	Estates/Property team continue to attend re-shaping services project groups and provide asset/property advice where required in a timely manner.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
BM/F001: Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.	31/03/2018	25	Green	Following a successful pilot commissioners are working with domiciliary care providers to plan an effective implementation of outcome based commissioning across all domiciliary care providers within the Vale of Glamorgan.
AS/F013: Undertake reshaping exercises of Learning Disability Respite Care arrangements, our in-house residential care and Meals on Wheels Service.	31/03/2018	50	Green	The Meals and Wheels reshaping exercise has concluded. Cabinet approved the proposal to cease operating an internal service in January 2017, with service users being signposted to suitable alternatives, including a Social Enterprise (The Food Shed) in line with the principles of the Social Services & Well-being Act. A local social enterprise is now delivering hot meals. The Respite Care arrangements reshaping work is also progressing well with a transition date planned for the end of July 2017.
AS/F015: Increase the use of reablement care to help people to achieve their potential for independence and reduce the need for council arranged care.	31/03/2018	25	Green	Increased reablement capacity has been delivered using the Integrated Care Fund (ICF) and PCF. Further increased capacity is planned and recruitment will progress shortly. Additional capacity has also been achieved through service improvements including a new rostering programme which will commence in the Autumn.
AS/W007: Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.	31/03/2018	100	Green	A distinct Review Function is now operational within the Longer Term Care Service. All service users receiving Care and Support have had a review within timescale to ensue people receive the support and care that they need.
SI/F012: Implement business transformation for additional learning needs in line with the new models of service delivery.	31/03/2018	25	Green	The new model of delivering outreach services is operational and the procedures and processes to support this change are under development.
SL/F025: Complete a review of services under the remit of Strategy, Community Learning & Resources	31/07/2017	100	Green	Reshaping Services programme report identifying savings and service changes has

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
and implement the agreed service model.				been approved by the Reshaping Services Board in June 2017. The savings targets has now been re-profiled with a £250k savings target identified for 2017/18 and a 350k savings identified for 2018/19. All savings for 2017/18 have now been identified through a combination of re-profiling services, deletion of non-essential posts and operational efficiencies.
IT/F018: Continue reviewing ICT services and projects as part of Tranche 1 & 2 of the Reshaping Services programme.	31/03/2018	25	Green	This action is ongoing and remains at the forefront in terms of priority actions for the year. The latest update was presented to Cabinet on 31st July where the rating for the ICT Reshaping project was Amber. The project is aimed at identifying ways in which the service can be designed and delivered to ensure that the Council receives the service that it requires at the best possible value. Current updates in the project include a project team is being convened to manage the replacement of the current Print Strategy contract which is due to expire at the end of 2017/18. to ensure that printing requirements going forward are both fit for purpose and aligned to the strategy designed to significantly reduce the amount of printing that is carried out by the organisation and if adopted could provide significant savings. Work is currently being carried out to renew the contracts around lines and calls (desktop telephony) and mobile phones and it is intended that savings will be realised in 2017/18.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/F005: Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	31/03/2018 (ongoing till 31/12/2018)	25	Green	Disaster Recovery as a Service is being investigated, together with possibility of Domain Controllers for Active Directory on Federated Services (Cloud user authentication) on Azure. A project Team has been assembled to manage a Microsoft Office 365 pilot in Q3 2017. Meetings have also been arranged with Microsoft to discuss options and details for the pilot.
HR/W001: Provide managing change support for managers in relation to specific reshaping projects.	31/03/2018	30	Green	HR Officers are identified against all Change Management projects to support managers and ensure projects are completed in accordance with good practice guidelines. Current examples include support to managers in developing and implementing a new structure within Visible Services and Transport review. We are also contributing to help shape the engagement/consultation process relating to the Catering Review and supporting Building Services where schools externalise services.
HR/W015: Contributing to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2018	25	Green	HR support has been maintained through Q1 on all reshaping projects. A particular focus in Q1 has been given to the current transformation programme in Visible and Transport Services.

33

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/C018: Continuation and evaluation of the staff engagement approach and the management of the related work programme 2017/18 (includes an evaluation of the effectiveness of Staff Charter and progress made).	31/03/2018	25	Green	Eight out of the Fifteen commitments in the Staff Charter have now been delivered. A focus in Q1 has been on progressing work in relation to the staff recognition work programme which is one of the five Staff Charter workstreams. The third meeting of the CMT/Engagement Group took place on the 10th May 2017. It was agreed to ensure a 'campaign' style focus on the outcomes delivered under the Charter to date, ahead of the next employee survey in September.
HR/F019: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/18 Tranche 2.	31/03/2018	25	Green	The new HR Restructuring process has now been delivered and continues to contribute to the wider Resources savings targets.
FS/F043: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/2018. (Tranche 2).	31/03/2018	100	Green	All service savings for 2017/18 have been identified contributing towards the Directorates savings of £800,000 for 2017/18.
PD/F027: Undertake the preparatory work to ensure the service contributes to finding £800,000 savings required from the Resources Directorate in 2017/18.	31/03/2018	25	Green	All services within the Resources Directorate are working towards achieving the savings target of £800,000 for 2017/18.\n\nThe Performance and Development Service have a savings target of £178,000 for 2017/18. The savings will be found from a reduction in the Customer Service Representatives headcount as a result of more people using the website and a reduction in business hours.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/2018. (Tranche 2).	31/03/2018	25	Green	Additional savings have already been achieved as a result of 2 procurement exercises (relating to Land Charges and Postal equipment). The Operational Manager Democratic Services is

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				involved in relevant Departmental Working Group meetings and contributes to discussions and the proposals being developed to inform how the £1.4m savings are to be achieved.
LS/F012: Contribute to the preparatory work to identify £800,000 savings required for the Resources Directorate in 2017/2018.	31/03/2018	25	Green	Discussions are ongoing within Legal Services to identify budget savings as required.
FS/F021: Undertake Budget Consultation for 2018/19 budget with residents and key partners.	31/03/2018		Green	Work will be undertaken on draft estimates in December/January.
FS/F017: Continue to respond to budgetary savings as targets required.	31/03/2018	25	Green	Budget savings for Finance identified for 2017/18 and necessary changes are being made to ensure targets are met.
PD/F025: Continue to respond to budget savings for 2017/18.	31/03/2018	25	Green	Discussions are ongoing within Performance and Development to identify budget savings as required.
FS/F019: Co-ordinate a review of income generation opportunities corporately and implement an Income Generation Strategy.	31/03/2018	25	Green	An Income Generation Strategy is currently being drafted and discussions have taken place at Insight Board during the quarter regarding options for income generation.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2018	25	Green	Children and Young People's services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget.
VS/F022: Implement the changes associated with the business transformation of Visible Services & Transport and deliver savings totalling £525k in 2017/18.	31/12/2017	25	Green	Formal consultation proposals commenced 19 June, 2017 and will finish on 31 July, 2017 following on extension agreed by management and the unions. It is likely now as a result that the structure will not be finalised until late September 2017 (a slip of 6 weeks).

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/F020: Review the monitoring framework for the Capital Programme and improve reporting timeliness to reduce slippage between financial years.	31/03/2018	25	Green	The first Capital Monitoring report was presented to Cabinet on the 3rd July 2017 noting the progress made to date on the 2017/18 Capital programme, use of delegated authority, emergency powers and seeking approval of changes to the 2017/18 and 2018/19 Programme to allow schemes to proceed. Further reviews will continue during the year.
FS/AM022: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings includes ensuring compliance with public building legislation.	31/03/2018	25	Green	Good progress has been made with a review of corporate office accommodation having already been completed. This work will help identify and deliver savings to support the delivery of Reshaping Services and facilitate new ways of working.
PD/F024: Contribute to the development of a programme of training to support managers in delivering the Reshaping Services Programme.	31/03/2018	25	Green	The autumn sessions of the management development programme have been scheduled and a programme to support the delivery of the "Managing the Future" element of the Management Competency Framework is under development, focusing on the themes of digital and commercial skills, linking to the Reshaping Services programme.
AS/F014: Further develop the use of direct payments with a particular emphasis on learning disability.	31/03/2018	25	Green	Increasing the use of direct payments has been incorporated into learning disability Team Plan for 2017/18 and this intention has been shared with staff at Team Meetings. Targets for the increase are to be set with the newly appointed Team Manager once in post. Meetings are ongoing with Jo Perkins to ensure savings target are on track.

36

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CS/F008: Work with Education to support their programme of work to agree a model of service and commissioning priorities for Ty Deri.	31/03/2018	25	Green	Children and Young People's service (CYPS) have contributed to the current review being undertaken, the outcome of which is awaited.
IT/F017: Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler.	31/03/2018	25	Green	The ICT Strategy will be updated to ensure it is aligned with the Reshaping Services Programme and the new Digital Strategy. This work could only commence once the Digital Strategy had been endorsed by Cabinet. The Strategy was endorsed in July 2017 and the salient points from the Digital Strategy have been identified with a view to being either included or referenced in the updated ICT Strategy.
IT/F019: Support the implementation of the Council's Digital Strategy.	31/03/2018	25	Green	The draft Digital Strategy 2017-2020 was endorsed by the Corporate Management Team (CMT) on 5th July 2017 and will be presented to Cabinet on the 31st July 2017. Project meetings will be initiated to identify and deliver actions going forward.
IT/W020: Continue to maximise opportunities for agile working within the service and across the Council.	31/03/2018	25	Green	This action is ongoing and will be closely aligned to action reference IT/IT019. As an example, ICT projects and solutions have mobilised Elected Members, Shared Regulatory Services staff, etc., and have facilitated staff moves under the Space Project. There are a number of Reshaping Services projects currently at the planning stage which have the requirement to mobilise staff, e.g. Visible Services.
IT/F021: Achieve the required savings of £400k for the ICT Service in 2017/18.	31/03/2018	25	Amber	Current estimates indicate that there will be a c. £170k shortfall against the £400k target set for 2017/18. Implementation plan has been agreed.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/C023: Develop SLAs with schools to maximise collaboration and opportunities for income generation.	31/03/18	25	Green	This work will remain ongoing with SLA's continuing to be drafted and agreed prior to ICT taking on the support of a new school. The performance of these SLA's will be reviewed on an annual basis.
IT/F024: Continue to support the re-location of staff, as part of the Space Project which has involved the re-cabling/ networking of the Civic Offices.	31/03/18	25	Green	ICT continues to support the movement of staff under the Space Project as required.
IT/W025: Continue to roll out the technology refresh programme for staff and elected members.	31/05/2017 for elected members 31/03/2018 for staff	50	Green	The Members' technology refresh has been completed and has been considered a success. There is an ongoing technology refresh programme for the wider business which is a cyclical process - this includes the updating of hardware (PC's, Laptops, etc., and will also include the upgrade from Windows 7 to Windows 10).
IT/IT026: Decommission physical server hardware and migrate applications to new data centre from East Server Room to support the Space Project.	31/03/2018 (ongoing till 31/05/2018)	25	Green	A server infrastructure has been put in place, a number of servers have been decommissioned this quarter. Good progress is also being made on migrating applications to the new data centre to support the Space project.
IT/W027: Implement the restructure of the ICT service	30/06/2017	100	Green	The ICT Restructure has been completed with an implementation date of 1st June 2017. We are currently recruiting to fill any posts that remained vacant following the restructure.
SL/F037: Rolling out credit cards to schools.	30/09/2017			This work has been delayed by other departments. We are now waiting on approval from audit before progress can be made.
SL/F038: Review of contracts across the service.	31/03/2018 (ongoing)	25	Green	A review of contracts and external service provision is currently underway.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/F029: Review current contracts with all kennel provider facilities with a view to ensuring continued provision across the region.	31/03/2018	25	Green	Procurement guidance has been taken with a view to the tendering process beginning in the autumn 2017.
CP2				
HR/W020: Review the Council's Corporate Workforce Plan.	30/09/2017	25	Green	A preliminary report on progress in relation to the Corporate Workforce Plan was provided to the Insight Board in May 2017, 18 of the 26 work streams were noted as making good progress. A further more detailed report will be reviewed by the Council's Insight Board in Q3.
HR/W021: Implement a revised Training and Development Strategy.	31/03/2018	25	Green	Elements of the Training and Development Strategy are being taken forward including the refinement of the new Management Competency Framework, the continuation of the monthly Leadership Café Sessions and preparation for the third wave of management development sessions in October. Progress will be accelerated in Quarter 2 as a result of the recruitment of a new OD and Training Manager
HR/W023: Evaluate the succession planning and talent management scheme and extend this succession planning model Council-wide.	31/03/2018			This review of the succession planning process will now be undertaken in Q3 as part of the remit of the new Organisation Development & Training Manager.
HR/W026: Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council.	31/03/2018	15	Amber	A joint project group has met on a number of occasions to explore the business case for sharing a service. This work will need to be accelerated in quarter 3 and in the context of wider collaborative opportunities.
HR/W008: Continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2018	25	Green	Effectively delivered its first quarter programme in relation to the award running leadership café. Recent Café events held this quarter include:- an evening with Corporate Management Team, an insight into engaged local authorities and a

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				session on managing Trust.
HR/W025: Initiate the implementation of the new HR Operating model (HR Shared Service Centre and business partnering approach).	31/12/2017	50	Green	The launch of the new HR Employee Services Centre is scheduled for 1st October 2017. All HR employees in Provincial House have moved to Civic Offices in June/July 2017. The majority of positions have been filled within each team. The new OM will be starting at the end of August 2017 and the transition arrangements have been considered prior to their arrival.
HR/W024: Launch and implementation of the Management Competency Framework.	31/03/2018 (ongoing till 30/09/2018)	25	Green	The new Management Competency Framework was launched in April 2017. The framework notes 5 key areas; managing my job, managing the team, managing the future, managing myself and managing relationships. The Framework itself flows through the 5 areas which identifies key elements and provides examples of what a Vale manager should display.
HR/W022: Undertake a refresh of the Council's induction programme to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.	30/09/2017	100	Green	The new "welcome to the vale" induction programme was launched in April 2017 with excellent evaluation results. The corporate induction refresh was undertaken to ensure we build a resilient workforce, strengthen staff knowledge and understanding of the Council's vision and valued and how staff contribute to the achievement of our corporate objectives.
HR/W009: Continue to review and strengthen the performance management and support arrangements in relation to attendance management.	31/03/2018	25	Green	The robust performance management arrangements as agreed by Cabinet have continued in Q1. The yearly targets have been reviewed and priority report monitoring is continuing. For the HR Service, during quarter 1 the service lost 0.26 days per FTE due to sickness absence, this is well within the Directorate

40

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				target of 1.45 days for the period.
VS/W003: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	Sickness is a considered on each management team agenda. During quarter 1, Visible Services and Transport lost a total of 3.93 days per FTE due to sickness absence, missing the target of 2.93 days set for the Environment and Housing Directorate.
FS/W031: Continue to review and strengthen the performance management and support arrangements in relation to attendance management.	31/03/2018	25	Green	The Division continues to monitor absence levels and provide appropriate support for staff to return to work. During quarter 1 Financial Services including the resources Directorates office lost 1.69 days per FTE due to sickness absence which has missed the Directorates target of 1.45 days.
SL/W023: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2018	25	Green	Work is ongoing with overall levels of long-term sickness being reduced. During quarter 1 the Strategy, Community Learning and Resources service (including the Director's Office) lost 1.94 days per FTE which is within the Directorate's target of 2.08 days.
BM/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	The Division continues to proactively manage staff effectively through this policy. This remains on all DMT agendas and supervision discussions. During quarter 1, Resources Management and Safe Guarding (including the Director's Office) lost 2.68 days per FTE to sickness absence which is within the Social Services Directorate's target of 2.90 days for the period.

41

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SI/W011: Review and strengthen the performance management arrangements and support in relation to sickness absence within the service.	31/03/2018	25	Green	Performance management arrangements and support in relation to sickness absence have been established and now need to be fully embedded into practice. During quarter 1 the Achievement for All service lost a total of 2.53 days per FTE which is slightly over the Learning and Skills Directorate target of 2.08 days.
PD/W007: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	During quarter 1 the Performance and Development service lost a total of 3.17 days per FTE due to sickness absence, missing the Resources Directorates target of 1.45 days for the period. Absence management will continue to be monitored.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2018	25	Green	Over the course of quarter 1 Democratic Services lost 6.85 days per FTE due to sickness absence, this was heavily based upon long term sickness absences which accounted for 6.53 of the days lost, missing the Directorate target of 1.45 days for the period. Sickness absence will continue to be monitored through the year.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	Performance Management of sickness and absence continues to be closely monitored by all managers with the aim of ensuring an overall reduction in sickness affecting the service. During quarter 1 Regeneration and Planning services lost a total of 2.28 days per FTE, missing the Directorate target of 1.45 days.
HS/W020: Review and strengthen the performance, management and support arrangements in relation to sickness absence within the Housing Service.	31/03/2018	25	Green	The Department continues to invest in training, with a projected training budget of £50k identified for 2017/18 on a range of programmes designed to retain and equip staff for their current and future roles being delivered. The new sickness policy has been implemented and regular reviews are taking

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				place between all stakeholders. Housing Services lost a total of 1.63 days per FTE and Building Services lost 2.69 days due to sickness absence during quarter 1 which are both within the Directorate target of 2.93 days.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2018	25	Green	During quarter 1 Legal Services lost a total of 0.29 days per FTE due to sickness absence against the Directorate's target of 1.45 days. The services figure is solely made up on short term sickness absences.
IT/W015: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	As part of the ICT restructure, a new Business Support Team was introduced to manage and report on performance and sickness arrangements as part of their much wider terms of reference, this work will remain ongoing throughout the year. During quarter 1 the ICT service lost 0.49 days per FTE due to short term sickness absence which is within the Directorate's target of 1.45 days.
AS/W016: Review and strengthen the performance management and support arrangements.	31/03/2018	25	Green	During quarter 1 Adult Service lost a total of 2.49 days per FTE due to sickness absence, which is within the Directorate target of 2.90 days for the period. This is an improvement on the 2.77 days lost per FTE for the Service during the same period last year.
CS/W002: Review and strengthen our performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	Children and Young People's services (CYPS) comply with the MoA policy. Managers use flagging reports effectively to ensure compliance with policy trigger points. During quarter 1 the service lost a total of 2.89 days per FTE due to sickness absence, this is within the Social Services Directorate target of 2.90 days for the period.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/W030: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	25	Green	There are no significant issues at present. All managers have received training on the sickness and absence policy.
PD/W016: Transfer expertise and skills in certain corporate areas (e.g. consultation/ engagement) to enhance cross-skilling across teams.	31/03/2018	25	Green	Shadowing and mentoring have been undertaken within various roles across the service.
PD/W017: Continue to increase role flexibility within Performance and Development teams.	31/03/2018	25	Green	The approach to more flexible working across teams continues, with a business partnering approach being adopted within the Performance Team to support service plan monitoring and delivery. The Strategy and Partnerships team continue to engage effectively with the Communications team to support the development of the Well-being Plan.
PD/W026: Work with Organisational Development to further develop Team Leader skills, particularly in relation to performance management, risk management, procurement and contract management.	31/03/2018	25	Green	All Team Leaders attend mandatory training as part of the Management Competency Framework. Recent sessions have covered contract management, risk management, Wellbeing of Future Generations Act and procurement. Further service specific sessions are planned for the P&D team covering project management and business partnering.
PD/C028: Strengthen and extend shared working between C1V and the Cardiff and Vale University Health Board.	31/03/2018	25	Green	A jointly funded project manager has been appointed in May 2017 and initial projects agreed. This work includes an operational review of all services within the contact centre environment with the objective of improving operational efficiency and creating opportunities to increase shared services.
PD/W029: Develop support for managers on commercialisation and income generation.	31/03/2018	25	Green	An Income Generation and Commercial Opportunities Programme Team has been established to develop and review opportunities to contribute towards the Council's saving

44

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				target. A draft Income Generation and Commercial Opportunities Policy has been developed n considered by the team. The policy sets out a range of objectives and principles designed to enable a consistent approach to be adopted across the Council to the full range of issues relating to income and commercial opportunities. This policy will now be considered by CMT and Cabinet and disseminated to all managers thereafter. A strategy on implementing the policy is also under development to be reported in tandem on how the Council will seek to deliver the required income targets over the short and medium terms.
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2018	25	Green	This work has been planned to be undertaken through either Q2 or Q3 in order to build a more resilient and stable workforce that is able to meet the growing demand of the service.
DS/W009: Continue to develop the skills of specific staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2018	25	Green	This is an ongoing process of ensuring staff across the team are able to increase their knowledge and skills base and, consequently, ensure maximum resilience within the team.
DS/W010: Continue to develop succession planning arrangements at management level.	31/03/2018	25	Green	No specific meetings have been required during Quarter 1 regarding succession planning. However, the Operational Manager and Team Leaders will be taking account of this issue as part of the Staff Appraisal process.
CS/W009: Complete the process to review reporting lines within Children and Young People Services at OM and HoS level.	31/03/2018	100	Green	The revised reporting lines within the service have been agreed and will come into effect when the vacant OM post is filled. This work will

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				ensure the divisions structure is fit for purpose to best meet statutory requirements and challenges within social care.
CS/W010: Continue to offer opportunities for relevant staff to complete the Team Management Development programme.	31/03/2018	100	Green	Opportunities to complete the Team Management Development programme continue to be offered to staff to allow current and future managers to be equipped with the skills to effectively manage.
CS/W011: Explore options for succession planning in relation particularly to the 55-64 age bracket.	31/03/2018	0	Red	No work has been undertaken with this focus to date. The current focus is on recruitment to vacant SW posts across statutory teams.
CS/W012: Maximise opportunities to utilise staff at lower grades to undertake routine work.	31/03/2018	25	Green	Review of the business support structure is currently underway.
CS/W013: Identify the critical posts within the business where recruitment deficits exist.	31/03/2018	25	Green	Current focus is on recruitment to vacant SW posts across statutory teams.
CS/W014: Work with Corporate Training and Development to enhance the skills of Business Support Staff.	31/03/2018			This work will be undertaken alongside the review of the business support structure which is currently ongoing.
SL/W028: Support employees to develop the broad skillset required to support new ways of working.	31/03/2018 (ongoing)	50	Green	Work is ongoing with a number of staff receiving accreditations in coaching and mentoring, procurement, AAT and specialist management training in preparation for new Local Authority Trading Company.
SRS/W027: Provide training to elected members across the partner councils on licensing and the functions of the SRS.	31/03/2018	50	Green	All members of Licensing and Public Protection Committee in each of the SRS authorities have received statutory training to enable them to take up their roles. This was undertaken by SRS staff in conjunction with Legal teams in Bridgend and Cardiff. We are developing wider more in depth specialist training opportunities for Licensing Members to be delivered by external organisations over the next 3 months.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP4				
PD/A024: Develop and agree a Well-being Plan in line with requirements of the Well-being of Future Generations Act.	31/03/2018	25	Green	A self-assessment tool has been developed, expert workshops held and an editorial group established as part of the work to draft the plan. At a Public Service Board (PSB) workshop in June the PSB considered potential actions for inclusion in the plan and these are now being developed through discussions with partners. Discussions are also taking place with officers leading on the Area Plan for the IHSC partnership to ensure alignment and a joined up approach to engagement in the Autumn.
CP5				
PD/C032: Implementation of the Public Engagement Framework action plan.	31/03/2018	25	Green	While preparatory work is now underway, this work will begin formally following Cabinet approval of the new Public Engagement Framework and supporting action plan (anticipated to be in Sept 2017)
PD/C011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.	31/03/2018	25	Green	Updated Public Engagement Framework is currently out for public consultation. This document includes added emphasis on the principles of good consultation. Once approved by cabinet (anticipated to be in Sept 2017) this will then be published on both Staffnet and the website and circulated extensively.
PD/C030: Work with ICT to develop an online engagement database.	31/03/2018	25	Green	The Communications Team has developed an initial scope for this application and colleagues within ICT Services are currently working to develop a beta version for testing. Meanwhile a data collection exercise is being undertaken to populate the database.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C031: Strengthen internal networks by creating points of contact within each directorate.	31/03/2018	25	Green	The Communications Officer for Engagement has established an internal network of colleagues who currently undertake some element of public engagement work as part of their roles. This group has held its first meeting and agreed to continue to meet bi-monthly in order to share information on existing projects and dovetail these together where possible.
CP6				
PD/A020: Continue to work with elected members and officers to develop performance reporting arrangements that are aligned to the Corporate Plan Well-being Outcomes.	31/03/2018	25	Green	All new members were provided with an introduction to the Council's Corporate Plan and outcome based reporting arrangements as part of the induction process. Work on a new format of reporting has continued and Members will be engaged via the scrutiny cycle in September 2017 for feedback.
PD/A021: Review the operation of the Insight Board for supporting integrated planning.	31/03/2018	25	Green	The work programme for the Insight Board is well established, with a more formal review of working practices has been scheduled for October 2017.
PD/A022: Incorporate the process of reviewing the existing Well-being Objectives as part of our annual self-assessment process.	31/03/2018	25	Green	This will be undertaken as part of the annual self-assessment process as an opportunity to ensure the well-being objectives remain relevant in contributing to the Council delivering our corporate priorities and contributing to the national well-being goals.
PD/A023: Produce an Annual Report for the Council that incorporates a performance assessment and an annual Well-being report in line with statutory requirements.	31/03/2018	25	Green	This work will be undertaken during the summer and reported later in the year as part of the annual self-assessment process. The quarterly performance information and regulator reports will inform this assessment.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F033: Procure a new performance management system.	31/03/2018	10	Red	The new performance system will be procured later in the year as resources allow to produce a specification and manage implementation. The development of new format performance reporting is informing the specification and it is considered prudent to seek Member views on these prior to undertaking the formal procurement process.
CP7				
DS/C015: Continue to implement joint scrutiny arrangements for the regionalisation of Shared Regulatory Service (SRS).	31/03/2018	10	Red	The Director of Environment and Housing Services and Head of Democratic Services will be meeting in Quarter 2 to discuss how to progress the matter; as a result limited progress has been made during quarter 1 resulting in the slippage. It remains the view of the Head of Democratic Services given the Council is the Host Authority and services the executive Shared Regulatory Services function (i.e. the Joint Committee), that one of the other two constituent authorities should assume responsibility for the scrutiny function. This view was reiterated at the Corporate Performance and Resources Scrutiny Committee on 20th July 2017.
DS/A005: Continue to implement the Scrutiny Action Plan.	31/03/2018	25	Green	Work under this Plan remains ongoing with no major outstanding actions. In accordance with one of the actions contained in the Action Plan, the mandatory elements of the Member Induction Programme began to be delivered during quarter 1.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP8				
HR/W027: Review the effectiveness of the staff appraisal scheme #itsaboutme.	31/03/2018	100	Green	Minor amendments to the process have been implemented following a review into the staff appraisal scheme to ensure it remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Services priorities. The new process has now been launched for 2017/18. Information on the scheme can be found on StaffNet.
CP9				
PD/R039: Review our approach to corporate risk monitoring (incorporating Service Plan risks).	31/03/2018	25	Green	A new approach to documenting corporate and service risks has been discussed at the June meeting of the Insight Board. Proposals are to be considered by CMT in July and thereafter Cabinet and Audit Committee. The revised approach will also be reflected in the new format of quarterly performance reports for Q2 with more detailed analysis provided to members on both corporate and service risks.

Appendix 2: Detailed Performance Indicator Information

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
People						
CPM/210 (HR/M001): Employee turnover (voluntary).	1.13%	1.63%	1.75%	Green	↓	Performance is in line with the annual target of 7.5%. Work is continuing to increase the number of exit questionnaires returned to the authority. Analysis of turnover will be undertaken in the annual turnover report taken to Scrutiny Committee.
CPM/211 (HR/M004): Percentage of staff appraisals completed.	N/A	N/A	N/A	N/A	N/A	Annual measure to be reported at quarter 4.
CPM/019 (PAM/001) (CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.12	2.28	2.23	Amber	↓	We continue to maintain a strong focus on attendance at work corporately and performance management arrangements have been strengthened.

Q1 figures show absence performance at 2.28 days per FTE just missing our quarterly target of 2.23 days. Our Q1 performance is also down on last year's performance in the same time period (2.12 days per FTE). |
| CPM/212 (HR/M005): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence | 0.6 | 0.61 | | N/A | ↓ | No target is set for short term sickness absence hence a performance status is not possible.

On average, 0.61 days per FTE were lost due to short term sickness absence during quarter 1. This is marginally lower than last year's performance. |
| CPM/213 (HR/M006): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term | 1.52 | 1.67 | | N/A | ↓ | No target is set for long term sickness absence hence a performance status is not possible. |

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
sickness absence.						On average, 1.67 days per FTE was lost due to long term sickness absence during quarter 1. This is a slight increase when compared to performance during the same period the previous year (1.52 days per FTE).
Financial						
CPM/214 (FS/M014): Spend against approved Council revenue programme	81%	25%	25%	Green	↓	Spend is on target for achieving 100% at the end of the financial year. The latest update was presented to Cabinet on the 3rd July.
CPM/215 (FS/M015): Spend against approved Council capital programme	N/A	8%	25%	Red	N/A	Spend against the approved Capital programme at quarter 1 is 8%. The latest update was presented to Cabinet on the 3rd July. A review of the monitoring framework for the Capital Programme has been undertaken in order to improve reporting timeliness and reduce slippage between financial years.
CPM/216 (FS/M016): Performance against savings targets.	N/A	25%	25%	Green	N/A	Figures at quarter 1 are currently showing full achievement of all savings.
CPM/217 (FS/M017): Performance against agreed reshaping services targets.	N/A	25%	25%	Green	N/A	Figures at quarter 1 are currently showing full achievement of all savings.
CPM/219 (FS/M019): Percentage of Council contracts engaged in via the National Procurement Service framework.	N/A	55%		N/A	N/A	Establishing baseline. According to the National Procurement Service (NPS) we currently use 25 of their frameworks out of 45 which is 55%.
Assets						
CPM/153 (FS/M021): Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.
CPM/221 (FS/M022): Number of	N/A	N/A		N/A	N/A	Annual measure to be reported at

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
assets transferred to the community.						quarter 4.
Customer						
CPM/001 (PD/M001): Percentage of customer enquiries to C1V resolved at first contact.	65%	71.91%	75%	Amber	↑	During quarter 1 30,672 of the 42,654 customer enquiries to C1V were resolved at first contact. While the overall percentage of enquiries resolved at C1V is 71.91% there is significant variation between services. 97% of the 8180 enquiries for Waste Management were resolved at C1V compared to only 11.82% of the 829 Benefits enquiries.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds.	N/A	91	60	Red	N/A	Service target was missed during the period due to a combination of four issues. Firstly, the department has been carrying vacancies in anticipation of deleting posts to meet savings targets. Secondly there was an increase in short term sickness. Thirdly, there was an increase in call volume due to undertaking of SRS calls and as a result of the Council and UK Parliamentary elections in May and June respectively.
CPM/002 (PD/M002): Percentage customers who are satisfied with access to Council services across all channels	95%	99.08%	95%	Green	↑	A total of 2280 of 2301 respondents gave a positive response when asked how satisfied they were with the service they received during the quarter. 1873 customers (81%) gave the highest possible score.
CPM/222 (PD/M028): Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A		N/A	N/A	Biennial measure to be reported at quarter 4.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within	66.2%	43.9%	85%	Red	↓	43.9% (29 of the 66 complaints received) during quarter 1 were

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
target timescales						resolved within target. A number of complaints showing as out of target are as a result of delayed administration on the database.
CPM/224 (PD/M030):Percentage of Corporate complaints resolved at Stage 1	81.5%	86.4%	85%	Green	↑	86.4% of complaints (57 of the 66 complaints received) being resolved at Stage 1 indicates that the Council is dealing effectively with complaints when first raised by the customer.
CPM/225 (PD/M031): Percentage of Corporate complaints resolved at Stage 2	18.5%	13.6%	15%	Green	↑	A total of 9 complaints were resolved at stage 2 during the period. Of these the most popular learning points were, Review & Revise Information and Staff Training & Development.
CPM/226 (PD/M032): Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	0	Green	↔	No ombudsman complaints where upheld against the council during quarter 1 mirroring performance in the previous year's quarter 1.
CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales.	N/A	4th	2nd	Red	N/A	The project currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links. The CMS application used for updating the website will be upgraded by ICT shortly which will provide new features for improving accessibility for web content creators / editors going forward. Updated accessibility training will be provided to these content editors following the CMS upgrade.
CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales.	N/A	116th	10th	Red	N/A	This is a slightly lower ranking than 106th which was achieved at the end of year 2016/17. The project currently being carried out by the Corporate Communications Team to update the website will include the removal of old

54

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
						content and broken links will help performance here as they have significant effect on the rankings. The CMS application used for updating the website will be upgraded by ICT shortly which will provide new features for improving accessibility for web content creators / editors going forward. Updated accessibility training will be provided to these content editors following the CMS upgrade.
CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees.	N/A	40%	60%	Red	N/A	6 of the 15 responses received during quarter 1 reported being satisfied or very satisfied with speaking at committees. The total figure of 15 reported relates to 3 respondents and a total of 5 responses each.
CPM/228 (DS/M034): Percentage of committee meetings web casted.	8.82%	15.63%	10%	Green	↑	The Council's current policy is that meetings of the Planning Committee and Full Council are webcast. As a result 5 of the 32 committee meetings held across the Council were webcast. This allows members of the public to watch the meetings remotely as when they choose after they have been web cased through them being published onto our website.
CPM/076 (PD/M034): Percentage of residents who are satisfied with communications from the Council.	N/A	N/A		N/A	N/A	Biennial measure to be reported in quarter 4.
CPM/077 (PD/M019): Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life)	N/A	7.67%	6%	Green	N/A	The number of Facebook Likes received at the end of quarter 1 was 9527, this is an increase of 7.67% from 8848 at the end of 2016-17. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/086 (PD/M023): Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	5,691	3,975	Green	N/A	The average reach of Facebook posts has increased since end of year quarter 4 where the average reach was 4342. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account.	N/A	4.01%	3.20%	Green	N/A	The number of Twitter followers at the end on quarter one was 14,588, this is an increase of 4.01% from 14,025 at the end of 2016/17. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/084 (PD/M021): Average daily impressions achieved by @VOGCouncil Twitter account.	N/A	8,100	7,700	Green	N/A	Over the course of the quarter the Twitter account earned 738.3k impressions providing an average of 8.1k impressions per day. The communications team continue to actively engage with residents over social media and monitor usage.
ICT						
CPM/008 (IT/ M002): Percentage of service availability of top 20 ICT systems.	99.82%	99.97%	99.95%	Green	↑	Performance here is above the target set of 98% at quarter one, this is due to the ongoing infrastructure improvements.
CPM/007 (IT/M001): Percentage	96.15%	99.97%	98%	Amber	↓	During quarter 1 9,602 calls out of the

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
service desk calls/tickets resolved within agreed timescales.						10,087 processed were resolved within agreed timescales. The figures supplied are for the whole ICT Section (including Server Support/Networks/Web/etc.) and not just the tickets resolved by the service desk. If the service desk queues alone were extrapolated then the figure would l be 97.84%. However, as the service desk take calls for ALL of ICT then this performance indicator needs to be for all of ICT.

Appendix 3 – Additional Performance Indicators (Corporate Health)

Performance Indicator	Q1 Actual 2016/2017	Q1 Actual 2017/2018	Q1 Target 2017/2018	RAG Status	Direction of Travel	Commentary
Customer						
PAM/002: Percentage of people that agree their local Council provides high quality services.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.