

Vale of Glamorgan Council Corporate Performance Report - Quarter 3 (1 April – 30 December 2016)

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



Corporate Health

For this quarter, our performance can be summarised by:

The overall status of the **actions** we are taking:

GREEN

The overall status of the **indicators** we use to measure our performance:

GREEN

Which indicates the **overall status** of Corporate Health is:

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
Green: Performance is on or above target	↑ : Performance has improved on the same quarter last year	Green: Action completed or on track to be completed in full by due date.	Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
Amber: Performance is within 10% of target	↔ : Performance has remained the same as the same quarter last year	Amber: Minor delay but action is being taken to bring action back on track.	Amber: indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.
Red: Performance missed target by more than 10%	↓ : Performance has declined compared to the same quarter last year	Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.

Service Plan Actions

VS: Visible & Transport Services	LS: Legal Services	SL: Strategy, Community Learning and Resources	BM: Business Mgt. & Innovation	IT: ICT Service
HS: Housing & Building Service	HR: Human Resources	PD: Performance & Development	SRS: Shared Regulatory Services	SI: School Improvement
DS: Democratic Services	FS: Finance Service	RP: Regeneration & Planning	CS: Children & Young People Services	AS: Adult Services

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 Q3 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.

A Green performance status has been attributed to 10 out of 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. The one action that has an Amber RAG status this quarter, relates to the review of the procurement strategy and associated documentation (CPM10) which has been delayed in order to reflect the Wales Procurement Policy Statement and promote sustainable development included in line with the Wellbeing of Future Generations Act.

An overall green status has been attributed to the performance measures relating to Corporate Health with 5 out of 6 meeting or exceeding target. In relation to (CPM/210), the percentage of staff leaving the organisation on a voluntary basis, performance missed target by more than 10%. A performance of 5.95% was reported against a target of 4.88%, which is also above that achieved in the same period last year (5.48%). It is anticipated that the recent launch of the staff charter and the ongoing programme of staff engagement will help support retention within the Council going forward.

The new **Managing Attendance at Work Policy** which has been designed to reflect the principles of the Staff Charter, was launched at the beginning of this quarter (October). Proactive work continues to be undertaken by services in relation to attendance management and is delivering positive results across the majority of service areas within the Council. Across all services (including schools) 6.05 days per full time equivalent (FTE) was lost to sickness absence against a target of 6.68 days for this quarter. This performance represents an improvement on the same quarter for 2015/16 at 6.78 days and is below the target for the end of the third performance quarter.

A number of service areas across the Council continue to report difficulties in **recruiting staff** this quarter. In response a variety of succession planning initiatives have introduced by the relevant service areas informed by an assessment of the required skillsets. These initiatives are being undertaken alongside shaping of future work programmes and the Council's transformation agenda. Going forward, the work being undertaken as part of the wider staff engagement agenda including the new staff appraisal programme, the Leadership Café, the Staff Charter, the management competency framework and the ongoing pilot succession planning and talent management will continue to inform these service initiatives.

A draft Member Induction and **Member Development Programme** has been developed and will be in place from May 2017 following the local government elections. This will ensure members are supported to enable them to undertake their roles effectively.

At Q3, 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 remains and is projecting an adverse variance of £600k at year end, resulting largely from the increasing demand for domiciliary care services.

All services are working towards fully achieving their savings targets for 2016/17, however at this stage, it is anticipated that not all the savings will be made and there could be a potential shortfall of £580k for the Council. Performance against savings targets at Q3 is 92.68%. Positive progress was reported in relation to spend against the approved Council revenue programme which currently stands at 100%. Spend against the approved capital programme is 45%. Regular monitoring of the Capital Programme takes place and it is anticipated that spend against the programme will accelerate in the next quarter.

The **Medium Term Financial Plan** 2016 - 2020 has been endorsed by Cabinet. The Plan outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20. Whilst the levels of savings required savings will have an impact on staff turnover and delivery of Council services, the extent is not known.

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. At Q3, 86% of reshaping targets for 2016/17, have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status (8 out of 12 projects in tranche 1 and 4 out of 6 projects in tranche 2). Work is ongoing to consider the approach to identifying tranche 3 projects for future savings.

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 revision of the Corporate Asset Management Plan (CAMP) to include information on the Highways Asset Management Plan. The Plan will be presented to Cabinet during February 2017. We have completed the building for Ysgol Y Ddraig as part of the Llantwit Major Learning Community and building work at Llantwit Major Comprehensive School is on course to meet the target of opening in 2017.

Good progress has been made in the development of new Council owned housing with tenders from contractors being received on the first 3 new homes to be built through the new Council house building programme. It is anticipated that work will commence on site in February 2017 with the completion date of July 2017 for the first homes.

Work to ensure a more efficient use of Council office space remains on track. As part of the Space project, works in the Civic Offices areas of the ground floor, 3rd floor and 4th floor have been completed with the remaining works to the 2nd and 1st floor anticipated to be completed by the end of the next quarter.

There is a need to progress key projects contributing to our Corporate Well-being Outcomes such as the Coldbrook Flood Alleviation scheme, and the Metro Port Road Corridor. In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.

In regards to key **ICT** developments across the Council, we have completed a 'Google for Work' pilot and work is ongoing to evaluate the usability and delivery of cloud based computing and storage. The Shared Regulatory Services is implementing a new single primary IT database (Tascomi) rationalising from the existing 4 databases currently used across the service. This will increase service efficiency through improved data management. We have met our target of achieving 1,000 resources on the DEWIS Cymru information portal with work ongoing to extend the amount of resources available, especially information relating to preventative services for adults and children. We continue to actively promote the resource to our professional colleagues and to third sector organisations.

Ensuring good **customer focus** remains a key priority in delivering Council services and planned improvement activities are being undertaken with this focus in mind. During this quarter, a database/tracker has been introduced which will enable Council services to monitor and track public engagement work and their outcomes going forward thus ensuring a coordinated approach going forward.

Work has commenced in progressing the key findings from our tenant satisfaction survey (STAR) and the resulting action plan will help inform future service developments and improve customer satisfaction going forward. The new single customer contact number, implementation of a single primary IT database and recently piloted customer questionnaires are enabling the Shared Regulatory Service to further enhance its engagement with customers and stakeholders, contributing to a better customer experience and will ensure services developments going forward are informed by customer views.

We continue to engage with key stakeholders on proposals for the establishment of mixed-sex English medium secondary schools in Barry following approval by Cabinet in December.

Good progress has been made in undertaking the Social Services and Well-being Population Needs Assessment (PNA) and a Market Position Statement which will inform future service developments with a particular focus on co-production. Significant engagement is also currently ongoing in relation to the draft Well-being Assessment for the Public Service Board. This will inform the development of the PSB's Well-being goals in line with the requirements of the Well-being of Future Generations Act.

We continue to engage with residents on community improvements within their areas. During this quarter, consultation was undertaken in relation to a play area in North Penarth to improve play facilities for the community.

The most recent review of the **Corporate Risk Register** which was published in September 2016 was used to inform the previous quarter's reports, and the information remains the most current. With the exception of the Reshaping risk which has increased to a medium-high rating from medium, the level of risk attributed to the all corporate risks remains unchanged. Mitigating actions for service and corporate risks continue to be progressed alongside service plan actions.

Some previous **emerging service risks** that were identified in Q2 report remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. There still remains a lot of uncertainty around the effect that post 'Brexit' will have on the economy, purchasing patterns, business and consumer confidence and how this could impact on any future work contributing to the Well-being Outcome. There could also be a potentially damaging effect on the property market which in turn could result in delaying disposal and redevelopment land for housing and impact on potential income from major planning applications. Uncertainty also remains over the Welsh Government's regeneration programmes that are currently under review.

There remains uncertainty in relation to a number of national external funding streams which may impact on our ability to invest in regeneration over the coming quarter. In the interim, we will continue to develop potential projects which will be considered within a pipeline process.

2. Performance Snap Shot

Corporate Plan overview

The table below provides an overview of the progress at Q3 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	AMBER (GREEN)	GREEN (GREEN)	AMBER (AMBER)	GREEN (GREEN)	GREEN (GREEN)**
Objective RAG	1: AMBER (AMBER)	3: GREEN (GREEN)	5: AMBER (AMBER)	7: GREEN (GREEN)	N/A
	2: GREEN (GREEN)	4: GREEN (GREEN)	6: GREEN (AMBER)	8: GREEN (GREEN)	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

Corporate Plan Actions	ACTIONS STATUS			+	INDICATORS STATUS		=	CORPORATE HEALTH STATUS
	Service Plan Actions	Action Status	Overall Actions Status		Number of Indicators	Overall Indicator Status		Overall Objective Status
CP1: Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	50	Green	GREEN	6*	GREEN	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	Amber			
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 24 PIs of which a performance status was applicable for 6. A Green performance status attributed to 5 measures (CPM/007 IT/M001, CPM/008 IT/M002, CPM/019 HR/M002, CPM/002 PD/M002, CPM/001 PD/M001) with the remaining PI (CPM/210 HR/M001) missing target by more than 10% (Red) this measure relates to The percentage of employees who leave the employment of the local authority on a voluntary basis.

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

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 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)	5.48	5.95	4.88	Red	↓	Performance missed the quarterly target of 4.88%. 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. Our key achievements at quarter 3 are:

- Service availability of top 20 ICT systems remains our target of 99.75% with a performance of 99.45%. This mirrors our performance in Q1 (99.82%) and Q2 (99.97%) despite being slightly below the performance reported at this period last year (99.96%).
- 97.7% of service desk calls/tickets were resolved within agreed timescales compared to our performance in the previous year of 95.81%. This performance is above our target of 92%
- 98.6% of customers were satisfied with access to Council services across all channels. 98.6% of the 5,101 respondents stated that they were satisfied, very satisfied or extremely satisfied with the service provided by Contact OneVale.
- Performance across the Council as a whole in relation to absence management is improving. During the quarter 6.05 working days were lost per full time equivalent against our target of 6.68 days. This is an improvement on last year's performance in the same period (7.07 days).
- A database/tracker has been introduced which will enable Council services to monitor and track public engagement work and their outcomes thus ensuring a coordinated approach going forward.
- Findings from the first 'Staff Survey' have been positive. The average response rate to the 20 expectations within the Staff Charter was 71% (i.e. strongly agreeing or agreeing). This is an encouragingly high score and will set the benchmark for future engagement work and subsequent surveys. The level of positive responses was relatively high across all Directorates ranging from 68% in the Learning and Skills and Environment and Housing Directorates, 72% in the Social Services Directorate to 76% in the Managing Director & Resources Directorate.
- The Medium Term Financial Plan 2016 - 2020 has been endorsed by Cabinet. The Plan outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20. Whilst the levels of savings required savings will have an impact on staff turnover and delivery of Council services, the extent is not known.
- Work continues to achieve the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17. At Q3, performance in relation to achieving agreed reshaping targets was 86%. 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 December 2016.

- 93.1% of corporate complaints were resolved at stage 1. No ombudsman complaints were upheld against the Council during the quarter.
- We achieved a Sitemorse ranking of 1st in Wales, exceeding our target of 3rd in and our performance of 2nd in 2015/16. Our position in respect of England and Wales also improved to 7th compared to 25th in 2015/16.
- A draft Member Induction and Member Development Programme has been developed and will be in place from May 2017 following the local government elections. Through a programme of mandatory and elective training members will be supported to undertake their roles effectively.

Our key areas of challenge are:

- 65.3% of corporate complaints were dealt within target timescales compared to 71% in Q2. A new real-time complaints dashboard is now in place and managers have recently received training on using the dashboard. It is anticipated that this will have a positive impact on the management of complaints going forward.
- More employees (5.95%) left the Council on a voluntary basis compared to performance in Q3 last year (5.48% in 2015/16). This performance is below our quarterly target of 4.88% at this stage of the year. It is anticipated that the launch of the Staff Charter in the previous quarter as well as ongoing staff engagement initiatives will help to improve staff retention going forward.
- 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 there is an increased risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.
- Following the Local Council Elections in May there is anticipated to be a significant change in Membership, we will need to ensure that new members are supported and well equipped to begin in May, this will be assisted through the new Member Induction that includes a number of mandatory courses designed to inform new Members.

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.

People	<p>Attendance management continues to be a focus corporately and many service areas have seen positive improvements on sickness absence figures. Across all services (including schools) 6.05 days per full time equivalent (FTE) was lost to sickness absence against a target of 6.68 days for this quarter. This performance represents an improvement on the same quarter for 2015/16 at 6.78 days.</p> <p>The new Managing Attendance at Work Policy which has been designed to reflect the principles of the Staff Charter, was launched at the beginning of this quarter (October). Proactive work continues to be undertaken by services in relation to attendance management and this is delivering positive results with the majority of service areas across the Council reporting absence performance within target and overall, no significant issues were highlighted as impacting negatively on progress with planned improvement activities.</p> <p>A number of service areas across the Council continue to report difficulties in recruiting staff. In response a variety of succession planning initiatives have been introduced by the relevant service areas informed by an assessment of the required skillsets. These initiatives are being undertaken alongside shaping of future work programmes and the Council's transformation agenda. Going forward, the work being undertaken as part of the wider staff engagement agenda including the new staff appraisal programme, the Leadership Café, the Staff Charter, the Management Competency Framework and the ongoing pilot succession planning and talent Management will continue to inform these service initiatives.</p> <p>A draft Member Induction and Member Development Programme has been developed and will be in place from May 2017 following the local government elections. This will ensure members are supported to enable them to undertake their roles effectively to improve the service. In addition team leaders and above across the Council are receiving training as part of the corporate management competency framework. This will ensure they develop the skills required to deliver services in line with the new ways of working.</p>
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Financial	<p>At Q3, most services have projected a budget outturn on target although this may change as the year develops particularly in light of some of emerging service delivery pressures. Of particular note is the ongoing pressure on the Social Services budget which remains and is projecting an adverse variance of £600k at year end, resulting largely from the increasing demand for domiciliary care services.</p> <p>Performance against the amended budget is anticipated to be balanced for the Council as a whole with the predicted total budget of £213,288,000 for 2016/17.</p> <p>All services are working towards fully achieving their savings targets for 2016/17, however at this stage, it is anticipated that not all the savings will be made and there could be a potential shortfall of £580k for the Council as a whole. Performance against savings targets at Q3 is 92.68%. Positive progress was reported in relation to spend against the approved Council revenue programme which currently stands at 100%. Spend against the approved capital programme is 45%. Regular monitoring of the Capital programme takes place and it is anticipated that spend against the programme will accelerate in the next quarter.</p> <p>The Medium Term Financial Plan 2016 - 2020 has been endorsed by Cabinet. The Plan outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20. Whilst the levels of savings required savings will have an impact on staff turnover and delivery of Council services, the extent is not known.</p> <p>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. At Q3, 86% of reshaping targets for 2016/17, have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status (8 out of 12 projects in tranche 1 and 4 out of 6 projects in tranche 2). Work is ongoing to consider the approach to identifying tranche 3 projects for future savings.</p> <p>The Social Services Budget Programme (red status) remains under significant strain with a challenge caused by the rising demand (and associate cost) for domiciliary care for older people within adult services. To help support the service with its savings the Social Services has an established budget management programme which meets monthly to co coordinate the Directors savings.</p>
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Assets	<p>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 revision of the Corporate Asset Management Plan (CAMP) to include information on the Highways Asset Management Plan. The Plan will be presented to Cabinet during February 2017. We have completed the building for Ysgol Y Ddraig as part of the Llantwit Major Learning Community and building work at Llantwit Major Comprehensive School is on course to meet the target of opening in 2017.</p> <p>Good progress has been made in the development of new Council owned housing with tenders from contractors being received on the first 3 new homes to be built through the new Council house building programme. It is anticipated that work will commence on site in February 2017 with the completion date of July 2017 for the first homes.</p> <p>Work to ensure a more efficient use of Council office space remains on track. As part of the Space project, works in the Civic Offices areas of the ground floor, 3rd floor and 4th floor have been completed with the remaining works to the 2nd and 1st floor anticipated to be completed by the end of the next quarter.</p> <p>There is a need to progress key projects contributing to our Corporate Well-being Outcomes such as the Coldbrook Flood Alleviation scheme, and the Metro Port Road Corridor. In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.</p>
ICT	<p>We continue to make progress in delivering our key ICT priorities.</p> <p>In regards to key ICT developments across the Council, we have completed a 'Google for Work' pilot and work is ongoing to evaluate the usability and delivery of cloud based computing and storage. The Shared Regulatory Services is implementing a new single primary IT database (Tascomi) rationalising from the existing 4 databases currently used across the service. This will increase service efficiency through improved data management.</p>

Customer Focus	<p>Ensuring good customer focus remains a key priority in delivering Council services and planned improvement activities are being undertaken with this focus in mind. During this quarter, a database/tracker has been introduced which will enable Council services to monitor and track public engagement work and their outcomes going forward thus ensuring a coordinated approach going forward.</p> <p>Work has commenced in progressing the key findings from our tenant satisfaction survey (STAR) and the resulting action plan will help inform future service developments and improve customer satisfaction going forward. The new single customer contact number, implementation of a single primary IT database and recently piloted customer questionnaires are enabling the Shared Regulatory Service to further enhance its engagement with customers and stakeholders, contributing to a better customer experience and will ensure services developments going forward are informed by customer views.</p> <p>Good progress has been made in undertaking the Social Services and Well-being Population Needs Assessment (PNA) and a Market Position Statement which will inform future service developments with a particular focus on co-production. Significant engagement is also currently ongoing in relation to the draft Well-being Assessment for the Public Service Board. This will inform the development of the PSB's Well-being goals in line with the requirements of the Well-being of Future Generations Act.</p> <p>We continue to engage with residents on community improvements within their areas. During this quarter, consultation was undertaken in relation to a play area in North Penarth to improve play facilities for the community.</p> <p>We continue to engage with key stakeholders on proposals for the establishment of mixed-sex English medium secondary schools in Barry following approval by Cabinet in December.</p>
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<p>Risk</p>	<p>The most recent review of the Corporate Risk Register which was published in September 2016 was used to inform the previous quarter's reports, and the information remains the most current. With the exception of the Reshaping risk which has increased to a medium-high rating from medium, the level of risk attributed to the all corporate risks remains unchanged. Mitigating actions for service and corporate risks continue to be progressed alongside service plan actions.</p> <p>Some previous emerging service risks that were identified in Q2 report remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. There still remains a lot of uncertainty around the effect that post 'Brexit' will have on the economy, purchasing patterns, business and consumer confidence and how this could impact on any future work contributing to the Well-being Outcome. There could also be a potentially damaging effect on the property market which in turn could result in delaying disposal and redevelopment land for housing and impact on potential income from major planning applications. Uncertainty also remains over the Welsh Government's regeneration programmes that are currently under review.</p> <p>There remains uncertainty in relation to a number of national external funding streams which may impact on our ability to invest in regeneration over the coming quarter. In the interim, we will continue to develop potential projects which will be considered within a pipeline process. The Social Service's Directorate continues to faces 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.</p> <p>An emerging risk and challenge this quarter relates to the 59% reduction in transitional funding to the Housing Solutions service 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 this will lead to additional pressures on the supply of temporary housing particularly in the private sector. A review of the General Fund Housing Service has been undertaken and this work will inform any measures to manage the funding reduction.</p>
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	<p>The Communities First scheme is to be phased out by March 2018 following the announcement from the Cabinet Secretary on 14th February 2017.</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	75	Green	Work has continued in this Quarter on the reshaping visible services project . Senior management have reviewed and challenged the project team's work. The reshaping project board is due to meet in quarter 4. An update Newsletter also planned for quarter 4. Subject to board approval Cabinet will be due to consider new target operating model in quarter 4.
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	75	Green	The Reshaping Visible Services and Transport Programme has continued in Quarter 3 and has been challenged by senior management. 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. It is expected in quarter 4 that the board will consider the proposed new operating model for Visible Services and Transport.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
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	75	Green	In quarter 3 the Shadow Regional Transport Authority (RTA) which was set up to bring the 10 South East Wales Transport functions together met for the first time to discuss regional transport matters. The City Deal agreement is due to be considered by the Council in Quarter 4. Possible joint working and collaboration is being considered as part of the reshaping programme as identified in VS/F001 and VS/F005.
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	75	Green	The process of harmonising policies continues. New policies have been developed and approved by the Joint committee. New processes are being adopted across the Commercial Services area to reflect audit findings and the forthcoming external audit by the Food Standards Agency.
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	75	Green	All PDRS's have now been received by the service enabling a complete review of learning and development needs. A number of staff continue to attend a Bond Solon Programme to ensure enforcement staff are sufficiently trained. Further development needs are being identified and will form part of the training plan for next financial year.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/F007: Review fees and charges across the Shared Regulatory Services.	31/3/17	75	Green	A report was approved by the Joint Committee in Q3 revising fees that fall to the Joint Committee for the 2017/18 period. However, in December 2016, the European Court of Justice determined that some fee regimes operated by Councils might be unlawful in terms of the Services regulations. Reports are being prepared for the Joint committee and all three licensing Committees to apprise them of the decision and the implications for all three Councils who deliver the SRS.
HS/F001: Review Housing Services (landlord responsibilities (Tranche 2)	31/3/17	75	Green	The proof of concept trial piloting a mobile working solution has commenced. Other efficiencies are also being progressed and work to procure an ASB case management solution has begun. The tenant satisfaction survey (STAR survey) has now been completed and a report is due to be presented to Scrutiny committee on the 18th of January. Officers will now commence work to develop an improvement plan to address some of the keys findings identified within the survey results.
HS/F002: Review Building Services (Cleaning & Security). (Reshaping Tranche 3)	31/3/17	50	Red	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. Some potential areas for saving have been identified but this does not meet the full saving requirement.

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	75	Green	We are currently considering possible areas for collaboration with neighbouring councils and further possibilities for income generation with respect to Regeneration and Planning functions.
HR/E003: Ensure the continuation and evaluation of the staff engagement approach.	31/3/17	75	Green	The first 'Staff Survey' Employee Survey has now been carried out with a closing date of 30th October 2016. The results will be presented to CMT on 21/12/16 and then to Cabinet in January 2017. The results will serve as a base-line against which the continuing effects of the Staff Charter can be measured.
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	65	Green	Work is continuing with corporate colleagues to develop proposals to achieve financial saving targets. Proposals to implement a revised HR Structure with a new HR Service Centre will be presented to CMT on 21/12/16 with a view to implementation on 1/4/17. This approach will contribute to both the HR and wider the Directorate budget savings.
SI/F010: Develop proposals with stakeholders for transformation of services for pupils with Additional Learning Needs and consult widely.	31/3/17	75	Green	Consultation on the Strategic Plan has now been completed. There are a number of work streams linked to the transformation agenda and the process of consultation will be ongoing as work streams are developed further.

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	75	Green	The business case continues to be developed and will now be presented to Cabinet in February 2017. Detailed work with departmental officers is ensuring the two models identified have been fully analysed for submission.
SL/W002: Undertake a review of services under the remit of Strategy, Community Learning Resources Service.	31/3/17	75	Green	The process of integrating the services under one title is now reasonably advanced with the opening of the Vale Learning Centre in Central Library. A joint service management team workshop is planned February to develop appropriate proposals for service improvement and efficiencies.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/3/17	75	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	75	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 December 2016 project progress is as follows:</p> <p>Project, Tranche, Status;</p> <p>Additional Learning Needs & Inclusion, 1 Amber</p> <p>Catering, 1 Amber</p> <p>Library Services, 1 Amber</p> <p>Transportation, 1 Amber</p> <p>Building Maintenance, 1 Amber</p> <p>Visible Services, 1 Amber</p> <p>Planning, 1 Green Completed</p> <p>Regulatory Services, 1 Green Completed</p> <p>ICT, 1 Amber</p> <p>Property Projects 1 Amber</p> <p>Social Services Budget & Collaborative Working Programmes 1 & 2 Red</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F002: Commence consideration of tranche 2 proposals by the Reshaping programme board and seek Cabinet approval for business cases as required.	31/3/17	75	Green	<p>Work continues with tranche two project sponsors and managers. Work continues to progress in readiness to deliver these projects from the 2017/18 year.</p> <p>The status of the tranche 2 projects as at December 2016 is as follows:</p> <p>Project, Tranche, Status; Learning & Skills Strategy & Resources 2 Amber Landlord Responsibilities 2 Amber Cleaning & Security 2 Amber Corporate Services 2 Red</p>
PD/ F004: Identify Tranche 3 Reshaping Services projects.	31/3/17	75	Green	<p>An 8 week commission commenced this to undertake a baseline assessment update by 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.</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 streams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.</p>	<p>31/3/17</p>	<p>75</p>	<p>Green</p>	<p>To date 6 applications for CATs (Community Asset Transfers) have been received and are currently being considered by the working group.</p> <p>Town and Community Councils; Following the October meeting of the Voluntary Sector Joint Liaison Committee work has commenced on the review of the Compact between the Council and the voluntary sector to reflect the significant changes to partner organisations and the environment within which all are operating. A revised Compact is due to be reported to Committee in February 2017 and will incorporate an action plan for progressing the relationship in line with the Reshaping Services Programme.</p> <p>Demand Management; Work to put "nudge" theory into practice is progressing internally, with principles being applied to encourage a reduction in the considerable volume of printing that is generated each month.</p> <p>Work is continuing in the Council's contact centre to identify instances of "failure demand" (or opportunities for "channel shift" whereby customers are encouraged to use alternative means of interacting with the Council, such as via the website. Following the introduction of on-line bookings for beach huts, the system has now been rolled-out so as to allow customers to book and pay for bulky item collections. This project therefore has links with the Digital Vale project.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F003 Continued				<p>Effectiveness of Spend; Two effectiveness of spend projects have been progressed to date as part of the Reshaping Services programme. The first project involved a review that has been undertaken in Economic Development which identified opportunities for providing additional office facilities for commercial lets at the BSC facility. These lets have been taken up and are producing additional incomes. However, delays with the exiting the JobFit contract has caused delays in vacating some offices which formed the basis for part of this target. Work is underway to identify alternative sources of savings to compensate.</p> <p>The second effectiveness of spend project is considering the effectiveness of the way in which grant funding is spent. Work is now underway to further develop proposals in this area in line with the October 2016 report to Cabinet on the way in which funding is offered to Community and Voluntary organisations.</p> <p>Digital Vale; A draft Digital Strategy is under development and, along with an accompanying action plan, will be reported to Cabinet in due course. This is being informed by the work underway elsewhere in the Reshaping Services programme, such as the Google for Work pilot.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W005: Deliver a refreshed programme of project and contract management training across the Council.	31/3/17	75	Green	The project management toolkit was updated in this quarter to reflect the work of the Insight Board and the Well-being of Future Generations Act approach to Sustainable Development. A 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.
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	75	Green	All services within the Directorate are working towards achieving the savings target of £1.4million A baseline assessment update was undertaken this quarter to gather 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.
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	75	Green	The HoS 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	75	Green	<p>Ongoing legal advice and support continues to be provided in relation to a wide range of key Reshaping Projects which recently saw the Meals and Wheels, and Rhoose Road Respite/Residential Care, Reshaping Services reports being taken to Cabinet.</p> <p>Work continues in relation to the Reshaping Catering Business Case, with a proposed Cabinet date for consideration of the business cases on 20 February.</p> <p>Ongoing advice and support continues to be provided to Reshaping ALN services, more discreet legal advice provided in relation to smaller initiatives such as Sponsorship and charging, with regular attendance at TCC Reshaping meetings, and the CAT group.</p> <p>The community libraries project has now been successfully implemented by the Service Director with regular input of legal advice, support and assistance from Legal Services in relation to the transfer of the libraries to the community groups, with the last group taking over the running of Rhoose library anticipated on the 1 February following the Council's successful defence of a second challenge by way of Judicial Review in relation to which Legal Services officers had conduct.</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	75	Green	Operational Manager involved in relevant Working Group meetings. Additional savings have already been achieved as a result of 2 procurement exercises (relating to Land Charges and Postal equipment). The Operational Manager Democratic Services is involved in relevant Departmental Working Group meetings and contributes to discussions and the proposals being developed to inform how the £1.4m savings are to be achieved.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils.	31/3/17	75	Green	<p>An officer from Democratic Services continues to be involved in project managing the Town and Community Council and Voluntary sector project of the Reshaping Services Programme and acts as the Community Asset Transfer (CAT) Working Group co-ordinator. Discussions with individual TCCs are ongoing and individual proposals are being discussed with those organisations which will be reported to Members in due course. With regard to CAT transfer applications, out of a total of 6 applications received to date, 4 organisations have been invited to proceed to stage 2 of the process (i.e. provide a business case).</p> <p>The Project Team have also been involved in reviewing the Compact between the Vale of Glamorgan Council and Glamorgan Voluntary Services which is to be reported to the Voluntary Sector Joint Liaison Committee on 8th February 2017 for consideration and approval to Cabinet.</p> <p>A meeting for Clerks of TCC's has also been arranged for 17th March 2017 as part of the Council's commitment under the Charter between TCC's and the Vale Council to include discussion on the Reshaping Services strategy, various service issues and to provide details of forthcoming training dates in respect of the election process and code of conduct training dates scheduled to take place post the local Government elections.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
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	75	Green	Initial findings from work carried out to update Baseline Assessments are being considered. Further work is also being done on impact to Finance Division.
FS/F003: Support Reshaping projects with financial advice.	31/3/17	75	Green	Progress will be ongoing during year. Support being provided to all projects as appropriate Business Planning for review of Catering and Visible Services.
FS/AM018: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings.	31/3/17	75	Green	The Space project is on track at the Civic Offices with works to an area of the ground floor, floor 3 and floor 4 now complete. Works are on-going on floor 2 with completion planned for Q4 when the work to floor 1 will commence. Discussions with Building Services are underway to determine how the tranche 2 savings within cleaning and security can be achieved whilst minimising the potential impact on corporate buildings.
FS/C011: Explore opportunities for collaborative working to improve service resilience	31/6/17	75	Green	Work continues in relation to exploring opportunities within Procurement and Internal Audit.
FS/F019: Co-ordinate a review of income generation opportunities corporately.	31/3/17	75	Green	Work ongoing to identify a range of income generation opportunities. Website advertising has commenced.
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	The project had previously slipped as reported in Q1. However the revised programme continues to remain on track to be completed by December 2017.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/F001: Review ICT Services and projects (Reshaping tranche 1).	30/3/17	100	Green	A review of ICT Services and projects has now been completed. Savings have been delivered for 2015/16 and 2016/17. However the target for savings in 2017/18 has not yet been fully realised although good progress has been made.
IT/F002: Support Reshaping projects with ICT advice.	31/3/17	75	Green	SRS, Catering, Visible Services projects are currently being supported in Q2 and Q3. All requests for support from ICT are being met.
IT/P003: Review ICT systems and software in use across the Council to ensure they are fit for purpose.	31/3/17	75	Green	Currently evaluating feedback from the PWC report on applications used to ensure services are fit for purpose.
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)	50	Red	The Google for Work pilot has been completed but CMT has decided not to continue with the pilot. A comparative pilot with Microsoft Office 365 is about to be initiated to give the business a comparison.
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 28/02/2017)	70	Green	A preferred supplier has been identified however we are waiting to report to Cabinet on the 23/01/2017 before awarding the contract. It is anticipated that this action will be completed by February.
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	The project is currently on hold due to financial constraints and possible Welsh government funding in network links to schools, which would have an impact on design and proposal. Whilst this is reporting a Green RAG status the project is currently on hold.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F001: Reshape Rondel House day service.	31/3/17	75	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 completed in April 16. Work is ongoing in this area.
AS/F002: Reshape Learning Disability Respite care arrangements.	31/3/18	75	Green	Two additional posts are now in place with the adult placement service. Advertising campaign for APS hosts to commence in March. Report presented to cabinet on 12th December 2016 - agreed to different service delivery model of respite. Negotiations with residential providers are underway. Autism planning commencing on 30th January 2017 to facilitate smooth transitions for people to new services.
AS/F003: Reshape in-house residential care.	31/3/18	50	Red	The staff consultation has started and ends on 20th February 2017. Residential in house care has been put on hold; but we are looking at different types of structure; which is not being pushed forward at the moment.
AS/F004: Reshape Meals on Wheels to improve choice and availability.	31/3/17	100	Green	Cabinet outcome is that the meals on wheels service provided by the council will cease in May 2017.
AS/F005: Develop the use of Direct Payments as an alternative to Council-arranged care.	31/3/17	75	Green	Numbers of new referrals and new packages have again increased this quarter. Awareness raising within teams continues with all new starters offered a meeting with the DP officer.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
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	75	Green	The Pineshield project has started well with 10 people being transferred to their care. However, they have been unable to take any further people due to staffing issues and care capacity difficulties. They are currently supporting 5 people until long term care is arranged. VCRS - Reablement Support Worker recruitment has commenced and to date 2 Reablement Support Workers have started. Start dates have been agreed with the 9 other successful candidates.
AS/F007: Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.	31/3/17	75	Green	The Long Term Care Review Team have undertaken 159 reviews this quarter which now means that every person receiving long term care has an up to date review of the care needs. The next stage is to undertake full assessment reviews of LTC service users.
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	75	Green	The pilot for Outcome Based commissioning has commenced this quarter.
CP2				
VS/W002: Review and strengthen the performance management arrangements in relation to attendance management within Visible and Transport Service.	31/3/17	75	Green	Absence management processes is ongoing to improve performance management arrangements in relation to attendance. 3/4 year reported performance is just below target with 8.4 days lost per FTE equivalent to sickness absence against a 3/4 yearly target of 7.5 This is an improvement on the Q3 sickness figure in the previous year where 11.72 days were lost.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/W008: Review and strengthen the performance management arrangements in relation to attendance management within the SRS service.	31/3/17	75	Green	Absence levels remain below the corporate target at Quarter 3 with the service reporting 4.29 days lost due to sickness absence against a Directorate target of 8.78 days. This is an improvement against the 6.51 days lost at Q3 last year. Attendance continues to be monitored at SRS management team.
HS/W003: Review and strengthen the performance management arrangements in relation to attendance management within the Housing & Building Service	31/3/17	75	Green	The Building Services sickness absence figure reported for this quarter is a loss 8.49 days which is a slight improvement on the 8.74 days reported at Q3 2015/16. Housing Services has seen an even higher improvement in reducing the number of sickness absence days reporting 2.83 days compared to 7.43 days for this quarter the previous year. Monthly monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance remains on track.
RP/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Regeneration and Planning Service.	31/3/17	75	Green	The service reports a sickness absence figure of 2.97 days lost at Q3 which is within the Directorates annual absence target of 4.35 days. This quarter sees an improvement on the figure reported at Q3 2015/16 of 4.33 days. Monthly monitoring of attendance is carried out in line with corporate arrangements.
HR/W006: Review and implement a revised Training and Development Strategy.	29/7/16 (Revised to 31/3/17)	90	Green	The Training and Development Strategy was presented to CMT in December and will now be taken to the Change Forum in Q4.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W007: Implement and evaluate a 'pilot' succession planning approach across the Council.	31/3/17	60	Green	Work in relation to evaluating the succession planning pilot will continue into Q3 but with a continuing plan to extend the pilot in 2017/18.
HR/W009: Review and strengthen the performance management and support arrangements in relation to attendance management.	31/3/17	75	Green	<p>The measures set out in Qtr 1 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 Q3. Q3 figures show FTE absence figures at 6.05 days compared with the quarter 3 target of 6.68 days for 2016-17. Within the HR service, 5.22 days per FTE was lost to sickness absence which is above the directorate target of 4.35 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	75	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 demonstrating a positive impact on sickness levels. The current days lost to sickness is 4.28 against the annual target of 5.53 days.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
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	At Q3 8.28 days were lost to sickness absence for this Service which is an increase when compared to the 6.58 days lost at Q3 the previous year. Despite the increase in comparison with Q3 2015/16 the Service remains within the Directorate's annual target of 8.70 days.
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	75	Green	At Q3 the service lost 6.03 days due to sickness absence which is an improvement on the 7.91 days lost in Q3 the previous year. As a result of the improvement the service remains within the annual target of 6.23 sickness absence days for the Directorate. Improved monitoring by senior staff and sharing of practice at Management Team meetings has resulted in improved performance.
LS/W003: Review and strengthen the performance management and support arrangements in relation to attendance management within the Legal Service.	31/3/17	75	Green	The service has reported a loss of 1.70 sickness absence days at Q3, this is an improvement on the 4.88 days lost in Q3 2015/16 and places the service well within the annual target set for the Directorate of 4.35 days.
PD/W007: Review and strengthen the performance management arrangements in relation to attendance management within the Performance and Development Service.	31/3/17	75	Green	Sickness absence levels for this service remain high with the service reporting a loss of 6.86 days at Q3 which is over the Directorate's target of 4.35 days. However this quarter does see an improvement on performance reported in Q3 the previous year where 8.69 days were lost to sickness absence.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the Democratic Service.	31/3/17	75	Green	The service has seen a sickness absence level of 4.80 days at Q3 which is a large improvement compared to figures reported the same time last year where 8.90 days were lost to sickness absence. Despite the improvement the service is slightly above the target for the Directorate set at 4.35 days.
FS/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Finance Service.	31/3/17	75	Green	<p>The Finance Service has seen an increase in the amount of days lost to sickness absence compared to Q3 2015/16, reporting 5.01 days this quarter compared to 3.62 days. As a result the Service has missed the annual target of 4.35 days set for the Directorate.</p> <p>Resource Management including Director's Office sickness absence figures have improved slightly from 1.28 days lost in Q3 2015/16 compared to 1.11 days lost this quarter.</p>
IT/W015: Review and strengthen the performance management arrangements in relation to attendance management within the ICT Service.	31/3/17	75	Green	At 3.06 days per FTE, the ICT Service currently remains within target for the year (4.35 days). Although this is a slight increase on the 2.08 days reported last year the Performance Management arrangements are considered to be working well.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/W008: Review and strengthen the performance management arrangements in relation to attendance management within Adult Services.	31/3/17	75	Green	<p>Adult Services has seen a large improvement in reducing the number of days lost to sickness absence for Q3 in comparison with the previous year. This year 8.59 days were lost compared to 13.12 days at Q3 last year. With the improved figures the service remains within the target of 8.70 days for the Directorate.</p> <p>Sickness performance is reflected in the team planning processes. Improved performance information now provided by HR.</p>
BM/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Business Management and Innovation Service.	31/3/17	75	Green	<p>This service has seen a very slight improvement on sickness absence figures compared to Q3 2015/16 by reporting a figure of 7.52 days compared to 7.58 days. The service remains within the annual target for the Directorate of 8.70 days.</p> <p>Ongoing management and monitoring of sickness absence continues through new policy implementation.</p>
CP3				
FS/R005: Implement proposals for improvement arising from the Wales Audit Office report on financial resilience.	31/7/16 (Revised to 31/03/2017)	90	Green	The new report to report the savings position is now in use. Work continues to progress in relation to the remainder of the work.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP4				
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	85	Green	The draft WBA was approved by the PSB for consultation on the 15 th December. A programme of engagement was also approved to be launched in January and will include briefings, drop in sessions at local libraries and an on line survey. The WBA consists of a suite of documents, an Executive Summary, overview document, evidence reports, data directory and engagement report. The consultation will close on the 5 th February when final changes will be made in order for the WBA to be approved in March and published in English and Welsh in April.
CP5				
PD/E009: Develop a central public engagement database/directory to monitor and track public engagement work and their outcomes.	31/3/17	100	Green	We now have a database/tracker in place which allows us to monitor and track public engagement work and their outcomes and are currently developing an improved version which will result in the development of a searchable online database.
PD/E010: Strengthen internal networks by creating engagement champions within each directorate.	31/3/17	80	Green	This work has been helped by the engagement database. The Communications Officer - Engagement has regular contact with officers from each directorate involved in public engagement. This network could be widened therefore the work is ongoing.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/E011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.	31/3/17	75	Green	The Public Engagement Framework has been updated. A programme of engagement around the framework and its associated action plan is scheduled for May/June 2017.
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	75	Green	New reporting arrangements commenced this quarter as part of the revised PMF arrangements. The Member Working Group met in November to discuss the Q1 performance reports new format. We will be taking the proposed changes to the group next quarter along with proposed changes to the corporate measures.
PD/C013: Review corporate working groups to support the new approach to integrated planning.	31/3/17	80	Green	Insight Board meetings continue to take place regularly to discuss integrated planning issues and report to CMT and Cabinet as appropriate. Ongoing development of this approach will contribute towards more integrated planning practices across the council.
CP7				
DS/C008: Continue to explore (with Cardiff and Bridgend Councils) options for formal joint scrutiny arrangements in respect of the Shared Regulatory Service.	31/3/17	75	Green	The various options for this are due to be considered at the Shared Regulatory Services Project Board scheduled for December 2016. There has been a slight delay in progressing this action due to changes in the SRS Senior Reporting Officers for both Cardiff and Bridgend.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP9				
PD/R014: Improve Service Plan risk monitoring informed by the review of the Performance Management Framework.	31/3/17	75	Green	The Member Working Group meet this quarter to discuss the Q1 performance reports that report against each Wellbeing Outcome and Corporate Health to provide feedback on the reports new format . We will be taking the proposed changes to the group next quarter along with proposed changes to the corporate measures.
CP10				
FS/F006: Review the procurement function to inform the development of a strategy.	30/6/16 (Revised to 31/03/17)	50	Green	The amendments have now been made to the Financial Procurement Rules (FPR) and Contract Procedure Rules (CPR) by Legal. The Contract Management section has been added to the Procurement Code of Practice (PCOP) and is now undergoing a peer review. The Policy and Strategy Policy is also undergoing peer review.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/F007: Progress digital procurement and invoicing across the Council.	30/6/16 (Revised to 31/03/17)	40	Red	We have set up an external punch out to the Basware test Environment. 19 major suppliers have been established, and the supplier enablement process started. External support is being investigated.
FS/F008: Review the level of usage made of NPS frameworks across services.	30/6/16 (Revised to 31/03/17)	60	Green	The review is still ongoing. Value Wales have updated E-Bravo with all current Vale contracts over £15,000 and a request has been made to Directorates to advise the latest position regarding their existing contracts to reconcile to the E-Bravo register.
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 draft Asset Management Plan update was presented to the Insight Board during December 2016 and will be reported to Cabinet during February 2017.

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
People						
CPM/210 (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)	5.48	5.95	4.88	Red	↓	Performance missed the quarterly target of 4.88%. 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%.
CPM/211 (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.
CPM/019 (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.	7.07	6.05	6.68	Green	↑	This quarter sees an improvement in reducing the number of FTE days lost to sickness absence in total when compared to the previous year's figures. This improvement has resulted in the number of days lost due to sickness absence being better than the target of 6.68 days set for Q3.
CPM/212 (HR/M005): The number of working days per full time equivalent (FTE) local authority employee lost due to short term sickness absence	1.98	1.92		N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. Performance has slightly improved in reducing the number of days lost due to short term sickness absence when compared to the figures reported last year.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/213 (HR/M006)(RS/M050): The number of working days per full time equivalent (FTE) local authority employee lost due to long term sickness absence	4.80	4.13		N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. Performance has seen a small improvement in reducing the number of days lost due to long term sickness absence in comparison to the figures reported in the previous year's Q3.

Financial						
CPM/214 (FS/M014): Spend against approved Council revenue programme	N/A	100	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17. This will be reported to Cabinet on 6th February
CPM/215 (FS/M015): Spend against approved Council capital programme	N/A	45	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17. This will be reported to Cabinet on 6th February.
CPM/216 (FS/M016): Performance against savings targets	N/A	92.68	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17. This will be reported to Cabinet on 6 th February.
CPM/217 (FS/M017): Performance against agreed reshaping services targets	N/A	86%	N/A	N/A	N/A	New quarterly measure. Establishing baseline during 2016/17. This will be reported to Cabinet on 6 th February.
CPM/218 (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. All savings predicted to be met.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/219 (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						
CPM/220 (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.
CPM/153 (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
CPM/221 (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						
CPM/001 (PD/M001)(RS/M034): Percentage of customer enquiries to C1V resolved at first contact	N/A	68	70	Green	N/A	Work is continuing with services such as housing and registrars to increase numbers of enquiries that can be resolved at C1V.
CPM/002 (PD/M002)(RS/M033): Percentage customer satisfaction with access to Council services across all channels	98.87	98.6	95	Green	↓	98.6% of 5,101 responders said that they were Satisfied, Very Satisfied or Extremely Satisfied with the service provided by Contact OneVale. 80.9% said that they were extremely satisfied. 94.1% of 1,467 respondents stated that they would recommend Contact OneVale to a friend or other resident and 91.6% of 1,647 respondents rated their Overall Experience between Satisfactory and Extremely Satisfactory.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/222 (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.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales	N/A	65.3	N/A	N/A	N/A	Managers have received training on using the Complaints Dashboard which provides visibility of performance in this area and will allow for improved performance management
CPM/224 (PD/M030): Percentage of Corporate complaints resolved at Stage 1	N/A	93.1	N/A	N/A	N/A	Managers now have access to reasons for complaints in their areas of responsibility via the Complaints Dashboard which will allow them to improve complaint resolution and increase resolution at Stage 1.
CPM/225 (PD/M031): Percentage of Corporate complaints resolved at Stage 2	N/A	6.9	N/A	N/A	N/A	Managers now have access to reasons for complaints in their areas of responsibility via the Complaints Dashboard which will allow them to improve complaint resolution and increase resolution at Stage 1.
CPM/226 (PD/M032): Number of Ombudsman complaints upheld against the Council (including Social Services).	N/A	0	N/A	N/A	N/A	In Q3 there were no ombudsman complaints upheld against the council from the 8 cases reported. Most were not investigated or reported as being premature as the complainant had not given the council the opportunity to investigate the issues through our normal complaints process.
CPM/073 (IT/M010)(RS/M013a): Site Morse position (ranking of quality of websites) in Wales.	N/A	1	N/A	N/A	N/A	Existing annual measure. Target of 3rd set for 2016/17 against performance of 2nd in 2015/16 therefore the target is currently being exceeded.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/074 (IT/M011)(RS/M013b): Site Morse position (ranking of quality of websites) in England & Wales.	N/A	7	N/A	N/A	N/A	Existing annual measure. Target of 28th set for 2016/17 against performance of 25th in 2016/17 therefore our target is currently being exceeded.
CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees.	N/A	55.7	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. The percentage figure reported reflects the fact that 55.7% of the responses to the satisfaction survey questions stated "Very Satisfied" or "Satisfied".
CPM/228 (DS/M034): Percentage of committee meetings web casted.	N/A	10.3	N/A	N/A	N/A	New quarterly measure. Establish baseline performance during 2016/17. The percentage figure reported equates to 10 meetings out of a total of 97. The only meeting webcast up to the end of Quarter 2 was the Planning Committee. However, from December 2016, meetings of Full Council are also being webcast.
CPM/076 (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.
CPM/077 (PD/M019): Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A	N/A	N/A	N/A	New annual measure. Establish baseline performance during 2016/17.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life)	N/A	4.57	N/A	N/A	N/A	<p>New quarterly measure. Establish baseline performance during 2016/17. Percentage increase in Q1 was 6.97% and in Q2 7.02%</p> <p>Total number of likes at end of Q2 was 8176 and at end of Q3 this had increased to 8550.</p> <p>Although it is not possible to draw conclusions from performance over only three quarters, the consistent increase in audience and consistently broad reach of the Council's English medium social media accounts suggestion a positive direction of travel for the work of the Communications Team to develop these channels.</p>
CPM/086 (PD/M023): Average reach of Facebook posts (Vale of Glamorgan Life).	N/A	4342	N/A	N/A	N/A	<p>New quarterly measure. Establish baseline performance during 2016/17. The average reach for Q1 was 3641 and for Q2 4780.</p> <p>Although it is not possible to draw conclusions from performance over only three quarters, the consistent increase in audience and consistently broad reach of the Council's English medium social media accounts suggestion a positive direction of travel for the work of the Communications Team to develop these channels.</p>

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account.	N/A	2.56	N/A	N/A	N/A	<p>New quarterly measure. Establish baseline performance during 2016/1. Percentage increase in Q1 was 3.69%. Total number of followers at end of Q2 was 13403 and at the end of Q3 13746.</p> <p>Although it is not possible to draw conclusions from performance over only three quarters, the consistent increase in audience and consistently broad reach of the Council's English medium social media accounts suggestion a positive direction of travel for the work of the Communications Team to develop these channels.</p>
CPM/084 (PD/M021): Average reach of Vale Council Twitter posts.	N/A	6.74k	N/A	N/A	N/A	<p>New quarterly measure. Establish baseline performance during 2016/17. The average reach for Q1 was 8400 impressions per day and for Q2 7700.</p> <p>Although it is not possible to draw conclusions from performance over only three quarters, the consistent increase in audience and consistently broad reach of the Council's English medium social media accounts suggestion a positive direction of travel for the work of the Communications Team to develop these channels.</p>
ICT						
CPM/008 (IT/ M002)(RS/M002): Service availability of top 20 ICT systems. (%)	99.96	99.94	99.75	Green	↓	Existing quarterly measure. Our performance at Q3 remains above the set target.

Performance Indicator	Q3 Actual 2015/2016	Q3 Actual 2016/2017	Q3 Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/007 (IT/M001)(RS/M001): Percentage service desk calls/tickets resolved within agreed timescales.	95.81	97.97	92	Green	↑	Existing quarterly measure. Performance has improved this quarter and remains above target.