

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 <b>actions</b> we are taking:	The overall status of the <b>indicators</b> we use to measure our performance:	Which indicates the <b>overall status</b> of Corporate Health is:
GREEN	AMBER	GREEN

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
<b>Green:</b> Performance is on or above target	↑ : Performance has improved on the same quarter last year	<b>Green:</b> Action completed or on track to be completed in full by due date.	<b>Green:</b> indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
<b>Amber:</b> Performance is within 10% of target	↔ : Performance has remained the same as the same quarter last year	<b>Amber:</b> Minor delay but action is being taken to bring action back on track.	<b>Amber:</b> 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.
<b>Red:</b> Performance missed target by more than 10%	↓ : Performance has declined compared to the same quarter last year	<b>Red:</b> 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.	<b>Red:</b> 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				
<b>VS:</b> Visible & Transport Services	<b>LS:</b> Legal Services	<b>SL:</b> Strategy, Community Learning and Resources	<b>BM:</b> Business Mgt. & Innovation	<b>IT:</b> ICT Service
<b>HS:</b> Housing & Building Service	<b>HR:</b> Human Resources	<b>PD:</b> Performance & Development	<b>SRS:</b> Shared Regulatory Services	<b>SI:</b> School Improvement
<b>DS:</b> Democratic Services	<b>FS:</b> Finance Service	<b>RP:</b> Regeneration & Planning	<b>CS:</b> Children & Young People Services	<b>AS:</b> Adult Services

## 1. Outcomes Summary

An overall RAG status of **GREEN** has been attributed to Corporate Health. This reflects the positive progress made to date 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 at Q2 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.

A Green performance status has been attributed to all 11 Corporate Plan actions focusing on Corporate Health aspects. This reflects the good progress made by Council services in implementing planned improvements contributing to positive corporate health overall.

Performance met or exceeded target in 5 out of 6 quarterly PIs reported this quarter with the remaining PI (HR/M001) missing target by more than 10%, resulting in an Amber RAG status for all measures.

During the quarter, the Wales Audit Office published the findings of their **corporate assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The assessment was very positive and concluded that, 'The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement'. The WAO also found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future.

The majority of service areas reported **absence performance** within target and no significant issues were highlighted as impacting negatively on progress with planned improvement activities. Improved absence performance was reported at Q2 in a number of service areas and this was attributed to a more proactive approach and targeted and consistent monitoring of absence at senior and team management levels with priority cases being reviewed monthly in order to ensure performance remains on track. Across all services, 3.76 days per full time equivalent (FTE) was lost to sickness absence against a quarterly target of 4.45 days. This performance represents an improvement on the same time period last year (4.28 days). Corporately, much emphasis has been placed on strengthening performance management and support arrangements in relation to attendance and this is having a positive impact.

A number of service areas across the Council continue to report difficulties in **recruiting staff** and in ensuring succession is planned for in order to sustain service delivery in the long term. In response, a variety of workforce initiatives have been introduced by the relevant service areas informed by reviews of the skills sets required going forward. These initiatives are being undertaken alongside shaping of future work programmes and the Council's transformation agenda. Going forward, learning from the Council's pilot succession planning and talent management scheme will inform these initiatives.

At the last review of the **Corporate Risk** Register in September 2016, the level of risk attributed to the 13 corporate risks remained relatively unchanged with the exception of the Reshaping Risk which has increased to a medium-high rating (from medium) and the Local Development Plan risk reducing to a medium-low risk (from medium-high). In addition, the risk relating to school improvement has been removed from the register following a positive Estyn Inspection of the service in March 2016. Mitigating actions for both service and corporate risks continue to be progressed alongside service plan actions.

A number of **emerging service risks** were identified which could impact adversely on achieving our four Well-being Outcomes. There is much uncertainty around the effect that post 'Brexit' will have on the economy, purchasing patterns, business and consumer confidence and how these may affect future work contributing to the Well-being Outcome. Additionally, there could be a potential detrimental impact on the property market which may result in delaying disposal and redevelopment land for housing and income from major planning applications.

There also continues to be ongoing uncertainty in relation to external funding arrangements (also exacerbated by the Brexit decision). These could impact significantly on delivering improvement activities contributing to this Well-being Outcome as a result of decisions taken elsewhere and impact on Council investment decisions on key regeneration projects including the Enterprise Zone and the City deal. Also tied in with the Brexit decision, Welsh Government's Regeneration programmes currently remain under review and there is no indication from WG on what, if anything, will replace these. The continued delay and uncertainty is not helpful in taking matters forward or in planning a new strategy. We will continue to work with and challenge Welsh Government over replacement schemes and resources for regeneration, whilst developing potential projects.

A key challenge and further risk relates to the impact of new out of county placements in the Learning & Skills Directorate. The pupil placements budget is a volatile budget that can be significantly impacted with changes to packages of one or two pupils. Significant work is currently ongoing with parents to consider wherever possible, appropriate alternatives within the county to meet the educational needs of children whilst minimising the impact on limited resources.

A 59% reduction in transitional funding to the Housing Solutions service is now certain following the announcement of the Welsh Government budget for 2017/18. The grant assists and mitigates changes as a result of the Housing Wales Act (2014) and will lead to additional pressures on the supply of temporary housing particularly in the private sector. A review of the General Fund Housing Service will be undertaken in Q3 to identify measures to manage the funding reduction and associated risks.

At Q2, most services have projected a **budget** outturn on target although this may change as the year develops particularly in light of some of the emerging service delivery pressures highlighted. Of particular note is the ongoing pressure on the Social Services budget which is currently projecting an adverse variance of £600k at year end, resulting largely from the increasing demand for domiciliary care services. Whilst some work is being done to re-model services to ensure their delivery is by the most effective means, the Council could

eventually have to face difficult choices around how and what services are delivered, if the current budget pressures and savings requirements continue to grow.

The loss of recoupment income from other Local Authorities for placements at Ygol Y Deri continues to cause significant financial pressure for the Learning & Skills Directorate. Whilst the Directorate has been successful in identifying reshaping savings for the Inclusion Service, the Directorate has been unable, to date, to identify further savings to cover this gap on recoupment income. The resulting overspend is being addressed in year through deployment of reserves and managed underspending across a range of services. However, this is directing funding away from service development and has created capacity issues in a number of service areas. The judicial review of libraries has delayed the implementation of the Community Libraries. This delay in implementation will also have an impact on the service's ability to achieve budget savings in 2016/17.

Overall, positive progress is being made in delivering the Council's **Reshaping Services** programme and work continues to achieve savings of £3.052M associated with the programme in 2016/17. During the quarter, performance in relation to achieving agreed reshaping targets was 100%. A green performance status for programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in September 2016. The Council's Staff Charter was launched in this period. Scoping work has commenced to consider the approach to identifying tranche 3 projects for future savings and will be progressed as part of the Council's budget setting process from Q3.

We continue to proactively **engage** with our key stakeholders with a particular focus on our residents, customers, internal client departments and partners to inform service improvements. Developments of particular note in the quarter include the launch of a new single telephone number for Shared Regulatory Service customers across Bridgend, Cardiff and Vale of Glamorgan areas. This will ensure consistency of experience and allow for the deployment of a single point of contact for all SRS services.

A survey of Council tenants undertaken during the summer of 2016 identified positive satisfaction levels for a number of quality of life and well-being indicators. 81% of respondents (1,395 tenants) were satisfied with overall services provided by the Council. However, when compared with HouseMark's averages, the Council's ratings had a mixed performance. Satisfaction with the quality of the home, repairs service and overall services were slightly below average, while value for money and the neighbourhood were above average performance. In response an action plan is being developed in association with our tenants to address any areas where improvements could be made.

Following consultation on expanding Welsh Medium (WM) secondary school places, a Statutory Notice will be issued on 17th October 2016 as per Cabinet approval. Consultation has commenced on the proposal to open a nursery unit at Fairfield Primary school from January 2018. The proposal will create a new 48 part time nursery place nursery unit at the school and extend the age range of the school to a 3-11 age primary school. In line with the Council's priorities, this will make the best use of resources and contribute to raising standards in schools.

Overall, positive progress has been reported by the majority of service areas in relation to maximising our key **asset priorities**. Developments of particular note during the quarter include the Vale Learning Centre which is on track to be opened in November at Barry Library, delivering a state of the art adult learning centre for the Vale. Work is on track to complete the building for Ysgol Y Ddraig as part of the Llantwit Major Learning Community with handover scheduled for the October half-term. Building work at Llantwit Major Comprehensive School is on course to meet the target of opening in 2017. Cabinet has given its approval for the disposal of the Eagleswell Road school site (Ysgol Y Ddraig) with the capital receipt from the land disposal to be ring-fenced for the Schools Investment Programme.

In line with our priority to promote increased physical activity and healthy living amongst Vale residents, significant improvements are planned to our leisure centres in Barry and Penarth Leisure with work scheduled to commence in the new year to refurbish swimming pool changing rooms at both centres and a replacement floor for the main hall at Barry Leisure centre.

6 Intermediate care beds at Ty Dyfan Reablement Unit have been commissioned by the Council and Cardiff and Vale University Health Board utilising the Intermediate Care Fund. The unit which is on track to open in late November will relieve some of the pressure on hospital beds and support older residents to regain independence. Our aim is to provide a bridge between hospital discharge and home for those people who require additional time in a supportive environment to maximise their independence.

There is a need to progress a number of key projects contributing to our Corporate Well-being Outcomes such as the link road to Barry Island, development of the St. Paul's and the Cowbridge Cattle Market sites, development of a lighting scheme for the Western shelter, improvements to Five Mile lane and the Coldbrook Flood Alleviation scheme. In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.

Positive progress was reported during the quarter in relation to our key **ICT priorities** including the introduction of vehicle telemetry technology in all Council owned and leased vehicles to improve their operational efficiency supported by a comprehensive training programme for staff. Mobile working has commenced in the Housing Department incorporating an Anti- Social Behaviour solution for Neighbourhood Management staff which is aimed at improving efficiency and customer service. A tenant profiling module, part of the OHMS system is to be shortly implemented which will ensure more targeted interventions to mitigate the ongoing impact of welfare reform. This will deliver key benefits to tenants through improved money advice and better informed financial assessments.

## 2. Performance Snap Shot

### Corporate Plan overview

The table below provides an overview of the progress at Q2 in delivering the Corporate Plan Well-being Outcomes for our Year 1 priorities.

	 AN INCLUSIVE AND SAFE VALE	 AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE	 AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	 AN ACTIVE AND HEALTHY VALE	 STRONG COMMUNITIES WITH A BRIGHT FUTURE
	Well-being Outcome 1	Well-being Outcome 2	Well-being Outcome 3	Well-being Outcome 4	Corporate Health
Overall RAG Status	GREEN (GREEN)	GREEN (GREEN)	AMBER (GREEN)	GREEN (AMBER)	GREEN (AMBER)**
Objective RAG	1: AMBER (GREEN)	3: GREEN (GREEN)	5: AMBER (GREEN)	7: GREEN (AMBER)	N/A
	2: GREEN (AMBER)	4: GREEN (GREEN)	6: AMBER (GREEN)	8: GREEN (AMBER)	N/A
Overall Delivery: Year 1 Corporate Plan Outcomes *			AMBER (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.

\*\*The RAG status in brackets highlights the previous quarter's performance in relation to the respective Well-being Outcomes and gives an indication of the direction of travel.

# Corporate Health Priorities

	ACTIONS STATUS			+	INDICATORS STATUS		=	CORPORATE HEALTH STATUS
Corporate Plan Actions	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)	50	Green	GREEN		6*	AMBER		GREEN
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)	19	Green						
CP3: Review and challenge the Council's approach to financial planning including the capital programme to ensure a long term view is balanced with the need to address immediate priorities. (2016/17)	2	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)	3	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)	2	Green			
CP7: Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	4	Green			
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. (2016/17)	1	Green			
CP10: Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	3	Green			
CP11: Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. (2018/19)	1	Green			

\*Data was reported for 18 PIs of which a performance status was applicable for 6. A Green performance status attributed 5 measures (IT/M002, IT/M001, PD/M001, PD/M002, HR/M002) with the remaining PI (HR/M001) missing target by more than 10% (Red). The table below highlights the PIs attributed with a Red status and provides commentary on the performance.

Performance Indicator	Q2 Actual 2015/2016	Q2 Actual 2016/2017	Q2 Target 2016/2017	RAG Status	Direction of Travel	Commentary
People						
HR/M001 (RS/M048): The percentage of employees (including teachers and school based staff) who leave the employment of the local authority on a voluntary basis (voluntary meaning resignation, all retirements and career breaks)	5.97	4.36	3.25	Red	↑	Performance missed the quarterly target of 3.25%. This is largely due to the number of staff leaving schools at the end of August which disproportionately distorts performance. The launch of the Staff Charter in September will help support retention corporately within the Council and work is continuing to increase the number of exit questionnaires returned to the authority. We are working towards an annual target of 6.5%

### 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. The focus is on integrating our key achievements at quarter 2 are:

- The Wales Audit Office published the findings of their **corporate assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The assessment concluded that, 'The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement'. The WAO also found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future (As this matter is reported separately to Cabinet and Council, no additional information is provided in this report.)
- The **Staff Charter** was formally launched on the 19th September 2016 following a pre and post launch marketing campaign. All staff have been sent a copy of the Charter and an invitation to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. Prior to the formal launch of the Staff Charter, six sessions were held with all managers to set out the implications of the Charter and the mechanisms for support and assistance. The launch of the Charter will help improve engagement with the Council's workforce corresponding with the Reshaping Service programme objectives. We are making good progress in working with colleagues to deliver the 15 commitments outlined in the Staff Charter.
  - A new **staff appraisal scheme**, #itsaboutme was launched in July through Council wide communications. Training has been delivered to managers and information sessions have been delivered to teams throughout Q2 and the annual reviews are taking place during Q3.
  - The measures set out in the revised policy continue to facilitate a focused review on **management of attendance**. All managers have received training in application of the new policy. As a result of a more proactive approach, performance is improving in those service areas where there were issues previously. This has contributed to a favourable performance trend at corporate level with Q2 reporting 3.76 days compared to 4.28 in the same period in 2015/16. This performance also exceeds our quarterly target of 4.45 days.
  - Arrangements have been secured with volunteers of the **Leadership Café** to continue to develop and promote the Leadership Café across the Council through an ongoing programme of events, with a focus on increasing attendance from colleagues across the Council. The Cafe has now been running successfully for 17 months and has been identified as a case study by the Wales Audit Office as part of the recent Corporate Assessment. The Leadership Café has been nominated under the category 'Team of the Year' at this year's Personnel Today awards and next year's LGC awards.

- The review of the format of the **Medium Term Financial Plan** was completed on schedule during this quarter and was approved by Cabinet on 26<sup>th</sup> September 2016. The plan has been reviewed to ensure that it reflects the priorities of the Council as set out in the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the financial position of the Council. An improved reporting framework has also been implemented for providing budget updates and the savings position to elected members. At Q2, spend against the approved Council revenue was 100% with spend against the approved capital programme at 58.26%. Performance in relation to savings targets was 93.39% and against agreed reshaping service targets was 100%.
- **Customer satisfaction** with access to Council services across all channels at 98.21% remains high, just short of the performance reported at Q1 (98.30%).
- Service availability of the 20 most essential **ICT** systems for the Council has improved this quarter to 99.97% exceeding the target of 99.75%. This mirrors performance in the same time period last year and an improvement on our Q1 performance of 99.82%. In relation to service desk responsiveness, 97.5% of ICT service desk calls/tickets were resolved within agreed timescales, an improvement from the reported Q1 performance of 96.15%. This performance exceeded our target of 92%.
- The first two meetings of the '**Insight**' **Board** have taken place and have focused on the capital work programme and the corporate risk register. This approach brings together the key officers within the Council to share and analyse information in order to shape future policy decisions. Ongoing development of this approach will contribute towards more integrated planning practices across the Council and inform our agenda for service transformation.
- Work continues to achieve the overall savings of £3.052M associated with the **Reshaping Services** programme in 2016/17. At Q2, performance in relation to achieving agreed reshaping targets was 100%. A green performance status for the supporting activities of programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in September 2016.
- 71% of corporate **complaints** were dealt within target timescales, an improvement on the performance in Q1 of 65.2%. A new real-time complaints dashboard is now in place and having a positive impact on the management of complaints. No ombudsman complaints were upheld against the Council during the quarter.

Our key areas of challenge are:

- Work has commenced in revising the **procurement strategy**, development of a **contracts register** and progressing **digital procurement** and invoicing across the Council (CP10). However, it is anticipated that this work will be carried forward into the New Year and a revised completion date of April 2017 has now been set for completion of this work.
- Whilst fewer **employees** left the employment of the local authority on a voluntary basis during Q2 (4.36%) when compared with the same time period last year (5.97%), this performance missed the quarterly target of 3.2% by more than 10% (Annual target of 6.5%). This is largely due to the number of staff leaving schools at the end of August which disproportionately distorts performance. The launch of the Staff Charter in September will help support retention corporately within the Council and work is continuing to increase the number of exit questionnaires returned to the authority. During Q2, 230 people left the employment of the Council compared to 315 in Q2 of the previous year.
- In terms of **ICT**, resource issues during the quarter have prevented full testing of cloud based data storage for the Council and a revised date for completion is being discussed. Limited progress has been made in evaluating options for a second internet connection to provide additional service resilience. In addition, work will commence in due course on formulating a proposal for a second internet connection for the Council informed by a revised specification.
- Whilst progress has been made in relation to the review and launch of the revised **Training and Development Strategy**, it has missed its completion date of July 2016. The strategy will be subject to a consultation exercise during November with Trade Unions, and the Staff Engagement Working Group and Chief Officers during Q3. It is now anticipated that the strategy will be completed in February 2017.
- Responding to the proposals for improvement as set out in the WAO **corporate assessment**. There is an implementation plan in place and this is being monitored closely during the year by Members.
- Significant work is underway in developing information for all candidates and a **Member induction** and ongoing **development programme** for the upcoming local government elections. This will ensure a robust programme is in place for new and returning Members.
- Responding to the findings of our first **employee survey** which will conclude in October. This forms part of our commitment with employees to review the effectiveness of the Staff Charter.
- Increasing awareness and take up of the **Employee Assistance Programme**, Care First. Initial feedback on the programme has been positive however there is a need for further promotion in order to increase awareness with colleagues across the Council.

#### 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 for this quarter. These relate to staffing, finance, assets, ICT, customer focus and risk management.

Corporate Perspective	Health	Commentary
People		<p>The <b>Staff Charter</b> was formally launched on the 19th September 2016 following a pre and post launch marketing campaign and all staff were invited to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. The launch of the Charter will help improve engagement with the Council's workforce corresponding with the Reshaping Service programme's objectives. Progress will be reported in Q3.</p> <p>We are making good progress in working with colleagues to deliver the 15 commitments outlined in the Staff Charter. To date, the new <b>staff appraisal</b> scheme, #itsaboutme, has been launched through Council wide communications and training has been delivered to managers and information sessions to teams throughout Q2 and the annual reviews are scheduled to take place during Q3.</p> <p>Positive progress continues to be maintained overall in relation to the <b>management of attendance</b> as result of a more proactive approach in line with the revised policy. During Q2 performance is improving in those service areas where there were issues previously reported in Q1. This has contributed to a favourable performance trend at corporate level with Q2 reporting 3.76 days compared to 4.28 days in the same period in 2015/16. This performance also exceeds our quarterly target of 4.45 days.</p> <p>Performance in relation to <b>voluntary leavers</b> during Q2 at 4.36% missed its target of 3.2% by more than 10%. Overall however, fewer people (230 or 4.36%) left the employment of the Council on a voluntary basis when compared with the same period last year (315 or 5.97%) which is positive. It must be noted that this is largely due to the number of staff leaving schools at the end of August which disproportionately distorts performance. The launch of the Staff Charter in September aims to support retention corporately within the Council and work is continuing to increase the number of exit questionnaires returned to the authority.</p> <p>Arrangements have been secured with volunteers of the <b>Leadership Café</b>, to continue to develop and promote the Leadership Café across the Council through an ongoing programme of events, with a focus on increasing attendance from frontline colleagues. The Cafe has now been running successfully for 17 months and has been identified as a case study by the Wales Audit Office as part of the recent Corporate Assessment. The Leadership Café has also been nominated under the category 'Team of the Year' at this year's LGC awards.</p>

	<p>Initial feedback on the new <b>Employee Assistance programme</b>, Care First, which was launched in July 2016, has been positive. However, there is a need to raise awareness and promote the programme in order to increase take up.</p> <p>A pilot <b>succession planning</b> and talent management scheme is currently in place for a range of posts across the Council and work is due to commence in evaluating the scheme in order to inform its extension going forward into 2017/18.</p> <p>A number of service areas across the Council continue to report difficulties in <b>recruiting staff</b> and in ensuring succession is planned for in order to sustain serviced delivery in the long term. In response, a variety of workforce initiatives have been introduced by these services areas informed by reviews of the skills sets required going forward. These initiatives are being undertaken alongside shaping of future work programmes and the Council's transformation agenda. Going forward, learning from the Council's pilot succession planning and talent management scheme will inform these service initiatives.</p>
Financial	<p>Overall, positive progress has been reported during the quarter in progressing tranche 1 and 2 <b>Reshaping Services</b> projects with actions in place to achieve savings targets as set out in the Council's revenue budget for 2016/17. Of the 12 projects under Tranche 1, a Green status was reported for 1 project, an Amber status for 8 projects, and a Red status for 1 project. Two projects relating to Regulatory Services and Planning have been completed. The Social Services Budget Programme (Red) highlights that the budget remains under significant strain with a particular challenge caused by rising demand (and associated cost) for domiciliary care for older people in adult services. The Social Services Budget programme also contains a number of projects which are contributing towards a specific Reshaping Services target for the Directorate as part of tranche two of the programme. Work is continuing in relation to these projects including the review of Day Services, Learning Disability Respite Services and Meals on Wheels.</p> <p>Work continues with tranche 2 project sponsors and managers to develop project initiation documents and make a start on the work involved. Of the 6 projects under this tranche, 3 are reporting a Red status (Social Services Budget programme and the reviews of Corporate Services and Strategy &amp; Resources), and the remaining 3, an Amber status. The review of Corporate Services encompasses Finance, HR, Legal, Democratic and Performance &amp; Development Services. These services provide key support to the Council's operations as well as resources to deliver transformational change. As such, careful consideration is being given to the way in which any proposed changes could affect the Council's ability to continue to perform well whilst delivering significant financial savings.</p>

At Q2, in relation to the **budget**, spend against the approved Council revenue programme was 100% with spend against the approved capital programme at 58.26%. Performance in relation to savings targets and agreed reshaping targets was 93.39% and 100% respectively.

Most services have projected a budget outturn on target this quarter although this may change as the year develops in light of service delivery pressures in some areas, which are highlighted throughout this report. The Social Services Directorate is projecting to outturn with an adverse variance of £600k at year end. The continued challenges resulting from the increasing demand for domiciliary care services and the case for extra resources remain significant and are contributing largely to the projected overspend for the year. Whilst some work is being done to re-model services to ensure their delivery is by the most effective means, the Council could eventually have to face difficult choices around how and what services are delivered, if the current budget pressures and savings requirements continue to grow.

The loss of recoupment income from other Local Authorities for placements at Ygol Y Deri continues to cause significant financial pressure for the Learning & Skills Directorate. Whilst the Directorate has been successful in identifying reshaping savings for the Inclusion Service, the Directorate has been unable, to date, to identify further savings to cover this gap on recoupment income. The resulting overspend is being addressed in year through deployment of reserves and managed underspending across a range of services. However, this is directing funding away from service development and has created capacity issues in a number of service areas which could impact adversely on the Learning & Skills Directorate contribution to this Well-being Outcome.

The judicial review of libraries continues to delay implementation of community libraries and this may impact on the Directorate's ability to achieve budget savings in 2016/17. A further challenge and potential risk within the Learning & Skills Directorate, relates to the impact of new out of county placements on budget savings. The pupil placements budget is a volatile budget that can be significantly impacted with changes to packages of one or two pupils. Work is currently ongoing with parents to consider wherever possible, appropriate alternatives within county to meet the educational needs of children whilst minimising costs.

In relation to Development Management, Planning fee income is less than the anticipated profile this quarter. This is considered to be due to uncertainty in the construction market as a result of the referendum for the United Kingdom's exit from the European Union. At this stage it is anticipated that this service will

	<p>outturn on target though Members will be kept updated on the situation.</p> <p>A 59% reduction in transitional funding to the Housing Solutions service is now certain following the announcement of the WG budget for 2017/18. The grant assists and mitigates changes as a result of the Housing Wales Act (2014) and will lead to additional pressures on the supply of temporary housing particularly in the private sector. A review of the General Fund Housing Service will commence in Q3 to identify measures to manage the funding reduction and any associated risks.</p>
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<p>Assets</p>	<p>The Council's <b>housing stock</b> remains its largest asset and work generally remains on track to ensure its <b>building improvement programme</b> is completed on time. During Q2 some delays have been experienced in the delivery of WHQS external works as a consequence of environmental surveys which may impact on the overall completion of the project, if not managed. There are at present 1723 WHQS external failures identified within the WHQS external programme to be completed by the end of this financial year and to date 879 have been completed (51.02%). At present 95.87% of internal works have been completed and will continue to be picked up as and when properties become void or tenants who had refused WHQS internal works previously change their mind. In order to ensure better homes and neighbourhoods for council tenants in the long term, an investment strategy for Council owned homes is being developed.</p> <p>Significant work is progressing with respect to the <b>school modernisation programme</b>. Consultation has commenced on the proposal to establish new mixed sex secondary schools in Barry as part of the Council's school modernisation agenda. Consultation events are being run with pupils, staff, parents and governing bodies throughout September and October.</p> <p>Consultation has commenced on the proposal to open a nursery unit at Fairfield Primary school from January 2018. This will create a new 48 part time nursery place nursery unit at the school and extend the age range of the school to a 3-11 age primary school. In line with the Council's priorities, this will make the best use of resources and contribute to raising standards in schools.</p> <p>Cabinet has given its approval to the disposal of the Eagleswell Road school site (Ysgol Y Ddraig). In relation to Llantwit Major, we are on track to complete the building for Ysgol Y Ddraig in October and the Llantwit Major Comprehensive School is on course to meet the target of opening in 2017.</p> <p>We are progressing the implementation of <b>community libraries</b> with two libraries transferring during the quarter (St Athan and Dinas Powys) with the aim of two more libraries being transferred by the end of October 2016.</p> <p>The <b>Vale Learning Centre</b> is on track to be opened in November, delivering a state of the art adult learning centre for the Vale from Barry Library.</p> <p>In relation to the <b>capital work programme</b>, there is a need to progress a number of key projects contributing to our Well-being Outcomes. These include the link road to Barry Island, development of St</p>
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Paul's and the Cowbridge Cattle market sites, development of a lighting scheme for the western shelter, improvements to Five Mile Lane, Phase 3 of metro scheme, Coldbrook Flood Alleviation scheme and planned improvements to Barry and Penarth Leisure centres. In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made. Further details on progress to date with these projects are provided in the relevant Well-being Outcome Reports.

Delivery of the **highway maintenance** resurfacing plan and the Big Fill initiative remains a significant challenge for Visible Services and Transport in light of ongoing capacity issues. These are currently being managed through the commissioning of work.

**Street care** and cleaning and maintenance of public spaces remains a long term challenge in light of reducing budgets. More targeted use is being made of S106 funding through developer contributions to progress improvements to our green spaces. In addition we continue to work with community groups to help maintain open spaces.

6 Intermediate care beds at **Ty Dyfan Reablement Unit** have been commissioned by the Vale of Glamorgan Council and Cardiff and Vale University Health Board utilising the Intermediate Care Fund. The unit which is on track to open in late November will relieve some of the pressure on hospital beds and support older residents to regain their independence. Our aim is to provide a bridge between hospital discharge and home for those people who require additional time in a supportive environment to maximise independence.

ICT	<p>Positive progress was reported in relation to our <b>key ICT priorities</b> this quarter. In response to our proposal for improvement from the corporate assessment, work is progressing in revising our ICT strategy, focusing on the enabling role of ICT in reshaping the Council's services and delivering sustainable savings. A digital strategy is also under development and is envisaged to form a key part of the Reshaping Services programme going forward.</p> <p>Vehicle telemetry technology has now been introduced in all Council owned and leased vehicles to improve their operational efficiency and a staff training programme has commenced.</p> <p>The Housing Department is implementing a proof of concept mobile working and Anti- Social Behaviour solution for Neighbourhood Management staff aimed at improving efficiency and customer service. A tenant profiling module has also been purchased as part of the OHMS database and is due to be implemented. This will ensure more targeted and directed interventions to mitigate the ongoing impact of welfare reform. This should deliver key benefits to tenants through improved money advice and better informed financial assessments.</p> <p>Progress has been made with the Server/Storage upgrade programme within the Learning &amp; Skills Directorate. However, capacity issues still remain within the Corporate IT network team to support this work, which continues to impact on the speed of progress.</p> <p>The Social Services Directorate is continuing to make changes to its framework for assessment and planning in individual cases (including processes, practice and case management IT infrastructure) to ensure compliance with the requirements of the Act and to focus more on outcomes and matching needs and services. The DEWIS Cymru information portal has been successfully launched and further developmental work is ongoing to ensure it has all the content for the region in place, especially information relating to preventative services for adults and children and we continue to actively promote the resource to our professional colleagues. Work also continues in supporting the implementation of the Wales Community Care Information System (WCCIS). As highlighted in Q1, implementation in the Vale will pose resource challenges however a further grant from Welsh Government will now be available to support local implementation.</p> <p>Following an evaluation of options, work has commenced in partnership with the Data Unit and SSIA to provide a bespoke Family Information Service (FIS) database and record management system for the</p>
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	<p>Vale. The new system will ensure the FIS maintains appropriate and effective operational systems and processes for information management in line with national guidance.</p>
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Customer Focus	<p>In line with our commitment to <b>customer focus</b>, a number of developments are taking place at Contact OneVale (C1V). Work is progressing to implement a new point of contact service for Adult Social Services which service will improve first contact resolution and signposting for Adult Social Services customers and ensure compliance with the Social care and Wellbeing Act. Voice IVR has been launched in Health and Social Care services allowing customers to easily navigate to the person best placed to assist with their enquiry and, where appropriate, gain immediate self-service access to services without the need to wait until a call handler becomes available. Additional services have been made available online including Bulky Collections, Beach Hut Booking and Adult Social Services referrals and work is ongoing to add online Disabled Parking Badge Applications.</p> <p>As part of the Council's annual consultation programme, preparation has commenced on a consultation exercise with a range of key stakeholders on the Council's proposed budget for 2017/18. There will be particular emphasis on engaging with residents on the Council's priorities going forward, including reshaping priorities.</p> <p>Other developments of note during the quarter include the launch of the new single telephone number by the Shared Regulatory Services (SRS) for customers across Bridgend, Cardiff and Vale of Glamorgan areas. This will ensure consistency of experience and allow for the deployment of a single point of contact for all SRS services. First point of contact for all services is also available through the medium of Welsh in line with the Welsh language standards.</p> <p>Work is progressing in finalising the Local Development Plan (LDP) which is anticipated to be adopted in May 2017. Consultation is ongoing with all key stakeholders on Matters Arising Changes (MACs) until 28/10/16, with a hearing on the MACs due to be undertaken in January 2017.</p> <p>During the quarter proposals were developed with stakeholders for transformation of services for pupils with Additional Learning Needs and we have consulted widely on these, with work progressing in developing, reporting and implementing individual projects.</p> <p>A survey of Council tenants undertaken during the summer of 2016 highlighted positive satisfaction levels for a number of quality of life and well-being indicators. Headline findings were as follows:</p> <ul style="list-style-type: none"> <li>- 81% of respondents (1,395 tenants) are satisfied with overall services provide by the Council;</li> </ul>
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- the repairs service was rated the top priority for tenants, followed by the quality of the home;
- five out of six tenants (83%) are satisfied with the quality of their home;
- 85% of tenants are satisfied that their rent offers value for money (85%), with three-quarters of tenants satisfied with the service charge (78%).
- Nearly nine out of ten tenants are satisfied with the neighbourhood as a place to live (88%), while 80% are satisfied with appearance of the neighbourhood. The top three local problems are car parking, rubbish & litter and dog fouling;
- Three-quarters of tenants are satisfied with how the Council deals with general enquiries (76%), while fewer are satisfied with the dealing of antisocial behaviour reports (58%) and complaints (61%);
- 76% of tenants are satisfied with the repairs and maintenance service;
- 80% of tenants were satisfied with the overall quality of the work, the speed of completion (78%) and being able to make an appointment (76%). Satisfaction with the time taken before the repair started (70%) and repair being 'done right first time' (71%) received the lowest ratings.

Tenants in the Eastern Vale gave some of the highest ratings and were the most satisfied with overall services (85%), quality of the home (85%), neighbourhood (86% to 91%), value for money (82% to 91%), ease of contacting staff (69%), the repairs service (80%), right first time (75%), being kept informed (77%), listening to views (71%) and complaints (64%) & ASB (60%) handling. Tenants in Western Vale awarded higher ratings for the neighbourhood (as a place to live (94%) and appearance (85%)), yet were less satisfied with the quality of the home (81%), listening to views (66%) and ASB handling (55%).

When compared with HouseMark's averages, the Council's ratings had a mixed performance. Satisfaction with the quality of the home, repairs service and overall services were slightly below average, while value for money and the neighbourhood were above average performance. In response an action plan is being developed in association with our tenants to address any areas where improvements could be made.

Following Cabinet approval on the consultation on Welsh Medium (WM) secondary school places, Statutory Notice will now be issued on 17th October 2016. Consultation on co-education is also proceeding to plan with a variety of events taking place with pupils, staff, parents and governing bodies and the findings will inform final proposals.

Consultation has commenced on the proposal to open a nursery unit at Fairfield Primary school from January 2018. This will create a new 48 part time nursery place nursery unit and extend the age range of

the school to a 3-11 age primary school.

Good progress has been made working with independent social care providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens. As part of this work, an outcome based commissioning pilot is due to commence in October, and a Market Position statement has been commissioned. This work contributes to ensuring ongoing sustainability of the domiciliary care sector. Work is also progressing in developing a clear charging policy for social care services. However, due to the complexity of the issues, legal services have been sought to support this work. It is now anticipated that a draft charging policy will be developed for Cabinet's consideration in Q3.

Work is progressing on a Welsh Language Strategy for the Council with a six week public consultation due to commence in Q3. The findings will inform the strategy, aimed at promoting the Welsh language and facilitating its use in the Vale of Glamorgan.

Risk	<p>At the last review of the <b>Corporate Risk</b> register in September 2016, the majority of risks remained unchanged with the exception of the Reshaping Services risk which has increased to a medium-high rating from a medium rating and the LDP risk reducing to a medium-low rating from a medium level rating. In addition, the risk relating to School Improvement has been removed from register following a positive Estyn Inspection of the service in March 2016. Mitigating actions for both service and corporate risks continue to be progressed alongside service plan actions.</p> <p>This Reshaping Services risk has two aspects to it. There is a risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). There is also a risk associated with pursuing such a programme which brings with it the need to deploy resources and develop new skills at a time when these are under pressure for the Council and our partners. In reviewing this risk, the likelihood of both of these risks materialising was considered to have increased to probable, whilst the impact remained at high. This reflects the experience of the Council in delivering Reshaping Services projects which are by their nature complex, large scale and requiring change on a significant scale. Projects contained in the programme are likely to increase in scale and complexity due to the delivery in previous years of “quicker wins”. The on-going period of austerity and the impact upon the Council’s resources and those of our partners also looks set to continue and as such it is considered prudent to suggest that the likelihood of this risk materialising would continue upwards in the future. In response, the Council is considering the nature of projects that will contribute to the programme in future years and the balance between Reshaping Services projects and other financial savings as part of the Council’s budget setting process. The Council will continue to use resources creatively to deliver the programme, both internal and external to the organisation. 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.</p> <p>A number of <b>emerging service risks</b> were identified which could impact adversely on service contribution to the 4 Well-being Outcomes. The Learning &amp; Skills Directorate has undergone a senior management restructure following the sad death of the Director over the summer; however, this has resulted in capacity issues within the Directorate. The judicial review of libraries has delayed the implementation of the Community Libraries and this may have a detrimental impact on the Directorate’s ability to achieve required budget savings in 2016/17.</p> <p>The loss of recoupment income from other LAs for placements at Ygol Y Deri continues to cause</p>
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significant financial pressure for the Learning & Skills Directorate. Whilst the Directorate has been successful in identifying reshaping savings for the Inclusion Service, the Directorate has been unable, to date, to identify further savings to cover this gap on recoupment income. The resulting overspend is being addressed in year through deployment of reserves and managed underspending across a range of services. However, this is directing funding away from service development and has created capacity issues in a number of service areas which could impact adversely on service improvement activities for which the directorate is responsible.

A key challenge and potential risk relates to the impact of new out of county placements on the Directorate's budget savings. The pupil placements budget is a volatile budget that can be significantly impacted with changes to packages of one or two pupils. Work is currently ongoing with parents to consider wherever possible, appropriate alternatives within County to meet the educational needs of children whilst minimising costs.

A 59% reduction in transitional funding to the Housing Solutions service is now certain following the announcement of the WG budget for 2017/18. The grant assists and mitigates changes as a result of the Housing Wales Act (2014) and will lead to additional pressures on the supply of temporary housing particularly in the private sector. A review of the General Fund Housing Service will commence in Q3 to identify measures to manage the funding reduction and any associated risks.

The post 'Brexit' economy is an emerging challenge which is likely to impact on achieving our Corporate Well-being Outcomes. There is much uncertainty around the effect this will have on the economy, purchasing patterns, business and consumer confidence and how these may affect future work contributing to our corporate priorities. Additionally, there could be a potential detrimental impact on the property market which may result in delaying disposal and redevelopment land for housing and income from major planning applications.

There continues to be ongoing uncertainty in relation to external funding arrangements exacerbated by the Brexit decision which would impact significantly on delivering planned improvement activities. Decisions taken elsewhere could impact on Council investment decisions on key regeneration projects including the Enterprise Zone and the City deal.

Also tied in with the Brexit decision, Welsh Government's regeneration programmes currently remain under review and there is no indication from WG on what, if anything, will replace the Vibrant and Viable Places

	<p>programme for example in 2017. The continued delay and uncertainty is not helpful in taking matters forward or in planning a new strategy. We will continue to work with and challenge Welsh Government over replacement schemes and resources for regeneration, whilst developing potential projects through the on-going pipeline process.</p> <p>Delivery of the highway maintenance resurfacing plan and the Big Fill initiative remains a significant challenge for Visible and Transport services in light of ongoing capacity issues. Currently this is being managed through commissioning of work.</p> <p>The Social Service's Directorate faces continued challenges resulting from the increasing demand for domiciliary care services and the case for extra resources remain significant with a projected £600k overspend for the year. Whilst some work is being done to re-model services to ensure their delivery is by the most effective means, the Council could eventually have to face difficult choices around how and what service services were delivered, if the current budget pressures and savings requirements continue to grow. Furthermore, the need to meet new service requirements with limited public resources available to implement the changes, including those arising from increased statutory obligations continues to present significant challenges.</p>
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# APPENDICES

## Appendix 1: Detailed Corporate Plan Actions Information

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
VS/F001: Deliver the changes necessary to Visible and Transport Services to achieve savings of £2.62m during 2016/17.	31/3/17	50	Green	Work has continued in this Quarter on the reshaping Visible Services and Transport project. The project team has completed its first phase of work for consideration by senior management in Quarter 3. The reshaping project board also met in Quarter 2 and further meetings will be planned for Quarter 3. A further update Newsletter is also being planned for staff in Quarter 3.
VS/F005: Review and develop existing structures within the Service area in conjunction with the Visible Services and Transport reshaping services project to achieve organisational efficiencies and meet productivity and customer challenges for the future.	31/3/17	50	Green	The Reshaping Visible Services and Transport project has continued in Quarter 2 and is being considered by senior management and Members in Quarter 3. The last review of progress took place in September. Work is ongoing to deliver a programme targeted to produce significant cost savings, in excess of £1m in addition to the £690k transport savings already identified by departments. Structures are being reviewed as part of the project.
VS/F006: Consider possible joint working or collaboration opportunities with partners or other councils to reduce costs, assist staffing issues and build resilience	31/3/17	50	Green	Possible joint working and collaboration is being considered as part of the reshaping project as identified in VS/F001 and VS/F005. In addition the City Deal Board has agreed to establish a shadow regional transport authority to commence the work of bringing the 10 South East Wales Transport functions together. The first meeting on the Shadow Regional Transport Authority is due to take place in early Quarter 3.
SRS/C001: Review and standardise policies and procedures across the Shared Regulatory Service (SRS) undertaking process redesign, applying lean thinking techniques and best practice.	31/3/17	50	Green	The process of harmonising policies is ongoing and there have been new processes adopted across the Neighbourhoods area and on the management of complaints against the service to take heed of working for three partner Councils.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/W002: Identify and resource staff learning and development needs to address immediate needs of service together with long term aims in line with Workforce Development Plan.	31/3/17	50	Green	The learning and development plan is continuing to progress; consideration is being given to using a RDNA toolkit to identify staff learning and development needs. Immediate development needs have been identified through the appraisal process which has resulted in 48 staff undertaking training provided by Bond Solon. This training is an NVQ level 5 which covers investigation techniques and practice. Completion of the training ensures staff employed by the Shared Regulatory Service have the core competencies to fulfil their role.
SRS/F007: Review fees and charges across the Shared Regulatory Services.	31/3/17	50	Green	The fee review process is ongoing. In Q2 fees were revised for some aspects of Licensing at Cardiff. A report will go the Joint Committee in Q3 revising fees that fall to the Joint Committee for the 2017/18 period.
HS/F001: Review Housing Services (landlord responsibilities (Tranche 2)	31/3/17	50	Green	The restructure of the housing service is now complete leading to improved services to tenants, reduction in complaints and more efficient use of staff resources. The Council House building programme gathers momentum with potential sites identified and planning permission granted on the first site. Further efficiencies are anticipated through the progression of a mobile working solution and a proof of concept trial is due to start this month. A new senior management and aspiring leaders development programme has been commissioned to assist in staff development, retention and in delivering our staff charter commitments. The Department has commissioned a tenant satisfaction survey (STAR), the results of which are anticipated in September, which will inform & identify further areas of improvement.
HS/F002: Review Building Services (Cleaning & Security). (Reshaping Tranche 3)	31/3/17	50	Green	Discussions have been held with the Business Improvement Team to investigate potential areas for savings and how this may be achieved through a trading account. Further consideration will need to be given on how savings could be achieved and delivered to the corporate centre to achieve target savings.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/F001: Continue to look for opportunities to contribute towards the Reshaping Programme	31/3/17	50	Green	Currently reviewing processes and structures within Development Management to process.
HR/E002: Launch the new 'Staff Charter' following consultation and refinement	31/7/16	100	Green	The Staff Charter was formally launched on the 19th September 2016 following a pre and post launch marketing campaign.  All staff were sent a copy of the Charter and an invitation to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. Prior to the formal launch of the Staff Charter six sessions were held with all managers to set out the implications of the Charter and the mechanisms for support and assistance.
HR/E003: Ensure the continuation and evaluation of the staff engagement approach.	31/3/17	60	Green	See work in relation to the Staff Charter and related employee survey above. The results of the staff survey and related implications for the engagement strategy will be known at the end of October and a report will then be presented to Cabinet.
HR/F004: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/18 (Tranche 2).	31/3/17	50	Green	Work is continuing with corporate colleagues to develop proposals to achieve financial saving targets. There have been a number of posts which have become vacant in the Human Resources service during Qtr2 which will remain unfilled. This approach will contribute to the Directorate budget savings and support the potential change process within the HR Service.
SI/W009: Review Additional Learning Needs (ALN) provision.	31/3/17	100	Green	ALN Review completed and Reshaping Document/proposed service model is currently under consultation.
SI/F010: Develop proposals with stakeholders for transformation of services for pupils with Additional Learning Needs and consult widely.	31/3/17	75	Green	Proposals have been developed and consultation is taking place.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/F001: Develop a business case and implementation plan for delivering the Catering Service using an alternative service delivery model.	31/3/17	50	Green	The business case continues to be developed in readiness for Cabinet in November. Staff engagements have taken place and Union Consultation Meetings have now commenced at fortnightly intervals. A staff reference group will be set up to meet twice prior to the business case being presented to Cabinet.
SL/W002: Undertake a review of services under the remit of Strategy, Community Learning Resources Service.	31/3/17	50	Green	The Adult and Community Learning Service has recently combined with the Library and Arts Services, Under the new title of Culture and Community Learning Service. There will be a period of integration of these services before any review recommendations can be finalised.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/3/17	50	Green	Close monitoring is undertaken to ensure the division remains on track.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description																																							
PD/F001: Progress tranche 1 proposals by the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/3/17	50	Green	<p>Work continues on tranche 1 service reviews, with actions in place to ensure that projects achieve their savings targets as set out in the Council's revenue budget for 2016/17. As at September 2016 project progress is as follows:</p> <table border="1" data-bbox="1429 379 2056 949"> <thead> <tr> <th data-bbox="1429 379 1771 408">Project</th> <th data-bbox="1771 379 1899 408">Tranche</th> <th data-bbox="1899 379 2056 408">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="1429 408 1771 504">Additional Learning Needs &amp; Inclusion</td> <td data-bbox="1771 408 1899 504">1</td> <td data-bbox="1899 408 2056 504">Amber</td> </tr> <tr> <td data-bbox="1429 504 1771 533">Catering</td> <td data-bbox="1771 504 1899 533">1</td> <td data-bbox="1899 504 2056 533">Amber</td> </tr> <tr> <td data-bbox="1429 533 1771 561">Library Services</td> <td data-bbox="1771 533 1899 561">1</td> <td data-bbox="1899 533 2056 561">Green</td> </tr> <tr> <td data-bbox="1429 561 1771 590">Transport Programme</td> <td data-bbox="1771 561 1899 590">1</td> <td data-bbox="1899 561 2056 590">Amber</td> </tr> <tr> <td data-bbox="1429 590 1771 619">Building Maintenance</td> <td data-bbox="1771 590 1899 619">1</td> <td data-bbox="1899 590 2056 619">Amber</td> </tr> <tr> <td data-bbox="1429 619 1771 647">Visible Services</td> <td data-bbox="1771 619 1899 647">1</td> <td data-bbox="1899 619 2056 647">Amber</td> </tr> <tr> <td data-bbox="1429 647 1771 676">Planning</td> <td data-bbox="1771 647 1899 676">1</td> <td data-bbox="1899 647 2056 676">Completed</td> </tr> <tr> <td data-bbox="1429 676 1771 705">Regulatory Services</td> <td data-bbox="1771 676 1899 705">1</td> <td data-bbox="1899 676 2056 705">Completed</td> </tr> <tr> <td data-bbox="1429 705 1771 734">ICT</td> <td data-bbox="1771 705 1899 734">1</td> <td data-bbox="1899 705 2056 734">Amber</td> </tr> <tr> <td data-bbox="1429 734 1771 762">Property Projects</td> <td data-bbox="1771 734 1899 762">1</td> <td data-bbox="1899 734 2056 762">Amber</td> </tr> <tr> <td data-bbox="1429 762 1771 858">Social Services Budget Programme</td> <td data-bbox="1771 762 1899 858">1 &amp; 2</td> <td data-bbox="1899 762 2056 858">Red</td> </tr> <tr> <td data-bbox="1429 858 1771 954">Social Collaborative Working Programme</td> <td data-bbox="1771 858 1899 954">1 &amp; 2</td> <td data-bbox="1899 858 2056 954">Amber</td> </tr> </tbody> </table>	Project	Tranche	Status	Additional Learning Needs & Inclusion	1	Amber	Catering	1	Amber	Library Services	1	Green	Transport Programme	1	Amber	Building Maintenance	1	Amber	Visible Services	1	Amber	Planning	1	Completed	Regulatory Services	1	Completed	ICT	1	Amber	Property Projects	1	Amber	Social Services Budget Programme	1 & 2	Red	Social Collaborative Working Programme	1 & 2	Amber
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<p>PD/F002: Commence consideration of tranche 2 proposals by the Reshaping programme board and seek Cabinet approval for business cases as required.</p>	<p>31/3/17</p>	<p>50</p>	<p>Green</p>	<p>Work continues with tranche two project sponsors and managers. Project initiation work has been completed and work has now commenced in readiness to deliver these projects from the 2017/18 year.</p> <p>The Council has worked with Zurich Municipal to undertake further risk management workshops in Visible Services, Corporate Services, Catering, Strategy &amp; Resources (Learning &amp; Skills) to support these projects. The outputs from these sessions have been shared with project teams and will inform the development of their project proposals.</p> <table border="1" data-bbox="1435 595 2085 786"> <thead> <tr> <th>Project</th> <th>Tranche</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Learning &amp; Skills Strategy &amp; Resources</td> <td>2</td> <td>Red</td> </tr> <tr> <td>Landlord Responsibilities</td> <td>2</td> <td>Amber</td> </tr> <tr> <td>Cleaning &amp; Security</td> <td>2</td> <td>Amber</td> </tr> <tr> <td>Corporate Services</td> <td>2</td> <td>Red</td> </tr> </tbody> </table>	Project	Tranche	Status	Learning & Skills Strategy & Resources	2	Red	Landlord Responsibilities	2	Amber	Cleaning & Security	2	Amber	Corporate Services	2	Red
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Cleaning & Security	2	Amber																	
Corporate Services	2	Red																	
<p>PD/ F004: Identify Tranche 3 Reshaping Services projects.</p>	<p>31/3/17</p>	<p>20</p>	<p>Green</p>	<p>A time-limited piece of external consultancy work has been specified and quotes were requested in September 2016. An 8 week commission is to commence in October 2016. This commission will undertake a baseline assessment update in gathering information from across the organisation in order to identify potential opportunities that can contribute to the corporate services Reshaping tranche 2 project as well as tranche 3 projects. As part of implementing the Council's Medium Term Financial Plan and the budget setting process, consideration will be given as to the level of savings required from tranche 3 projects and how these should be comprised. Work on corporate initiatives, such as the digital strategy, are being considered in terms of their contribution to tranche 3 also.</p>															

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>PD/F003: Continue to develop and contribute to the corporate projects work steams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.</p>	<p>31/3/17</p>	<p>50</p>	<p>Green</p>	<p>Two further Community Asset Transfer (CAT) applications were received in September and are currently being considered by the CAT working group. In total 5 applications have been received to date to 5. Two earlier applications have been invited to apply to stage 2 of the process, whilst a third application has been referred back to the applicant with a request for further discussion.</p> <p>The Project Team are also exploring reshaping services projects which involve “people based services” and are due to discuss potential revisions/updates to the Voluntary Sector Compact prior to consideration by the programme board and the Voluntary Sector Joint Liaison Committee.</p> <p>In relation to Demand Management, a project is being developed by a member of the Business Improvement Team and a member of the Leadership Café organising group on ‘Nudge’ to determine how this can work in practice and contribute to the Reshaping Services agenda.</p> <p>Work has commenced on developing further proposals in relation to effectiveness of spend following changes introduced in the 2015/16 year. Proposals will be developed for consideration by Cabinet in due course, including in relation to the way small community and voluntary grants are administered. The newly created Insight Board has assumed responsibility for reviewing external funding bids and as part of its work programme will now prepare proposals for changes to this process for consideration in due course.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F003: Continued				<p>As part of the income generation project, website advertising was introduced on the Council's website in July. Further opportunities to increase income are being explored and the Business Improvement Team are working with Swansea Council's transformation team to share knowledge and experience in this area. The Council has also contributed to the recent WAO review of income and charging and is awaiting the national report to inform this workstream.</p> <p>Initial workshops are progressing to develop a digital strategy for the Council, including a set of common principles for digital service delivery. A review of the use of Microsoft Office across the Authority has commenced, with the intention of exploring options for a cloud based approach to productivity software. This strategy will make links with the ICT strategy and Corporate Plan, as well as having the potential to deliver efficiencies and savings as part of the Reshaping Services programme.</p>
PD/W005: Deliver a refreshed programme of project and contract management training across the Council.	31/3/17	60	Green	<p>The project management toolkit is in place and will be updated in Q3 to reflect the work of the Insight Board and the Well-being of Future Generations Act approach to Sustainable Development. The procurement code of practice is being updated to include contract management guidance. Once completed, these issues (amongst others) will be the subject of a training programme for team leaders/managers and Chief Officers in February 2017. In the meantime all Reshaping Services projects teams have received training on the project management toolkit as part of their involvement in the project as standard and are supported in its application by the Business Improvement Team. The Procurement function are supporting managers across the organisation in providing advice on contract management practices.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F006: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/18 (Tranche 2).	31/3/17	50	Green	A specification for a piece of time-limited external support to help inform the development of this project (and tranche 3 projects) was issued over the summer. A programme of work to update Baseline Assessments was agreed. Collection of data and analysis is to be completed in Q3.
LS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018.	31/3/17	50	Green	Head of Service attends regular Resource Directorate meetings and actively contributes to discussions and the proposals being developed to conclude initial preparatory work to inform how the £1.4m savings are to be achieved, in particular the service's own contribution to this.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/F002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/3/17	50	Green	<p>Ongoing legal advice and support provided in relation to a range of key Reshaping Projects, involving wide ranging legal implications including 1) Reshaping Catering Tranche 1 (full business case being developed to present to Business Cabinet with engagement sessions with TU during the same period, progression towards presentation of Business Case and Cabinet Report Autumn 2016) with a view to establishing ASDM - LATC (Teckel); 2) Reshaping Learning and Skills - Strategy and Resources (series of meetings scheduled by Directorate Head commencing 23 August 2016 to consider strategy going forward including proposals for potential spin-out of Finance and ICT (schools) and amalgamation of Inclusion and Access (Schools); 3) Preliminary advice regarding the proposed review of Respite Care for Adults with Learning Disabilities; 4) Participation in and delivery of advice at and outside the TCC Reshaping Service project, in particular advice in relation to proposed community asset transfers in line with the Council CAT policy and WG guidance; 5) ongoing advice being provided to the ALN Reshaping Project, including attendance at initial meetings for the proposed changes in service delivery concerning ALN in line with forthcoming changes in legislation; 6) advising in relation to the proposals to levy charges in relation to credit card payments and advertising on the Council website, two separate proposals within the Income generation project;</p> <p>7) Libraries - ongoing advice and support in relation to the development and completion of CAT in relation to five proposed community library, one of which launched on 28/29 July 2016, with a further two near to completion during August 2016, High Court litigation in respect of the fourth community library, the outcome of which will determine whether the community library in question establishes, with the fifth community library being subject to on-going negotiation with the community group in question.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018. (Tranche 2).	31/3/17	50	Green	Specific procurement savings have been achieved. The service is also contributing to completion of updated baseline assessments to inform this work.
DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils.	31/3/17	50	Green	<p>Individual discussions continue to be held with some Town and Community Councils and regular updates on the work of the Project are provided to the Reshaping Services Programme Board and the Community Liaison Committee.</p> <p>To date 6 Community Asset transfers expressions of Interest have been received as outlined below :-</p> <ul style="list-style-type: none"> <li>- 4 have been invited to proceed to the second stage – business case stage.</li> <li>- 1 (received on 20th October) is currently being considered by the CAT Working Group.</li> <li>- 1 organisation has been requested to discuss the application with officers further.</li> </ul> <p>A seminar for TCC's and Clerks to take place at the end of January 2017 has also been proposed.</p>
FS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018. (Tranche 2)	31/3/17	50	Green	Programme of work to update Baseline Assessments agreed. Collection of data and analysis to be done in Q3.
FS/F003: Support Reshaping projects with financial advice.	31/3/17	50	Green	Progress will be ongoing during the year. Support is being provided to all projects as appropriate.
FS/AM018: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings.	31/3/17	50	Green	Review of Facilities Management (Building Cleaning and security completed). Office accommodation is being reviewed as part of Space project with phase 2 underway. Corporate Buildings were reviewed as part of Invest to Save Project completed in July 2016. Actions from the review of corporate buildings will be reported to Cabinet in Q3.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/C011: Explore opportunities for collaborative working to improve service resilience	31/6/17	50	Green	Work is ongoing to explore opportunities. The focus is currently on Internal Audit and Procurement services.
FS/F019: Co-ordinate a review of income generation opportunities corporately.	31/3/17	50	Green	The Corporate website advertising contract is now operational. This will help maximise our potential to generate income.
FS/AM015: Undertake work as part of the Space project to ensure compliance with current public building legislation in relation to corporate office accommodation.	31/3/17 (Revised to December 2017)	30	Green	Previous slippage reported in Q1. The revised programme is on track to be completed by December 2017.
IT/F001: Review ICT Services and projects (Reshaping tranche 1).	30/3/17	50	Green	Work has commenced alongside tranche 1 and 2 projects in order to deliver savings within the 2015/16, 2016/17 and 2017/18 financial years. A range of options for savings and alternative forms of service delivery are being investigated for years two and three and these will be reported to members in due course as the business case develops. These options include changing the way in which the Council uses key software, licensing arrangements and the potential to work collaboratively with other Councils and public sector bodies. A restructure of the ICT service has commenced and will be completed by end of March 2017.
IT/F002: Support Reshaping projects with ICT advice.	31/3/17	50	Green	Work has commenced alongside tranche 1 and 2 projects in order to deliver savings within the 2015/16, 2016/17 and 2017/18 financial years. SRS, Catering, Visible Services projects are currently being supported in Q2.
IT/P003: Review ICT systems and software in use across the Council to ensure they are fit for purpose.	31/3/17	50	Green	Some of the work that will be undertaken as part of the baseline assessment update project will further identify the ICT Systems in place and their use across the Council.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/P005: Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	30/9/16 (Revised to 31/3/17)	30	Green	Resource issues during the quarter have prevented full testing of potential cloud based storage. In addition, the evaluation process is undertaken over a long period therefore and it is now anticipated that this be completed in September 2017.
IT/IT010: Introduce a Unified Communications Solution via the upgrade of the Council's IP telephony system to include presence functionality, video messaging and instant messaging.	31/7/16 (Revised to 31/12/16)	50	Red	Tender responses have been received and are due to be evaluated. This action was due to be completed in July 2016 however, it is now anticipated that implementation will take place during December 2016.
IT/IT011: Investigate the provision of a second internet connection to the Council in order to provide additional service resilience.	30/6/16 (Revised to 31/3/17)	50	Green	Second internet link options need to be evaluated and a proposal formulated. The initial assessment undertaken and reported during Q1 identified prohibitive costs. This action was originally scheduled to be completed in June 2016 however it now anticipated that this work will be evaluated by March 2017.
AS/F001: Reshape Rondel House day service.	31/3/17	50	Green	Client group has been to include an increasing group of people who have dementia. Improved partnership working with health and the voluntary sector. Refurbishment of Rondel House completed in April 2016.
AS/F002: Reshape Learning Disability Respite care arrangements.	31/3/18	50	Green	An evaluation of options for future service provision in this area is underway and a report to Cabinet is being prepared for consideration in due course in Q3.
AS/F003: Reshape in-house residential care.	31/3/18	50	Green	Consideration of the future employment structures across the homes is underway as part of the review and this will require extensive consultation with trade unions and staff groups. It is not anticipated that the full saving will be delivered from this project and as such, consideration is being given to alternative projects.
AS/F004: Reshape Meals on Wheels to improve choice and availability.	31/3/17	50	Green	Cabinet report has now been prepared outlining alternative options for the future delivery of the service and will be considered in Q3.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F005: Develop the use of Direct Payments as an alternative to Council-arranged care.	31/3/17	50	Green	Direct Payments project has been commenced and the numbers of users is growing accordingly. There have been 45 new packages since April (6 months) compared to 57 in the whole of 15/16. Regular meetings are being held with Direct Payments officer to chart progress (last meeting held 30/09/16).
AS/F006: Increase the use of re-ablement home care to help people to achieve their potential for independence and reduce the need for council-arranged care.	31/3/17	50	Green	Additional home carers are being recruited. A pilot project has also been developed with a private sector provider to provide additional home care.
AS/F007: Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.	31/3/17	50	Green	Long Term Care Review Team established to undertake 100% of reviews of people receiving long term care.
BM/C001: Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.	31/3/18	50	Green	Outcome based commissioning pilot is due to commence 1st October, and Market Position Statement commissioned.
CP2				
VS/W002: Review and strengthen the performance management arrangements in relation to attendance management within Visible and Transport Service.	31/3/17	50	Green	Absence management processes in place and work is ongoing to improve performance management arrangements in relation to attendance. 1/2 year reported performance just missed target with 6.01 days lost per FTE equivalent to sickness absence against a 1/2 yearly target of 5.85. As a result of improvement monitoring arrangements performance is currently on track to reduce further in Quarter 3.
SRS/W008: Review and strengthen the performance management arrangements in relation to attendance management within the SRS service.	31/3/17	50	Green	Absence levels at 3.03 days remain within the target of 5.85 days at Quarter 2. Attendance continues to be monitored at SRS management team.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W003: Review and strengthen the performance management arrangements in relation to attendance management within the Housing & Building Service	31/3/17	50	Green	All senior managers and supervisors were trained in new Management of Attendance policy in September 16. Regular briefings and updates continue to be provided through the Housing and Building Services senior managers group. Within Housing Services, at Q2, absence levels at 1.64 days remain well within the target of 5.85 days. At 5.05 days per FTE, absence levels within Building Services also remains within the Directorate's half yearly target of 5.85 days.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Regeneration and Planning Service.	31/3/17	50	Green	Monthly monitoring of attendance is carried out in line with corporate arrangements. At Q2, performance was well within target with 1.77 days lost to sickness absence against a quarterly target of 2.9 days.
HR/W006: Review and implement a revised Training and Development Strategy.	29/7/16 (Revised to 31/3/17)	60	Red	The revised Training and Development Strategy will be subject to a consultation exercise during November with Trade Unions, staff engagement working group and Chief Officers during Q3. It is now anticipated that this work will be completed in February 2017.
HR/W007: Implement and evaluate a 'pilot' succession planning approach across the Council.	31/3/17	50	Green	Further progress in reviewing and evaluating the success of the pilot process will be accelerated during December 2016 with a view to implementing a wider programme in the new financial year.
HR/W008: Ensure the continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/3/17	100	Green	Arrangements are in place, with volunteers from the Leadership Café, to continue to develop and promote the Leadership Café across the Council through an ongoing programme of events, with a focus on increasing attendance from frontline colleagues. The Cafe has now been running successfully for 17 months and has been identified as a case study by the Wales Audit Office as part of the recent Corporate Assessment.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W009: Review and strengthen the performance management and support arrangements in relation to attendance management.	31/3/17	50	Green	<p>The measures set out in Q1 remain in place and continue to facilitate a focused review on management of attendance.</p> <p>The improved outcomes as identified in Q1 corporate performance have continued to show a favourable trend in Q2. Q2 figures show FTE absence figures at 3.76 days compared with the quarter 2 target of 4.45 days for 2016-17.</p> <p>Within the HR service, 3.2 days per FTE was lost to sickness absence, just missing the quarterly target of 2.9 days.</p>
SI/W011: Review and strengthen the performance management arrangements in relation to attendance management within the School Improvement and Inclusion Service.	31/3/17	50	Green	<p>Arrangements are in place within the Achievement for all service to regularly monitor sickness levels at Senior Management Team meetings and to identify and share strategies for addressing absence. Progress with priority cases is reviewed monthly.</p> <p>Data is showing a positive impact on sickness levels. At Q2, 3.42 days was lost to sickness absence against the Directorate's half year target of 4.15 days.</p>
CS/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Children and Young People Service.	31/3/17	100	Green	<p>Social Worker progression framework launched in September 2016.</p> <p>Arrangements are in place to regularly monitor sickness levels at Senior Management with areas of concern reviewed. At Q2, 5.41 days was lost to sickness absence which remains within the Directorate's half year target of 5.80 days.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/W023: Review and strengthen the performance management arrangements in relation to attendance management within the Strategy, Community Learning and Resources Service.	31/3/17	50	Green	Arrangements are in place to regularly monitor sickness levels at Senior Management. Team meetings and to identify and share strategies for addressing absence. Progress with priority cases is reviewed monthly. Data is demonstrating a positive impact on sickness levels. At Q2, 3.56 days was lost to sickness absence against a quarterly target of 4.15 days.
LS/W003: Review and strengthen the performance management and support arrangements in relation to attendance management within the Legal Service.	31/3/17	50	Green	Monthly monitoring of attendance is in line with corporate arrangements. Continued emphasis on 1:1 discussions, feedback from staff, coaching and mentoring with increased focus on link between effective attendance management. Team leaders have all attended refresher training. At Q2, performance was well within target with 1.23 days lost to sickness absence against an annual target of 2.90.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W007: Review and strengthen the performance management arrangements in relation to attendance management within the Performance and Development Service.	31/3/17	50	Green	<p>Monthly monitoring of attendance is in line with corporate arrangements. Staffing issues are a standard agenda item at weekly team meetings with senior staff and priority cases are reviewed monthly. At Q2, 3.24 days was lost to sickness absence just missing the quarterly target of 2.90.</p> <p>Rigorous implementation of the corporate absence management policies, reducing work intensity by allocating a range of different duties, provision of training and performance management support to ensure that staff feel confident in the work being undertaken. There is no discernible link between absences of individuals or across the department.</p>
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the Democratic Service.	31/3/17	50	Green	All policies and procedures being followed and performance data is effectively used to inform the management of attendance. Absence levels remain well within target with a performance of 0.64 days, compared to the Directorate target of 2.90 days.
FS/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Finance Service.	31/3/17	50	Green	Monthly monitoring of attendance is undertaken in line with corporate arrangements. At Q2, absence levels at 2.58 days per FTE remain within the service's annual target of 2.90.
IT/W015: Review and strengthen the performance management arrangements in relation to attendance management within the ICT Service.	31/3/17	50	Green	At 2.56 days per FTE, the ICT Service currently remains within target for the year (2.90days). Performance Management arrangements are considered to be working well.
AS/W008: Review and strengthen the performance management arrangements in relation to attendance management within Adult Services.	31/3/17	50	Green	Sickness performance is reflected in the team planning processes. Improved performance information now provided by HR. At Q2, absence levels remain within target with a performance of 5.6 days, compared to the Directorate annual target of 5.8 days.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
BM/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Business Management and Innovation Service.	31/3/17	50	Green	The Division's sickness figures have improved with employees experiencing long term sickness returning to work. Consequently, performance at Q2 of 5.34 days remains within the service's annual target of 5.8 days.
CP3				
FS/F004: Review the format of the Medium Term Financial Plan.	31/7/16	100	Green	The MTFP was approved by Cabinet on 26th September 2016. The plan reflects the priorities of the Corporate Plan 2016-20 and the Council's financial position. The Plan reflects the principles of the Well-being of Future Generations Act.
FS/R005: Implement proposals for improvement arising from the Wales Audit Office report on financial resilience.	31/7/16	80	Green	An improved reporting framework has been agreed and the new report will be used to report the savings position as at end of September.

CP4				
Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C008: Work within the Public Service Board (PSB) to prepare and publish an assessment of the state of economic, social and environmental and cultural well-being for the Vale of Glamorgan.	31/3/17	40	Amber	Regular updates have been given to the PSB and the Business Intelligence Group and workshops have been planned with both for November to consider the data and engagement findings. Joint work is also continuing with the Cardiff PSB and to align work with the Integrated Health and Social Care Partnership for the Population Needs Assessment. Over 800 people completed the wellbeing survey and further engagement has taken place at a range of events over the summer. Work is continuing to bring together a wide range of data and engagement information for the assessment which should be available in draft in December for the PSB to approve for consultation.
CP5				
PD/E009: Develop a central public engagement database/directory to monitor and track public engagement work and their outcomes.	31/3/17	50	Green	All data from the first round of collection has now been collated. A report has been presented to CMT outlining a proposal to develop a searchable database hosted on StaffNet. This has been approved in principle and the Communications Team will now work with ICT to investigate feasibility of the proposed solution.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/E010: Strengthen internal networks by creating engagement champions within each directorate.	31/3/17	50	Green	Officers in the Communications Team have worked closely with officers in the Parks division and the Planning department to upgrade a number of play areas across the Vale of Glamorgan in the past 12 months. This programme of engagement has proved successful to date. As a result, these officers have become the engagement champions for their area and have used their experience to plan a further programme of engagement for future projects. This will also be written up as a 'best practice' guide and shared with other officers who have been identified as champions.
PD/E011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.	31/3/17	50	Green	The scope of new guidance has now been agreed and the Communications Officer (Engagement) is now working to update the Council's Public Engagement Framework and supporting guidance.
CP6				
PD/C012: Work with elected members and officers to develop new scrutiny arrangements and performance reporting aligned with the new Corporate Plan Well-being Outcomes.	31/3/17	90	Green	New reporting arrangements commenced in October (Q1) as part of the revised PMF arrangements. Following the Scrutiny Committees' consideration of Q1 performance in the new format, the Member Working Group will meet in October to feedback and discuss any developments to performance reporting going forward.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C013: Review corporate working groups to support the new approach to integrated planning.	31/3/17	80	Green	The first two meetings of the Insight Board have taken place and have focused on the capital work programme and the corporate risk register. Ongoing development of this approach will contribute towards more integrated planning practices across the council. A work programme and action tracker are in place. Work will now commence to develop the Insight "brand" as a way of communicating work in this area to Council colleagues more widely.
CP7				
DS/C008: Continue to explore (with Cardiff and Bridgend Councils) options for formal joint scrutiny arrangements in respect of the Shared Regulatory Service.	(ongoing until Dec 2017)	50	Green	<p>The various options for this were due to be considered at the Shared Regulatory Services Project Board in December 2016 but unfortunately not all partners were in attendance. This is now being tabled for consideration by the Board meeting for its February 2017 meeting.</p> <p>Due to the forthcoming local government elections it is unlikely that any changes to the current individual Council Scrutiny arrangements will have the necessary time to be considered before May 2017. Also this is likely to be a matter more appropriately suited to the new administrations of the partners. It is therefore suggested that the target date for completion of this action is changed to December 2017.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP8				
HR/W010: Launch the new staff appraisal scheme to reflect the outcomes of the 2015/16 Staff Engagement Strategy (July 2016).	31/9/16	100	Green	#itsaboutme was launched in July through Council wide communications. Training has been delivered to managers and information sessions have been delivered to teams throughout Q2 and the annual reviews are taking place during Q3.
CP9				
PD/R014: Improve Service Plan risk monitoring informed by the review of the Performance Management Framework.	31/3/17	50	Green	The Q1 quarterly performance reports produced for each of the 4 Well-being Outcomes and Corporate Health provide an overview of how the use of resources impacts on improvement. The overview has been informed by a number of corporate health perspectives including service risks. Following Scrutiny Committees' consideration of Q1 performance in the new format, the Member Working Group will meet in November to feedback and inform developments going forward.
CP10				
FS/P006: Review the procurement function to inform the development of a strategy.	30/6/16 (Revised to 31/1/17)	50	Green	Financial Procedure Rules and Contract Procedure Rules have been reviewed and Legal informed of required changes to the Constitution. The Procurement Policy and Strategy has been reviewed and is in the final stage before EQiA and reporting to Cabinet. The Procurement Code of Practice is under consideration as Contract Management has been included. It is now anticipated that this action will be completed by 31/3/17.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/P007: Progress digital procurement and invoicing across the Council.	30/6/16 (Revised to 31/1/17)	50	Green	Progress is now being made in identifying the major suppliers, setting up the test environment and installing the new hardware for the live environment. This work is now likely to be completed by December 2016 with go live in April 2017 for the new financial year.
FS/P008: Review the level of usage made of NPS frameworks across services.	30/6/16 (Revised to 31/1/17)	50	Green	The review is ongoing. Value Wales are currently updating E-Bravo with all current Vale contracts in order to create a Contracts Register. This action was originally scheduled to be completed in June 2016; however it is now anticipated to be completed by the end of the financial year.
CP11				
FS/AM009: Update the Corporate Asset Management Plan to reflect the new Corporate Plan priorities and report annual target progress.	31/3/17 (ongoing till 31/8/17)	75	Green	The Asset Management plan update is being finalised in order to report to cabinet before the end of the Autumn.

## Appendix 2: Detailed Performance Indicator Information

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
<b>People</b>						
HR/M001 (RS/M048): The percentage of employees (including teachers and school based staff) who leave the employment of the local authority on a voluntary basis (voluntary meaning resignation, all retirements and career breaks)	5.97	4.36	3.25	Red	↑	Performance missed the quarterly target of 3.25%. This is largely due to the number of staff leaving schools at the end of August which disproportionately distorts performance. The launch of the Staff Charter in September will help support retention corporately within the Council and work is continuing to increase the number of exit questionnaires returned to the authority. We are working towards an annual target of 6.5%
HR/M004 (RS/M010): Percentage of staff appraisals completed	N/A	N/A	N/A	N/A	N/A	Existing annual measure. Target of 95% set for 2016/17 against performance of 97.76% in 2015/16.  The new appraisal system has recently been revised and re-launched. The appraisals will be completed during October this year and the annual indicator will be reported later in the year.
HR/M002 (RS/M009/ CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	4.28	3.76	4.45	Green	↑	Performance at Q2 is within the half year target of 4.45 days per FTE. This exceeds our Q2 performance in the same time period last year.

Performance Indicator	Q2 Actual 2015/2016	Q2 Actual 2016/2017	Q2 Target 2016/2017	RAG Status	Direction of Travel	Commentary
HR/M005: The number of working days per full time equivalent (FTE) local authority employee lost due to short term sickness absence	1.23	1.14		N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. However, performance at Q2 is an improvement when compared with reported performance in the same period last year.
HR/M006 (RS/M050): The number of working days per full time equivalent (FTE) local authority employee lost due to long term sickness absence	2.89	2.62		N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. However, performance at Q2 is an improvement when compared with reported performance in the same period last year.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
Financial						
FS/M014: Spend against approved Council revenue programme	N/A	100.62	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17.
FS/M015: Spend against approved Council capital programme	N/A	58.26	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17.
FS/M016: Performance against savings targets	N/A	93.39	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17.
FS/M017: Performance against agreed reshaping services targets	N/A	100	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17.
FS/M018: Performance against agreed procurement savings	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establishing base line during 2016/17.
FS/M019: Percentage of Council contracts engaged in via the National Procurement Service framework.	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establishing base line during 2016/17.
Assets						
FS/M020: Proportion of operational buildings that are suitable for their current use	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17. No data available.
FS/M021: RS/M012: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	N/A	N/A	N/A	Existing annual measure. Target of 3% set for 2016/17 against performance of 1.30% in 2015/16
FS/M022: Number of assets transferred to the community.	N/A	N/A	N/A	N/A	N/A	New annual measure. Establishing baseline during 2016/17
Customer						
PD/M001 (RS/M034): Percentage of customer enquiries to C1V resolved at first contact	N/A	68	70	Green	N/A	Work is ongoing with services to increase the number of enquiries that can be resolved at C1V. This includes work with housing and income management.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
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Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
PD/M002 (RS/M033): Percentage customer satisfaction with access to Council services across all channels	98.87	98.21	95	Green	↓	Overall satisfaction remains high. Work is ongoing to improve take up of surveys.
PD/M028 (RS/M035): Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A	Existing annual measure. No target set as this survey is completed on a two-yearly basis. A performance of 84% was reported during 2014/15. Next survey due 2016/17.
PD/M029: Percentage of Corporate complaints dealt with within target timescales	N/A	71	N/A	N/A	N/A	Improvement on Q1 result. Will be reminding managers during the roll out of the complaints dashboard of the need to ensure complaints are dealt with promptly and closed down properly on Oracle CRM
PD/M032: Number of Ombudsman complaints upheld against the Council (including Social Services).	N/A	0	N/A	N/A	N/A	The Public Services Ombudsman upheld no complaints during Q2 which is the same figure as Q1.
IT/M010 (RS/M013a): Site Morse position (ranking of quality of websites) in Wales.	N/A	N/A	N/A	N/A	N/A	Existing annual measure. Target of 3rd set for 2016/17 against performance of 2nd in 2015/16.
IT/M011 (RS/M013b): Site Morse position (ranking of quality of websites) in England & Wales.	N/A	N/A	N/A	N/A	N/A	Existing annual measure. Target of 28th set for 2016/17 against performance of 25th in 2016/17.
DS/M033: Satisfaction with the process for public speaking at committees.	N/A	50	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. The percentage figure reported reflects the fact that 50% of the responses to the satisfaction survey questions stated "Very Satisfied" or "Satisfied".
DS/M034: Percentage of committee meetings web casted.	N/A	9.52	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. The percentage figure reported equates to 6 meetings out of a total of 63. The only meeting webcast up to the end of Quarter 2 was the Planning Committee. However, from December 2016, meetings of Full Council will also be webcast.

PD/M034 (RS/M039): Percentage of residents who are satisfied with communications from the Council.	N/A	N/A	N/A	N/A	N/A	Existing annual measure. No target set as this survey is completed on a two-yearly basis. A performance of 84% was reported during 2014/15. Next survey due 2016/17.
PD/M019: Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A	N/A	N/A	N/A	New annual measure. Establish baseline performance during 2016/17.
PD/M022: Percentage increase in Facebook likes (Vale of Glamorgan Life)	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. 499 new likes recorded in Q1. No baseline data to calculate % increase however this will be reported later on in the year.
PD/M023: Average reach of Facebook posts (Vale of Glamorgan Life).	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. Data will be available during Q2.
PD/M020: Percentage increase in Twitter followers to the Vale Council Twitter account.	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. Data will be available during Q2.
PD/M021: Average reach of Vale Council Twitter posts.	N/A	N/A	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. Data will be available during Q2.
ICT						
IT/ M002 (RS/M002): Service availability of top 20 ICT systems. (%)	99.97	99.97	99.75	Green	↑	Existing quarterly measure. Q2 performance mirrors last year's and is above target.
IT/M001 (RS/M001): Percentage service desk calls/tickets resolved within agreed timescales.	95.08	97.47	92	Green	↑	Existing quarterly measure. Performance has improved on last year and is above target.